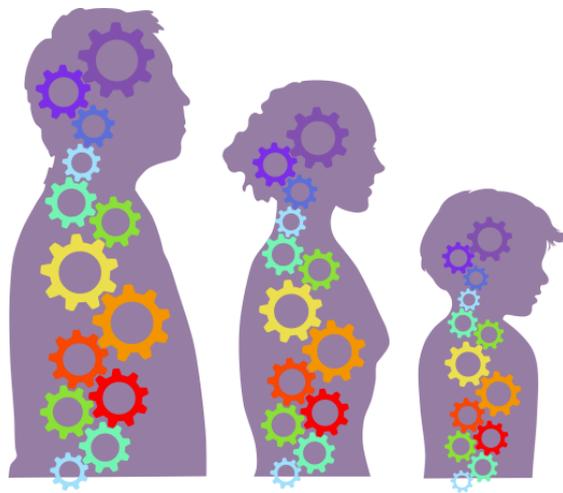


MIND & BODY PROGRAMME

LEARNING AND DEVELOPMENT STRATEGY

November 2017



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Foreword

Since 2009, King's Health Partners has endeavoured to support the delivery of excellent patient care through the translation of cutting-edge research into clinical practice. World-leading education and training is the key vehicle to achieve this goal, supporting our current and future workforces to deliver exceptional care.

The Mind & Body Programme epitomises the opportunity presented by King's Health Partners which brings together the UK's largest mental health provider (South London and Maudsley NHS Foundation Trust), two acute hospital trusts with renowned services (King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts), and an internationally recognised University (Kings College London). Such a partnership has the ability to address the most challenging barriers to integrating mental and physical healthcare.

At the heart of the Mind & Body Programme is an emerging learning and development offer which will build on the excellent work within the partner organisations to support our workforce. This strategy has taken inspiration from those existing initiatives to give guidance and direction to the future of learning and development to support mental and physical healthcare integration.

The focus on interprofessional education, engagement of all healthcare staff, and the appreciation of learning as key to workforce satisfaction are important messages. I welcome the progression of the Learning and Development workstream of the Mind & Body Programme.

Professor Anne Greenough, Director of Training and Education, King's Health Partners.



Mind and body: joining up mental and physical healthcare

“ Time and time again I am surprised and encouraged by the dedication, innovation, and consideration demonstrated by those involved in both delivering and accessing learning and development opportunities for mind and body care. Hopefully this document can provide guidance and encourage further collaboration and growth in this workstream. ”

Dr Sean Cross, Clinical Director, Mind & Body Programme.

Executive summary

The case for change

Integrating mental and physical health care across the health and social care system will improve patient experience and outcomes, as well as staff experience, and reduce system costs and inefficiencies.

The Mind & Body Programme

We aim to embed integrated mind and body care as common practice, joining up and delivering excellent mental and physical healthcare, research, and education so that we treat the whole person.

The role of learning and development

We aim to improve patient care and staff experience through the sustainable provision of effective learning and development for our workforces. Our vision is of a local health and social care landscape where patients and service users routinely access care that addresses their physical and mental health needs simultaneously, provided by services and staff who feel valued, supported, and empowered to do so.

Strategic objectives

These objectives will guide the implementation of this strategy to achieve our vision:

1. Foster positive attitudes towards integrated mental and physical health, combatting stigma
2. Improve recognition and support for both the mental and physical health needs of patients
3. Assist staff to access support and resources for working with mind and body
4. Ensure that mind and body care is addressed at all levels of healthcare education
5. Engage local partners in improving mind and body training and subsequently care
6. Allow staff to feel supported, engaged, and valued through their training on mind and body
7. Advocate for co-produced training, securing a voice for service user perspectives and experience
8. Establish sustainability of training delivery, accessing funding and support as appropriate.

Outcomes

Success of the learning and development workstream will be measured by:

- **Improved access** to learning and development opportunities for local staff
- **Increased uptake** of these opportunities by our workforce
- **A more confident workforce**, capable of delivering mind and body care
- **Improved delivery of care** for interacting mental and physical health needs of our populations

Operational plan

We aim to build on the early progress of mind and body learning and development, continuing to collate, increase, and disseminate opportunities to staff, while attempting to incorporate these into relevant curricula and routine training, including gaining accreditation as appropriate. Sustainability will additionally rely on effective engagement of frontline staff and key stakeholders through a robust communications plan. Evaluation and research activities in this area must continue through guidance and links with collaborators. The next steps of this programme are outlined in the Project Plan on page 15.

An overview of available learning and development resources relevant to Mind and Body is available [here](#).

The case for change

Patients, practitioners, and policymakers unanimously agree on the pressing need for healthcare to better address the complex intersecting mental and physical health needs of the public, patients and service users in the 21st century. Maintaining the status quo is simply not a viable option.

Mind & Body Facts – at a glance

- **30% of people in England** with a long-term condition have a mental health problem
- **Nearly half** of people with a mental illness have a long-term condition
- This means **4.6 million people** have a long-term condition **and** a mental illness
- People with severe mental illness **die 15-20 years younger** than the general population, mainly due to physical ill-health
- **Up to a third** of primary care presentations involved medically unexplained systems
- Co-morbidities result in a **45% increase** in health costs, from approximately £3,910 to £5,670 per person
- **Between £8-13bn** is spent annually on long-term conditions and mental illness in England

The facts on the relationship between physical and mental health are stark. However, not all NHS organisations, services, and professionals are equipped to adequately address these problems of mind and body, raising questions about how we should train, support, and empower our staff.

People with diabetes often experience mental health issues, but how do they receive support for say, depression from a diabetes care pathway? Do staff see it as their responsibility, and are they supported to acquire the necessary skills to provide or access this care?

How can we support someone with severe mental illness to manage their diabetes while accessing services? Does the service have capacity, or adequate procedures in place? And would staff feel confident and competent to address this?

People with mental and physical health co-morbidities live disproportionately in deprived areas, compounding the need for joined up care in Lambeth and Southwark, as well as more broadly across south -east London. Co-morbidities also correlate with unhealthy behaviours, for instance smoking and weight gain. As such, collaboration is needed across primary, community, and secondary care.

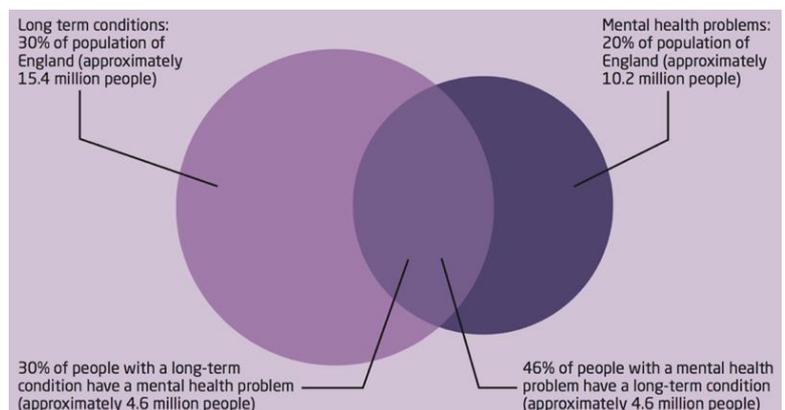


Image credit: King's Fund and Centre for Mental Health

While the journey towards providing care for mind and body may be complex, the guiding principle is simple. Our patients' and service users' mental and physical health needs *must* be addressed simultaneously. And organisations, services, and individuals must be supported to achieve this, as well as taking responsibility for being part of the solution.

Workforce learning and development is an important driver of sustainable change, from the skills of an individual to the culture and attitudes of an organisation. Individuals and systems must be supported and enabled to provide high quality mind and body care, the ultimate goal of learning and development.

The Mind & Body Programme

The Mind and Body Programme was established by the King’s Health Partners organisations - Kings College London, Guys and St Thomas’ Hospital, King’s College Hospital, and South London and Maudsley Trusts.

KING'S HEALTH PARTNERS

Mind & Body aims to work across our locality, and ultimately the wider Sustainability and Transformation Partnership (STP) for south east London, to embed integrated mind and body care as common practice.

We are committed to a programme that will join up and deliver excellent mental and physical healthcare, research and education so that we treat the whole person.

We are doing this by:

- improving our understanding of population mind and body needs, which will underpin the provision of high quality care
- improving identification and diagnosis of mind and body needs through universal assessment and meaningful sharing of data
- **learning and development to up-skill our workforce to be aware and practice essential skills confidently across mind and body**
- developing new and enhancing existing service infrastructure to embed mind and body approaches
- robust evaluation of what works and developing a common set of clinical and economic outcome measures to inform system development and incentives
- championing an integrated mind and body ethos across our partnership through system leadership, communications and awareness raising.



Why mind and body?

Nearly half of people with mental illness also have at least one long-term physical condition

30% of people with long-term physical health conditions also have a mental illness

15-20 years shorter life expectancy for someone with a severe mental illness or learning disability than for those without

Current Mind & Body supported projects:

[IMPARTS](#)

[3DLC](#)

[RE-EDITT: LTC](#)

[Maudsley Simulation](#)

[Mind and Body Champions Network](#)

A shared mission

“Our ambition is for all of our clinical services to routinely address the mental and physical health of our patients, for our workforce to be fully aware of the relationship between mind and body, and for all of our staff to be able to support our patients and service users appropriately as they navigate our sometimes complex system.”

Amanda Pritchard, Dr Matthew Patrick & Nick Moberly
Chief Executives, Guy's and St Thomas', South London
and Maudsley and King's College Hospital
NHS Foundation Trusts

Our vision for mind and body learning and development

The mind and body learning and development strategy is to improve patient care and staff experience through the sustainable provision of effective learning and development for our workforce.

Through strong relationships within King’s Health Partners, commissioning, local authorities, general practice, and strategic alignment with Health Education England, local Clinical Commissioning Groups, and Sustainability and Transformation Partnerships, we will support staff and services to provide better care for both mind *and* body.

We envisage a local health and social care landscape where patients and service users routinely access care that addresses their physical and mental health needs simultaneously, provided by services and staff that feel valued, supported, and empowered to do so.

This vision will subsequently deliver improved clinical outcomes, patient and staff experience, and cost-effectiveness of services, as well as beginning to repair societal attitudes towards health by eroding the mental and physical health dichotomy.



We are joining up mental and physical healthcare, training and research to improve health outcomes

Learning and development linked with the Mind & Body Programme should reflect the following values:

- Training must consider both mental and physical health needs, and their interaction
- Teams and professionals that work together should train together, including from separate trusts, organisations, and professions
- Professional development goes beyond the classroom, involving continuous learning in the workplace from colleagues
- Training should be co-produced with patients, service users, and carers – ensuring that patient experience and journeys are the focus
- Continuous evaluation and review is essential to providing high quality training
- Consistent approaches are required from undergraduate to senior trust personnel training, ensuring continued learning
- Education has a prominent role in organisational culture and workplace attitudes, providing an opportunity for a consistent message
- Learning and development is key to staff feeling valued and supported
- Training should always be engaging and as interactive as possible.

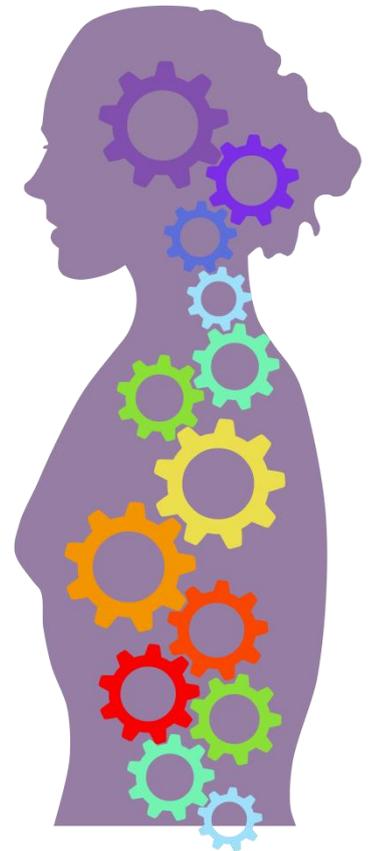


Mind and body learning and development opportunities for our staff

Strategic objectives

These eight strategic objectives will support the delivery of our vision for mind and body learning and development. Achievement of these objectives will be facilitated through the operational plan outlined subsequently in this document.

1. Foster positive attitudes towards the integration of mental and physical healthcare in staff, patients and service users, families and carers, combatting stigma
2. Improve the ability of healthcare staff and services to recognise and address both the mental and physical health needs of patients and service users
3. Assist staff to understand where and how to access support and resource for working with mind and body
4. Ensure that proactive approaches to mind and body care are adopted at all levels of education, from undergraduate training to continued professional development
5. Engage local partners beyond King's Health Partners, including the voluntary and community sector, in improving mind and body training and subsequently care
6. Allow staff to feel supported, engaged, and valued through their training on mind and body
7. Advocate for co-produced training, ensuring that patient and service user perspectives and experience are focal points in all educational initiatives
8. Establish sustainability of training delivery, through linking with research, services, and developing income generating activity as appropriate.



These strategic objectives overlap considerably with the wider goals of the Mind & Body Programme, demonstrating the complementary nature of education, clinical services, and research. Pursuing this vision of learning and developing in mind and body care, through adhering to the values and strategic objectives outlined above, will result in headline outcomes that will be measured and evaluated.

Headline outcomes

- **Improved access** to learning and development opportunities for local staff
- **Increased uptake** of these opportunities by our workforce
- **A more confident workforce**, capable of delivering mind and body care
- **Improved delivery of care** for interacting mental and physical health needs of our populations

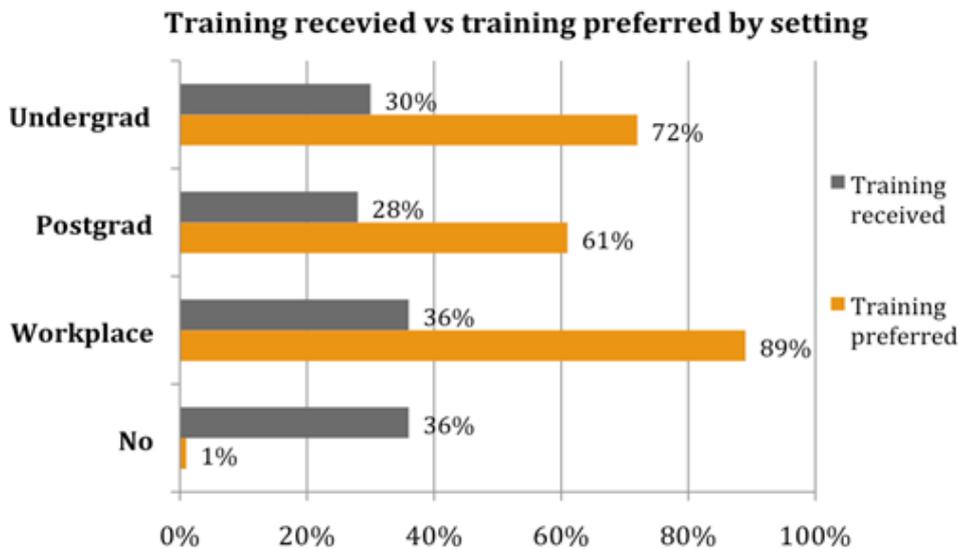
These outcomes will be evaluated through scoping training accessibility and uptake, surveying our workforce, and scrutinising individual development opportunities for impact on care, using a 2015 scoping exercise as a comparator.

Early progress

Since 2014 the Mind & Body Programme has been driving improvements to local training and development opportunities. This began with a comprehensive review of current educational practices relating to mind and body within King's Health Partners ([click here for the full and summary versions](#)).

The review identified exemplary practices in certain areas, significant need in others, and a clear justification for providing training in a more joined up, consistent way.

Staff survey highlights: *Only 36% had received training on Mind & Body*
 Only 58% were confident in caring for Mind & Body
 89% wanted more training on Mind & Body



The findings and recommendations of this review formed the basis for continued work to improve patient care through education and training.

From 2015 to 2016, the Mind & Body Programme focused on the organisation, improvement, and expansion of training provision for mental and physical health, aiming to capitalise on the position and expertise of the partner organisations.

This work aimed to:

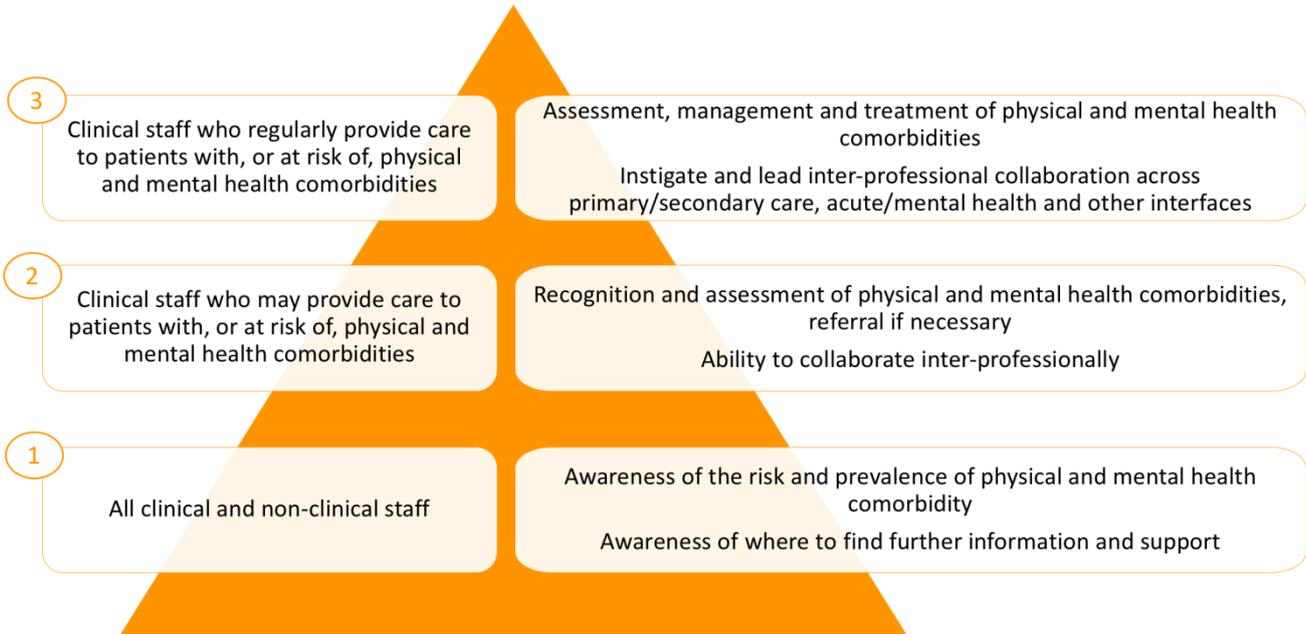
1. Organise current initiatives, through continued mapping of existing practice and introduction of a three-tiered training matrix to categorise activities
2. Support and expand existing training, through provision of funding, resource, marketing and communications
3. Develop new training packages, through addressing gaps in current provision to establish a complementary range of educational interventions for mind and body.

Following this project, a large number of staff had benefitted from mind and body education, with King's Health Partners now able to offer a suite of training activities from e-learning to simulation training, lasting from 30 minutes to five days. Communications was a strong workstream of this project, increasing visibility of the Mind & Body Programme, alongside the continuation of the King's Health Partners Mind & Body Conference. The final report is available [here](#), along with an overview of mind and body training opportunities.

Operational plan

Training matrix

This simple three-tier training matrix aims to support our strategic objectives while succinctly organising available workforce training by professional role and core competency.



The structure can also guide continuing work on curricula and core competencies for mind and body care that incorporates all individuals working in health and social care, clinically or non-clinically. A range of training opportunities that represent levels one to three of this matrix can be found on the Mind & Body education and training webpage.

Curricula and core competencies

The privileged positioning of King's Health Partners in accessing world leading expertise from our partner organisations means that we are well placed to have a high quality, consistent training offer from undergraduate level to continued professional development. The curricula and core competency frameworks that underpin these educational opportunities are the foundations upon which our workforces' skills, and the subsequent care they provide, are based.

Consequently, the Mind & Body Programme will continue to support King's College London wherever possible in their forward-thinking approaches to designing undergraduate and postgraduate healthcare curricula to allow trainees to provide high quality mind and body care.

Similarly, trust Education and Training Departments, as well as individual educational initiatives and projects including training elements, will continue to receive support as required from the Mind & Body Programme to ensure that staff (both clinical and non-clinical) are assisted to address both the mental and physical health needs of patients and service users.

Relevant examples of curricula and frameworks range from [King's College London's MBBS Curriculum 2020](#), to King's Health Partners' [Heart Failure Specialist Nurse Competency Framework](#), to a comprehensive example from [University College London on Persistent physical symptoms](#).

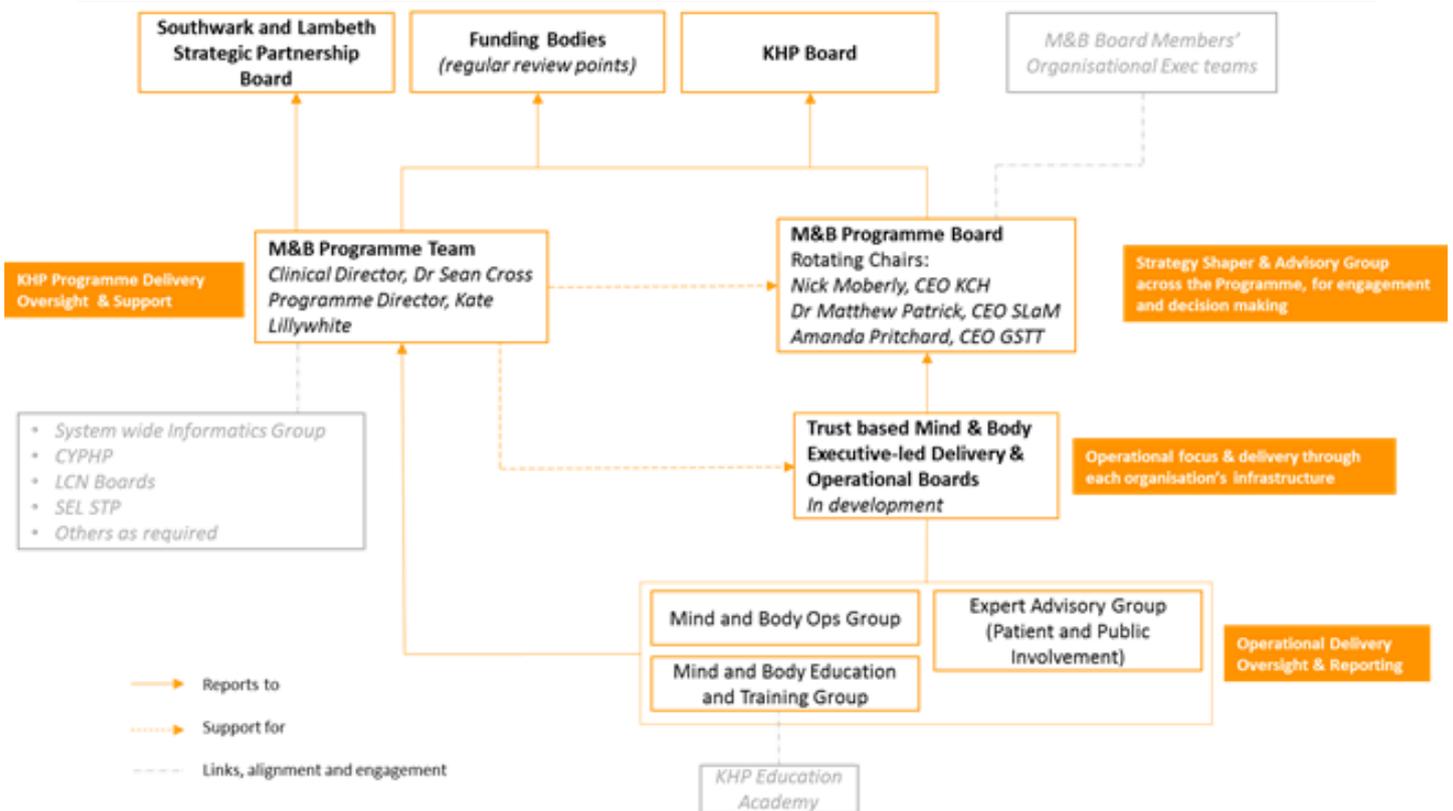
Sustainability

Delivery of training for mind and body care must be sustainable. This will embed good practice at an educational level, as well as clinically, allowing ambitious strategic objectives to be reached such as impacting staff attitudes towards mind and body care, developing skills in workforces, and allowing clinical and non-clinical staff to feel valued and supported.

Faculty development and capacity building are essential to sustainability, along with embedding of training in curricula and core competencies, while also supporting continued learning in the workplace beyond designated training interventions. We hope to capitalise on and further develop a significant level of in-house expertise which will enable us to provide training at scale and minimum cost.

Achieving sustainability requires income generation, which will be achieved through a variety of methods including winning grant funding, accessing existing training budgets and aligning to system-wide initiatives, forming industry partnerships, and selling our products where appropriate. We will capitalise on existing marketing and sales expertise within our collaborators to support these efforts.

Governance



This diagram represents the governance structure of the Mind & Body Programme, under which this strategy falls. The learning and development workstream of the Mind & Body Programme will align and collaborate with numerous partners and teams throughout King’s Health Partners and other organisations, for example partner Education and Training Departments.

Close working with the Expert Advisory Group is essential to achieving our strategic goal of promoting and delivering co-produced training. The Mind & Body Programme Team will aim to ensure that strategic partnerships with relevant bodies beyond the scope of this governance structure are established and maintained to ensure a joined up, system-wide approach to improving learning and development for mind and body care.

Accreditation

Securing accreditation from independent sources for mind and body training can boost its profile and reliability, while maintaining high standards. The IMPARTS Five-day Teaching Module is one example of this, as a credit-bearing masters module for King's College London. In addition to King's College London, accreditation may also be sought from the King's Health Partners Education Academy, Continued Professional Development organisations, and relevant bodies such as Royal Colleges. Encouraging local training initiatives to apply for King's Health Partners Education Academy accreditation will be a primary focus, while supporting educators to seek other forms of accreditation will be a further priority.

Partners and stakeholders

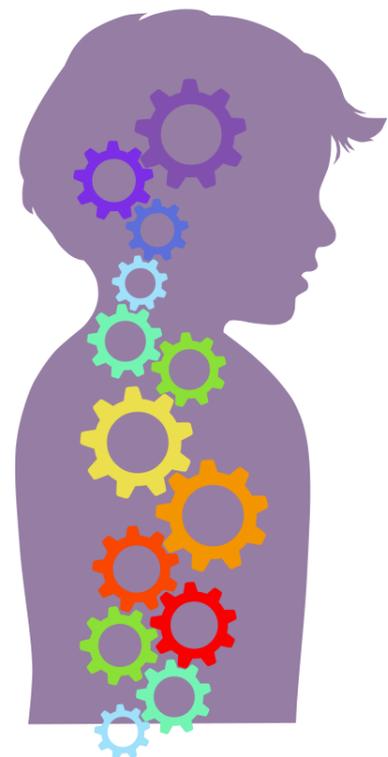
To enable the Mind & Body Programme and accompanying Learning and Development Strategy to fulfil its potential to transform mental and physical healthcare integration, we must look beyond King's Health Partners. In addition to the stakeholders outlined in the governance structure, and teams or departments within them, we will reach out to colleagues within our local Sustainability and Transformation Partnerships, Clinical Commissioning Groups, Local Authorities, Community Education Provider Networks, Health Education England, Service User and Patient and Public Involvement groups, and multiple others from health and social care, including voluntary and community sectors. Bridging organisations and interfaces is equally as important in education and training as it is in providing health and social care, and we will endeavour to do this by forging new partnerships while maintaining our existing strong relationships.

Communications and engagement

The success of mind and body training relies in part on engaging our workforces. Building on a successful mind and body communications programme, training opportunities will be routinely disseminated through digital channels such as the King's Health Partners website, blogs, events page, and bulletin. These channels in turn filter into partner communications channels, and will be supplemented with accessing partner intranets and internal education and training departments where appropriate. Print materials, such as flyers and posters, and presence at inductions will further supplement efforts to raise visibility of the Mind & Body Programme and available training.

The Mind & Body Champions Network will tie in closely with engaging staff, disseminating and even increasing training opportunities. This excellent initiative will be bolstered with further engagement events and presence at relevant King's Health Partners and partner events. The Mind & Body Programme's newsletter and social media engagement plans will form another outlet for staff engagement and promotion of training opportunities and progress in this area.

This growing presence of the Mind & Body Programme and its learning and development workstream will further increase the likelihood of continued learning around mind and body care in the workplace, in addition to staff accessing specific training initiatives.



Evaluation and research

Mind and body training must be continually evaluated to maintain standards and effectiveness, as well as providing a platform from which to share practice and justify its utility. The Health Education England-funded, King’s Learning Institute-developed [Evaluation Toolkit](#) provides specific guidance for the evaluation of education and training in healthcare. We will build on this learning and framework to directly implement evaluation approaches tailored to mind and body initiatives, advising colleagues and collaborators as requested.

Evaluation must be undertaken to determine the effectiveness of training initiatives delivered and clarify the link between training and practice for mind and body care. Publishing research provides stronger validation for mind and body training and care, and is also key to disseminating on-going work and sharing practice.

Research and evaluation are important tools through which to drive standards and improve practice nationally through lobbying relevant bodies with evidence on the value and effectiveness of providing mind and body training, research and care.

Key measures of any educational intervention can be organised using the Kirkpatrick Model, guiding evaluation of participants’ reaction to the intervention, their learning outcomes as a direct result of the training, subsequent changes to their behaviour for example upon returning to the workplace, and finally the results or impact of these changes in behaviour.

THE NEW WORLD KIRKPATRICK MODEL



Examples of completed and published educational research and evaluations on training related to mind and body, specifically simulation training by Maudsley Simulation, can be found [here](#). Furthermore, a wealth of expertise exists within the partners regarding evaluation and research approaches, so please do contact chris.attoe@slam.nhs.uk if you have an interest in this area.

Contact us

The Mind & Body Programme Team would love to hear from you if you have any questions, comments, or requests relating to this document and learning and development for mind and body care. So please do not hesitate to contact us at mindandbody@slam.nhs.uk, or Chris Attoe, Project Manager, at chris.attoe@slam.nhs.uk.

Case study examples



Meeting the Health Needs of People with Learning Disabilities, developed by the [Estia Centre](#) in partnership with [Maudsley Simulation](#) and the [Baked Bean Company](#), is a co-produced course for all health and social care professionals interested in improving care for people with learning disabilities.

The course aims to foster ways of working and clinical care that can reduce health inequalities and improve the experience of people with learning disabilities accessing services. Simulated scenarios with actors with learning disabilities, followed by reflective debriefs encourage group and experiential learning.

The South London and Maudsley Recovery College, sponsored by the Maudsley charity, provides free educational opportunities for South London and Maudsley service users, carers, friends and family, and staff, aimed at supporting and promoting recovery towards a meaningful and satisfying life.



Courses aim to complement existing South London and Maudsley services, and are founded on co-production, with collaboration between trainers with lived experience of mental health conditions, and mental health professionals.

With personal recovery and co-production of material at the centre of the college's work, a person-centred focus on both physical and mental health and wellbeing comes naturally, exemplifying the benefits of user-led and person-centred care in addressing both physical and mental health needs, find more [information here](#).



Managing Mental Health Situations for non-clinical staff in clinical settings, a one-day course from [Maudsley Simulation](#), is designed for non-clinical band 1-4 staff working in clinical settings. It explores the skills required for communicating with service users and increases confidence in managing difficult situations, find more [info here](#).

The course gives participants the opportunity to participate in a series of simulated scenarios using actors, using an established debrief model to help participants learn positively and constructively from their experience.

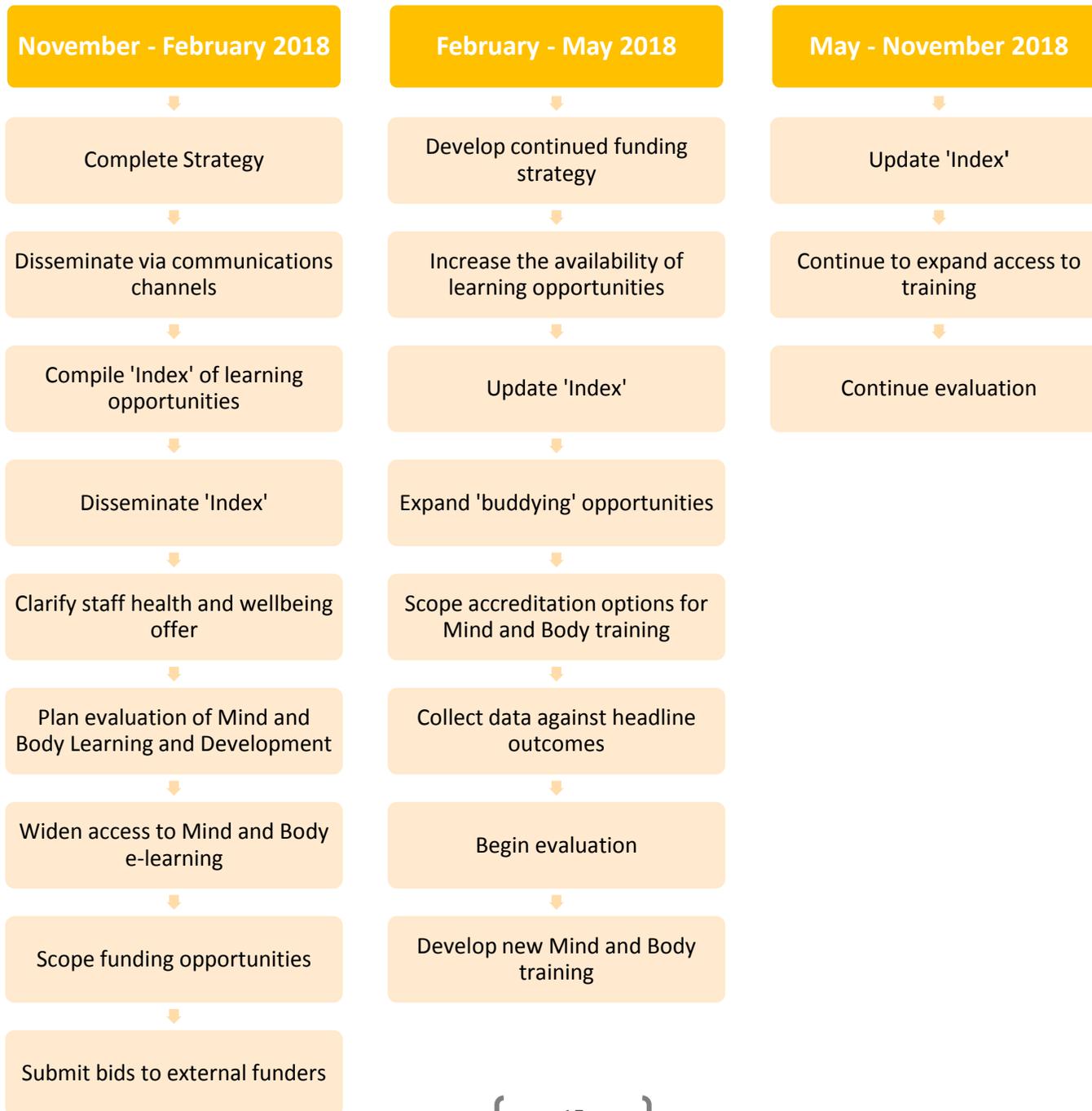
The course will explore some of the challenging situations that this group of staff face in their everyday work and aims to increase participants' confidence in managing challenging situations and conversations.

IMPARTS offers flexible, needs-based, expert-delivered training to suit demanding clinical schedules, and a [five-day King's College London-accredited module](#) focusing on clinical skills using case-based examples tailored to recipients' experiences. Training aims to provide tangible benefits in practice for staff and patients, as well as continued support and supervision, and is supported by a complementary [Seminar Series](#) programme.



Importantly, training is delivered alongside clinical support, in the form of informatics, care pathways development, and self-help materials, as well as research support. This exemplifies best practice in the direct linkage between care provision, training, and research.

As an initiative that unites the research capacity, reputation, and accreditation of King's College London with the clinical expertise and training proficiency of partner trusts, IMPARTS represents a King's Health Partners brand that can be seen as a recognisable authority on integrating physical and mental healthcare, find more [information here](#).



Supporting documentation

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Frenk et al (2010). *Health professionals for a new century: transforming education to strengthen health systems in an interdependent world*. The Lancet.

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National Confidential Enquiry into Patient Outcome and Death (2017). *Treat as one: Bridging the gap between mental and physical healthcare in general hospitals*.

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