

King's Health Partners Mind & Body Programme

Progress Update – June 2020

Summary

People are not separated into minds and bodies, and their health does not conform to medical specialties or disease-specific diagnoses. Delivering integrated mind and body care is crucial, as many patients regularly attend for clinical care at multiple health and care organisations, including above average A&E attendances and unplanned inpatient admissions. Furthermore, there is significant unmet need, particularly in the population of people living with long-term conditions, up to 40% of whom are estimated to have depression or anxiety, the presence of which worsens the overall health outcomes of all long-term conditions. Severe and enduring mental health problems such as schizophrenia, on the other hand, are associated with a 15-20 year shorter life expectancy, largely due to unaddressed physical health needs.

The transformation of our local care system to deliver joined up mental and physical healthcare is potentially the single most powerful and innovative improvement we could make to improve health outcomes and experience for people locally. The vision of the King's Health Partners Mind & Body Programme is for an ambitious and collaborative programme, co-designed and co-delivered with our partners, our patients and communities, with the aim of making the advancement of integrated mind and body care a reality. Our focus is on people with co-morbid physical and mental health conditions – both, people with severe mental illnesses who also have physical health conditions, and those with at least one long-term physical health condition and co-occurring mental illness.

This short report aims to present a summary of progress between July 2019 and June 2020. Particular headlines to call out include:

- The Mind & Body Champions Network is in its second year, and nearly 900 Mind & Body Champions have been recruited across partner organisations.
- Remote screening through e-IMPARTS was launched to support virtual care delivery in response to the Covid-19 pandemic. e-IMPARTS is being rolled out and is live in 13 services. So far, over 1,000 patients have received a remote screening.
- Compass launched in seven NHS services, including Southwark Talking Therapies, and secured funding to develop a market-ready product as part of the King's Commercialisation Institute Health Accelerator programme.
- As part of the Integrating Mental and Physical Health Services (IMPHS) project, funded by the Maudsley Charity, a number of initiatives have been implemented to improve the physical health of mental health services users, including:
 - a virtual physical health clinic;
 - physical health advice for clinicians at South London and Maudsley NHS Foundation Trust;

- recruitment for volunteers to take up the role of Physical Health Champions in buddying arrangements with mental health service users; and
- updating and expanding South London and Maudsley NHS Foundation Trust's acute medical guides (including updated patient referral pathways for covid-19).
- The Mind & Body Programme team joined our partners in responding to the covid-19 pandemic, including by supporting the swift and successful roll-out of a comprehensive staff health and wellbeing support offer at King's College Hospital and South London and Maudsley NHS Foundation Trusts, and supporting the physical health team at South London and Maudsley NHS Foundation Trust with their policy and guidance updates to bring them in line with emerging national and global advice and recommendations
- Team members worked with the South London and Maudsley NHS Foundation Trust Recovery College to develop and deliver a training programme, 'Keeping Safe Online', for service users not confident with using online health services during the covid-19 pandemic to tackle areas such as online communication, avoiding scams and fake news.
- A King's Health Partners-wide Learning Disabilities strategy was launched.
- External (charitable) income generated now totals ~£3.6 million.

Context

The Mind & Body Programme is rooted within King's Health Partners, an Academic Health Sciences Centre, whose partners are Guy's and St Thomas', South London and Maudsley and King's College Hospital NHS Foundation Trusts, and King's College London. The Programme relies on annual funding contributions from these partners to enable delivery.

Annex A provides a recap of the Programme's three broad workstreams and a suite of enabling activity. For further detail on the early phase set up and governance for the Programme, including existing learning on which the Programme seeks to build, see previous Mind & Body Progress Updates ([2018](#) and [2019](#)).

Engaging the Experts

Our Mind & Body Champions are creating a social movement to advocate for and implement mind and body care. It is very powerful to hear from our Champions why mind and body care matters and for their experiences to shape our improvement efforts. A range of mind and body blogs have been published on our [King's Health Partners website](#) to capture personal reflections on mind and body care.

In [this blog](#), Mind & Body Champion Nikki Helder shared how she has used the Mind & Body Health and Wellbeing Toolkit with the A&E team at St Thomas' Hospital. Sophia Awan, occupational therapist and Mind & Body Champion, [blogged about her initiative](#) to provide activity packs for patients with mental health needs. [Another blog](#) by Mind & Body Champion and occupational therapist Jo-Ann Gosine, described the collaborative initiative Jo-Ann set up between the psychiatric liaison and general occupation therapy services at University Hospital Lewisham, to integrate mental and physical health.

To mark Learning Disability Awareness Week (15-21 June 2020), Ruwani Ampegama, Mind & Body Champion and Head of Education and Training Learning Disability and Autism at South London and Maudsley NHS Foundation Trust, and Maggie Brennan, training facilitator [shared how they kept people with learning disabilities in touch with their service](#) during the lockdown via online Mindapples sessions. In another story from the COVID-19 pandemic, Dr Chang Park, a GP, Mind & Body Champion and yoga teacher, and a Dr Sonali Sudarshi, a GP and yoga teacher, [shared their online initiative Breathe](#) which provides daily mindfulness sessions in an effort to support NHS staff and colleagues during this challenging period.

Programme Delivery Highlights

The covid-19 pandemic has naturally had an impact on the Mind & Body Programme, putting on hold some projects and expediting others, including the launch of e-IMPARTS to enable remote collection of patient reported outcomes. This new development allows a link to be sent to patients as part of their outpatient appointment reminder. Patients complete the questionnaire on their own device prior to their virtual or face-to-face appointment. This information is then, as before, fed into the electronic health record. Clinicians are supported to have a conversation with the patient about their wider physical and mental health and to make appropriate referrals.

e-IMPARTS is being rolled out across King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts. It supports not only the immediate need to continue delivering high quality care to our patients during the pandemic, but also longer term ambitions to reduce face-to-face appointments as part of the NHS Long Term Plan. Clinicians have shared their experiences so far in using e-IMPARTS:

- *"Universally positive. Really useful clinically. Love the new system. This is the future."*
- *"I have found it really useful having data ready for appointment. It saves so much time."*

The Mind & Body Programme team was also able to mobilise quickly to support the development and delivery of staff health and wellbeing support at King's College Hospital and South London and Maudsley NHS Foundation Trusts. Project management expertise enabled rapid implementation of a whole organisation staff wellbeing response which included development of resources on self-management and self-care and the creation of multiple points to access mental health support or advice. This resulted in approximately 3,000 staff per day visiting the wellbeing hubs for psychological support, advice, resources and information. Some members of the Mind & Body team were also redeployed to provide psychological first aid in the hubs at King's College Hospital NHS Foundation Trust. Staff who have benefitted told us:

- *"This is the first time I have felt supported while working in the NHS. I would really like this to continue."*
- *"The initial surge of COVID-19 felt like the first time that staff wellbeing was a true priority."*
- *"The wellbeing hubs made me feel the organisation cared about me."*

The Mind & Body team also supported South London and Maudsley NHS Foundation Trust to coordinate donations to the four wellbeing hub sites, develop staff support materials and contribute to academic papers.

The Mind & Body Programme has been up and running for three years now, which presents an opportunity to evaluate the successes and limitations of our work and gather views on the future direction of the programme. Building on previous analysis of data and stakeholder engagement, we undertook a number of surveys and engagement events with the support of two King's College London University MSc students and will be synthesising our learning from that engagement in the autumn of 2020.

A summary of our projects is set out in the table below, with a set of corresponding metrics to measure progress and benefits where applicable. Those which are directly funded by King's Health Partners financial contributions or resourced by the Programme team are noted (as per (i) above); other work has been resourced either through successfully securing external funding from outside NHS organisations, or through the discretionary in-kind investment of time, oversight and advice from a wide range of staff across the partnership and beyond, with facilitation and support from the Mind & Body Programme team.

Project/Enabler	Progress Update	Delivery Metrics (where applicable)
Integrating Mental & Physical Healthcare: Research, Training & Service (IMPARTS) [directly funded by King's Health Partners]	<ul style="list-style-type: none"> • Launch of e-IMPARTS to enable remote collection of patient reported outcomes • Ongoing collaboration with King's Health Partners Institutes to roll out IMPARTS • Work undertaken to expand screening to the King's College Hospital south sites, including Princess Royal University Hospital • Significant grant application being developed to test IMPARTS screening in primary care setting, as part of a bio-psycho-social approach to care for patients with chronic pain • Development of e-learning package for staff working in clinical services to facilitate ongoing training in the use of IMPARTS screening • Development of IMPARTS website, including content refresh • Third round of 3-week 'Integrating Care: Depression, Anxiety & Physical Illness' massive open online course (MOOC). More than 26,000 enrolments across 173 countries to date • Successful IMPARTS Seminars on Psychological Interventions at the Mental/Physical Health Interface, Trauma and Healthcare, and Food and Mind 	<ul style="list-style-type: none"> ➤ At 31st July 2020: live in c.68 clinics & 40 clinics in pipeline/set up ➤ Between 01 July 2019 – 30 June 2020: 10,284 screening encounters - Breakdown Guy's and St Thomas' (6,655) and King's College Hospital NHS Foundation Trust (3,269) ➤ Cumulatively 82,096 screening encounters since implementation began, reaching 43,709 patients ➤ Average of 720 screening encounters per month
Three Dimensions for Long Term Conditions (3DLC)	<ul style="list-style-type: none"> • Independent evaluation by the University of York demonstrated that 3DLC patients have statistically significant improvement in anxiety, depression and disease specific physical health outcomes • Prevalence data in line with national evidence – c.30% of all those screened require follow up on psychological/psychiatric parameters • Most common social issues identified and support provided by social support worker include housing and homelessness, transport and immigration advice, social care assessments and packages and benefits • c.50 patients across the services were recruited and engaged in an intensive social isolation/befriending intervention for people at risk of deterioration in psychosocial 	<p>Between Jun 2017 – June 2020:</p> <ul style="list-style-type: none"> ➤ 1,646 patients screened ➤ 1,140 referrals to 3DLC team – not all patients completed IMPARTS screening due to a variety of issues including clinical appropriateness, system and operational challenges and covid-19 ➤ 200 patients consented for research ➤ 1,010 staff trained

Resource for Electronic Development of Interventions for Talking Therapies in Long-Term Conditions (RE-EDITT) [directly funded by King's Health Partners]
Integrating our Mental and Physical Healthcare Systems Project (IMPHS) [funded by Maudsley Charity]

- wellbeing due to Covid19
- The service has been successfully embedded at King's College Hospital NHS Foundation Trust, receiving funding as part of the Trust's business planning
 - Compass: Navigating your long-term condition - development of an online trans-diagnostic Cognitive Behavioural Therapy platform for supporting patients with anxiety and depression in the context of long-term physical health conditions
 - Therapist supported model of delivery with regular contact via phone or online message supplementing programme over 12 weeks
 - Compass has launched in seven NHS services: Renal (Guy's and St Thomas' NHS Foundation Trust), Xeroderma Pigmentosum (Guy's and St Thomas' NHS Foundation Trust), Neurofibromatosis (Guy's and St Thomas' NHS Foundation Trust), Oral Medicine (Guy's and St Thomas' NHS Foundation Trust), Rheumatology (Guy's and St Thomas' NHS Foundation Trust), Gastroenterology (Guy's and St Thomas' NHS Foundation Trust) and Talking Therapies Southwark (South London and Maudsley NHS Foundation Trust).
 - Enhancements identified and implemented for patient and therapist usability
 - There is interest from four national charities to support recruitment to hub: Diabetes UK, MS Society, National Rheumatoid Arthritis Society, Kidney Care UK.
- As of June 2020:
- Total therapists trained n=15 (6 Southwark, Guy's and St Thomas' NHS Foundation Trust)
 - 104 Southwark IAPT patients allocated to programme
 - 18 Guy's and St Thomas' NHS Foundation Trust patients allocated to programme
- Funded by £1.7M from Maudsley Charity
 - Three workstreams in set-up phase:
 - *Workstream 1 – Pathways*: Virtual Physical Health Clinic launched at the Maudsley. Physical health advice made available to South London and Maudsley NHS Foundation Trust clinicians via Consultant Connect. Pilot undertaken to support South London and Maudsley NHS Foundation Trust pharmacists with physical health queries – evaluation and re-scoping in progress. Support provided to the South London and Maudsley NHS Foundation Trust physical health strategy
- 50 Consultant Connect calls made in first 10 weeks of service going live in South London and Maudsley NHS Foundation Trust. Based on reported outcomes >64% of calls have resulted in a referral being avoided
 - 40 physical health pharmacy

King's Health
Partners Institutes

Haematology
Institute: Mind &

- by updating acute medical guides, including for covid-19 pathways.
- *Workstream 2 – Health Champions*: Health Champions Research Proposal submitted for ethics approvals, including amendment for virtual delivery in response to covid-19 pandemic. Health Champions training developed and recruitment in progress. Voluntary sector resource database first draft completed and will be continuously updated during the project.
- *Workstream 3 – Potential of Digital*: Memorandum of Understanding between King's Health Partners Mind & Body and South London and Maudsley NHS Foundation Trust Development team signed. Phase 1 of Beth development to include physical health-related functionality launched.
- Project Team supporting 'adopted' research projects and research collaborations (Cogstack for diabetes pathway (D Patel), ECG Project (F Gaughran), Erectile Dysfunction (I McMullen, G Shields)).
- Full evaluation of workstreams 1 and 2 has begun, including research, implementation science, health economics and statistical input.
- Development of a clinical service delivery model using bio-psycho-social approach. Project funded by Leukaemia UK
- Provides a wide range of inpatient/outpatient multi-disciplinary interventions
- Recruited Consultant Psychiatrist, Clinical Psychologist, Social Worker and 3 Volunteers. Research fellow and assistant recruitment summer 2019
- queries submitted to the pilot pharmacy service
- 10 new acute medical guides created/updated and uploaded to South London and Maudsley NHS Foundation Trust intranet
- Two stakeholder engagement sessions completed with 20 volunteers, staff, service users and carers to shape the development of the Health Champions study
- £250,000 of funding agreed with South London and Maudsley NHS Foundation Trust Development and Mindwave for physical health functionality development with Beth, their Personal Health Record Platform
- Stakeholder engagement sessions completed with 123 members of staff to scope enablers and barriers to physical health care in a mental health setting
- Service now live since autumn 2019
- Psychological support training delivered
- Social support pathway mapping underway

Body Project

- The developed patient pathway will be tested with four initial groups including IP/OP chemotherapy, outpatient ‘watch and wait’ and novel therapies (CAR-T)
 - IMPARTS screening including for anxiety and depression, alcohol and smoking, pain, fatigue, quality of life, exercise, nutrition and resilience
 - Wide engagement has taken place across institutes to increase uptake of Mind & Body approaches
 - Funding secured for continuation of 3DLC at King’s College Hospital NHS Foundation Trust
 - Neurosciences – Acceptance and Commitment Therapy (ACT) train the trainer courses took place across Neurosciences Institute
 - IDEO Mind & Body Plan was developed and a Workforce Survey was developed to establish Mind & Body related training needs across the Institute
 - 47 Mind & Body Champions signed up and completed e-Learning from all Institutes.
 - A two-year project to improve the identification and management of comorbid mental health concerns and erectile dysfunction. Supported by Burdett Trust grant funding of £200k
 - Training effectively adapted to mental health staff needs and delivered for that setting
 - Development of progress report highlighting findings from Year 1
 - In light of the pandemic, Year 2 plans are being amended to minimise face-to-face delivery and learn from barriers to engagement encountered in the first year.
- IMPARTS screening reached over 120 patients
 - e-IMPARTS new clinics in development
 - Live IMPARTS clinics:
 - 7 in Cardiovascular
 - 5 in IDEO
 - 3 in Neurosciences
 - 376 patient screens took place across 21 clinics across all Institutes
 - ACT training accessed by 20 Neuro clinicians
 - 47 e-Learning completions by Institute staff
 - Service launched in September 2019
 - 58 members of staff trained in the mental health setting with a shift in average confidence around the connection between mental health & erectile dysfunction shifting from 4.5 (pre) to 8.1 (post) out of 10
 - One service user/staff event health with the Maudsley Hospital physical health team to raise awareness about erectile dysfunction and treatments

King’s Health Partnership

Institutes: Cardiovascular, IDEO and Neurosciences

Men’s health services at King’s College Hospital NHS Foundation Trust

Learning & Development
[resourced by Programme team]

- A large number of courses has been delivered over the last year, including digital modules (Mind & Body e-learning and IMPARTS Massive Open Online Course (MOOC)), the adult one-day clinical skills course and five-day IMPARTS course, the Mind & Body one-day Children and Young People's Health Clinical Skills Course and several simulation courses provided in partnership with Maudsley Simulation.
- Quantitative and qualitative evaluation consistently shows significant increases in people's levels of skills and confidence as a result of Mind & Body training (from 5.9/10 before, to 7.2/10 after undertaking the training)
- Began a 'Team Twinning' pilot project between Acute Medicine teams at King's College Hospital NHS Foundation Trust and Aubrey Lewis inpatient men's ward at South London and Maudsley. The initiative will bring staff together in a half-day shared learning session, and create opportunities for shadowing to improve knowledge, confidence, and communication skills. This will be re-established from October 2020
- Work is ongoing to review the delivery of training and education to minimise face-to-face interaction in response to the pandemic. This will include digitising training content and utilising the mind and body virtual reality scenarios developed by Maudsley Simulation.

Patient & Public Engagement
[resourced by Programme team]

- Held two Expert Advisory Group (EAG) meetings, and continued regular engagement via email during the pandemic
- EAG members continue to inform all aspects of our work, and attend a variety of strategic and operational boards
- Developed a dedicated website page to highlight patient and carer stories
- Have made greater contacts with social care teams across Southwark and Lambeth to widen the reach of the programme and explore social care teams' perceptions of mind and body care, learning needs, and areas for improvement.

- Between July 2019 – June 2020:
 - Induction content reached more than 6,835, which is 1,235 people more than the year before.
 - Attendees across all training interventions: 1,056
 - Mind & Body and IMPARTS e-learning modules accessed by 198 people
 - Two deliveries of the one-day Children and Young People's Health Clinical Skills Course, and one delivery of the adult one-day Clinical Skills Course

- Between July 2019 – June 2020:
 - Two EAG meetings and monthly email bulletins
 - EAG Evaluation completed by MSc student focussing on perceptions of the Mind & Body programme overall, and on the

System Engagement and Alignment

- Mind & Body programme extended scope of work into primary, social and community care enabled by time-limited funding from Southwark and Lambeth Strategic Partnership
- Continued engagement with borough-based alliances, including Partnership Southwark and Lambeth Together
- Psychological wellbeing tool developed by HIN used across King's Health Partners, including T1DE service and links established between HIN and Compass
- Facilitated collaboration and shared learning across the system, e.g. through the Mind & Body Programme Board and Operational Group attended by Guy's and St Thomas' NHS Foundation Trust, King's College Hospital NHS Foundation Trust, South London and Maudsley NHS Foundation Trust, King's College London, primary care, Clinical Commissioning Groups and Local Authorities
- Mental Health Boards continuing within acute trusts to drive operational delivery and trust level strategic plans for enhancing integrated care. Mind & Body Programme supported the development of mental health strategies at King's College Hospital and Guy's and St Thomas' NHS Foundation Trusts.

Communications including Champions Network [resourced by Programme team with King's Health Partners Communications]

- We currently have 820 Mind & Body Champions
- Engaged with staff at a range of conferences and events, including King's Health Partners 10th Annual Conference, stalls at various events, introductory meetings at staff away days and team meetings, and through greater engagement with social care teams across Southwark and Lambeth
- News, information and blogs about Mind & Body and Champions Network routinely shared in all partner communications channels and newsletters
- Celebrated the second Birthday of the Champions Network in November 2019

engagement strategy

- Between July 2019 – June 2020:
 - 161 additional Mind & Body Champions recruited, up to a total of 820
 - 52 news stories and blogs promoted via comms channels
 - 73 Tweets published from the KHP Mind & Body Twitter account, which have been seen

Research

- A personal video message from the Mayor of London to King's Health Partners staff as part of Mental Health Awareness Week is a top read story with over 2,000 page views
- Covid-19 Staff Health and Wellbeing page launched in March and remains most viewed Mind & Body page – 5,215 views in total.
- Major grants obtained to explore the following areas:
 - 'Online peer support for preventing comorbid depression in people with long-term conditions'. Rayner L, Simpson A, Hotopf M, Lawrence V, Hudson. King's Health Partners Multiple Long Term Conditions Fund
 - Mind and Body Programme: RE-EDITT Research Workstream
 - CogStack in South London & Maudsley NHS Foundation Trust
 - Optimising AVATAR therapy for distressing voices: a multi-centre randomised controlled trial
 - Comorbid Analysis of Neurodevelopmental Disorders and Epilepsy
 - Early intervention for depression and anxiety in 16-18 year olds: a multi-centre trial of self-referral psychological Stress workshops in schools
 - Molehill Mountain: An app to help autistic people live better with anxiety
 - Assessing the mental health needs and outcomes of young people with epilepsy attending epilepsy clinical services in acute NHS Trusts
- Published journal articles and research studies including:
 - Integrating mental and physical health assessment in a neuro- otology clinic: feasibility, acceptability, associations and prevalence of common mental health disorders. Herdman D, Sharma H, Simpson A, Murdin L. Available from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6964165/>
 - Is it possible for people with severe mental illness to sit less and move more? over 101k times
 - Published 12 Champions newsletters, sustaining a high average open rate of 31%
 - Research funding for projects relating to integrating physical and mental health of c.£14.5m

A systematic review of interventions to increase physical activity or reduce sedentary behaviour. Ashdown-Franks G, Williams J, Vancampfort D, Firth J, Schuch F, Hubbard K et al. Available from:

<https://www.sciencedirect.com/science/article/abs/pii/S0920996418304006>

- Telephone or internet delivered talking therapy can alleviate irritable bowel symptoms. Cook R, Davidson P, Martin R. Available from:
<https://www.bmj.com/content/367/bmj.l4962>
- Why care about integrated care?:
 - Part 1: Demographics, finances and workforce: immovable objects facing mental health services. Tracy, D., Holloway, F., Hanson, K., James, A., Strathdee, G., Holmes, D. Shergill, S.
<https://doi.org/10.1192/bja.2019.78>
 - Part 2: Integrated care systems: an irresistible force changing mental health services. Tracy D, Holloway F, Kanani N.
<https://doi.org/10.1192/bja.2020.3>
- Potential gains in life expectancy from reducing amenable mortality among people diagnosed with serious mental illness in the United Kingdom. Dregan A, McNeill A, Gaughran F, Jones PB, Bazley A, et al. Available from
<https://doi.org/10.1371/journal.pone.0230674>

2020/2021 – Operationalising mind and body care and sustaining innovation across south east London

Since its inception, the Mind & Body Programme was able to drive and support change across King's Health Partners for the benefit of patients and staff, strengthen and expand existing projects, and respond to new requests from clinical and academic teams. We now have an opportunity to share our learning more widely across south east London to improve the consistency and equity of care provided to our patients. This is aligned to wider system priorities, as, fundamentally, our shared aims are around integrating care delivery, addressing health inequalities, and supporting prevention and early intervention. Furthermore, developments on e-IMPARTS and Compass fully align with priorities around virtual care models and supported self-management.

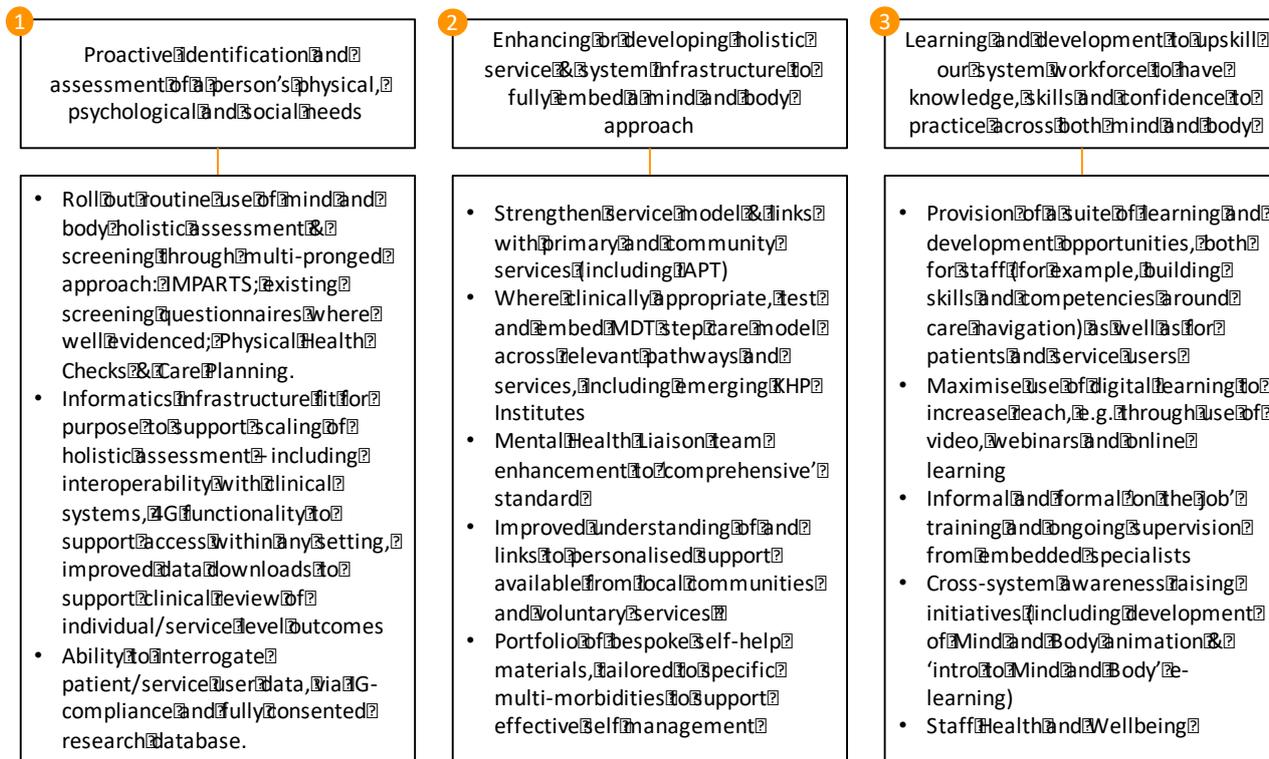
The next phase for the Mind & Body Programme will therefore explore opportunities at a south east London level to (a) embed integrated mind and body care in mainstream care delivery and (b) retain a programmatic approach to drive testing and implementation of innovative approaches.

Natalia Stepan, Senior Programme Manager, King's Health Partners Mind & Body

Dr Sean Cross, Clinical Director, King's Health Partners Mind & Body

ANNEX A

Figure 2: Mind & Body



Programme workstreams

Importantly, the Programme is not purely focussed on care delivery, but also the wider infrastructure required to create sustainable change. For example, engaging patients and the public on our work, supporting our staff to refresh and learn new skills, providing the tools for clinicians to better identify, support and monitor the complex needs of patients, and working with academia, public health and commissioners on population health intelligence.

Enabling activity essential for successful delivery:

- Patient and public engagement: to ensure that our Programme delivers in a way that is meaningful and transformative for our patients and service users, along with their carers and families
- Evaluation: to understand clearly what works, taking a broad, inclusive perspective on benefits which includes economic, social and health impacts
- Informatics: supporting integration and service transformation through sharing of data, Electronic Patient Record improvements, and interoperability of multiple systems to develop a single record
- Communications and awareness: to more effectively engage frontline staff on the importance of Mind & Body, to raise awareness and understanding, increase uptake of training opportunities and, ultimately, change behaviours
- Research: to establish a continuous feedback loop between patient data, treatment outcomes, and service improvement and commissioning.

The Programme’s workstreams and enablers provide the principles and structures for embedding a Mind & Body framework across the multiple services, pathways, and organisations with whom we work. However, we retain flexibility in our approach to the development of solutions and implementation that is co-designed with clinicians, managers and patients, families and carers, to remain impactful, clinically relevant and operationally pragmatic, given the wide variety of contexts across our local patch.

Figure 3: Workstream and enablers matrix

