



The Tavistock and Portman  
NHS Foundation Trust

# National Workforce Skills Development Unit

Developing the mental health workforce

Annual Report | 2019/2020



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## Message from Health Education England

The work of the National Workforce Skills Development Unit (the Unit) continues to complement and enhance Health Education England's (HEE) efforts to improve mental health services nationally. The Unit has been key in bringing partners together to develop innovative solutions to workforce challenges. By working together, we have been able to leverage our efforts and knowledge across the full spectrum of our work to advance on our common goals.

On behalf of the HEE Mental Health Programme, we thank the Unit for all the excellent work that they do. Without our partners' help we wouldn't be where we are. We look forward to agreeing a new portfolio of work for the coming year.

Lynne Hall,  
National Mental Health Programme  
Health Education England

## Message from the Director

I am very pleased to be able to present our second annual report. The National Workforce Skills Development Unit is commissioned from The Tavistock and Portman NHS Foundation Trust by HEE as part of HEE's national contract with the Trust.

The Unit was established to help meet the workforce challenges in healthcare with a focus on mental health and the mental health of the wider care workforce.

The effectiveness of the National Health Service is, in every sense, in the hands of its staff. Our people are our most valuable resource. Our primary task is to ensure that this precious resource is valued, developed and sustained so that everyone can fulfil their full potential to impact positively on the health of the people we serve.

The Unit comprises a small team who work collaboratively with experts across health, social care, health care policy and education. The talent, expertise and creativity of these experts is brought to bear on a range of 'wicked' problems to co-produce positive, measurable and sustainable improvements to the NHS and wider care workforce. Working in partnership with HEE the Unit seeks to address the mental health workforce issues facing health and care services in England.

I hope that this report will give you an insight into the Unit and the focus of our work to date, as well as our ways of working.

Dr Chris Caldwell  
Director of the National Workforce Skills Development Unit

## The Tavistock and Portman NHS Foundation Trust

Since 1994, the Tavistock & Portman NHS Foundation Trust has held a national contract with HEE to enable the training and development of people working in mental health care. The work of the Unit is part of this contract and draws on the distinctive features of the Trust in the way our projects are developed and delivered.

This year marks the Tavistock's centenary. For 100 years, the Tavistock and Portman clinics have embodied a distinctive way of thinking about and understanding mental health. Working with children, families and adults, its approach brings together psychoanalytic, psychodynamic and systemic theory and practice, along with other approaches, to understand the unconscious and conscious aspects of a person's experience. This places the person, their relationship and social context at the center of its practice. The Trust also has a large education and training function, drawing on psychological, social and developmental approaches to understanding emotional disturbance and mental ill health.

The Trust's creative and skilled staff continue to build on these approaches, welcoming new ideas and developing innovative interventions, services and models of care to respond to contemporary challenges. The Trust's goal is that more people should have the opportunity to benefit from its approach. The Trust spreads its thinking and practice through devising and delivering high quality clinical services, the provision of training and education, research, organisational consulting and influencing public debate.

## National Workforce Skills Development Unit

The National Workforce Skills Development Unit launched in April 2017 and agrees a project portfolio with HEE each year. The mission of the Unit is to facilitate the development of the mental health workforce while supporting the mental health and wellbeing of health and care staff.

The Unit was developed to be an enabler for HEE of the implementation of mental health workforce policy as a result of the increased focus on mental health care and associated service expansion strategy. The Unit brings together the system to think through barriers and workforce challenges posed by policy developments.

The Unit can use its collaborative, employer informed approach to 'reach in' and engage with the wider system at a number of levels as appropriate to the Project. This enables the Unit to engage with Professional bodies, interest groups, and Employers and is often undertaken in concert with HEE regional offices.

The Unit helps develop the skills of staff in dealing with mental health issues and focuses on workforce development at the organisational and system level. The Unit works through networks, collaborations and partnerships bringing together expertise and thought leadership from across the care system.

## National mental health workforce development collaborative

The Unit facilitates and is able to draw on the substantial knowledge and experience of the National Mental Health Workforce Development Collaborative (the Collaborative). This is a voluntary collaboration of mental health trusts across England. The Collaborative exists to create a virtual centre of excellence around mental health education, training and workforce development and transformation, which aims:

- To provide a "go to" authoritative voice for HEE and other national bodies and Arms-Length bodies on issues relating to mental health workforce
- To influence, and at times lead, the national debate and agenda in MH education, training, workforce development and workforce transformation
- To allow members to collaborate (collectively or bilaterally) to develop and share evidence based good practice.

- To support the pursuit of shared business development opportunities in the UK and internationally.

Drawing on each members' engagement with their own local constituencies, the Unit is able to use the collaborative to establish a national perspective on the mental health workforce, gather intelligence on workforce issues and sense check project scoping to ensure the work of the Unit resonates and has relevance across England.

More information about the Collaborative can be found at:

<https://nmhwdc.nhs.uk/>

## The work of the Unit 2019 to 2020

Each year the Unit agrees a portfolio of projects with HEE seeking to untangle complex issues and provide innovative solutions to workforce issues. The Unit works collaboratively across the system to shape projects to best meet the needs of HEE and the care workforce.

To contact the HEE Workforce Delivery Group email [mentalhealth@hee.nhs.uk](mailto:mentalhealth@hee.nhs.uk).

## Supporting the promotion of mental health careers and understanding psychology graduate career pathways

The project aims to support the promotion of mental health careers within the NHS. To do this, the Unit has been working to understand and map out non-medical mental health career pathways. This illustrates opportunities and highlights barriers to recruitment, retention and progression.

Given the large numbers and high level of interest in mental health, one key recruitment pool may be psychology graduates. To better understand this potential audience HEE asked the Unit to look at psychology graduates' attitudes to mental health careers. The Unit commissioned the National Collaborating Centre for Mental Health to do this work and the report was submitted to HEE in September 2019 alongside an initial analysis of mental health careers.

The NHS Mental Health Implementation Plan 2019/20 – 2023/24 calls for 27,460 new staff by 2023/24 in addition to the targets outlined in Stepping forward to 2020/21 to meet mental health needs. In addition to new recruitment, retention and development of existing staff are essential to meet workforce requirements.

This is clearly ambitious and requires the identification and removal of barriers for new and existing population groups who can provide further recruitment pools for

the NHS to benefit from.

This project has been supported and advised by an expert advisory group made up of clinicians, academics and leaders from across the NHSE. A final report will be submitted by the end of March 2020.

## Attitudes towards mental health careers in the NHS

This project builds on the psychology graduates work above and seeks to better understand broader attitudes to non-medical mental health careers in the NHS. Evidence from the psychology graduate report suggests that awareness of the variety, richness, and highly skilled nature of mental health professionals is limited.

A key challenge for the NHS is mental health nursing and it was agreed that this would be a particular focus for this project. The Unit commissioned the Nuffield Trust to do a rapid evidence review which was completed in Autumn 2019. Building on this intelligence the Unit has developed a series of surveys for different population groups to understand their attitudes to mental health careers. This identifies potential barriers and highlights opportunities for recruitment and retention.

The final report is due for completion by the end of March 2020 and will pull together the psychology graduate work from the mental health careers project along with the intelligence provided by this piece of work to build a more complete picture of attitudes towards mental health careers.

## Skills and training commissioning in primary care mental health

This work brings together a number of existing frameworks developed for primary care mental health over the past ten years. The project focuses on the construct of a GP surgery rather than associated primary care mental health services.

Working with Skills for Health, the Unit has synthesised existing frameworks to develop a skills and training matrix to help primary care staff identify gaps in their knowledge of mental health.

The Unit involved stakeholders from HEE, the Royal Colleges of General Practitioners, Psychiatrists and Nursing alongside current primary care staff and the Unit's Nursing Clinical Leads. The resultant matrix represents the most up to date thinking in the area and is intended for use as a tool for Primary Care organisations to commission training against.

The matrix will be delivered to HEE by the end of March 2020.

## Optimising the development to increase the number of the multi-disciplinary approved/responsible clinician extended roles across England

This project was commissioned in recognition of the low uptake of multi-professional approved clinician roles since they were introduced in 2007. The Unit has produced an implementation guide aimed primarily at Trusts keen to capitalise on the expertise and different perspectives of staff groups other than psychiatry – Nurses, Social Workers, Psychologists and Occupational Therapists - when sectioning patients under the Mental Health Act.

The adoption of this role can create more viable senior clinical career pathway opportunities for multi-professionals in an effort to improve recruitment and retention rates in the mental health profession as set out in the NHS Long Term Plan.

To develop the guide, an Expert Advisory Group, complemented by a smaller working group of approved clinicians, was convened to gain a broader understanding of the process of working towards approval for the relevant professions.

The guide will help to raise awareness and optimise the development of the multi-professional approved clinician roles across organisations in England. It will help to drive the delivery of more personalised care planning in line with the NHS Long Term Plan.

The guide was delivered to HEE in January 2020.

## Enhancing the skills of registered nurses in CYP Mental Health

Nurses working in children and young people's mental health services are not one of the four fields of nursing. This has led to services and nurses suggesting that there may be a skills gap for those newly registered nurses beginning work with children and young people in mental health services.

This project is looking to understand and qualify this gap. The work also recognises gaps in knowledge nurses working in other settings may have who come in to contact with children and young people with mental health problems.

The Unit surveyed nurses, services and training providers to gather evidence around this skills gap. This evidence was brought to an expert advisory group made up of experts from across the NHS and academia.

The Unit has facilitated this group to explore options for addressing this skills gap and the final report with recommendations will be delivered to HEE in March 2020.

## Other work of the Unit

The Unit's previous work for 2017/2018 and 2018/19 included:

- **Perinatal mental health**

The Unit was commissioned to develop a national competency framework for the perinatal workforce and to survey existing and planned perinatal mental health training across England.

- **Children and young people with learning disability and complex mental health conditions transforming care workforce**

This project started in 2016/2017 in direct response to a number of the Lenehan "These are our children" review recommendations. The aim was to develop a strategic workforce planning framework to support workforce development in the 49 Transforming Care Partnerships.

- **Developing a NHS framework for harmful sexual behaviours in children and young people**

The National Society for the Prevention of Cruelty to Children had already developed a Harmful Sexual Behaviour Framework, the project developed this framework to be more inclusive of health staff and to develop a set of practical resources to support health staff dealing with HSB issues.

- **Enhancing the management of psychological distress and promoting systemic resilience**

The project considered approaches to psychological stress, with a focus on chronic stress. A framework was developed focusing on organisational rather than individual resilience.

- **Developing good practice in developing new workforce roles**

The project developed a practical guide to developing new roles which draws from the evidence and is aimed at service and workforce planners.

- **Using reflective practice with frequent attenders: development of an e-learning module**

The project created an e-learning product for front line services and A&E staff that shows how reflective practice can be used when working with frequent service attenders, allowing staff to better understand their needs.

- **Improving system leadership in children and young people’s Learning Disability services**

Working with services that provide support to children and young people with learning difficulties and/or autism, the project established two ‘Group Relations’ events for two geographical systems to enhance system leadership capacity.

In addition, the Unit was successful in securing additional funding for the following projects:

- **Review of Mental Health e-learning**

This project, commissioned by the Technology Enhanced Learning department at Health Education England, is reviewing existing Mental Health e-learning content available through the e-Learning for Healthcare portal.

- **Integrated IAPT services: Emotional impact of long-term conditions training**

The project developed and is delivering a training on the emotional impact of long-term conditions and on how to direct patients with long term conditions to the appropriate psychological services, particularly IAPT.

- **Advanced Clinical Practitioner National Census – Information Collection for London (Mental Health)**

This project was a component of a larger evaluation commissioned by Health Education England to explore issues regarding advanced clinical practice roles in NHS Trusts in London.

- **Band 6 aspiring manager leader role for mental health – bespoke programme of training**

This project developed a bespoke leadership programme for aspiring leaders in mental health at band 6, with intention to promote development opportunities for mental health practitioners and improve retention amongst this key group.

- **Framework for graduate mental health nurse preceptorship**

This project will develop a framework for the professional development of the graduate mental health nurse in the period following preceptorship which is linked to the London CapitalNurse Career Framework.

- **Retention of experienced nurses**

This project will provide a set of recommendations for revised employment HR processes and priorities around retire and return and flexible working.

For further details of these projects, please visit our website:

[www.tavistockandportman.nhs.uk/NWSDU](http://www.tavistockandportman.nhs.uk/NWSDU)

## Operating model and governance

The Unit is accountable to the Trust through the Director, as Senior Responsible Officer. The Unit is overseen by a Programme Delivery Committee, reporting to the Trust Education and Training Committee, and through that, to the Trust Board. Each project has an internal project advisor to ensure Tavistock and Portman approaches are applied to the work.

The work programme is agreed each year via the Steering Group led by HEE. The Steering group is composed of HEE Workforce Delivery Group, the national training contract manager at HEE, and representatives from the Unit team at Tavistock and Portman NHS Foundation Trust.

Project plans are signed off for delivery by the HEE Workforce Delivery Group. All projects have an external project sponsor from HEE to help guide and shape the work. Most projects are supported by an expert reference group and/or Consultation Group. These groups include representatives from services, professional bodies, professional organisations, educational institutions, charities and other organisations who may have a stake and interest in the project. The Unit commission research as necessary to enable the work of specific projects.



## The National Workforce Skills Development Unit



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Project Manager



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and System Workforce  
Development



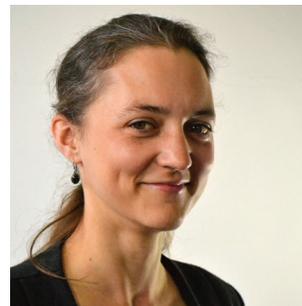
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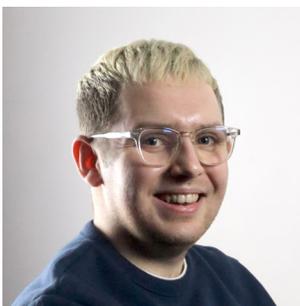
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## Contact information

The Unit has also been commissioned to undertake a range of other strategic workforce development projects at ICS, regional and national level. Please get in touch if you think there is something we could help you with.

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