



**Cheshire and Wirral
Partnership**
NHS Foundation Trust



Little Book
of COVID-19
Best Practice

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Introducing our Little Book of COVID-19 Best Practice

It is with enormous pleasure and pride that I introduce our Little Book of COVID-19 Best Practice.

Many of you will already be aware of our annual Big Book of Best Practice, which we publish every year to highlight the most exciting and innovative achievements from across CWP. Indeed, it was only last year the book was recognised by the Health Service Journal for being itself an example of best practice communications and engagement.

This year of course is different. COVID-19 has brought with it challenges that none of us could have foreseen, and I sincerely hope you and your loved ones have remained safe and well throughout this difficult period.

At CWP we have been providing care in the context of COVID-19 since January – when we played a key role in the repatriation of British citizens from Wuhan to Arrowe Park Hospital in Wirral. Since then, so much of what we previously took for granted has changed, and the vital work of NHS staff and all key workers has been brought into sharp focus.

While many aspects of our day-to-day practice have had to change, one thing that hasn't wavered is the commitment of everyone at CWP to provide the best possible care to the people we serve.

With this in mind, it is no surprise at all that despite the challenges that each and every one at CWP has faced, there remains an enormous appetite to share and learn from gold standard clinical practice.

The creativity and adaptability shown by colleagues over the last few months has been truly humbling. Throughout the pandemic we've seen so many examples of innovation and quality improvement, it's impossible to squeeze them all in to one publication. I hope, however, the flavour you get from our Little Book of COVID-19 Best Practice provides inspiration to absolutely everyone who reads it.

I'm so proud of everyone at CWP for embracing change so wholeheartedly, while still maintaining our aspiration for outstanding care even in the toughest of times. Thank you to everyone who continues to do their very best for others each day.



Best wishes,
Dr Anushta Sivananthan,
Medical Director

Continuation of services

Although the circumstances for providing services have of course been challenging since the outbreak, at the height of lockdown we were able to deliver 98% of planned appointments in physical community services and 87% of planned appointments across mental health, learning disability and children, young people and family services. Anyone who did not receive a planned appointment was followed up for a rearranged appointment.

Our learning disability and children and young people's services extended their hours to provide support during evenings and weekends.

We provided additional support to shielding patients, with joint working across mental health and physical health community teams.

Community physical health colleagues have provided physical health care checks for mental health service inpatients who are COVID-19 positive.

Our Centre for Autism, Neuro-Developmental Disorders and Intellectual Disability and our MyMind young people's websites shared information and resources via their online and social media channels. Visit www.canddid.nhs.uk and www.mymind.org.uk for more information.



New ways of supporting people

Throughout the pandemic, colleagues across CWP have facilitated appointments and assessments in a number of different ways, using telephone and video conferencing technology to ensure people still received support even when unable to meet face-to-face.

Technology has enabled people receiving inpatient care to remain connected with their loved ones, with the introduction of iPads on wards and staff supporting the use of apps such as FaceTime and WhatsApp.

Mindful of digital exclusion, we supported people as individuals based on need. This meant that we continued to support face-to-face visitation for individuals when considered essential to their wellbeing in line with their care plan and in line with COVID-19 government guidance.

To address an increase in demand for urgent mental health support during the pandemic, we introduced a new 24/7 urgent mental health helpline to support anybody across Cheshire and Wirral who requires urgent mental health support.

CWP's Mental Health Support Teams have been developed to work within schools across Cheshire to support the emotional health and wellbeing of local young people.

Tactical command group

We quickly identified the COVID-19 outbreak as an official Trust major incident, and set up a core group of operational experts to manage national and local guidance, and oversee the direct response of services to the pandemic on a long-term basis.

Our Tactical Command Group (TCG) consisted of executive leads, Emergency Planning, Infection, Prevention and Control, Communications, Marketing and Public Engagement, Infrastructure and Workforce.

TCG continues to manage the Trust's COVID-related activity. Since the group's inception, they have:

- Met over 280 times
- Reviewed over 120 new pieces of guidance
- Completed over 300 returns to NHS England
- The Workforce Advice Line has dealt with over 2,700 calls
- The Infection Prevention and Control Team has dealt with over 2,000 calls
- The Facilities Team have dealt with over 4,500 calls
- Fulfilled over 6,785 PPE requests – not including standard push deliveries (Facilities)
- Completed over 200 PPE returns (Facilities)
- Responded to 74 Care Home outbreaks across West Cheshire (IPC)
- Approved over 75 COVID-19 secure risk assessments (IPC)
- Delivered over 2,000 swabs to services and taken to the labs (Facilities)
- Supported over 3,800 staff risk assessments (Workforce)
- Enabled over 700 staff and 340 family members to get a COVID-19 test (Workforce)
- Built five walls to create safer environments for service users and staff (Estates)
- Launched new interactive staff Facebook Live sessions, with over 10,000 views (Communications)
- Launched a dedicated COVID-19 staff bulletin read over 200,000 times (Communications)

Staffing

Throughout peak months, safe staffing requirements have been maintained and all people who have required inpatient admission have been able to be supported within the CWP footprint.

Colleagues have worked hard to ensure all wards maintained minimum safe staffing levels, with some working across different wards and being redeployed from community based services.

We have made sure at all times that we had the right numbers of staff with the right skills to continue to provide safe and effective treatment. We set up COVID-19 cohort mental health wards so we could provide mental health care for those with and without COVID safely.

Colleagues within inpatient wards were given extra bespoke face-to-face training to support people with their physical health needs (including COVID-19) as well as their mental health needs.

Throughout the period, we have strengthened our workforce with over 200 new recruits – some being former staff members returning to support us through the pandemic.





Staff wellbeing

Key to the fantastic continuity of services at CWP has been the person-centred approach we have taken to supporting colleagues as well as patients. All staff have received dedicated COVID-19 risk assessments to ensure their individual needs have been considered and they feel safe and supported when working.

With guidance evolving so quickly, we recognised that there was lots of information for colleagues to take in. To support with people's understanding of fast-moving updates, we stepped up a seven day workforce advice and wellbeing helpline to ensure people could get support and clarify any questions quickly.

Colleagues from all over the Trust came up with innovative ways to boost morale. Our dedicated COVID-19 staff ideas portal received 132 suggestions which were shared across services.

Recognising that everyone has been going above and beyond, we created special Going the Extra *Extra* Mile Awards to celebrate colleagues who had been particularly inspirational throughout the COVID-19 period, with 28 winners so far.

Our Workforce Wellbeing service launched a dedicated weekly wellbeing newsletter 'Thoughtful Thursday', and even brought colleagues together to form a new virtual staff choir – with their performance of "Somewhere Over the Rainbow" hitting the headlines.

Communicating effectively

Trustworthy, accurate and timely communications has formed a key part of our approach to supporting people accessing our services, our colleagues and wider communities throughout the quickly evolving COVID-19 pandemic.

To help colleagues stay connected at a time when we couldn't meet face-to-face, we launched weekly staff Facebook Live sessions, providing a new personal and interactive way for colleagues to stay updated on key topics directly from those in the know. This has helped to expand our staff Facebook membership and get more staff feedback.

Acknowledging the urgency and regularity of local and national COVID updates we quickly established a regular COVID-19 staff bulletin so colleagues could instantly recognise important COVID-19 communications. These dedicated staff updates have so far been read over 200,000 times.

Our direct marketing for the newly implemented 24/7 urgent mental health helpline line achieved a social media reach of over 250,000 and broadcast and print media reach of over 2,000,000 – which has meant that six months on we have received over 25,000 calls.

Our wider COVID-19 social media activity has reached over 400,000+ and over half a million people have accessed information on our website during this period.

"Just want to post a BIG THANKS to the comms team for all their work. Whilst I was shielding, plus physically unwell with the inevitable impact on my mental wellbeing this all was a godsend to me. It kept me contacted with Team CWP and aware of what was happening. I learnt lots too. It has certainly helped my transition back. Thank you".



Patient experience

Some feedback from the people who access our services:

"I think the video appointment idea is fantastic. It takes a lot of the stress out of it. I can be very anxious knowing I have an appointment and trying to arrange travel etc. Even the atmosphere of being in the waiting room can contribute to anxiety. With video appointments, they are in the comfort of your own home and I still felt the quality of the engagement with the doctor was the same if not better than a face-to-face appointment." Perinatal Service

"The care community team remained very positive throughout my visits. Wearing full PPE and social distancing maintained. It made me feel safe and reassured." – Ellesmere Port Care Community Team



#TEAMCWP

Thank You

"At no time did I feel that I was in this on my own. I am very very grateful for the help and support of the team." – Community Adult Mental Health Team, Wirral

"It was nice that the eating disorder service carried on with appointments even over the phone." Bolton Eating Disorders Service

"I've received some good ideas to implement which have helped with the care of my son." – West Cheshire CAMHS

"Protection in place by staff has benefitted my son having contact with many people. It gave us the confidence that my son was safe and everything was being done to protect him." – Greenways Learning Disability unit

"The option of continuing with my psychology input via video call, at an extremely difficult time during the pandemic, was innovative and responsive. I was initially unsure about how everything would work virtually but being able to see the psychologist and likewise, them being able to see me, made a big difference.

"It helped me to realise that body language and facial expressions are a big part of interpreting and treating mental health issues, therefore I think it was helpful for the psychologist to be able to see me and they're also important for the patient because you get visual feedback/cues during the session." – Tier 4 CAMHS

"I found the assessment and follow up appointment by video really good and they make me feel much better about my diagnosis of ASD." – Adult Autism Spectrum Disorder Service

"I felt competent to self-care for my wound after the education I was given by the nurses and it was actually less hassle that I didn't have to attend clinic all the time. I knew if I had a problem I could easily contact the clinic and talk to one of the nurses." – Podiatry Service



"I have been able to contact my occupational therapist easily throughout the pandemic and she has been available to support me in my planning and preparation to return to work." – Acquired Brain Injury Service

"Having telephone consultations had a positive impact and knowing someone was still available even during a pandemic was reassuring." – Acquired Brain Injury

"Due to COVID-19, the complex needs psychotherapist began to ring me rather than face-to-face. I thought this was exceptional for them to adapt due to the global pandemic." – Complex Needs Service

"My ASD assessment was due to be face-to-face but ended up being by video call. It was brilliantly handled and in my opinion as good as a face-to-face assessment would have been. In a way it was better as I was comfy and relaxed at home which meant I could be more open and honest with my answers" - Adult Autism Spectrum Disorder Service

"The service I received was excellent. Staff really went so far to help me despite the pandemic." – Westminster GP Practice

Need urgent mental health support?

Call: 0800 145 6485

open 24/7 calls are free



 @cwpnhs
www.cwp.nhs.uk

24/7 urgent mental health helpline

A key challenge posed by COVID-19 was how we can respond to an increase in demand for urgent mental health support. To address this rising need, we introduced a new 24/7 urgent mental health helpline to support anybody across Cheshire and Wirral who requires urgent mental health support.

Open 24 hours a day, seven days a week, the phone line is available to people of all ages, including children.

Run by local CWP experts who are best placed to support those calling in, the helpline enables people to get the help they need as efficiently and safely as possible.

Following a comprehensive campaign with the help of local partners, the helpline has been promoted heavily across our communities and since launch has been able to support over 20,000 calls.

Aligning with national objectives set out in the NHS Long Term plan, the 24/7 urgent mental health helpline will continue to provide this vital new function for our communities beyond the COVID-19 peak pandemic period.

Child and Adolescent Mental Health Services

The pandemic has affected all aspects of daily life and we recognised that the closure of schools particularly led to an enormous change to the way children and young people lived their lives in a very short space of time.

Recognising the potential impact of the changes, our Child and Adolescent Mental Health Services (CAMHS) teams were quick to put steps in place to ensure the right support was there. Following a focused piece of work we were able to significantly reduce waiting times (by over 70%) for young people requiring direct support from CAMHS – ensuring improved access to urgent support during the COVID-19 period rather than delays.

In addition to improving access to CAMHS for those who needed it, we understood that the pandemic was having a detrimental impact on the wellbeing of many other young people and families across our footprint. To ensure our wider communities had access to credible, clinically supportive self-help resources, we created a dedicated 'Coping with COVID-19' online toolkit on our CAMHS website www.mymind.org.uk – featuring over two dozen free emotional wellbeing materials. We shared this directly with all schools across Cheshire and Wirral and promoted heavily on social media, with over 3,000 resources downloaded to date.



Community Learning Disability Services

Continuing the ward work recently recognised as Outstanding by the Care Quality Commission, our Community Learning Disability Teams – despite the challenges posed by COVID-19 – have maintained their person-centred approach to supporting people with a learning disability, their families and carers.

Since the outbreak, our Community Learning Disability Teams have been completing two separate risk stratification tools: the Dynamic Support Database (DSD) and Decision Support Tool for Physical Health (DST-PH). These tools are designed to identify people using a traffic light system to identify those at greatest risk of admission to specialist assessment and treatment hospital due to mental ill health or significant behavioural difficulties (DSD) – and to identify people with a learning disability who are at increased risk of premature and preventable death (DST-PH).

The information obtained from completing these tools provided us with the ability to better identify people at greater risk during the height of the pandemic and ensure these individuals were clinically prioritised within Specialist Learning Disability Services. This provided us with the opportunity to individualise care and provide care plans that also detailed what actions were needed in relation to COVID-19, including ways to improve health and wellbeing.



Centre for Autism, Neuro-Developmental Disorders and Intellectual Disability

At the beginning of the pandemic, there was a huge amount of information surrounding COVID-19 and the national lockdown, but we quickly realised that not all of it was accessible to people with learning disabilities or neurodevelopmental disorders such as autism – and what was available was difficult to navigate.

To address this, our Centre for Autism, Neuro-Developmental Disorders and Intellectual Disability (CANDDID) experts recorded videos providing helpful and practical information about how local services were running, how to get help or adjustments in mainstream services and provided ideas for activities to do at home. We hosted videos on the CANDDID YouTube channel and promoted via the CANDDID Facebook page, which has over 2,000 followers. Ideas for content came from the people we support and some even recorded their own videos.

Easy read guides to shopping and meeting other people were shared and the Community Learning Disability Teams acted out a COVID-19 home visit to demonstrate social distancing, use of PPE and vigilant hand hygiene. Support resources were collated and added to the CANDDID website, which since the beginning of the COVID-19 period has had over 29,000 visits, to provide a single front door to helpful materials and guidance.



Crisis and Reablement Team

To help colleagues at this difficult time, the Crisis and Reablement team (CART) simplified the referral process promoting ease of access, reducing administration time and elimination of unnecessary or additional visits by referrers.

Previously, the team had used a record system which didn't automatically share information with the Care Community Teams. In the past, community staff would have to ring the CART team and verbally pass over the person's details required. As a consequence of this, patient information could be limited and patient history, together with risk assessments, were not always seamlessly viewed. Therefore, additional visits to people's homes were occasionally being undertaken.

Using the EMIS computer system has meant that the team have been able to significantly improve mobile working. This has resulted in a reduction of time spent by staff travelling, creating more time to deliver care.

Following the move to EMIS, the team had to adapt to the COVID-19 pandemic and needed to reduce footfall into people's homes. We moved to a Trusted Assessor model so we didn't also have to go out and assess people again. As a team, we were able to improve referral times, reduce footfall into people's homes and reduce unwarranted and potential exposure to people with COVID-19.

Care Community Teams - Rural Alliance

As a team, we wanted to work collaboratively to tackle common issues and make better use of staff and resources, helping to deliver a better and more consistent patient experience. The team faced a number of challenges throughout the COVID-19 pandemic especially due to lockdown, leading to a number of staff shielding.

To streamline the referral process and prevent too much pressure on the system, all surgeries agreed to send referrals via an email to a generic inbox account.

The team's Palliative Care Complex Case Nurse now takes referrals for the Rural Alliance as a whole, providing seamless care for people, and supporting and educating the clinicians across the footprint.

As a result, the Rural Alliance has made further progress in working together and is ideally placed for patients to benefit from consistent patient experience. The team found that having a central hub for admin, care coordinators, team managers and clinical leads has been an effective way of working.



Brooklands Ward, Springview Inpatient Unit

In light of new challenges posed by COVID-19 within Brooklands Ward, Springview, in Wirral, an initiative to reassess care plans was prioritised to reduce incidents of physical restraint. The team, temporarily, were joined by the care planning lead, who was able to initiate teaching opportunities in practice to increase awareness of trauma informed care and the use of personalised care and support.

Combining trauma informed care with person centred thinking and practice tools, and supported by the care planning lead, helped to increase confidence in staff to use the tools with people on Brooklands ward. This included the *'The important to me / important for me'* tool which was used with all inpatients and helped to capture aspirations and strengths that staff were able to include in patients' one-page profiles.

Staff showed a greater understanding of the people who accessed services. This new way of working was initiated with all inpatients on Brooklands ward and improvements in personalised care was seen.



Involvement, Recovery and Wellness Centre

In direct response to the current COVID-19 pandemic, the Involvement, Recovery and Wellness Centre has developed a YouTube channel where helpful self-management strategies and distractions can be practiced at home.

Peer support volunteers have recorded videos and tutorials on things like crochet, eating well and their own poems and short stories. Videos include relaxation techniques for adults and children, mindfulness (at work, mindfulness use of your mobile phone), meditation, exercise, self-care help and several 'how-to' videos from the Art Therapist.

Alongside this, the team have also developed a range of workbooks for people to work through at their own pace that can be used in conjunction with the videos or as a standalone tool. They have made these accessible to all on the CWP website www.cwp.nhs.uk.

One of the newly developed booklets is called 'Looking after yourself during the COVID-19 pandemic'. This focuses on what we can control and letting go of what we can't. There is lots of advice on how to look after yourself at this time; creating a routine that works for you, keeping in touch with loved ones, exercise, quality of sleep, eating and drinking enough, talking to children about the pandemic and mindfulness and relaxation techniques. The book also includes resources and support available across the Cheshire and Wirral area.



Specialist Perinatal Mental Health Team

The Specialist Perinatal Mental Health Team have co-produced a booklet with the Cheshire and Mersey Specialist Perinatal Service to provide information and support to people accessing their services during the pandemic, with routines, activity, and wellbeing.

The booklet has been written by specialist occupational therapists and peer support workers. It includes examples and tips for maintaining daily routines and adapting to staying at home. There are good ideas for activities to provide joy and pleasure, activities to provide a sense of purpose and activities to help with self-care needs, and reassurance and how to help new mums with their emotions.

The leaflet provides templates to help with scheduling, simple to-do lists and helpful information on how to make sure the environment and space is the best it can be for the mum and baby. The team describe how it can take 'a village' to raise children, and how in current circumstances new mums don't have their 'village' around them. The leaflet includes how to keep in touch with the important people in life, with lots of resources for both mum and children to prevent feelings of isolation. These include baby sensory groups and videos, toddler activities and exercise classes.



MSK Physiotherapy Service

Our MSK Physiotherapy Service provides assessment, diagnosis and treatment of adult musculoskeletal conditions across West Cheshire.

At the start of the pandemic, we reacted swiftly to the limitations placed on a traditionally face-to-face service by utilising telephone assessments to maintain a service to patients. This was combined with sending digital exercise programmes and support resources where possible, enabling care to be delivered within a short time frame.

Since March, we have continued to offer rapid telephone assessments, usually within two to three days of receiving a referral, offering advice and self-care via electronic means wherever possible.

Utilising telephone clinics in this way has enabled our team to continue to provide face-to-face appointments where essential in a timely way and in line with COVID-19 government guidance.

Specialist Mental Health Services

To ensure people with mental ill health could be safely cared for if they had COVID-19, Cherry Ward and Beech Ward at Bowmere hospital changed their function to care for those with COVID and mental illness.

The wards were staffed by staff who volunteered from across CWP. Some staff moved out of their homes to protect their loved ones, whilst they worked on these wards. There was extra support from our physical health community services to provide further support to people with more complex physical health needs.

Doctors in training who stayed with mental health services, provided extra physical health support to the inpatients, working closely with their counterparts in acute hospitals.

This initiative ensured that people with mild symptoms of COVID, but who had mental health needs were supported in a mental health environment.



Pharmacy

Our Pharmacy Team's Learning Disability Care Home Medicines Optimisation Pilot committed to reducing the premature mortality of people with a learning disability is nearing completion.

Funded by Wirral Clinical Commissioning Group and NHS England, the pilot has continued to be delivered throughout the COVID-19 pandemic and is expected to be completed by the beginning of December 2020.

The annual Learning Disability Mortality Review report cites that the average age of death for a person with a learning disability is 23 years younger than the general population for men and 27 years younger for women.

Inspired to address this inequality within our own communities, the CWP Pharmacy Team for the project, together with Community Pharmacists who are working collaboratively with GP practices, CWP Psychiatrists and Community Mental Health Teams are implementing medication reviews for approximately 348 patients across 42 care homes, with a view to improve quality of pharmaceutical care, reduce wastage and provide healthy living advice.

Despite COVID-19 causing significant and unforeseen pressures to the service, the team have so far undertaken 232 medication reviews. 900 interventions have been completed, with additional pandemic support also provided to care homes such as medicines availability assessments and COVID-19 psychotropic medicines communications.

Over the coming weeks, the team will continue to complete individual medication reviews to ensure improved outcomes and experience for people as part of this pilot.

Finance

Each year, CWP produces statutory annual accounts in accordance with strict deadlines. This is always a busy time of the year for members of the finance team within the Business and Value Department, but one we have always delivered on.

Just as the Nation went into lockdown, the Trust embarked on this process. This is a vitally important exercise, involving the detailed preparation of financial statements showcasing how the Trust has spent and distributed its income and expenditure during the year. The tried and tested approach of communicating in person within teams was no longer feasible.

Had it not been for the speed and enthusiasm for which the entire department embraced the technological challenge of home working, we would undoubtedly have not delivered on this hugely important exercise with a clean bill of financial health. It is testament to the resilience and character of each and every staff member who seamlessly transitioned into this new way of working overnight.

We have learnt to live and operate in a new world that embraces new modes of communication. Our staff have demonstrated how incorporating technology and adopting new forms of communication can be used to improve our working practices and provide a catalyst for change.

COVID-19 evaluation project

An evaluation project, commissioned in May this year, was designed to help understand and evaluate the nature, effectiveness and impacts of COVID-19-related changes to service design and delivery across services.

The project has seen more than 6,000 responses in relation to reviewing new ways of working, as well as the nature and effectiveness of changes in service design, delivery and impacts on staff and patient experience of care.

The project's approach has already been commended at a national level via NHS England, and a final review of data is being developed by the University of Liverpool to inform the final evaluation report of the key findings, recommendations and lessons learned, which will be shared widely across CWP and beyond to maximise learning and inform practice.

Little Book of COVID-19 Best Practice

To find out more about our Care Groups read
our CWP Five Year Forward View strategy on
our website: www.cwp.nhs.uk.

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