

An Evaluation of a collaborative approach in Cheshire East for the Mental Health Awareness Week campaign

Foreword

A Wellbeing Networking Group was developed operating on the Cheshire East foot print and with partners from Cheshire East Council (CEC), NHS Eastern Cheshire CCG (ECCCG), NHS South Cheshire CCG (SCCCG), East Cheshire NHS Trust (ECT), Cheshire and Wirral Partnership NHS Foundation Trust (CWP), Everybody Sport and Recreation (ESAR), Peaks and Plains Housing Trust (P&Ps), Plus Dane Housing Trust (PDHT) and the Council for Voluntary Services (CVS). There is a commitment to work together to improve wellbeing especially as resources are decreasing.

One of the key pieces of work was to review the current wellbeing campaigns that each organisation are undertaking and to agree a joint campaign each quarter that we will work on together.

The aim is that we all align our communications and actions during these week or month long campaigns for maximum impact across the population. The selected campaigns for 2018/19 are listed below:

- Dry January (Jan-March)
- Mental Health Awareness Week (April-June)
- Know Your Numbers Week (Blood pressure awareness) (July –Sept)
- Stay Well This Winter (Oct-Dec)

The collaborative approach for Mental Health Awareness week (14th May -1st June 2018) was agreed and a Task and Finish group was set up.

The group included representatives from ECCCG, ECT, CEC, ESAR, P&Ps, CWP, PDHT and CVS.

This evaluation report describes the approach to a collaborative campaign and lessons learned which can be used to inform future campaigns, with the next campaign being Know Your Numbers (Blood Pressure awareness) in September.

1.0 Introduction

1.1 UK Policy Context

Mental health problems cost the UK economy an estimated £70-100 billion each year. Yet public spending is focussed almost entirely on coping with crisis, with only insignificant investment in prevention. The Mental Health Foundation's Strategy 'A New Way Forward' (2015- 2020) sets out the case for a fresh emphasis on prevention including understanding the causation and development of mental health problems, and the patterns of risks and prevalence across different individuals and groups. We recognise that the factors impacting on mental health are complex, and that our social and physical environment, are key determinants.

This year's Mental Health Awareness Week (14-20 May) was hosted by the Mental Health Foundation, which focused on stress. Research has shown that two thirds of us experience a mental

health problem in our lifetimes, and stress is a key factor in this. By tackling stress, this can help us tackle mental health problems such as anxiety and depression, and, in some instances, self-harm and suicide.

1.2 Aims of the evaluation

An evaluation of the process was undertaken from which the learning could be shared for future campaigns.

The evaluation objectives include:

- The use of resources, venues, materials
- Communication activity
- Use of Tweets, Hashtags, social media
- Activities to promote Mental Health Awareness Week
- Lessons learned

2.0 What We Did

Eight organisations across Cheshire East joined up to take part in the Mental Health Awareness Week campaign which included ECCCG, SCCCG, ECT, CEC, ESAR, P&Ps, PDHT, CWP and CVS.

The Task and Finish Group agreed the actions for the campaign and that an evaluation report and an infographic with key findings would be produced after the campaign to inform future collaborative working.

An Activities Plan was co-ordinated with all the activities taking place during Mental Health Awareness Week detailing each organisation. Opportunities to work together, using different venues and sharing information and resources began to occur during the first initial meeting to discuss the campaign and continued throughout the process.

3.0 Communication

A Communication Plan was developed and shared with the group to keep messages consistent and reduce time of each of the eight organisations each preparing their own communication plan.

Details of the Communication Lead for each organisation were shared to encourage them to work together on the campaign.

The Task and Finish group created a Twitter hashtag for the campaign #GoodMentalHealth4Cheshire to engage communities in the discussion and highlight Mental Health Awareness Week. The twitter hashtag was agreed with organisations in West Cheshire as Vale Royal Clinical Commissioning Group and CWP operate outside of Cheshire East and wished to use a consistent approach across their organisations. Twitter and Facebook were used to promote the key messages.

Each organisation used their internal newsletters to promote activities and key messages during the week. For example PDHT shared Top Tips to Manage Stress in the weekly staff newsletter which

goes out to over 250 staff every Friday. Cheshire East Council Mental Health Awareness articles in Team Voice reached over 2,000 staff on both occasions; in particular the wellbeing activity list had over 250 'clicks'.

Blogs were also used internally and externally using senior people to give key messages during the week. For example, the opportunity was given to staff from ECCCCG and ECT members to write a blog on how they have taken steps to combat stress or help someone else to do so. The blog explored one or more of following Five Ways to Wellbeing:

- Learning
- Giving
- Being active
- Taking notice
- Connecting

ESAR ran a social media campaign promoting key messages and linking the benefits of physical activity and also included them in their newsletter which was sent to 17,000 members.

ECT and ECCCCG used daily communications to staff including two staff blogs.

Staff blog: on ECCCCG's Website <https://www.easterncheshireccg.nhs.uk/News-Events/mental-health-week.htm>

- Pledges: ECCCCG – 24 & ECT - 50 and Tweets.
- Mental Health Awareness week details published in ECCCCG Health Column
- Daily global emails and middle of the room reminder
- Literature was displayed and handed out and signposting took place.

All partners agreed to have a pledge board where staff could pledge to improve their wellbeing and reduce their stress. The pledge boards were promoted through the newsletters and emails.

4.0 Activities

A wide range of activities took place in a variety of places for staff and the public throughout Mental Health Awareness Week.

It was decided that we would all promote 'Wear it Green Wednesday' for Mental Health Awareness Week and all organisations would use the Pledge boards and encourages pledges to be made.

At ECCCCG, the Occupational Health Team gave talks to staff on stress awareness.

Weekly inspirational quotes or cards on staff desks and an email prompt and screen savers based on each theme everyday was used to engage staff.

Staff were encouraged to bring a healthy lunch to work and share their favourite healthy recipe to be included in our first 'Workplace Recipe Book'.

ECCCG and ECT used a variety of activities including two market stall events with displays and a large variety of information leaflets. Classes were held on Resilience, Mindfulness and Yoga. Incentives were given such as Leisure Centre free one day passes and Coffee Sachets to encourage work breaks with colleagues.

ESAR ran a social media campaign promoting key messages and linking the benefits of physical activity and also put them in our newsletter sent to 17,000 members. Four Mindfulness sessions during the week which 49 staff and customers attended.

ESAR attended 5 events during that week to support partners events in the Task and Finish group. Around 80 health checks were carried out by Lifestyle Coaches, and 18 people signed up to a health programme to improve their health and Wellbeing following these health checks. ESAR provided the partners with free one day passes, (724 were handed out altogether) to hand out to their staff and customers to encourage people to take some time out for themselves and have some 'me time.'

As no budget was available for the campaign, ESAR designed and produced the Pledge Boards, Pledge Cards, Infographics and Collage, free of charge for the campaign and for our partners to use.

Lunch and Learn Sessions on Stress were delivered to CEC staff within the workplace and 22 attended. Mindfulness sessions were also held for the public.

P&Ps used the week to launch the Wellbeing Hub in Macclesfield for Talking Therapies and promoted activities through the week.

CEC promoted the newly qualified Mental Health First Aiders within the organisation as part of the Brighter Future Together Programme.

Taster sessions for CEC staff were delivered by Sarah Fairman from CWP. Three lunch and learn sessions on stress were also on offer to staff during the week and CWP gave staff handouts and resources as part of their campaign. The Workforce Wellbeing Practitioner was available to give out some general self-management strategies during the week. The Workforce Wellbeing Service all wore green and displayed the Mental Health Ribbon during the week. Activities such as Mindfulness sessions, walks at lunch time and pedometers were given to encourage 10,000 steps a day and walking route maps were given to staff to encourage further walking.

5.0 Key Learning from the Collaborative Mental Health Awareness Week campaign

The Task and Finish Group was made up of volunteers from the Wellbeing Network members, no-one joined the group from SCCCG or CVS at the beginning. The campaign would have covered a larger footprint if a representative from those organisations had been able to attend the group. Clarity of the coverage for the campaign is needed at the beginning of the process.

5.1 Organisational Bias

When working in partnership it is important that there is trust and openness when discussing and agreeing who leads on the various elements of the campaign.

Each organisation has its own Communications Team. It is increasingly complex to agree the content of a campaign where an equal partnership has been developed between eight organisations,

working on the same campaign. This needs addressing early in the process and that every organisation agrees to the principles.

The Communications Teams in each organisation attempted to support this campaign. However it was highlighted that in several organisations had other competing priorities during **Mental Health Awareness Week**.

Details of the Communication Lead for each organisation were shared to encourage them to work together on the campaign. However this didn't happen and each organisation promoted their own organisation. One press release was publicised which highlighted the campaign and the collaborative approach which was used.

The group felt a meeting to involve the Communications Leads from the start of the campaign may be useful.

The pledge boards contained everyone's logos. This can prove difficult when using a collaborative approach. The format, colour, size needs to be used in accordance with each organisations protocol. The group felt one logo for partnership working for Cheshire for example would be a good resource.

5.2 Spread of the Campaign

After conversations within the Task and Finish Group, members shared the ideas with other staff outside the group. Enthusiasm grew and others went away and contributed to the campaign. For example, the campaign was promoted at the Crewe Mental Wellbeing in Young People Event on 18th May in Crewe Town Centre. Other Housing Associations which didn't attend the Wellbeing Network Group also wanted to be involved with the campaign.

The Church of the Resurrection in Macclesfield held the Upton Priory Connected Community Centre Launch event on the 4th May. The campaign was promoted and 26 pledges were made. The feedback showed that the pledges are quick and easy to do and children were keen to get involved. However some people didn't want to have their photos taken with the pledges.

CWP worked with their staff and volunteers of Central and East Cheshire Recovery College during Mental Health Awareness Week by having a stall on Crewe market on Friday 18 May. The stall helped raise awareness of mental health and CWP's services in the area. Staff, handouts and resources were also handed out providing general self-management strategies.

United Reformed Church in Wilmslow held their Connected Community Centre launch event on Friday 18th. 13 pledges were made at the opening, varying from pledging to walk to school, to trying a sports team. 25 ESAR day passes were given to people who had made a pledge.

A Social Worker working for CEC decided to promote Mental Health Awareness Week on a wall adjacent to their team after seeing articles on the campaign in the staff Newsletter.

A member of staff at CEC recently completed their Mindfulness Training and approached Public Health during the week to look at offering/organising Mindfulness sessions to staff for the long-term. Feedback from those that attended the taster mindfulness sessions during the week would suggest that this would be supported widely by staff with an abundance of positive quotes from staff who attended.

Example feedback below:

"I thought the Mindfulness session was really enjoyable. To take time out of a busy day and concentrate on 'you' I think is really important.

The lady who ran the session was very calming and straight away got the group to contribute and participate in the subject matter. Nobody felt under pressure or embarrassed – the hardest thing was switching off for some people.

I felt the visualisation techniques really worked and took you away from daily routine and made us focus on breathing – which instantly de-stresses you.

Please let me know if you are holding any further similar sessions as I would be very interested. "

Cheshire East was above average response for twitter --For Twitter, the target engagement rate is 1% and 1.5% was achieved during the week and 3% for Facebook which achieved 2.9%.

There were 36 Tweets/Facebook posts that included the #GoodMentalHealth4Cheshire from the different organisations this provided a 'storyboard effect' and helps to show what was achieved during the week. However not all partners included the hash tag.

294 people pledged to reduce their stress during the week using the pledge boards and cards in each organisation. Overall the pledge boards were well received however not everybody felt comfortable having a picture with their pledge. The Task and Finish Group did not set a target for number of pledges made, if we had done so then maybe it would have been easier to assess whether it had been successful.

EC CCG and ECT held Market Place events which over 150 staff attended.

5.3 Timing.

The group felt more time was needed to organise and plan. Agreeing the programme activities and booking the venues was time consuming. Agreeing the communication plan and reviewing resources needed for the week took more time than anticipated.

5.4 Capacity

The capacity in each organisation varied with some having a specific member of staff or team to become engaged with the campaign. Identify what capacity is available for the campaign and agree the activities which can be achieved.

5.5 Resources

There was no allocated budget for this work however each organisation had a plethora of leaflets, booklets, information sheets and opportunities to share resources.

The group members shared websites, apps, shared information and examples of good practice.

A variety of apps were shared and used. For example, ECCCG used a Health and Wellbeing app and linked this with local gyms to signpost staff to activities.

5.6 Working together

The Task and Finish group met twice before the campaign week and once afterward to discuss the impact of the campaign.

ESAR used Crewe Lifestyle centre for activities during the week. CEC Public Health Team worked with ESAR to distribute information and signposted to services from a stall held at Crewe Lifestyle Centre. Community members were able pick up information, resources, make a pledge and have a free health check and talk about exercise and mental health. There was positive verbal feedback from staff and many chose to join gym or take on an activity to improve their health and wellbeing together from this event.

A CWP Workforce Wellbeing Practitioner provided Mindfulness sessions to East Cheshire Council staff with excellent feedback which informed further sessions for staff as part of the Wellbeing at Work initiative.

High energy of members has led to other organisations asking to join the Network, e.g. CVS and DWP.

6. Recommendations

- Earlier engagement with communication leads
- Agree timeframe as soon as possible
- Allow more time for agreeing news articles /press releases ensure signoff between all partners.
- The use of a partnership logo which all partners can use

7. Conclusion

Cheshire partners involved in this campaign have demonstrated their commitment to support to the mental wellbeing agenda and worked collaboratively during Mental Health Awareness Week 2018. The group felt this was a successful campaign which reached a wider audience than previous campaigns.

Messages of support came from the Chief Executive and Senior Leaders from all the organisations involved recognising the benefits of collaborative working across Cheshire.

This campaign demonstrated added benefits of collaborative working such as closer working together, sharing information, ideas and resources.

No budget was allocated to this campaign and each organisation contributed with staff time, using existing resources and using premises for meetings. For example, ESAR allowed the free use of their rooms and refreshments as a contribution to collaborative working.

The finding from this campaign will be shared and used to inform future campaigns and in particular the 'Know Your Numbers' Blood Pressure Campaign in September 2018.

