

## HEALTHY MINDS BUSINESS PLAN 2022-24

<b>Strategic Priority</b>	<b>1: Healthy Minds to have the financial and organisational structures to ensure sustainability</b>			
<b>Action</b>	<b>1.1: Consolidate organisational structure, systems, services and governance to improve efficiency.</b>			
<b>Priority Outcome</b>	<b>1.1.1 A clear financial reporting and financial management process</b>			
<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Resources</b>	<b>KPIs</b>
<p>1.1.1.1 Service budgets: Each service, including core / organisational team, has a clearly-outlined budget that identifies resource need, income secured and any deficit. Allocations from unrestricted funds to meet budget deficits are defined within service budgets.</p>	<p>Chief Officer (CO) Business &amp; Sustainability Manager (BSM) Finance Officer (FO)</p>	<p>Developed by end Q2 Operational from Q3 <b>Completed Q1 April 2023</b> Dynamic review</p>		
<p>1.1.1.2 Budget deficits: Actions to secure dedicated funds are outlined in the funding strategy (1.2 below)</p>	<p>Chief Officer Business &amp; Sustainability Manager</p>	<p><b>Funding Strategy update by end Q2 (Sept 2023)</b></p>		
<p>1.1.1.3 Salaries / payroll: Every staff role on payroll has identified allocation from restricted / unrestricted funds</p>	<p>Business &amp; Sustainability Manager Finance Officer</p>	<p><b>Completed Q1 April 2023</b></p>		
<p>1.1.1.4 Management Accounts:</p>	<p>Chief Officer</p>	<p><b>Complete</b></p>		

Financial summary information is available for scrutiny and approval at the Finance Sub-group in advance of Healthy Minds Board meetings. Summary to include sufficient detail of latest position on expenditure against income to enable informed decision-making.	Business & Sustainability Manager Finance Officer			
<b>Priority outcome</b>	<b>1.1.2: Appropriately qualified and skilled team of staff and volunteers</b>			
<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Resources</b>	<b>KPIs</b>
1.1.2.1 Training Needs Analysis: Staff and volunteer training undertaken is recorded Further needs, and means to meet needs, are identified	Line Managers: Operational Managers (OM) BSM Service Managers (SM)	Q1 2023-4	<ul style="list-style-type: none"> <li>• Training budget of £4500 in 23-24 budget</li> <li>• Free / discounted training accessible from various sources, incl. Calderdale MBC, West Yorks ICB &amp; HEE</li> <li>• BrightSafe subscription: free, accredited e-learning modules</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of staff report having the skills and knowledge they need for their jobs.</li> <li>• 50% of staff have undertaken relevant training.</li> </ul>
1.1.2.2 Staff reviews: Reviews (appraisal) are conducted annually Probation reviews are completed as required	Line Managers: CO OM BSM SM	Ongoing Report on % completed reviews by end Q1 (June 2023)		<ul style="list-style-type: none"> <li>• 100% of staff have received a documented appraisal in the last 12 months</li> </ul>

				<ul style="list-style-type: none"> <li>100% of new staff receive review at 3 months from commencement</li> </ul>
<p>1.1.2.3 Staff Wellbeing: Healthy Minds is an exemplar employer, with staff wellbeing a visible and meaningful priority. Wellbeing audit identifies any areas for improvement</p>	CO Line Managers	Ongoing <b>Wellbeing Audit report to Board by end Q2 (Sept 2023)</b>	CWS project development lead	<ul style="list-style-type: none"> <li>Wellbeing audit is completed</li> <li>Staff surveys</li> </ul>
<p>1.1.2.4 Volunteers: Volunteers are valued and supported to both maintain and develop their roles</p>	OM Volunteer Coordinator	Ongoing		<ul style="list-style-type: none"> <li>Volunteer recruitment &amp; retention</li> <li>100% volunteers report high levels of satisfaction</li> <li>Feedback / I-statements</li> </ul>
<b>Priority outcome</b>	<b>1.1.3: Management team with necessary skills and capacity</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
<p>1.1.3.1 Capacity There is sufficient management capacity for organisational and operational needs</p>	CO BSM	Ongoing	Management Team: Chief Officer 2 x OM BSM Service Managers	
<p>1.1.3.2 Skills All staff with line management responsibility have completed reviews.</p>	CO OM	Ongoing	West Yorks ICB coaching offers King's Fund Network	100% have documented annual reviews

CPD / training needs and opportunities are identified and put into action			Lloyds Enhance Programme	
1.1.3.3 HR Responsibilities All staff with line management responsibility are aware of HR systems and support	CO OM	Ongoing	Croner HR consultancy BrightHR system	
<b>Priority Outcome</b>	<b>1.1.4: Strategy and Business Plan and supporting Operational Plan is communicated and understood by all</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
1.1.4.1 Communication i. Strategy, Business Plan and Operational Plan available to all staff (Sharepoint) ii. Briefing sessions are held to communicate Strategy iii. Strategy is publicly available on HM website	CO	September 2022 i. <b>Completed March 2023</b> ii. <b>Completed March 2023</b> iii. <b>To action Q1</b>		
1.1.4.2 Service Operational Plans Each service has an Operational Plan outlining priorities and actions, linking with HM Strategy / BP	OM SM Service teams	<b>Ops plans available on Sharepoint by end Q1 (June 2023)</b>		<ul style="list-style-type: none"> <li>100% services have completed OPs</li> <li>Org. audit spot-check: 3 OPs</li> </ul>
<b>Priority Outcome</b>	<b>1.1.5: Effective governance which reflects the Charity Governance Code</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
1.1.5.1 Board has completed assessment and identified required actions	Chair	<b>Q1-Q2 2023</b>	Initial Trustee assessment via Forms	
1.1.5.2 Board Sub-Groups undertake more detailed work on identified actions, reporting and making recommendations to the board Sub-Groups are held in a timely manner, in advance of board meetings	Sub-Group Chairs: Finance Development Staff / HR (ad hoc)	Ongoing	Board Administrator EE: 5 hours per month	

<b>Priority Outcome</b>	<b>1.1.6: A set of organisational policies which are up-to-date, practical and reflect legal requirements and good practice</b>			
<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Resources</b>	<b>KPIs</b>
1.1.6.1 Policy register Plan for review and approval of policies Policy reviews standing item in CO Board reports	CO BSM	Register completed by start Q3 Review timescales set by register		<ul style="list-style-type: none"> <li>Annual schedule of due policy updates</li> <li>Annual review shows that policies are up-to-date</li> </ul>
<b>Action</b>	<b>1.2: Maintain a “live” Funding Strategy and action plan, identifying funding priorities and strategic actions to:</b>			
<b>Priority Outcome</b>	<b>1.2.1: Continue to explore income generation opportunities to supplement grant funding and provide more unrestricted funds to increase capacity and flexibility and combat financial volatility and instability.</b>			
<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Resources</b>	<b>KPIs</b>
1.2.1.1 Funding Strategy outlines possibilities for commercial fundraising model that supports our charitable aims: Generate trading income from Healthy Minds’ experience and expertise as a leading local organisation: <ul style="list-style-type: none"> <li>Consultancy: <ul style="list-style-type: none"> <li>Calderdale Wellbeing Services – workplace wellbeing ‘standard’ and support</li> </ul> </li> <li>Training:</li> </ul>	CO BSM	Funding Strategy update by end Q2 (Sept 2023)	<ul style="list-style-type: none"> <li>CWS project development lead</li> <li>Lloyds Enhance programme includes trading &amp; sustainability course;</li> <li>Skills exchange</li> <li>Relationships with corporate partners to test / scope ideas</li> </ul>	Income generated vs. Resources expended: % return 2020-21: earned income = 1% overall HM income 2021-22: 1.3% 2022-23: TBC

<ul style="list-style-type: none"> <li>○ Delivering EHWB training to system partners and commercial businesses</li> <li>○ Time Out: Bespoke and enhanced training offer for schools, commissioned by schools in addition to the general TO / Open Minds Partnership offer.</li> <li>● Other trading opportunities that may arise</li> </ul>				
<p>1.2.1.2 Active donor fundraising model includes:</p> <ul style="list-style-type: none"> <li>● Corporate fundraising &amp; sponsorship</li> <li>● Membership subscriptions</li> <li>● Community giving and fundraising</li> <li>● Legacy-giving</li> </ul>	BSM		<ul style="list-style-type: none"> <li>● Community Fundraiser</li> <li>● Marketing &amp; Communications Officer</li> <li>● Membership &amp; Engagement Coordinator</li> <li>● HM is registered with Fundraising Regulator</li> <li>● Donation platforms e.g. Facebook; Easyfundraising; Just Giving; CAF Donate</li> </ul>	<p>Donations from all sources:</p> <p>2020-21: 4.3% HM overall income</p> <p>2021-22: 2.5%</p> <p>2022-23: 5.7%</p> <p><i>2023-24: 6% target</i></p> <p>Monitor effectiveness /returns on different platforms</p>
<b>Priority Outcome</b>	<b>1.2.2: Continue to engage with the mental health “system” and opportunities through statutory contracts and commissioning that are in line with our ethos, approach and values.</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
1.2.2.1 Commissioning / contracts	CO BSM	Ongoing	Funding Strategy Chief Officer / SMT	Increase in service contracts.

Services are commissioned rather than grant-funded			capacity to enable engagement: backfill resource via HPoC	2020-21 govt. Grants = 38% overall income 2021-22: Contracts = 23% Grants = 51% <i>74% overall income</i>
1.2.2.2 Vision & Values Healthy Minds' Vision and Values are communicated, understood and upheld	BSM	Ongoing	Marketing & Communications Officer	
<b>Strategic Priority</b>	<b>Priority 2: Healthy Minds to provide services and deliver projects that most effectively meet the needs of the population</b>			
<b>Action</b>	<b>2.1: Understand the needs for services and projects through local consultation and analysis of published research.</b>			
<b>Priority Outcome</b>	<b>2.1.1: Healthy Minds can confidently demonstrate that there is evidence of need for services, gathered through high levels of engagement, consultation and research</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
2.1.1.1 Case for Support All services have a case for support that clearly identifies needs met	CO OM BSM	By end Q1 2023-24		100% have compliant case for support
2.1.1.2 Healthy Minds Forum Healthy Minds Forum is revived as an active means to gather experiences & insights	BSM	By Q4 (Jan 2023) <b>Achieved</b> Meetings ongoing	Membership & Engagement Coordinator	Forum activity: <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Events</li> <li>• Engagement (attendance, response rates)</li> </ul>
2.1.1.3 Healthy Minds Membership Active membership base reflecting Calderdale community, providing engagement opportunities to identify needs and co-produce solutions <i>see also 2.2.1 below</i>	BSM	Membership launch Q4 Jan-Mar 2023; Ongoing	Membership & Engagement Coordinator	<ul style="list-style-type: none"> <li>• Membership numbers</li> <li>• Demographics</li> <li>• Engagement activity &amp; feedback</li> </ul>

				demonstrates value
2.1.1.4 Research HM-led research on health inequalities & identified actions	CO BSM		<ul style="list-style-type: none"> <li>• Rethink / Lloyds investment (Spotlight)</li> <li>• Spotlight Project Manager</li> <li>• Potential Leeds / Huddersfield University student placements</li> <li>• £25K research fund CCG / ICB</li> </ul>	<ul style="list-style-type: none"> <li>• Spotlight-funded project evaluations demonstrate value and evidence for interventions targeting inequality</li> <li>• Research reports are completed and findings communicated</li> </ul>
<b>Action</b>	<b>2.2: Provide services which meet the needs of the local population, particularly people affected by health inequalities, aligning with local, regional and national strategic priorities where appropriate.</b>			
<b>Priority Outcome</b>	<b>2.2.1: Meaningful, ongoing engagement via a representative and active membership base</b>			
<b>Outcomes</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Resources</b>	<b>KPIs</b>
2.2.1.1 Healthy Minds Membership Active membership base reflecting Calderdale community, providing engagement opportunities to identify needs and co-produce solutions	BSM	Membership launch Q4 Jan-Mar 2023; Ongoing	<ul style="list-style-type: none"> <li>• Membership &amp; Engagement Coordinator</li> <li>• Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Membership numbers</li> <li>• Demographics</li> <li>• Engagement activity &amp; feedback demonstrates value</li> </ul>
<b>Priority Outcome</b>	<b>2.2.2: Healthy Minds is represented as appropriate in local, regional and national strategic workstreams</b>			



Outcomes	Responsibility	Timescale	Resources	KPIs
2.2.2.1 Connectivity Representation on, and input to, relevant, strategic working groups, e.g.: <ul style="list-style-type: none"> <li>• Calderdale MH innovation Hub</li> <li>• West Yorks ICB MH Programme Board</li> <li>• Community MH Transformation steering groups – Calderdale and West Yorks</li> <li>• WY VCSE MH Group</li> <li>• High Intensity User Group</li> <li>• Calderdale Hoarding Panel</li> <li>• Suicide Prevention Network</li> <li>• Public Places and Suicides Working Group</li> <li>• Neighbourhood networks &amp; Community Forums</li> <li>• Open Minds Partnership</li> </ul> This list is not exhaustive and other opportunities should be followed as appropriate <i>See also 4.3 below</i>	All	Ongoing	HPOC reimburses VCS for strategic involvement: £1000 annual for WY VCS Chairing  CCP £6000 22-23 for CO strategic involvement in Calderdale	
<b>Priority Outcome</b>	<b>2.2.1 Services delivered to stated timescales, costs and quality</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
2.2.1.1 Services have up-to-date reports that meet funders' requirements	OM SM	Quarterly	Databases	Reports are compliant and submitted on time
<b>Priority Outcome</b>	<b>2.2.2 Services have capacity to better meet demand</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
2.2.2.1 Service Operational Plans Operational plans clearly identify outputs and outcomes	OM SM	Ops plans available on Sharepoint by end Q1 (June 2023)	Service / funding agreements set out expected outputs / outcomes	100% services have Operational Plans

2.2.2.2 Service Budgets Services are suitably resourced to achieve realistic outputs and outcomes <i>See 1.1.1 above</i>	CO BSM Finance Officer	Ongoing	Funding Strategy	
2.2.2.3 Demand / Capacity Levels of demand are recorded and reviewed in line with capacity to identify further service needs	OM	Quarterly	Databases Quarterly reports	Operational Plans contain detail of actions identified
<b>Action</b>	<b>2.3: Establish methods of delivery that increase reach and access, including online and telephone provision alongside in-person activities.</b>			
<b>Priority Outcome</b>	<b>2.3.1: Healthy Minds' programmes actively respond to people's preferences with a blended offer of in-person and remote / online activity appropriate to purpose</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
2.3.1.1 Programme Delivery Healthy Minds offers a range of contact methods Service use is actively monitored to ensure effectiveness	OM SM	Ongoing	Databases Quarterly reports	Service engagement
<b>Strategic Priority</b>	<b>Priority 3: Healthy Minds to maintain and further develop quality services with demonstrable impact</b>			
<b>Action</b>	<b>3.1: Continue to develop robust processes and tools to capture and analyse, service data and community feedback.</b>			
<b>Priority Outcome</b>	<b>3.1.1: Analyse data and carry out periodic reviews to ensure Healthy Minds can evidence how it is growing, developing and achieving its aims.</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
3.1.1.1 Each service has a functional database that is up to date	BSM OM SM	Ongoing	Service databases are in use	Database analyses Service quarterly reports

Database analysis is set to generate statistical data that meets the reporting requirements of each service			Data Officer is currently a voluntary post – this is a risk	
3.1.1.2 Strategic and operational decisions are based on clear impact information.	CO BSM OM	Ongoing Impact Report to DSG by end Q2 (Sept 2023)		<ul style="list-style-type: none"> <li>• Service cases for support include impact evidence</li> <li>• Proposals and records of board decisions contain impact information.</li> </ul>
3.1.1.3 Thorough review process assessing service data and local insight against agreed outcomes and identified local need.	CO BSM OM	Ongoing		Service quarterly reports
3.1.1.4 Annual ‘census’ of service use gathers insights that inform actions	BSM OM	January 2023	Previous census exercises	Findings are analysed and published with identified actions
3.1.1.5 Relevant quality marks / standards demonstrate that Healthy Minds is a responsible and safe organisation	CO BSM	Ongoing Update on QFH review readiness by end Q3	<ul style="list-style-type: none"> <li>• Quality for Health &amp; Wellbeing Level 2 (2021)</li> <li>• GSK Impact Award 2019</li> <li>• Fundraising Regulator 2022</li> </ul>	Quality standards are obtained and renewed as necessary
<b>Priority Outcome</b>	<b>3.1.3: Demonstrate that Healthy Minds can, and does, provide solutions which ease demand on public Mental Health services</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs

3.1.3.1 HM Services HM services with “system” links develop evidence that shows effect on demand for public services: <ul style="list-style-type: none"> <li>• Safespace</li> <li>• Link</li> <li>• CHW Team</li> </ul>	OM SM	Quarterly	<ul style="list-style-type: none"> <li>• Databases</li> <li>• System intelligence / data</li> </ul>	Quantitative data: <ul style="list-style-type: none"> <li>• Diversion from public services e.g. A&amp;E, YAS, IHBT</li> </ul> Qualitative: <ul style="list-style-type: none"> <li>• Feedback</li> <li>• Case studies</li> </ul>
3.1.3.2 External SROI evaluation Renewed SROI evaluation demonstrates social value of HM services	CO BSM	TBC	<ul style="list-style-type: none"> <li>• No resource identified</li> <li>• CHWT pilot is evaluated externally</li> <li>• Prior involvement with Enriched Consulting</li> </ul>	
3.1.3.3 Data Analysis Analysis of our findings against local, regional and national trends demonstrates effectiveness and informs strategy	CO BSM	Ongoing	Data Officer Membership & Engagement	Results of analysis
<b>Strategic Priority</b>	<b>Priority 4: Healthy Minds to maintain a high profile as a trusted, reputable, influential VCS MH provider in Calderdale</b>			
<b>Action</b>	<b>4.1: Maintain a resourced Marketing and Communications plan to:</b>			
<b>Priority Outcome</b>	<b>4.1.1: Increase brand awareness and raise our business profile</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
4.1.1.1 Publicity Healthy Minds’ service offer is communicated widely with up-to-date details	OM SM	Ongoing	Website Newsletter Social media	Service offers are current

	Marketing & Communications Officer			
4.1.1.2 Brand 'Style guide' to ensure consistent branding across all communications	BSM Marketing & Communications Officer	Q3		Guidance is available and communications comply
4.1.1.3 Monitoring Effectiveness of communications is assessed by available analytics e.g. website traffic, social media engagement and used to inform planning	BSM Marketing & Communications Officer	Ongoing	Platform analytics tools	Marketing & Comms reports include analysis
4.1.1.4 Resource Dedicated marketing and comms resource is identified <i>See 1.1.1.1 Service Budgets</i>	CO BSM Finance Officer	Developed by end Q2 Operational from Q3 Dynamic review		
<b>Priority Outcome</b>	<b>4.1.2: Communicate the benefits and impact of Healthy Minds' services on the lives of people in Calderdale.</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
4.1.2.1 Engagement Ensure regular engagement with community as potential service users / supporters <i>See 4.1.1.1 Publicity</i>	Marketing & Comms Officer	Ongoing Monthly newsletter	Website Newsletter Social media	Communications activity
4.1.2.2 Wellbeing measures are consistent across services and information is collected periodically for each service as appropriate	OM SM	Quarterly	Wellbeing measures Digital and paper-based data collection systems	% response rate Wellbeing measures analyses
4.1.2.3 A clear statement on the benefits and impact of all services	BSM OM SM	By end Q3		100% services have a case for support that includes benefits / impacts

4.1.2.4 Increased number of users and donors understand the benefits of HM services.	BSM	Ongoing	Marketing & Communications Officer	Monitoring (4.1.1.3) Communications include accessible impact information
<b>Action</b>	<b>4.2: Develop a representative membership base to demonstrate support and enable ongoing engagement to give people a voice in Healthy Minds and the wider mental health system.</b>			
<b>Priority Outcome</b>	<b>4.2.1: Active membership base reflecting Calderdale community, providing engagement opportunities to identify needs and co-produce solutions</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
4.2.1.1 Revived Membership Consultation and Coproduction of new membership model that promotes meaningful engagement and community 'ownership' of Healthy Minds <i>See: 2.2.1.1 Healthy Minds Membership 4.3.1.1 Healthy Minds Forum</i>	BSM Membership & Engagement Coordinator	Membership launch Q4; Ongoing	<ul style="list-style-type: none"> <li>12 months M&amp;E Coord role – resource agreed</li> <li>Membership subscriptions income</li> <li>Communications Officer</li> </ul>	<ul style="list-style-type: none"> <li>Membership numbers</li> <li>Demographics</li> <li>Engagement activity &amp; feedback demonstrates value</li> </ul>
<b>Action</b>	<b>4.3: Continue to establish Healthy Minds as a leading organisation with strategic influence, advocating for the VCSE sector on a local, regional and national level.</b>			
<b>Priority Outcome</b>	<b>4.3.1: Recognition as providing a voice for mental health in Calderdale, building on Mental Health Matters and Healthy Minds Forum to profile issues and provide a voice for collective advocacy</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
4.3.1.1 Healthy Minds Forum Healthy Minds Forum is revived as an active means to gather experiences & insights <i>See 2.1.1.2 above</i>	BSM	By Q4 (Jan 2023) <b>Achieved</b>	Membership & Engagement Coordinator	Forum activity: <ul style="list-style-type: none"> <li>Meetings</li> <li>Events</li> <li>Engagement (attendance, response rates)</li> </ul>

				<ul style="list-style-type: none"> <li>• Reports include insights, recommendations and actions</li> </ul>
4.3.1.1 MH Providers Forum An active Calderdale provider forum is established, convened by HM CO (as chair of WY VCS MH Group)	CO BSM	By end Q4	MH Alliance now in development via CCP; HM CO involved	
<b>Priority Outcome</b>	<b>4.3.2: Healthy Minds influences relevant strategic decision-making regionally and nationally that affects Calderdale</b>			
Outcomes	Responsibility	Timescale	Resources	KPIs
4.3.2.1 Representation Healthy Minds is represented on relevant strategic decision-making groups <i>See 2.2.2.1 Connectivity</i>	CO	Ongoing	HPOC reimburses strategic involvement Connections with: King's Fund Network Lloyds Foundation	
4.3.2.2 Lived Experience Healthy Minds represents people's lived experience, bringing intelligence and insights to inform and influence developments within HM and more widely across the system <i>See 4.3.1.1 Healthy Minds Forum</i>	CO	Ongoing		Forum activity reports include examples and progress on strategic work

#### Abbreviations

- **BSM:** Business Sustainability Manager
- **CCP:** Calderdale Cares Partnership. Calderdale ICB (see WY ICB), formerly Calderdale Clinical Commissioning Group (CCG)
- **CHWT:** Community Health & Wellbeing Team. Healthy Minds service, part of Calderdale's Community MH Transformation programme.
- **CO:** Chief Officer
- **CWS:** Calderdale Wellbeing Service. Healthy Minds service developed from Calderdale Cares 4 Us programme, focusing on workforce wellbeing.
- **DSG:** Development Sub-Group of HM Committee

- **EHWB:** Emotional Health & Wellbeing
- **HEE:** Health Education England
- **HM:** Healthy Minds
- **HPOC:** Harnessing Power of Communities. A West Yorkshire organisation funded by ICB as part of its governance arrangements to promote and support the VCSE sector, particularly in the health & social care system.
- **IHBTT:** Intensive Home-Based Treatment Team. NHS mental health “crisis team”.
- **MH:** Mental Health
- **OM:** Operational Manager
- **SM:** Service Manager
- **SROI:** Social Return on Investment.
- **SWYPFT:** South West Yorkshire Partnership NHS Foundation Trust. Main provider of NHS MH services in Calderdale.
- **VCSE:** Voluntary, Community and Social Enterprise. Non-profit sector organisations including charities and community groups. Sometimes abbreviated to **VCS:** Voluntary & Community Sector. Healthy Minds is a VCS organisation.
- **WY ICB:** West Yorkshire Integrated Care Board. Regional body delivering NHS England priorities.
- **WY VCS MH Group:** Regional group for VCS MH providers, part of WY ICB governance. Chaired by Healthy Minds Chief Officer.
- **YAS:** Yorkshire Ambulance Service