

HEALTHY MINDS STRATEGY 2022-2025

INTRODUCTION

Healthy Minds is the working name of Calderdale Wellbeing, a mental health charity based in Halifax, West Yorkshire.

We define mental health not just as the absence of distress but as a state of wellbeing in which each person realises their own potential. We recognise different factors can affect people's wellbeing and so we provide a range of services for people according to their needs. We believe people are always doing the best they can and when provided with opportunities and support, they can thrive.

Healthy Minds offers a service to anyone who identifies as having mental health needs.

OUR VISION

We want everyone in Calderdale to have better mental health.

OUR MISSION

- We provide high-quality mental health services to individuals and families in Calderdale.
- We promote awareness and reduce stigma by partnering with local organisations, and providing education and resources that empower people to take control of their mental health.
- We listen to our community and speak up for positive change.

OUR VALUES

- We are a LOCAL, home-grown organisation, connected across Calderdale and committed to its communities.
- We aim to build trust by being HONEST, demonstrating that we are a safe organisation.
- We are non-judgemental, and RESPECTFUL of people's diverse experiences and strive to be as inclusive and accessible as possible.
- Our process is focussed on EMPOWERING people to recognise the choices they can make over their own lives
- We have the strength of understanding that comes from being LED BY LIVED EXPERIENCE, enabling us to listen, relate, and meet people as equals.

OUR EXPECTED OUTCOMES

- **That people across Calderdale would be more comfortable talking about their mental health.**
 - Reducing stigma and discrimination. Increasing people's self-confidence and self-esteem. Reducing feelings of isolation and strengthening a sense of commonality across Calderdale's communities.
- **That people are better equipped to manage their own mental health and also to support other people.**
 - Increasing people's emotional resilience through sharing coping strategies and personal experiences. Increasing people's ability to take control of their own health through providing both information and opportunities. Offering volunteer training opportunities where people can develop skills and confidence. Developing healthy, self-sustaining, delivery practices to increase the resilience of local communities.
- **That people know where to get help when they feel unable to manage their own mental health.**

- Deescalating critical situations through in the moment support available day and night. Reducing pressure on A&E through increased awareness of capable, dedicated alternatives.

LOCAL CONTEXT

Calderdale is a Metropolitan Borough of 140 square miles and a population of 211,400 (1510 people per square mile). This compares with other boroughs in West Yorkshire: Kirklees 158 square miles / 439,787 (2783 people per square mile); Bradford 141.5 square miles / 533,135 (3768 people per square mile); Leeds 213 square miles / 840,083 (3944 people per square mile); Wakefield 131 square miles / 333,564 (2546 people per square mile). Calderdale is, therefore, large in area relative to population.

- The average age in Calderdale is 41 years. The most recent national census information (2021) shows a trend towards an ageing population: there are fewer under 25s (28.6%) than in the 2011 census (30%); working age adults (52.4% 2021; 54.8% 2011); and more older adults of 65+ (18.9% 2021; 16% 2011).
- The majority of the population is White (89.7%), with the second largest ethnicity being Asian (8.3%). Healthy Minds conducted a “census” in 2020, in which service users’ reported ethnicity was 86% White and 8% Asian.
- 21.9% of Calderdale’s population is classed as having a disability, with 7% qualifying for PIP / DLA disability benefits.
- The borough consists of 17 electoral wards. There can be significant disparities between wards: 42.9 % people in Park Ward are in “very good health”, compared to 49.3% in Skircoat Ward. Life expectancy in Park Ward is 74.9 years (men) / 78.7 (women) compared to 81.4 (men) / 87.3 (women) in Ryburn.
- Mental health is not well-monitored. The only indicators are from statutory sources so VCS insight and intelligence is missing from the picture:
 - Secondary School pupils with social, emotional and mental health needs (2018): 1.78% - this is lower than the national rate (2.31%). Deliberate self-harm in young people, however, is higher than the national rate: 1.48% Calderdale / 1.32% England.
 - Adults with long-term mental health needs are taken from GP Patient survey. Calderdale has a higher rate (11.4%, approximately 19,000 people in Calderdale) than nationally (9.1%).
 - 57% adults in Calderdale say they have good mental health.
 - The Covid pandemic saw an increase in referrals to mental health services (+14%); in the 75+ age group, however, this figure rose 96%.
 - Calderdale's suicide rate (15.6 per 100,000 people) is significantly higher than national (10.0) and regional (11.88)
- Calderdale’s [Joint Wellbeing Strategy 2022-27](#) states:
 - ‘Our vision for Calderdale in 2027 is to be a place where we can realise our potential whoever we are, whether our voice has been heard or unheard in the past. A place where talent and enterprise can thrive. A place defined by our innate kindness and resilience, how people care for each other, are able to recover from setbacks, are full of hope. Calderdale will stand out, be known, and be distinctive. A great place to visit, but most importantly, a place to live a larger life.’
- Health commissioning in Calderdale is a joint arrangement between the Council and Calderdale Cares Partnership Integrated Care Board (ICB, formerly Calderdale Clinical Commissioning Group). Healthy Minds has good relationships with local commissioners and is well-connected

to the West Yorkshire ICB, with our Chief Officer chairing the WY VCS Mental Health Group, part of the ICB's governance structure, as well as being the Calderdale VCS place-lead at the ICB's Mental Health, Learning Disability and Autism Programme Board.

- As Calderdale's main VCS mental health provider, Healthy Minds has good connections and relationships with statutory and community providers across the borough.

STRATEGIC APPROACH

Our strategy needs to reflect the above: Calderdale has a higher prevalence of mental health needs than nationally; it is a relatively large geographic area with a smaller population than neighbouring areas, presenting a challenge for borough-wide coverage; Calderdale's population is not particularly diverse compared to other areas but that can mean certain communities do not receive the focus required to effectively address inequalities. Healthy Minds' established presence in communities and within the wider system is among our assets. We are well-placed to develop approaches that meet the emotional health and wellbeing needs of people in Calderdale and must ensure that we have the infrastructure and resources to support frontline activity.

As Calderdale's main VCS organisation with a dedicated mental health focus, Healthy Minds has become a trusted and reputable provider of emotional health and wellbeing services. We believe in working within a system that respects the expertise of each provider so that people who need support can more readily access it at an appropriate level and in a timely manner. We are increasingly valued as an element of Calderdale's mental health offer, supporting statutory provision and/or as a viable alternative for people who cannot or choose not to engage with statutory provision.

Healthy Minds recognises that clinical, biomedical treatment of mental illness is not the only option. Our approach is focused around empowering and supporting people to manage their own mental health, and live the best lives that they can.

Our approach is person-centred and values the support that people provide for themselves and their peers.

Our work broadly fits within three themes:

- Prevention – reducing stigma and educating people about emotional health;
- Early intervention – timely access to support so that people's needs do not escalate;
- Recovery – helping people develop the resources to achieve and maintain emotional health.

MANAGEMENT PRIORITIES

We have identified a number of key management priorities which will help develop Healthy Minds as an organisation and safeguard our ability to provide our valued support services:

Priority 1: Healthy Minds to have the financial and organisational structures to ensure sustainability

- Consolidate organisational structure, systems, services and governance to improve efficiency.
- Maintain a "live" Funding Strategy and action plan, identifying funding priorities and strategic actions to:

- 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.
- 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.

Priority 2: Healthy Minds to provide services and deliver projects that most effectively meet the needs of the population

- Understand the needs for services and projects through local consultation and analysis of published research.
- 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.
- Establish methods of delivery that increase reach and access, including online and telephone provision alongside in-person activities.

Priority 3: Healthy Minds to maintain and further develop quality services with demonstrable impact

- Continue to develop robust processes and tools to capture and analyse, service data and community feedback.
- Analyse data and carry out periodic reviews to ensure Healthy Minds can evidence how it is growing, developing and achieving its aims.
- Communicate the benefits and impact of Healthy Minds’ services on the lives of people in Calderdale.
- demonstrate that Healthy Minds can, and does, provide solutions which ease demand on public Mental Health services

Priority 4: Healthy Minds to maintain a high profile as a trusted, reputable, influential VCS MH provider in Calderdale

- Maintain a resourced Marketing and Communications plan to:
 - Increase brand awareness and raise our business profile
 - Ensure regular engagement with community as potential service users / supporters
- 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.
- Continue to establish Healthy Minds as a leading organisation with strategic influence, advocating for the VCSE sector on a local, regional and national level.

These strategic priorities inform:

- **Healthy Minds Funding Strategy & Action Plan** – referenced in Priority 1 above.
- **Healthy Minds Business Plan** – reviewed annually. The Business Plan sets out how we will achieve each of the identified actions outlined under priorities; our **Risk Register** is cross-referenced into the Business Plan.

- **Service Operational Plans** – aligned with the Strategy and Business Plan, each service will have an operational plan setting out their objectives and delivery, reviewed quarterly.