

Annex : Documents that have been issued to Staff and Managers that are not available online.

1. Letter issued by Minister for Mental Health to all NHS Chief Executives, Local Authority Executives and Integrated Joint Boards Chief Officers with key messages and approaches (26 March)
2. Mental health directives issued on 27 March.
3. Health and Wellbeing Communication Toolkit, first published on 20th April by Ms Haughey, Minister for Mental Health, including covering email, which was sent to all the recipients of the letter from the 26th March and copied to the identified wellbeing champions across Health and Social Care (per the request in said letter).
4. Letter on principles for Mental Health Services, issued on 01st May.

Minister for Mental Health

Clare Haughey MSP



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NHS Board Chief Executives
Local Authority Chief Executives
IJB Chief Officers
Chief Executive, Care Inspectorate
Chief Executive, Scottish Social Services Council

26 March 2020

Dear Colleague,

NHS and Social Care Staff: Mental Health & Wellbeing Support during COVID-19

I am writing to thank you and your teams for your hard work and commitment at this time to meet the needs of people during the pandemic.

I want to note my sincere appreciation for the extraordinary work that health and social care staff in our hospitals and community care settings are doing to protect and care for people in these difficult times. Our workforces always respond professionally in times of need. However the scale of the challenge is unprecedented. We are asking people to work in unfamiliar settings and many will be asked to learn new skills and will be working in new roles. We recognise that many will be personally impacted by the COVID-19 virus. Some will be caring for their own families, some may be at high risk themselves. This is no small ask. Therefore it is absolutely essential that we look after their mental health and well-being.

You will already have local arrangements in place and it is vital that we work with you to maintain these support structures at this time. Valuable work is also taking place across organisations to provide resources and assistance to as many staff as possible. We should all be signposting colleagues to support they can access including through trade unions and professional bodies.

I am leading the work on the health and wellbeing of the Health and Social Care Workforce over this period for the Scottish Government. My officials have been asked to develop an approach to supporting and expanding this work. This is likely to include practical support and messaging which I hope will complement your response and help you as an employer and commissioner of services. Further information will be provided in due course.

I know you will agree that we need to engage directly with staff at this time. I have attached some key messages, which could be shared at huddles and team handovers or equivalent with immediate effect. Consideration is also being given to the co-ordination of online messaging across the system to ensure as wide a reach as possible.

I am conscious that you and your senior management teams are also facing unprecedented pressures. I would encourage you to also consider your own needs and that of your senior teams, discussing the content of this letter and the key messages with them too.

In the next week I would suggest that you engage your leadership teams in a discussion about how they will implement the key messages in their area, as many of you will I know have already started. I would also suggest that the going home check list, where appropriate, could be implemented for teams and help you. If you have not already, you may want to identify a champion for staff wellbeing locally. Your staff governance committee or equivalent could take on the lead responsibility for positive mental health and wellbeing of the workforce, including practical support, for example on food and accommodation. We will include these issues in the feedback that we will provide to NHS Boards regarding Local Mobilisation Plans.

Thank you again for your extraordinary work.



CLARE HAUGHEY

1. Mental Health and Wellbeing: Key Messages for Staff

You are likely to be under increased pressure over this period and you will need appropriate support. It is going to be crucial that we are all able to talk openly and honestly about our mental health and wellbeing, and that we have access to the

right help and support when we need it. Looking after our mental health is just as important as our physical health.

2. You Need Care Too

Here are some tips for staying safe and well:

2.1 Information and social media

- Get timely, accurate and factual information about COVID-19 from a reliable source no more than a couple of times a day.
- If you are feeling stressed or anxious, consider how you feel when you have constant exposure to media coverage and graphic news stories. Although it is important to stay informed, consider taking a break if you feel things are getting on top of you.

2.2 Looking after your basic needs

- Take care of your basic needs at work. Eat and drink regularly and healthily. **Always take regular breaks during shifts.**
- Allow time for sleep, rest and respite between shifts.
- Try and stay as connected to your friends and family as much as possible via technology.
- Maintain, where possible, your normal daily routine and a healthy diet, and get fresh air when you can. Avoid using unhelpful coping strategies that involve alcohol, tobacco or an unhealthy diet.
- Think about creating a consistent routine to ensure you get the amount of sleep you need, but also about ensuring your bedroom is quiet, dark and a relaxing environment to sleep in.

2.3 Looking after each other

- Speak to colleagues, line managers and professional leaders, building this into your team's daily huddles and handovers. They may be feeling the same way. It's good to talk. Peer and social support are often the best buffers against stress and adversity.
- Look out for each other and share small successes about what's gone well. □ Be kind to each other. This can have a profound impact on staff wellbeing.
- Use the [Going Home checklist](#), where relevant, to leave work in work.
- It's good to talk, but not all of you will be 'talkers'. That's OK too but make sure you give yourself space to process the events of the day and deal with your feelings.

2.4 Additional information

- It is perfectly normal to feel worried during exceptional times such as these. However, if you are starting to feel overwhelmed, it's important to acknowledge your feelings and speak to someone you trust, whether that's a friend, a family member, or a colleague. A helpline such as NHS24 (shortcode 111) or Breathing Space (0800 83 85 87) may also help.

You may find the following websites of assistance:

[NHS Education for Scotland](#)

[NHS Inform](#)

[Support in Mind Scotland](#)

[Breathing Space](#)

[Mental Health Foundation](#)

Minister for Mental Health

Clare Haughey MSP



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NHS Board Chief Executives

27 March 2020

Dear Colleague,

Local Mobilisation Planning – Covid-19 – Mental Health Services - Directives

I am writing to provide formal feedback on your Local Mobilisation Plans from a Mental Health services perspective and to provide you with a set of directives. These cover mental health services, including forensic mental health. The Cabinet Secretary for Health and Sport has asked me to lead on NHS Staff Mental Health & Wellbeing during the period of the response to Covid-19. These Directives therefore also include instructions relating to NHS Staff Mental Health and Wellbeing.

3. Local Mobilisation Plans – Mental Health Coverage

It is very positive to note that mental health, despite not being one of the five areas specifically requested, was included in all but two of the Board's Mobilisation Plans. This reflects the prominence and focus on the importance of looking after everyone's mental health, and will become more important as the country starts its period of home isolation.

Acknowledging that this was not in the first commission for the Mobilisation Plans, but conscious that mental health has emerged as a key priority area going forward, I am setting the following short suite of Directives for mental health services. These Directives have been developed from analysis of the Mobilisation Plans and through engagement with professional networks and advisors and at my request.

- Following on from the guidance issued on 12 March by Performance Directorate, referral to treatment trajectories and CAMHS standards will now be paused to allow Boards to focus on their Covid-19 response. My officials will write to confirm where we got to in the process – this will form the basis of a Recovery Plan.

The following directives apply:

- I am aware of NHS Greater Glasgow and Clyde's proposal to redirect urgent and emergency mental health presentations away from Accident & Emergency Departments by establishing Mental Health Assessment Centres. All Boards should put in place similar arrangements in significant population centres.
- Where Boards are managing regional or national services they must discuss with NSS and other Boards if considering any changes to these services and seek my clearance as Minister for Mental Health. Examples include mother and baby mental health units and secure forensic mental health services.
- Any significant changes to acute mental health services should be discussed in advance with Scottish Government and I will provide clearance before any changes are made.

4. Business Continuity and communication with Scottish Government

- It is expected that during this period you will be implementing your Business Continuity Plans.
- You should prioritise patients in mental health services on the basis of risk, safety and urgency.
- My officials have established connections with each of the mental health leadership teams in Boards to support you through this process. I ask that you engage with my officials through these mechanisms.

5. Forensic Mental Health Secure provision (medium and low secure)

I note that the mobilisation plans do not include anything relating to forensic mental health secure estate. Although this was not in the first commission for the Mobilisation Plans, Health Boards that have medium and/or low secure units must develop plans in respect of secure provisions to ensure the continuity of these services.

Priority areas that should be addressed are the following:

- Patient care and treatment incorporating both clinical and security factors.
- Emergency processes for secure patients requiring acute medical intervention.
- Bed availability.
- Business continuity & Support in the event of staff loss.

- Risk, safety and security.

In addition to the requirements on Boards managing national and regional services, Boards managing low secure provision will discuss with Scottish Government any planned changes that will affect the service's continuity, such as any ward closure plans that will impact bed numbers / availability. These may also require clearance from myself as Minister for Mental Health.

6. Health Workforce well-being

I have asked my officials to develop an approach to supporting and expanding work on the health and wellbeing of the Health and Social Care Workforce. This is likely to include guidelines, online support and messaging amongst other approaches which should complement local responses and help you as an employer. Further information will be provided in due course.

The workforce always respond professionally in times of need. However, the scale of the challenge is unprecedented. We all recognise that the NHS workforce will be personally impacted by the COVID-19 virus. Some will be caring for their own families. Therefore it is absolutely essential that the health and well-being of the workforce is supported.

In the area of staff wellbeing we are setting the following suite of Directives. These are likely to be added to.

- Boards will already have local arrangements in place for supporting staff health and wellbeing. It is vital that these support structures are maintained and enhanced. Boards should clearly signpost their workforce to support that can be accessed including through trade unions and professional bodies.
- To ensure consistency and focus, a designated lead for staff wellbeing should be identified locally. The staff governance committee should take on the lead responsibility for positive mental health and wellbeing of the workforce, including practical support (for example on food and accommodation).

Finally, I wish to again to note by sincere appreciation for the extraordinary work that you and your teams are doing at this time.

If you or your teams have any questions relating to these instructions please do not hesitate to contact us. [REDACTED] in the Mental Health Directorate should be contacted in the first instance. [REDACTED] is available on [REDACTED] or at [REDACTED]@gov.scot

Clare Haughey

CLARE HAUGHEY

Covering Email from Ms Haughey re: Health and Wellbeing Communications Toolkit

Dear Colleague,

NHS and Social Care Workforce and Unpaid Carers: Mental Health & Wellbeing Support during coronavirus (COVID-19)

Further to my letter of 26 March, I would like to reiterate my thanks to you and your teams for the extraordinary work that you are doing to protect and care for people during the pandemic. Given the emotional toll which this will have on many individuals across Health and Social Care - including unpaid carers - I would, again, emphasise the importance that I place on ensuring that we look after their mental health and wellbeing. I know this is something which you are also treating as a highest priority.

To support the engagement which you are leading locally, my officials – working with Health and Social Care staff - have developed the attached communications toolkit which I hope will complement activity which is already underway. You will see that it includes brief, themed messages aimed at promoting wellbeing, along with links to useful support and reference materials. The intention is that this toolkit will be treated as a living document, with new and updated messages being added on an ongoing basis. Consideration is being given to where it should be hosted and when the next iteration is shared, our communication will include a link so that the most up-to-date version is always readily available.

I should be grateful if you would share this toolkit with your communications leads, and other staff responsible for engaging the Health and Social Care workforce and maintaining connections with unpaid carers. My request is that these messages are incorporated into your local communications, with the timing and medium being determined by the specific needs of your areas. Due to the critical importance of consistent messaging nationally, I would ask that the wording provided is used, without any adjustments.

Once again, I would like to express my thanks for your exceptional work and I hope that you are all staying well.

Clare Haughey
Minister for Mental Health

Health and Social Care Workforce and Unpaid Carers

Health and Wellbeing Communications Toolkit

Version 1.0 20th April 2020

Introduction

From Clare Haughey MSP, Minister for Mental Health

I recently wrote to you to express my sincere appreciation for the extraordinary work that the health and social care workforce and unpaid carers in our hospitals and community care settings are doing to protect and care for people in these difficult times.

Individuals across health and social care continue to work incredibly hard at this time of unprecedented challenge. We are asking people to work in unfamiliar settings and in situations with little or no certainty. Whether they are based in a hospital setting, care home or in the community, many will be asked to learn new skills and will be working in new roles. We recognise that many will be personally impacted by coronavirus (COVID-19) and these factors are likely to place emotional burdens on the workforce.

I know you will agree that it is absolutely essential that we maintain support for the mental health and wellbeing of our workforce and unpaid carers. Engaging directly with them will be critical, and we have developed this communications toolkit to provide some practical support and messaging which I hope will complement your response and help you as an employer, support organisation and commissioner of services.

We know that NHS Boards, local authorities and care providers in the independent and third sectors have identified local staff wellbeing champions who have already been involved in establishing local arrangements for supporting staff health and wellbeing. There are some interesting local approaches emerging such as wellbeing hubs. The first meeting of Scotland's Health and Social Care Champions Network for Staff Mental Health and Wellbeing has now taken place. This will enable good practice to be shared across the country, ensuring the wellbeing needs of the health and social care workforce and unpaid carers are at the forefront in the development of national policy, resources and support going forward.

We have encouraged organisations to clearly signpost their workforce to support that can be accessed, including through trade unions and professional bodies. National and local carer services are also providing emotional support to unpaid carers and it is my hope that these resources will be valuable for them too.

Consistency of messaging is of fundamental importance at this challenging time, so we would appreciate your support in sharing these approved messages across your existing networks to ensure that they reach as many members of the workforce as possible.

Thank you again for your extraordinary work.

Clare Haughey MSP

Minister for Mental Health

- **[Supporting Our Workforce and Unpaid Carers](#)**

Below we've provided some messages, links and resources on a range of key areas of health and wellbeing which you may find it useful to share. We'll continue adding to these over the coming weeks.

At this time it is vital that we remain consistent in our messaging and support offering to individuals across the health and social care workforce. Therefore we would ask you to use these messages with minimal revisions.

The themes covered in this toolkit are:

- [Staying Safe and Well](#)
- [Emotional Wellbeing](#)
- [Sleep](#)
- [Social Connections](#)

- [Eating Well](#)
- [Physical Activity](#)
- [Resilience](#)
- [Culture and Behaviours](#)
- [Compassionate Leadership](#)
- [The Role of Teams](#)

You may also find the materials at the following links useful:

- [NHS 24 Breathing Space – social media toolkit.](#)
- [MIND.org - Going Home Checklist](#)

Approved Messages

(The following communications have been signed-off by Ms Haughey, Minister for Mental Health)

- **Staying Safe and Well**

(Message below was circulated in Ms Haughey's letter of 26 March 2020)

You are likely to be under increased pressure over this period and you will need appropriate support. It is going to be crucial that we are all able to talk openly and honestly about our mental health and wellbeing, and that we have access to the right help and support when we need it. Looking after our mental health is just as important as our physical health.

You need care too

Here are some tips for staying safe and well:

Information and social media

- Get timely, accurate and factual information about COVID-19 from a reliable source no more than a couple of times a day.
- If you are feeling stressed or anxious, consider how you feel when you have constant exposure to media coverage and graphic news stories. Although it is important to stay informed, consider taking a break if you feel things are getting on top of you.

Looking after your basic needs

- Take care of your basic needs at work. Eat and drink regularly and healthily. Always take regular breaks during shifts.
- Allow time for sleep, rest and respite between shifts.
- Try and stay as connected to your friends and family as much as possible via technology.

- Where possible, maintain your normal daily routine and a healthy diet, and get fresh air when you can. Avoid using unhelpful coping strategies that involve alcohol, tobacco or an unhealthy diet.
- Think about creating a consistent routine to ensure you get the amount of sleep you need, but also about ensuring your bedroom is quiet, dark and a relaxing environment to sleep in.

Looking after each other

- Speak to colleagues, line managers and professional leaders, building this into your team's daily huddles and handovers. They may be feeling the same way. It's good to talk. Peer and social support are often the best buffers against stress and adversity.
- Look out for each other and share small successes about what's gone well.
- Be kind to each other. This can have a profound impact on staff wellbeing.
- Use the [Going Home Checklist](#), where relevant, to leave work in work.
- It's good to talk, but not all of you will be 'talkers'. That's OK too but make sure you give yourself space to process the events of the day and deal with your feelings.

Additional information

It is perfectly normal to feel worried during exceptional times such as these. However, if you are starting to feel overwhelmed, it's important to acknowledge your feelings and speak to someone you trust, whether that's a friend, a family member, or a colleague. A helpline such as NHS 24 (111) or Breathing Space (0800 83 85 87) may also help.

You may find the following websites of assistance:

- [NHS Scotland Staff Governance Website](#) - Governance and partnership working
- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [NHS Inform](#) – Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) – Mental health support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) - Mental health and psychosocial support

- **Emotional Wellbeing**

It's OK not to feel OK

This is an unprecedented scenario, and it is okay to feel stressed or anxious at this time. This is entirely normal, and it is highly likely that many of your co-workers, family and friends will be feeling the same way. But if it is not passing or your usual coping strategies aren't helping, think about where you are able to get more support (see additional guidance).

This is something we're all going through together. That means over the coming months, it's going to be crucial that we're all able to talk openly and honestly about our mental health. That also means being able to access the right help and support if you need it.

It is perfectly normal to feel strong feelings during exceptional times such as these. This can include feelings of anger. However, if you are starting to feel overwhelmed, it's important to acknowledge your feelings and speak to someone you trust, whether that's a colleague, a friend or a family member, or a helpline such as NHS 24 (111) or Breathing Space (0800 83 85 87).

Helplines:

NHS 24 (111)

Breathing Space (0800 83 85 87)

Samaritans (116 123)

Online support:

- [NHS Scotland Staff Governance Website](#) - Governance and partnership working
- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) – Mental health and psychosocial support
- [NHS Inform](#) - Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) - Mental health support
- [See Me](#) – Resources to help challenge mental health stigma
- [SAMH](#) – Coronavirus mental health information hub
- [NHS – Mental Health Apps](#)
- [Cruse Bereavement Care Scotland](#)
- [Marie Curie - Information and support](#)

- **Sleep**

Sleep well

Allow time for sleep, rest and respite between shifts.

Getting a good sleep is crucial for feeling mentally and physically healthy. We all feel better after a good sleep. Think about creating a consistent routine to ensure you get the amount of sleep you need, but also about ensuring your bedroom is quiet, dark, and a relaxing environment to sleep in.

It is important that you allow yourself to wind down before bedtime. This could include not using social media or your phone an hour before bed, taking a bath or reading.

If possible, try to maintain your normal routine. This means going to bed at the same time and waking at the same time.

Online support:

- [NHS Inform – How to get to sleep](#)
- [Mind](#) - How to cope with sleep problems

- **Social Connections**

It's good to talk

Speak to colleagues, line managers and professional leaders, building discussions on wellbeing into your team's daily huddles and handovers. They may be feeling the same way. It's good to talk. Peer and social support are often the best buffers against stress and adversity.

It's good to talk, but not all of you will be 'talkers'. That's OK too but make sure you give yourself space to process the events of the day and deal with your feelings.

It is important to try and stay as connected to your friends and family as much as possible via email, video-calling and telephone.

This is something we're all going through together.

Helplines:

NHS 24 (111)

Breathing Space (0800 83 85 87)

Online support:

- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) - Mental health and psychosocial support
- [NHS Inform](#) - Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) - Mental health support
- [SAMH](#) – Looking after your mental health in challenging times
- [Penumbra](#) – Coronavirus info hub
- [Samaritans](#) – Coronavirus resources

- **Eating Well**

Rest, refuel and rehydrate

Try to take regular breaks, where possible away from your workplace or caring responsibilities. Frequent shorter breaks are better for reducing fatigue and stress.

Drinking water often throughout the day will help to keep you hydrated. This is especially important for people wearing PPE for long periods of time.

Life isn't easy at the moment but eating well and as healthily as you can will help your body cope better with the demands placed on you during busy shifts. Focussing your meals and snacks around starchy food such as pasta and rice and filling up on fruit and vegetables will help keep your energy levels maintained.

Where possible, set aside some time to plan your meals and shopping to help you eat healthily when you are busy.

Online support:

- [WHO](#) – Food and nutrition tips during self-quarantine
- [NHS Inform](#) – Food and nutrition
- [Food Standards Scotland](#) – Eat well everyday
- [Parent Club](#) – Eating well at home
- [Priority shopping hours – During Covid-19 outbreak](#)

• **Physical Activity**

Stay safe, stay active

Being active can help to enhance your mood and wellbeing by reducing stress, anxiety and increasing energy levels. Now more than ever, it's important to move more.

Any amount of physical activity, however small, is good for you. Continuing to enjoy short, local walks, jogs or cycles is a great way to clear your head and stay active. Remember to observe social distancing guidance and stay local or try to build into your daily commute.

You can also stay active at home, by walking up and down stairs, dancing, gardening or taking part in a virtual fitness class. It doesn't matter what you do, as long as you do something that you enjoy and keep moving.

Online support and resources:

- [NHS – Fitness Videos](#)
- [Mind - Physical activity and your mental health](#)
- [Sport England - Stay In, Work Out #StayInWorkOut](#)
- [WHO - Be Active During Covid-19](#)
- [Paths for All - Home based exercises](#)

- **Resilience**

Keep things in balance as best you can

Being resilient doesn't mean that we're unaffected by the adversity we encounter in life. Instead, resilience refers to the ability to recover, and this ability to "bounce back" depends on the balance between the demands that are made on us and the resources we have available at any given time.

The current pandemic is disrupting this balance as it places extra demands on us while limiting our ability to do the things that help us cope. It can be hard to bounce back when things are so out of kilter

Have a think and/or talk to someone you trust to see if there are any demands that can be reduced, either at work or at home. And what alternative or additional resources might sustain you during this difficult time?

Try to keep things in balance as best you can. Please take care of yourself and make use of the support on offer.

Helplines:

- NHS 24 (111)
- Breathing Space (0800 83 85 87)
- Samaritans (116 123)

Online support:

- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) - Mental health and psychosocial support
- [NHS Inform](#) - Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) – Mental health support
- [See Me](#) – Talking about mental health during the Coronavirus outbreak
- [SAMH](#) – Coronavirus mental health information hub
- [NHS – Mental Health Apps](#)
- Lifelines - [How to stay well](#)

- **Culture and Behaviours**

As our Health and Social Care organisations rise to the challenges of the COVID-19 pandemic, it is important that we now focus on enhancing the behaviours and values that positively impact our

workplace cultures. ¹ Compassion is essential to building team connections and resilience; nurture this by regularly reflecting and debriefing together. Self-care and self-compassion is essential to allow us to be as well and as full a participant in a team as possible. To avoid burnout, we must take the time we need to consider how we are and what, if any, help we need.

Four behaviours can really make a difference to our wellbeing and the wellbeing of those around us: ²

- **Paying Attention** to how staff and colleagues around us are acting and asking them how they are feeling – this can be really impactful.
- **Understanding** the situations they face
- **Empathising** with the way they feel
- **Helping** by taking thoughtful and appropriate action to help relieve their suffering if possible

We all know the benefit of being treated kindly. Evidence shows that being on the receiving end of uncivil behaviours can negatively impact our wellbeing and ability to provide high quality care.³ It may be easy to recognise and feel aggrieved by unkind behaviours, not rising to these is another matter.

When someone has been rude to us, take time to consider:

- the thought processes and situational factors that may have contributed to their actions □ how to best deal with this, with kindness - should we speak to them about their behaviour? If so when and where? And, most importantly, how we do so; we should aim to underpin these conversations with curiosity and respect. ⁴

No matter our position in an organisation, our behaviours have ripple effects. If someone speaks to us about our own behaviours, we need to pause to consider how we may have come across and how we can change things going forward. Taking some time to reflect before we react can allow us to get to a faster and kinder resolution. ⁴

A respectful and kind workplace brings enormous benefits to those who work in it and we all have a crucial role to play in ensuring that this is the case.

Useful Resources:

- The Kings Fund - [Michael West: collective leadership for culture change](#)
- The Kings Fund - [Improving NHS culture](#) □ [Civility Saves Lives](#)

References

¹ [Work and wellbeing in the NHS: why staff health matters to patient care. Royal College of Physicians 2015.](#)

² Atkins PWB, Parker SK (2012). 'Understanding individual compassion in organisations: the role of appraisals and psychological flexibility'. *Academy of Management Review*, vol 37, no 4, pp 524–46. ³ Katz, Daniel, et al. "Exposure to incivility hinders clinical performance in a simulated operative crisis." *BMJ quality & safety* 28.9 (2019): 750-757. ⁴ Turner, Chris. Advice on calling out uncivil behaviour. Adapted from 'Calling it out with compassion workshop' by the [Civility Saves Lives Movement](#).

- **Supporting Positive Mental Health and Wellbeing through Compassionate Leadership**

During the pandemic many within the Health and Social Care workforce will be asked to learn new skills, work in different settings, on their own or with new team members or utilise alternative approaches to how they would usually deliver care. This includes digital technologies such as Near Me, Skype and Microsoft Teams 365. The impact of change both professionally and, importantly, personally can understandably cause people to feel anxious or stressed and calls for compassionate professional leadership.

Compassionate leadership means creating the conditions – through consistently listening, understanding, empathising and helping.

Research suggests that the most effective leaders consistently demonstrate compassion by:

- Being present; they pay attention to people and "listen with fascination"
- Empathising with people and their situation
- Having the motivation to help; taking action to make a difference where necessary □ Developing a shared understanding of the situation they face.

Leaders can lead by example, creating a culture where asking for help is seen as courageous and insightful, rather than a sign of weakness; it is ok not to feel ok all of the time. They can also signpost and engage staff with appropriate support and help.

Regular individual or peer supervision for all team members is essential. Through enacting the principles of compassionate leadership, individuals can be supported to:

- Articulate how they feel
- Consolidate new learning into practice, and remain competent and confident practitioners
- Share experiences and comfortably seek support both professionally and personally
- Have a sense of belonging as part of a team with autonomy and control
- Support each other with empathy and kindness
- Influence decision making within their own area and more widely within their organisation.

Useful Resources:

- SAMH - [Coronavirus mental health information hub](#)
- NHS NES - [Coronavirus \(COVID-19\) Learning materials for professionals](#) □ [Healthy Working Lives](#)

- **The Role of the Team in Staying Well**

Everyone is playing an essential role contributing to the national response to COVID-19. A common feature of a crisis response is the need to form new teams. These often bring together people who

are unfamiliar to one another. Currently facing COVID-19, many people within these teams are also faced with new roles that are unfamiliar to them.

The team has a critical role not just in delivering essential health and care services, but also in sustaining resilience and protecting workforce wellbeing. Mental wellbeing in threatening situations is supported by the resilience that exists between people. The connections between team members are, therefore, an essential component in our response to COVID-19 in protecting individuals' physical and mental health both in the immediate and long term. It is vital that within teams in Health and Social Care - whether newly formed or familiar - that meaningful team engagement and participation is enabled.

No matter how short a time, building rapid team reviews into daily team routines – virtual or in person - provides dedicated, predictable space allowing team members to learn together, support each other, understand the team's shared values, celebrate success and reflect on their experiences shared. According to the [Kings Fund](#), time spent on the above reaps a 35% improvement in wellbeing.

When working with teams beyond your own, key principles to hold in mind include:

- Be respectful of other teams when you discuss them
- Be clear with your communication with others to uphold safety and highlight relevant critical information
- Do what is within your team's capability and reflects your responsibilities
- If uncertainty exists between teams, take steps to clarify as a priority
- Don't make commitments on behalf of other teams
- Be mindful that all teams have considerable pressures on them at this time.

Be thoughtful about the needs of others; the success of your team depends on the effective functioning of others.

Useful Resources:

- [CIPD podcast 'Building the best team'](#)
- [Civility Saves Lives](#)
- [Learning from Excellence](#)

References

¹FMLM [Leadership and management standards for medical professionals](#) ²RCGP/SA paper on working in teams sent in email to accompany.

³Professor Neil Greenberg, Professor of Defence Mental Health - Wellbeing webinar on behalf of NHS England and NHS Improvement via YouTube, 8th April 2020.

- [Appendix of Support and Resources](#)

- **Staying Safe and Well**

Online support:

- [NHS Scotland Staff Governance Website](#) - Governance and partnership working
- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [NHS Inform](#) – Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) – Mental health support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) - Mental health and psychosocial support

- **Emotional Wellbeing**

Helplines:

- NHS 24 (111)
- Breathing Space (0800 83 85 87)
- Samaritans (116 123)

Online support:

- [NHS Scotland Staff Governance Website](#) - Governance and partnership working
- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) – Mental health and psychosocial support
- [NHS Inform](#) - Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) - Mental health support
- [See Me](#) – Resources to help challenge mental health stigma
- [SAMH](#) – Coronavirus mental health information hub
- [NHS – Mental Health Apps](#)

- **Sleep**

Online support:

- [NHS Inform – How to get to sleep](#)
- [Mind](#) - How to cope with sleep problems

- **Social Connections**

Helplines:

- NHS 24 (111)
- Breathing Space (0800 83 85 87)

Online support:

- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) - Mental health and psychosocial support
- [NHS Inform](#) - Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) - Mental health support
- [SAMH](#) – Looking after your mental health in challenging times
- [Penumbra](#) – Coronavirus info hub
- [Samaritans](#) – Coronavirus resources

- **Eating Well**

Online support:

- [WHO](#) – Food and nutrition tips during self-quarantine
- [NHS Inform](#) – Food and nutrition
- [Food Standards Scotland](#) – Eat well everyday
- [Parent Club](#) – Eating well at home
- [Priority shopping hours](#) – During Covid-19 outbreak

- **Physical Activity**

Online support and resources:

- [NHS – Fitness Videos](#)
- Mind - [Physical activity and your mental health](#)
- Sport England - [Stay In, Work Out #StayInWorkOut](#)
- WHO - [Be Active During Covid-19](#)
- Paths for All - [Home based exercises](#)

- **Resilience**

Helplines:

- NHS 24 (111)
- Breathing Space (0800 83 85 87)
- Samaritans (116 123)

Online support:

- [NHS Education for Scotland](#) - Psychosocial mental health and wellbeing support
- [Breathing Space](#) - Listening, information and advice
- [Mental Health Foundation](#) - Mental health and psychosocial support
- [NHS Inform](#) - Coronavirus (Covid-19) advice
- [Support in Mind Scotland](#) – Mental health support
- [See Me](#) – Talking about mental health during the Coronavirus outbreak
- [SAMH](#) – Coronavirus mental health information hub
- [NHS – Mental Health Apps](#)
- Lifelines - [How to stay well](#)

- **Culture and Behaviours**

Useful Resources:

- The Kings Fund - [Michael West: collective leadership for culture change](#)
- The Kings Fund - [Improving NHS culture](#)
- [Civility Saves Lives](#)

- **Compassionate Leadership**

Useful Resources:

- Mind - [Taking care of you - our work with emergency departments](#)
- SAMH - [Coronavirus mental health information hub](#)
- NHS NES - [Coronavirus \(COVID-19\) Learning materials for professionals](#) □ [Healthy Working Lives](#)

- **The Role of the Team**

Useful Resources:

- [CIPD podcast 'Building the best team'](#)
- [Civility Saves Lives](#)
- [Learning from Excellence](#)

Minister for Mental Health

Clare Haughey MSP



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NHS Board Chairs and Chief Executives
IJB Chief Officers
Local Authority Chief Executives
Local Mental Health Services Leads

1st May 2020

Dear All,

Covid-19 – Mental Health Services - Principles

We all share the same desire that safe and effective mental health services continue to be provided for those who need them during Covid-19. As Health leaders we have made it clear that the NHS is open and that anyone who needs treatment should continue to access it as and when they need it, especially when delays could pose both an immediate and long term risk to people's health. It is my expectation that this message also applies to mental health services.

The Cabinet Secretary on 17th March in Parliament, referring to sections 1 and 78 of the National Health Service (Scotland) Act 1978, placed the NHS on an emergency footing for three months. I wrote to NHS Boards Chief Executives on 27th March about mental health services and support for staff wellbeing during the pandemic. I asked for contact details for mental health leadership teams. I asked to be kept informed of significant changes to mental health services.

I now write to offer a set of Principles that build on existing Mental Health Act Principles, which will be familiar.

This guidance is designed to support active local decision making and promote consistency to provide safe, person-centred and effective service responses for people using NHS and local authority social care services during Covid-19 mobilisation. I would ask that the Principles are used to guide considerations of any changes to care and/or treatment for all patients under the care of the NHS or who may be accessing local authority directly

provided, or externally commissioned mental health services. For the most part however this is operational advice which will be relevant for those managing waiting lists and referrals.

It is likely that further guidance or advice will issue from the Scottish Government in this period as we respond to questions from local services and as we enter next stages including recovery.

I wish to thank you for the ongoing positive engagement at this time and I hope this information is helpful.

If you have any questions relating to the content please speak to [REDACTED] in the Scottish Government Directorate for Mental Health in the first instance. [REDACTED] can be contacted at [REDACTED] [\[REDACTED\].gov.scot](mailto:[REDACTED]@gov.scot)

Clare Haughey

CLARE HAUGHEY

7. The Principles

These Principles are provided for use within the context of the COVID-19 pandemic and are effective for the same period.

The purpose is to:

1. remind Health Boards and Local Authorities of guidance, including the Mental Health Act Principles, already in place which will help guide decision-making at this time.
2. provide advice on a number of operational questions relating to mental health services which have arisen since 27th March.

NHS Boards and local authorities are rightly currently prioritising their service offer on the basis of responding to risks and needs, with consequent changes to services, staff and accommodation.

During the Covid-19 pandemic, clinical community and hospital services must continue in response to people whose mental health and wellbeing are at particular risk and/or in crisis, including where changes in arrangements for the provision of care and treatment would lead to unacceptable risk and detriment. The Cabinet Secretary has advised that waiting times standards for CAMHS and Psychological Therapies apply during this period. However Performance and Improvement activities have been paused during the pandemic. The Mental Health Services team will write to each NHS Board summarising the progress reached in development of Annual Operation Plans and the point from which Performance and Improvement activities will recommence when normalisation arrangements are in place.

Rapid service transformation opens new possibilities for service improvement over time, particularly through the use of technology where that meets patient need. Scottish Government's Mental Health Team will do its utmost to support everyone in this rapid transformation.

There will be many questions in relation to the implications of COVID-19 where there are no clear right or wrong answers. It is useful to be reminded of the existing frameworks which help at this time. People should be treated with dignity and respect and should expect their human rights to be protected at all times. It is important that changes are implemented in a person-centred way wherever possible.

When considering decisions where there are no clear right or wrong answers, it is helpful to consider if what is being proposed is:

- Reasonable
- Proportionate
- Justifiable

It will also be important that we optimise public mental health and safeguard the wellbeing and resilience of staff by following relevant Staff Governance Standards and the principles of the Fair Work Convention's Fair Work Framework.

8. Existing Guidance

It is advised that the Adults with Incapacity Guidance and other relevant guidance in circulation such as the Health and Social Care Standards should be used to guide all considerations of treatment and care for all people.

These include:

9. The ten principles of the Mental Health (Care and Treatment) (Scotland) Act

<https://www.gov.scot/publications/mental-health-care-treatment-scotland-act-2003-codepractice-volume-1/pages/2/>

Learning Disabilities and Autism Spectrum Disorder Clinical Guide

<https://www.sclid.org.uk/wp-content/uploads/2020/03/Managing-patients-with-ID-FINAL.pdf>

10. The Health and Social Care Standards

http://www.newcarestandards.scot/?page_id=15

In addition the following advice applies:

11. RESPONSIVE

New referrals triage and support:

- For all new referrals to mental health services there should be contact with the patient and/or family and carer to discuss their situation. This should be carried out wherever possible by phone or secure videoconference.
- This contact should either identify those patients who need a prioritised assessment or facilitate signposting and self-help, optimising the full range of Digital Services available.
- Referrers should be informed about the outcome.
- Patients who meet the local criteria for assessment should be offered an assessment appointment as soon as possible via telephone or secure video conference (e.g. Near Me).

Waiting Lists:

- The Cabinet Secretary has confirmed that the Treatment Time Guarantee set out in the Patient Rights (Scotland) Act 2011 has not been suspended at this time.
- A letter was sent on 17th March to boards from Malcolm Wright, Director General Health and Social Care and Chief Executive NHS Scotland, clarifying the approach to waiting list management and saying that waiting lists will be maintained and managed throughout this period. This avoids detriment to patients as a result of Covid-19 Pandemic and helps us maintain a true picture of the wider impact of Covid-19. **This**

statement applies to all waiting lists, including mental health waiting lists for Psychological Therapies and CAMHS.

- The Minister for Mental Health requests that patients on the waiting list (and where appropriate their families) are kept informed of their situation.
- This is important at all times but is particularly important now as services have been reprioritised, people's needs may have changed and because of the general level of increased anxiety and stress during the Covid-19 Pandemic.
- Thought should be given to the new circumstances brought by COVID-19, including on those shielding, and other vulnerable groups who are being asked to self-isolate. Mental health services may wish to give consideration to targeting of any underutilised mental health and clinical psychology support to take account any deterioration in the mental health of those in the shielding and self-isolating groups.
- **Health Boards in conjunction with HSCPs are therefore asked to provide the Scottish Government with their existing policies for managing waiting lists, and additionally describe what they are doing during the Covid-19 pandemic emergency period.**
- A reminder of the usual arrangements for management of waiting lists:
 - Those waiting the longest should be contacted first;
 - Those contacted who meet your services local priority criteria for assessment should be offered an appointment – during the Covid-19 pandemic, via Near Me video link) and provide any treatment required;
 - Anyone contacted who does not your meet criteria for assessment, should be offered advice, information and online support, including digital services, but also reminded that they should re-contact the service in the future if their needs change.

INCLUSIVE

12. Non-discrimination and Equality

- The public sector equality duties apply. Treatment must be fair and equitable with no discrimination; importantly this includes those people who are affected by Covid-19.

13. Vulnerable Groups

- Additional care should be taken with people who are vulnerable at this time.
- Service users with specific needs should be particularly considered. For instance those with a learning disability, neurodevelopmental disorder or dementia who may not understand and/or have difficulty accessing or complying with Scottish Government Covid-19 guidance.
- All SG Covid-19 guidance can be found at <https://www.gov.scot/collections/coronaviruscovid-19-guidance/>

NEEDS LED

14. Efficient caseload management

- Prioritisation of the existing caseload must be based on clinical assessment of need.
- Some people will require increased contact and support, whilst others may experience a reduced or adapted service based on need. This should be explained to people and their family/carers.
- Your continuity plans will prioritise those who receive care and treatment. Care and treatment must comply with the health guidance provided by The Scottish Government during the Covid-19 Pandemic.

SAFE

15. Minimisation of infective risk

- Face to face therapeutic contact should only occur where there is no telephone or video alternative, or where the required service cannot be delivered other than face to face (e.g. emergency assessments, physical monitoring, and intensive home support).
- Face to face contact should follow Scottish Government's Chief Medical Officer and Chief Nursing Officer clinical guidance <https://www.gov.scot/news/protecting-our-frontline-staff>, and Health Protection Scotland's guidance on PPE <https://www.hps.scot.nhs.uk/a-to-z-oftopics/covid-19/>, and provision of the necessary equipment must be provided for staff.
- Inpatient transfer between wards and hospitals must be minimised.
- People should be assessed and treated in the community wherever possible. <https://www.gov.scot/publications/coronavirus-covid-19-clinical-advice/>

COLLABORATIVE

16. Partnership between Services

- Every opportunity for collaborative working between services should be taken to maintain the integrity of whole system mental health service provision.
- Multidisciplinary and cross sectoral working should be maximised to ensure effective decision making processes and good quality, consistent service delivery.
- NHS and HSCP Mental Health leadership teams should ensure that they include local authority and relevant mental health organisations in their communications about any changes to mental health services in their area.

17. Escalation

- Health Boards and local authorities (working closely with third sector providers) must have an effective and robust COVID escalation of concerns procedure.
- The Scottish Government must be advised about any critical issue that would prevent the delivery of basic safe service continuity.
- Service Providers are directed to collectively and timeously report concerns and their response to the Scottish Government Mental Health Services Team at COVID19MentalHealth@gov.scot

INVOLVEMENT

18. Listen to and support family/carers

- The family or carers will have a wealth of information about the individual and how they have been and how best they can be supported.
- Carers' views should be taken into account, recorded and responded to.

DATA COLLECTION

19. Psychological Therapy and CAMHS waiting times data collections to continue

- Cabinet Secretary has confirmed that there will be no suspension of the Treatment Time Guarantee during the Covid-19 outbreak and waiting lists should continue to be managed throughout this period.
- Psychological Therapies and CAMHS waiting times data are independently collected and quality assured by ISD, (now part of Public Health Scotland). The CAMHS publication is classified as National Statistics. Advice from ISD was sought regarding the feasibility of continued data collection during the Covid-19 crisis.
- NHS Boards are asked to continue to submit data for CAMHS and Psychological Therapies as normal.
- The next publication release is due in early June and is scheduled to include January to March information.
- ISD will review data quality after the March submission and provide detailed caveats with any analysis.

20. WORKFORCE

- As employers NHS Boards and local authorities will wish to both optimise public mental health and safeguard the wellbeing and resilience of staff at this time.
- Employers will already have local arrangements in place to support staff wellbeing. It is vital that these support structures are updated in the context of Covid.
- Employers should also be signposting colleagues to support they can access, including through trade unions and professional bodies.
- We ask that mutual aid approaches are taken across health and social care services in order to ensure equity of access.
- It will also be important to be transparent about what and how support is being provided, if fast track pathways for staff are provided to mental health/wellbeing support, this should be articulated openly within the context of decision making about available Mental Health and wellbeing support for both the public and staff.
- The Minister for Mental Health has a specific remit within Scottish Government for health and social care workforce wellbeing; organisational wellbeing champions have been identified via NHS Chief Executives, IJB Chief Officers and Local Authority Chief Executives to support this agenda.

If you have questions about this paper please contact:

COVID19MentalHealth@gov.scot