



For better
mental health

Oxfordshire Mind Community Resource Projects Service Description 2009

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Community Resource Projects: Service Description

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Section One

Service Aims, Distinctive Practice and Quality Assurance

ABOUT OXFORDSHIRE MIND

Oxfordshire Mind is a registered Charity (261476) and although affiliated to National Mind is a local autonomous organisation. Oxfordshire Mind exists to promote good mental health through the provision of high quality services with active user participation and through lobbying and campaigning for positive change.

In May 2008 a detailed assessment of health needs was carried out by Oxfordshire Primary Care Trust (PCT). This stated that *“almost 31,000 people are listed on GP records with a diagnosis of mental illness, of which just over 4,000 have a severe mental illness such as schizophrenia or bipolar mood disorder”*. The report also concluded that up to 20% of the population were affected by common mental health problems and the level of need was predicted to increase over the next 20 years.

Coping with mental illness can trigger loss of employment, housing and financial problems, relationship and family breakdowns resulting in stigma, prejudice, and discrimination. We support individuals, who are at risk of developing mental health problems, people actually suffering with their mental health, carers of those suffering mental health problems and people in recovery who may need help to re-establish their lives and get the specialist and practical help they need.

Oxfordshire Mind provides:

- A network of fifteen Community Resource Projects across Oxfordshire
- Five supported housing projects
- A countywide Step 2 Low intensity service as part of TalkingSpace (Improving Access to Psychological Therapies in Oxfordshire)
- A wide range of community-based CBT based groups
- An information, advice and signposting service
- A benefits service promoting welfare rights, benefits take up and support into employment
- A monthly support group for relatives and carers
- A Volunteer Project

The last National Mind Quality Standards Review concluded that:

“This is a professionally managed organisation, which shows the benefits of a strong trustee base together with open and responsive management and communications. Underpinning this is the culture of service user involvement and the organic nature of how the services evolve within the local community as a direct response to identified need – and that this is continually reviewed”.

BACKGROUND TO OXFORDSHIRE MIND DAY SERVICES

Oxfordshire Mind has been engaged in developing and providing day services since 1982. The two City based services, 'The Mill' and 'Acorn', were opened first, after which Oxfordshire Mind worked with other agencies to develop further services in the county. In particular this was achieved by working in partnership with Oxfordshire County Council Social Services, whose Service Development Workers worked to a strategy of setting up a two day a week open access day service (modelled on Acorn), in every market town in Oxfordshire. This strategy was largely achieved by 1994.

In 1994 it was agreed that all mental health day services in Oxfordshire should be managed by Mind and be part of a countywide service agreement. Exceptions to this at the time were Midway in Banbury, which was already managed by Banbury Mind, and Open Door in Abingdon, which had become established under the management of a local association. In 2001 Banbury (North Cherwell) Mind asked Oxfordshire Mind to take on the management of Midway, which became an Oxfordshire Mind day service in January 2002. In 2007, Oxfordshire Mind took on the management of Open Door in Abingdon and the new 'Mind in Abingdon' became the 15th project in our network of day service provision.

FROM DAY SERVICES TO COMMUNITY RESOURCE PROJECTS; THE MODERNISATION OF OXFORDSHIRE MIND DAY SERVICES

In 2006 we began to the process of modernising and remodelling our day services in the light of the 2004 Social Exclusion Report Oxfordshire, the PCT 2005 Review of Mental Health Day Services and new commissioning guidance "From Segregation to Inclusion: Commissioning Guidance on Day Services for People with Mental Health Problems", DOH, CSIP, February 2006. The above reports emphasised the need to increase social inclusion by supporting service users to develop the skills to access mainstream opportunities and better meet the unmet needs of diverse service users including young people, those in work, education and training, women and people from minority ethnic and black communities.

In response, we have worked with our partners to transform and improve our pattern of service delivery in the light of changing needs by moving away from a day services model towards the development of a network of mental health Community Resource Projects across Oxfordshire. This has been achieved by shifting the balance of provision, enabling us to reach new service users, and by undertaking more work linking in with mainstream community resources. Our experience suggests that the best type of provision inspires people to believe in themselves, look outward and make the connections, which enable them to participate more fully in their local communities. As such, the new Community Resource Projects are a route into the wider community – not a ghetto apart from it. By 2006 some of our provision was happening away from our centre bases, in the evenings as well as the daytime, and in partnership with a much wider range of organisations.

KEY FUNCTIONS OF THE COMMUNITY RESOURCE PROJECTS

The functions of the Community Resource Projects support wellbeing, recovery and social inclusion principles. The aim of the service is to:

- Improve access
so that we reach people who are unlikely to use more traditional mental health day services
- Deepen our impact
so that engagement with our services leads to sustained positive improvements for people with mental health enabling them to develop self-esteem, confidence and coping skills
- Focus on recovery
so that we refocus people's competencies and build on strengths, promote independence, support people to take risks, and open up mainstream opportunities

PATTERN OF SERVICES

We have organised our Community Resource Projects into four geographical areas

- Oxford City Including Cowley, The Mill, Oasis
- South Oxfordshire (including Abingdon, Didcot, Henley, Thame, Wallingford , Wantage
- North Oxfordshire (including Banbury, Bicester and Kidlington)
- West Oxfordshire (including Carterton, Chipping Norton, Witney)

In each patch we are deploying available staffing and resources more smartly. By rebalancing provision we are delivering a mix of building based services and community based services to maximise the number of access points to our services. This translates into the following pattern of services:

- 50% day time open-access drop-in style provision in accessible community based buildings
- 50% focussed groups / outreach / off-site / evening & weekend activities

Where possible we are shifting services away from centre-based 'segregated' buildings by delivering them in community venues (community centres, cafes) to break down barriers and stigma and reconnect service users with the wider community. Where we have control of our own buildings we are seeking to open them up for wider community use. Increasingly our Community Resource Projects are developing into locality based mental health resources based on the 'hub and spokes' 'model. Access/entry points into our locality-based services are increasingly diverse and include:

- access via our Community Resource Projects
- meetings in cafes
- activities in mainstream community settings
- participation in CBT groups

- attendance at benefits surgeries
- Signposting via TalkingSpace
- outreach in the community and workplace

As part of our drive to improve provision we plan to increase the number of access points in the communities where we operate. This will require collaboration with a variety of community organisations but it will enable us to offer more accessible premises. In conjunction with this we will also need to improve the facilities at our Resource Projects. We will continue to develop a range of innovative activities alongside the open access sessions in order to attract and re-engage with new service users.

Over the past year we have relocated our services in Witney and Carterton to vastly improved premises which link in with a wide range of mainstream community services.

CORE PROVISION AT COMMUNITY RESOURCE PROJECTS

Although there is flexibility to respond to local needs our network of 15 Community Resource Projects in the 4 geographical patches provide universally available core services. The wide geographical spread of our services across Oxfordshire means that any service user accessing one of our Projects in the County will receive the same type of core services and levels of support. The core services are set out below.

- Individualised and person-centred support enabling service users to define their goals and plan their own recovery pathways. A new service user is not just offered a menu of activities from which choose from but real control over their goals and the means to achieve them. We recognise the importance of initially welcoming new service users, assessing needs and setting goals that support recovery. We also work to assess any risks the individual may pose or be vulnerable to. The individualised support required may be a one-off intervention or a programme of intensive support, enabling service users able to access the service when they need it rather than having it as central to their daily lives. Similarly we may work with individuals to support them in crisis or to enable people to prepare to be more appropriately supported during times of crisis.
- Open access sessions providing 'safe space' and opportunities for informal peer group support in times of crisis or difficulty and user led activities. In order to re-balance our services this type of provision has been reduced, but where possible, we are facilitating users to run additional drop-in provision within or separate from an existing Community Resource Project. This type of user run activity provides opportunities for service users to contribute or learn new skills and to take on new responsibilities.
- Structured self-management skills programmes which help service users develop the skills and confidence to better manage their mental wellbeing and mental health and support their engagement in the wider community. Our CBT based groups (around assertiveness, managing anxiety, coping

with depression) and independent living skills based programmes provide opportunities to support recovery and help service users move on from mental health services.

- Access to Step 2/3 psychological therapies through the TalkingSpace Programme, jointly run by Oxfordshire Mind and the OBMH which will soon operate countywide. As well as being a vehicle into this new service the Community Resource Projects are geared up to support service users as they benefit from low intensity/high intensity interventions, with internet access to CCBT programmes and CBT self help books. As the TalkingSpace Programme develops new service users are being signposted to our services for the first time to support their recovery pathways.
- Community bridge building, by actively supporting service users as individuals and groups to engage in mainstream community activities and community organisations. This core service which we offer to all our service users, follows on from person-centred planning and goal setting and is underpinned by community mapping undertaken by each Community Resource Project. Having established a good understanding of local resources, organisations and contacts each Project then works with local mainstream organisations to facilitate service user engagement and to ensure the bridge is being built from both sides. For community bridge building to work our staff need to undertake ongoing awareness raising around mental health issues with local organisations. In each of the localities where we operate the key partners with whom we collaborate come from the worlds of employment, training education, housing, welfare rights and debt services, arts, culture, sports leisure and volunteering and spirituality.
- Access to a range learning and wellbeing groups (e.g. art, crafts music, video production, relaxation, Mindfulness, Yoga , Reiki, Shiatsu, massage, Tai Chi, Qui Gong, Book Therapy and creative writing, gardening, computer skills, health walks, physical health, exercise and sports, Women's wellbeing, Men's discussions groups)
- Information and signposting about mental health services and mainstream local leisure and educational services, housing and financial support. Service users have access via internet at all our Projects to the OHMI (Oxfordshire Mental Health Information database) and the Oxfordshire Mind website.
- Benefits advice and vocational support with strong links to key employment support services to support work related activity. Workers from the Oxfordshire Mind 'Benefits for Better Mental Health Project' visit all the Projects regularly deliver benefits surgeries with each Project working closely with Restore and local Job Centres to support training and access into employment. The Projects also support service users to retain/maintain their employment as well as undertaking outreach to support

employers deal with issues of mental health arising in the workplace. The 'Late Shift' is a specialised service supporting people in employment.

- Volunteering Opportunities within Oxfordshire Mind or with external organisations. Although service users undertake a range of volunteering opportunities in all our Projects the Oxfordshire Mind Volunteering Development Manager specifically supports service users access volunteering placements in external organisations to support their recovery pathways.

In a number Community Resource Projects we run the following services

- women only provision (Oasis,)
- provision with creche provision targeted at parents with children
- provision geared at younger people and students (Headspace in Oxford and proposed project in Abingdon)
- Men only discussion groups
- Sessions in local internet cafes enabling service users in employment or with caring responsibilities to meet, chat offer informal support and share information
- Targeted programmes to reach BME communities and young adults (Black and Asian Men's Forum, Diversity & Volunteering Project)
- Awareness raising about mental health, emotional resilience and challenging discrimination and stigma in schools, colleges and universities, work with primary care health workers and engagement with community groups
- Outreach for people who are isolated and hard to reach

BENEFITS OF THE COMMUNITY RESOURCE PROJECT SERVICE MODEL

The remodelled day service is enabling us to:

- re-balance the range of provision in our services by increasing evening and weekend provision, extending outreach and more diverse off site activities
- improve the range of access points into our services and enabling people to use the service when they need it, move on and re-engage as necessary.
- continue to meet the needs of the most vulnerable service users with severe and enduring mental health problems but reducing drop-in provision to develop other forms of support
- engage with new users from diverse communities and traditionally under-represented groups including young people, parents with children, people in work and people from black and minority ethnic communities.
- promote greater social inclusion as a result of our community bridge building function by enabling service users to develop the social skills and confidence to engage in mainstream activity and move on from mental health services

- make better links with the communities we serve as a result of more focused partnership work
- reduce segregation and stigma by operating in community based settings and through concerted awareness raising in local communities
- improve service user outcomes by developing a more focussed recovery focussed service by introducing individualised planning and goal setting and improved self assessment systems to monitor recovery
- Complement our existing learning, self management and wellbeing programmes with provision which helps people maintain/ secure new employment through work related support measures, training and volunteering
- increase access to Step2/3 IAPT services and guided self help through Talking Space

PEOPLE WHO USE COMMUNITY RESOURCE PROJECT SERVICES

Our Community Resource Projects support a range of people with mental health problems in Oxfordshire. Our services have been reconfigured to support the needs of the following groups;

- People who have severe and enduring mental health problems who use or have used psychiatric services with problems that have severely disrupted their lives, including disabling anxiety and depression as well as schizophrenia and bi-polar mood disorder. Some have key workers and meet CPA criteria while others have been discharged. Some of these users regularly attend the open access sessions and benefit from peer group support, while others re-engage when they need structured support or need help at a time of crisis/relapse. Service users are supported to plan their recovery pathways although we recognise the journey is complicated and longer term for many people and that there are potential backward steps as well as forward.
- People with mild to moderate mental health problems (depression, anxiety, phobia) who are offered structured support in the short/ medium term to rebuild their lives and to move on from mental health services.
- People in the community whose health and wellbeing we seek to promote. We work in the localities where our Projects are based across to undertake preventative work by raising awareness about mental health issues in schools, colleges, family/ community centres and in the workplace and signposting people who may need support into appropriate services. The rationale is to promote wellbeing and emotional resilience in the community and to reach people before they go into crisis.

With the reconfiguration of our services the proportion of different types of service user is changing with a wider range of people using services and rebalancing of provision towards service users in the latter two groups. Traditionally days services have supported older people but the reshaping of services which we have effected is enabling us to target younger people and other groups deemed to be at particular risk of mental health problems.

DELIVERING OUR KEY GOALS

(Improving Access, Deepening Impact, Focussing on Recovery)

1. Improving Access

All our Community Resource Projects are open access except the Mill and Oasis. The Mill is for people with severe and enduring problems only, and access is by a simple application process. Oasis is for women only. Open access means that the service is open to anyone with mental health problems (however the individual defines them) whether or not they have been in contact with primary care, social care or psychiatric services. We are making pro-active efforts to expand the access to our services in the following ways:

Promoting access to new service users

With the remodelling of our services we are making increased efforts to ensure that our services are meeting the needs people in Oxfordshire with mental health problems who have not traditionally used our services. All our Projects undertake an outreach function in their communities and promote our services to young people, parents with children, black and minority ethnic communities (see below), people in work and with caring responsibilities, men over 50, people with limiting illness and older people and carers. To complement our core provision we have established specific services (e.g. Headspace for young people and students). Given the link between mental health and social exclusion we are refocusing our efforts promoting our services in the 12 key SOA (Super Output Areas) in Oxford and Banbury. Whatever the entry point into our services, all Projects make a particular point of welcoming new service users and relatively quickly assessing what their needs might be through the planning and goal setting. CPNs and other key workers are encouraged to accompany their clients on their first visit.

Promoting access for disabled people

Active steps are taken to overcome physical access problems although we are clearly dependent on the buildings that we are able to use. All new premises that have been developed are completely DDA compliant and active steps taken to improve the minority of provision where full disabled access is more limited. The new premises in Witney and Carterton are examples of where we have developed new high quality premises with excellent disabled access.

Promoting access to people from black and minority ethnic communities

- A commitment by all staff to ensure that equality principles are embedded in all areas of the service so that it is accessible and responsive to the needs of the diverse communities we serve
- The service is informed by 'Delivering Race Equality in Mental Health Care' (DOH 2005) and is compliant with relevant legislation

- Ongoing updating and analysis of demographic data to ensure our services are better targeted at Black and minority ethnic communities, especially in Oxford (12.9%) and Banbury(3.9%)
- Targeted BME recruitment for locums and entry level to ensure our workforce better represents the diverse populations we serve. Where necessary use of Race Relations Act exemptions in our recruitment processes
- Regular diversity training and multi-cultural awareness for staff, volunteers and trustees to ensure our services are culturally competent and respond to the diverse social needs and cultural beliefs and values of specific BME communities
- A Diversity Champion works with all the Community Resource Projects to support staff in delivering race equality
- Working in line with the Multi-cultural Standards Protocol, with all Projects incorporating the Racial Equality Minimum Standards into standard practice e.g. information, publicity and marketing in community languages, images, food, music, and celebration of festivals.
- Ensuring that all our publicity and website promote positive images of diverse cultures and that information is made available in appropriate settings
- Regular inspections of the premises we use to ensure they pose no cultural barriers preventing access by for BME communities
- All Projects undertake ethnic monitoring as part of a new statistical data questionnaire, which all service users complete within their first month of contact. Staff receive training with monitoring taking place 4 times a year.
- The recruitment and deployment of specialist development workers to undertake outreach, engage with black and minority communities and set up preventative and responsive provision. The Black and Asian Men's Forum is an example of this approach.
- Close joint work with the DRE Community Development Worker team at the PCT and involvement in the Oxfordshire DRE Steering Group
- delivering services in decentralised community settings which better meet the needs of the black and minority ethnic groups
- The re-focusing of our Volunteer Project to recruit, train and support volunteers from black and minority communities in order to develop a new workforce for our Projects (via locums and permanent posts) and as a way of breaking down access barriers by black and minority service users into our projects
- Participation in key forums and networks to improve good practice (including the DRE Steering Group, national work at Diverse Mind, and the Cultural Advisory Group)
- All Projects organise events celebrating diversity into their normal practice.
- Undertaking research to establish how we can improve service delivery for minority groups from Eastern Europe.

Promoting access for people who are lesbian, gay, bi-sexual, transgender

Oxfordshire Mind took a leading role in 2006 in an interagency group looking at the mental health needs of people who are lesbian, gay, bisexual and transgender and the risk factors this groups faces in relation to their mental health. The outcome this work was the development of the LGBT Support Group 'Queer Mind', which meets in every month as a user-led self help group. All Mind workers are all required to undertake training on lesbian, gay and bisexual issues and mental health.

Promoting access for people from isolated rural areas

Despite the geographical spread and range of our services many service users and potential service users live in rural areas and find it difficult if not impossible to access the Community Resource Projects in the market town. In response, we have a Community Transport scheme with two mini buses and a team of 10 volunteer drivers that is working to improve access in some areas.

Last year the Mind volunteer drivers and the Mind minibuses covered over 38,000 miles and were in operation on 380 days. This means that, apart from time off for servicing and repairs they were both in use pretty much every day five days a week.

Some service users use local transport schemes or taxis, but the issue remains an ongoing challenge. We are currently in the process of planning a review of how we more effectively outreach in rural communities, with an assessment of our collaboration with other agencies in the 'Outreach Bus Project', operating in the north of the county.

2. Deepening impact

All our services are planned with the goal that the engagement with the service will lead to a sustained and positive improvement in wellbeing and mental health. However, given the range of service users we support and the severity of the problems they face, we recognise that people change and develop at different paces. Service users access our services with different challenges to face, with some ready to develop skills, confidence and coping skills to move on to 'become ordinary' relatively quickly. Others may find that accessing our services may support them staying out of hospital rather than moving on to training or work. However, change and growth still happens for them and we track and record this. We see our role supporting service users achieve and sustain their self-defined goals recognising that the process and pathway of recovery is not always straight forward.

Our services facilitate change and deepen impact in the following ways:

- Identifying personal goals as part of a recovery pathway
- Accessing peer group support and self-help. By participating in this process, people share experience, develop communication and listening skills, develop social skills and new ways to manage with challenging situation

- Participating in enriching learning and wellbeing groups which support the development of self esteem, confidence in personal ability
- Improving management of mental health problems by undertaking CBT groups in self esteem, anxiety management and coping with depression
- Preventing hospital admissions
- Re-engaging with mainstream community services and accessing structured support to strengthen sense of social inclusion
- Accessing training, education and volunteering opportunities
- Accessing work related support
- Reducing reliance on mental health services

Some service users will need structured support services long term while others will move on but are able to re-engage if they encounter difficulties. As such usage of our services can be short term, longer term or periodic.

3. Focussing on Recovery

All our services are premised on how we help service users towards recovery where the recovery pathway is defined by the service user themselves. We see our role as co-working with each service user to identify their personal goals and the resources and support required to achieve them. As we have seen some service users will move on quickly, with others requiring long term ongoing support to achieve their goals. However our work with every service user is underpinned the belief that hope is central to recovery and that people can have more active control over their lives and can move forward. The Core Provision set out Page 7 indicates the practices and interventions, which are available to support recovery.

Our re-modelled services are constructed on recovery principles. All our staff are familiar with the recovery approach and the importance of promoting social inclusion by supporting people, wherever possible, to 'lead ordinary lives in ordinary settings'. Our staff have been trained in the recovery approach and we are in the process of introducing a new outcomes tool enabling service users understand where they are in terms of recovery and to measure and review the progress they are making. The outcomes tool we have developed is based on the Outcomes Framework for Mental Health Services National Social Inclusion Programme 2009 which we have adapted. It includes the following domains;

- community participation and citizenship
- social networks
- relationships
- employment
- education and training
- Physical health
- Managing own mental wellbeing
- Identity and self esteem
- Independent living
- Reliance on mental health services

We have worked with IT consultants to develop the software enabling service users to complete a user friendly questionnaire on a quarterly basis which enables them to rate their progress from 1-10 against the ten domains above. In addition the development of the above outcome measures for service users also helps us assess our performance and its effectiveness.

STAFF EXPERTISE AND EXPERIENCE

The transformation of day services into Community Resource Projects represented a major change for Oxfordshire Mind was initially unsettling for a number of staff and service users. In order to manage the change we co-ordinated a rolling programme of workshops for staff and a number of events for all stakeholders to review our service delivery in the light of new Government guidelines. Staff were able to discuss their concerns and shared their ideas about delivering their new roles and a training programme was agreed. The training enabled both staff and service users engage in the change process in order make the new service model, service ethos and approach work. The cultural shift is now embedded thanks to our hardworking and dedicated staff.

Our re-named 'Community Resource Project Workers' have a variety of qualifications and experience. We also strive to provide a diverse workforce offering service users choice and the opportunity to identify with those supporting them. Many of them have worked in day services for a long time and their knowledge and depth of understanding is considerable. However the staff are not rigid in their thinking and have adapted to new ways of working. They have been instrumental in developing good practice to support the development of the new service model and in some cases have had to be very flexible as we rebalance provision with work in the evenings and weekends. Many staff continue to develop particular skills including goal planning, outcome monitoring, group work, delivering training, CBT group work, delivering self management groups, and community mapping and building more structured relationships with mainstream community providers. In recruiting new workers we seek relevant qualities, knowledge and experience. This includes, for example, experience of working in mental health and in the community, experience of working in unstructured settings and of enabling people to make decisions, experience of dealing with disruptive behaviour and an understanding and sensitivity to the needs of people with mental health problems. These qualities reflect the complexity of the posts.

SUPERVISION AND TRAINING

- Through the line management structure all workers have regular supervision and annual appraisals. In the small teams of two the supervision is in teams, in the larger teams the Project Manager supervises each team member individually. Specialist group work supervision is provided for group workers. Where volunteers are deployed,

supervision is given by workers in conjunction with the Volunteering Manager.

- At the end of sessions co-ordinated by the Community Resource Project workers and volunteers have a meeting for review, to offload and offer mutual support.
- All Community Resource workers are expected to attend the monthly Mind training meeting, which provides a range in-house training to develop good practice and reflective working. Examples of topics covered include user empowerment, outcome monitoring, multicultural awareness, sexuality, working with large groups, boundaries, understanding CPA, risk assessment, personality disorders, supervision skills.
- Each Community Resource Project has a budget to enable workers to attend external training events. New workers are encouraged to attend the Basics and OCTS training courses.
- Two workers in each Community Resource Project are expected to complete the four-day first aid course run by the ambulance service and the food hygiene certificate.

USER PARTICIPATION

This is central to the way we provide the service. It springs from respect for service users as people who bring experience, skills and interests, and who are not simply defined by their needs. We see workers and service users as partners in delivering the service. In practice this means:

- Regular meetings (usually monthly) to discuss emerging issues and make decisions.
- Workshops and meetings to agree and review ground-rules, and procedures
- Full participation in appointment of all staff.
- Encouragement and support in joining Mind governance structures including being Trustees.
- Planning and running activities (e.g. open access peer group support sessions and catering and lunches which are now delivered solely by service users).
- User only sessions and group based sessions in the community
- A programme of service user training.
- Opportunities for volunteering and paid opportunities within Oxfordshire Mind
- Mind Service users and others with direct personal experience of using mental health services involved in governance as members of the Board of Trustees

CONFIDENTIALITY

We are willing to share information when it is appropriate, which is usually when a service user has asked or given permission, when there is a risk of danger, and when there are child protection issues. Our confidentiality policy

has been developed as a result of listening to service users and respecting their wishes, and balancing this with our responsibilities for safety.

SAFETY

- *Ground rules:* We deliver our services in our own centres but increasingly in the community settings. While it is the responsibility of our workers to ensure that the spaces we use are safe and conform to Oxfordshire Mind's Health and Safety policies we work in partnership with users to establish ground rules to promote safety. The ground rules and safety procedures are usually worked out in a general meeting or in a workshop and are then written up clearly and displayed. They are reviewed regularly. Service users are then committed to the rules and procedures and supportive when they have to be enforced. The actual rules are straightforward – no alcohol, no illegal drugs, no violence and so on, but the process of agreeing them is of vital importance.
- *Staffing levels:* There is a basic safe staffing level in all Community Resource Projects. In the smaller Projects it is two workers, at larger projects it is three. The exception to this is where service users have agreed to share responsibility for safety more directly, and in these cases a session may be run with one worker, or by service users only. Where this happens service users have undertaken training in order to understand what taking responsibility means, especially in keeping the ground rules.
- *Risk Management:* Risk Management training is a component in the Mind training network, and we have updated our Risk Management policy for Community Resource Projects, which includes our responsibility for sharing information with other agencies appropriately.
- *Health and Safety:* All Community Resource Project workers are required to be aware of Oxfordshire Mind's Health and Safety Policy and how it applies to each Project.

LIAISON, PARTNERSHIPS, AND LINKS WITH MENTAL HEALTH SERVICES IN OXFORDSHIRE

Oxfordshire Mind is committed to liaison, partnership and joint working and see ourselves as a key provider of mental health services in Oxfordshire.

- All Community Resource Projects organise regular meetings with the local CMHTs to keep them updated about our services. The frequency and regularity of these varies throughout the county. They are useful meetings to develop good working relationships and how we can support referrals from CHMT's as part of the CPA process. They are particularly important as we re-examine our role in supporting clinical pathways and how we integrate a number of recovery plans the service user may be working towards.
- All Projects organise quarterly patch meetings (in the North, South, West and the City) with local providers and statutory agencies to share information and efforts.

- Workers visit hospital wards, attend GP practice meetings, and meet with other professional groups.
- CPNs, social workers and other mental health professionals are encouraged to bring potential service users for their first visit to the centre.
- Mind has a long established link with the Psychology department at Oxfordshire and Buckinghamshire Mental Healthcare Trust. All our CBT groups are supervised by Psychologists from the Trust.
- All Community Resource Projects are linked into the Talking Space Programme delivering Step 2/3 psychological therapies across Oxfordshire. This Programme is a joint partnership between Oxfordshire Mind and the OBMH.
- Mind in Cowley, the Mill and Oasis are part of a City Day Services Liaison meeting involving day services in the homeless and mental health network in the City plus the Assertive Outreach Team.
- In an emergency or crisis, or with the permission of a service user, contact will be made with the CMHT, or another appropriate worker or service.
- Mind workers are extensively involved in interagency planning development and strategy groups. Examples of this include The Basics Training, OCTS, and Local Implementation Teams.
- Each Project benefits from the weekly surgeries delivered by the Benefits for Better Mental Health Project which is a partnership project comprising Oxfordshire Mind, Oxfordshire Mental Health Matters, Refugee Resource and the OBMH Bridge Building Service
- Community Resource Projects work closely with Restore in supporting our service users access training and employment support as well their Activate Project
- Mind works in partnership with Oxfordshire Mental Health Matters to deliver the Telephone Information line and the online database (OHMI) of mental health and community services. In addition, information about the full range of mental health services is held at all Projects and support given to people in accessing and using it.
- Oxfordshire Mind are members of the Oxfordshire Mental Health Strategy Implementation Group (MHSIG), the Voluntary Sector Pre Meeting for MHSIG, and are elected representatives on the Oxfordshire Health & Wellbeing Partnership Board.

LINKS WITH THE LOCAL COMMUNITY

A core element of our works now relates to community bridge-building and enabling service users to move on from mental health services when appropriate and access mainstream community services. In doing so we are supporting recovery pathways and promoting social inclusion. Each Community Resource Project has undertaken community mapping of local services which is updated regularly. To ensure community bridge building is effective our staff establish and maintain good working relationships with key mainstream providers to facilitate service user engagement and to ensure the bridge is being built from both sides. We have outlined the range of mainstream services we link into above. The Community Resource Projects also have a key preventative role raising awareness about mental issues and

challenging stigma, with staff and service users giving talks or offering workshops in educational establishments, workplaces and with community organisations.

Where possible staff attend local inter- agency events and participate in local community events.

VOLUNTEERS AND SOCIAL WORK STUDENTS

Oxfordshire Mind's Volunteer Programme aims to support service users access external placements (e.g. Oxfam) but also provides people from the community volunteering opportunities in our Community Resource Projects. A range of volunteers are recruited, trained and supported to support the work at our Projects. Volunteers enable the Projects to undertake activities, initiatives and time limited projects which would not otherwise take place. In this way, volunteers provide substantial added value to our projects and have strengthened our service delivery. In 2009/10 we have estimate that volunteers have inputted around 25,000 hours in support of our work. Benefits to volunteers include skills development which enhances their position to apply for jobs in the local mental health workforce.

In the recent past the Volunteer Programme has been funded by the Opportunities for Volunteers (OfV) but we have secured funding from the Lankelly Chase Foundation in 2009 to support the recruitment and deployment of volunteers from black and minority ethnic communities. We are hoping that this development will help us reduce barriers for potential service users from BME communities. We hope to integrate this element into our future bid to the Third Sector Investment Fund to support our Volunteer Programme from 2010 onwards.

Oxfordshire Mind Community Resource Projects have a long history of providing placements for social work students from several colleges and we continue to provide placements for students at Oxford Brookes University and Ruskin College as well as Occupational Health and Youth & Community students and trainee police officers.

PERFORMANCE MANAGEMENT

As is the case with all our services the Community Resource Projects are working towards performance targets which will be monitored and now reported on in twice yearly Service Reports to the Trustees. Service users and other stakeholders will be encouraged to complete an annual questionnaire about the effectiveness of service delivery and to engage in regular feedback sessions throughout the year. This information will be included in the Service reports with recommendations for change. We are particularly keen to improve the experience of first time service users. A key target will be the number of service users who move on from our services or make progress in the following areas (community participation, volunteering, getting/retaining a job, doing a course, managing mental health and improving self esteem, independent living skills, sense of wellbeing and relationships)

QUALITY ASSURANCE

Oxfordshire Mind is committed to deliver high quality services. Currently we meet all National Mind's Quality Management Standards and have achieved accreditation for this. However, Oxfordshire Mind will be re-assessed in the summer of 2009 against the new national quality standards, which have recently been laid down by National Mind. We are seeking to achieve compliance at level 2 in the following 12 standards

- Governance
- Commitment to quality
- Financial management and systems
- Service standards
- Policy and planning
- Measuring performance
- People management
- Information
- Branding
- Service User Involvement
- Equality and Diversity
- Networking and partnerships

We will submit evidence to National Mind in July 2009 when all our policies procedures and practices will be scrutinised. This will be followed by a visit by assessors. Subject to no variations in the timetable we hope to gain compliance with the National Mind QMIMM standards by autumn 2009.

OXFORDSHIRE MIND POLICIES AND PROCEDURES

The key to promoting good practice and high standards is an organisational culture that encourages reflective practice through supervision, training, and teamwork. This is something we value highly within the organisation.

This is underpinned by a set of policies covering key areas of practice. Key policies include

- Confidentiality
- Complaints Procedure
- Code of Conduct
- Protection of Young People and Vulnerable Adults
- Whistleblowing
- Recruitment
- Supervision
- Health & Safety
- Risk Management
- Equal Opportunities

Copies of these Policies are available in all Mind projects and available on request from the Mind Office.

Section Two The Individual Services

MIND IN ABINGDON

The Charter Complex
(up the steps opposite the library)
Broad Street
Abingdon
OX14 3LZ

Telephone: 01235 522096

Email: mindinabingdon@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/abingdon.htm>

Opening hours:

Open access Monday - Thursday 10.00am - 1.00pm,

Afternoons/evenings - structured programme of groups and activities - call for details.

Women's Wellbeing Group in Abingdon

St Ethelwold's House
30 East St Helen Street
Abingdon
Oxfordshire
OX14 5EB

Telephone: 01235 770411 or 01993 844723

Email: mindinwantage@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/abingdonwomen.htm>

Opening hours:

Thursday evenings from 6.00 - 8.00 p.m.

Access:

An open-access well-being group for women of all ages.

Activities and facilities:

Relaxation, 'looking after ourselves', self-esteem and assertiveness skills, food and nutrition, balancing hormones.

MIND IN BANBURY

St Paul's Church Hall
Warwick Road
Banbury
OX16 2AN

Telephone: 01295 271064 or 07508 428161
Email: mindinbanbury@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/banbury.htm>

Opening hours:
Monday & Wednesday 10.00 a.m. to 3.00 p.m.
Tuesday 10.00 a.m. to 1.00 p.m. for women only at the Mill Arts Centre
Thursday 10.00 a.m. to 1.00 p.m. at the Mill Arts Centre, Spiceball Park

MIND IN BICESTER

25 The Causeway
Bicester
OX26 6AN

Telephone: 01869 249864
Email: mindinbicester@oxfordshire-mind.org.uk
Web: www.causewaycentre.org.uk
<http://www.oxfordshire-mind.org.uk/bicester.htm>

Opening hours:
Monday and Wednesday 10.00 a.m. to 3.00 p.m.

Friday 12.15 - 2.15 p.m. (Women's group with crèche, term-time only - ring to book a place)
& 2.30 p.m. to 6.30 p.m. (open access)

MIND IN CARTERTON

Carterton Community Centre
Trefoil Way
Carterton
OX18 1AX

Telephone: 01993 844723 or 07918 677396
Email: mindincarterton@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/carterton.htm>

Opening hours:
Monday and Friday 10.30am – 3.00pm with crèche provided 12.45pm – 2.45pm

There is also a meeting on the third Saturday of the month 10.30am - 12.30pm
Nortons Café, Langdale Gate, Witney.

MIND IN CHIPPING NORTON

St Mary's Parish Rooms
Bottom of Church Street
Chipping Norton
OX7 5NT

Telephone: 01608 645296
Email: mindinchippingnorton@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/chippingnorton.htm>

Opening hours:
Tuesday 10.00am - 3.30pm
Friday 10.00am - 12.00pm Women's Wellbeing Group
12.00pm - 3.30pm

MIND IN DIDCOT

The Methodist Church
The Broadway
Didcot
Oxon OX11 8RQ

Telephone: 07930 512111
Email: mindindidcot@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/didcot.htm>

Opening hours:
Monday 10.00am - 3.00pm
Wednesday 10.00am - 12.00pm Café Meeting at Cornerstone Café, Didcot.
1.00pm - 3.00pm Focused groups

MIND IN HENLEY

Kempster Hall
Christchurch URC
Reading Road
Henley-on-Thames Oxfordshire
RG9 1AG

Telephone: 01491 572867 or 07919 658830
Email: mindinhenley@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/henley.htm>

Opening hours:

Monday 10.00 a.m. to 2.30 p.m.
Thursday 11.00 a.m. to 2.30 p.m. &
Thursday 5.00 p.m. to 7.00 p.m.
'After Hours' Service
at Cafè Nero, Bell Street, Henley.

MIND IN KIDLINGTON

Phone: 07983 245485 / 01865 373165
Email: mindinkidlington@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/kidlington.htm>

Opening hours:
Weds 11.00am - 12.15pm at
Flavour Café, 13-14 The Kidlington Centre
Join us for coffee!

AND

Weds 12.30 - 3.30 (crèche available) at
Kaleidoscope Centre (behind Exeter Hall)
Oxford Road
Kidlington
OX5 1AB

OXFORD - MIND IN COWLEY

East Oxford Community centre
Princes Street
Cowley Road
Oxford
OX4 1HU

Opening hours:
Tuesday, Wednesday and Thursday 10.00am – 3.00pm.

The Late Shift:
Thursday 5.30pm – 8.30pm at The Mill, 46 Cowley Road, Oxford OX4 1HZ
The Late Shift is a place for people who work (paid or unpaid) or who are
studying full-time.

Contact:
Tel: 07505 628351 or 07505 626833
Email: mindincowley@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/acorn.htm>
<http://www.oxfordshire-mind.org.uk/lateshift.htm>

OXFORD - THE MILL

46 Cowley Road
Oxford OX4 1HZ

Telephone: 01865 263758

Email: themill@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/mill.htm>

Opening hours:

Monday to Thursday 10.00 a.m. to 3.00 p.m. and

Sunday 11.15 a.m. to 3.00 p.m.

Access/referrals:

The Mill is for people with severe and enduring mental health problems and there is an application system - call for details.

OXFORD: OASIS WOMEN'S CENTRE

Oasis (women only service)

Micklewood House, 331 Cowley Road, Oxford OX4 2AQ

Telephone: 01865 721472

Email: mind oasis@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/oasis.htm>

Opening hours:

Mondays 5.00 p.m. to 9.00 p.m.

Fridays:

11.00 a.m. to 1.00 p.m. structured activities

1.00 p.m. to 3.00 p.m. open access

MIND IN THAME AND GOOD MOOD CAFE

Christchurch

Upper High Street

Thame

OX9 2DN

Telephone (landline): 01844 218820

Telephone (mobile): 07919 658831

Email: mindinthame@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/thame.htm>

Opening hours:

Tuesdays (Good Mood Food Café) 10.00 a.m. to 2.00 p.m.

Thursdays 11.00am - 2.30pm &

Thursdays ('Later') 4.00pm - 6.00pm at Rumseys Café, 8 Upper High Street, Thame.

The Good Mood Food Café runs on Tuesdays and is for people who like to work with others in a supportive environment.

MIND IN WALLINGFORD

Mind in Wallingford
70, Kinecroft,
off Goldsmith's Lane
Wallingford
OX10 0DT

Telephone: 01491 826886 or 07999 537884

Email: mindinwallingford@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/wallingford.htm>

Opening hours and venues:

Tuesdays

Women's Group

6.30 - 9.00pm

Thursdays

10.00am - 3.00pm at Centre

MIND IN WANTAGE

Methodist Church Hall
Newbury Street
Wantage
OX12 8DA

Mind in Wantage meets in the Museum Cafe on the first Thursday of every month

from 1.30 - 3.00pm.

Telephone: 01235 770411

Email: mindinwantage@oxfordshire-mind.org.uk

Website: <http://www.oxfordshire-mind.org.uk/wantage.htm>

Opening hours:

Tuesday 11.00 a.m. to 4.00 p.m.

Thursday 1.00 p.m. to 4.00 p.m.

Men's discussion group:

1st Tuesday of every month, 1.30pm – 2.15pm

MIND IN WITNEY

Mind in Witney
Witney Resource Centre
Moorland Road
Witney
Oxon
OX28 6LF

01993 702999
07910 066765

Email: mindinwitney@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/witney.htm>

Opening hours:

Open access:

Mondays 10.30am – 3.00pm

Wednesday 10.30am – 1.30pm

Thursday 2.00pm – 4.00pm meet at Norton's café, 12 Langdale Court, Witney

Thursday 4.30pm – 8.00pm

Structured group on Wednesday 2.00pm – 4.00pm

OXFORDSHIRE MIND - BLACK AND ETHNIC MINORITY SERVICES

Oxfordshire Mind is committed to inclusivity and promoting diversity and multicultural awareness in all its projects.

Oxfordshire Mind also operates a group specifically for Black and Asian men

The Black and Asian Men's Forum is an activity-based support group for Black and Asian men in Oxfordshire who are or who may have been in contact with mental health or community services

OXFORDSHIRE MIND - WOMEN ONLY SERVICES

Oxfordshire Mind recognises the specific benefits to women's mental health of both mixed and women-only services.

The following projects offer women-only support.

Abingdon: Women's Wellbeing Group
Banbury
Chipping Norton

Oxford: Oasis
Wallingford - Mind in Wallingford
Micklewood House
Women's Floating Support Service

OXFORDSHIRE MIND - SERVICES FOR LESBIAN, GAY, BISEXUAL AND TRANSGENDER PEOPLE

QueerMind – Lesbian, Gay, Bisexual and Transgender Wellbeing Group

Meets on the first Tuesday of every month 6.30pm – 8.30pm
Brewery Gate
5 St Thomas Street
Oxford
OX1 1JJ

Tel: 01865 522096 or 07754999411

OXFORDSHIRE MIND - SERVICES FOR STUDENTS (HEADSPACE)

The Mill, 46 Cowley Road, Oxford OX4 1HZ offer a service for students called Headspace, from 7.00 - 9.30pm on Tuesdays.

Telephone: 01865 263758
Email: themill@oxfordshire-mind.org.uk
Website: <http://www.oxfordshire-mind.org.uk/Cowley/Headspace%20Poster.pdf>

OXFORDSHIRE MIND-EVENING AND WEEKEND SERVICES

Oxfordshire Mind recognises the need for mental health support among people who work during the day. For this reason we offer a number of evening and weekend services across the county.

The following projects offer evening and/or weekend support.

Abingdon: Women's Wellbeing Group
Bicester
Carterton
Henley
Oxford: The Mill for severe and enduring mental health problems
Oxford: Oasis for women only
Oxford: The Late Shift
Thame
Wallingford
Witney

**BENEFITS FOR BETTER MENTAL HEALTH – OXFORDSHIRE
MIND BENEFITS ADVICE SERVICE**

Benefits for Better Mental Health
46 Cowley Road
Oxford OX4 1HZ

Opening hours:
Monday to Friday
3rd Saturday of each month for those in work, by appointment only.

Contact:
01865 263757
david.bryceland@oxfordshire-mind.org.uk
samantha.spurgeon@oxfordshire-mind.org.uk

Benefits Hotline:
For basic benefits advice, referrals, signposting and bookings.
01865 263756
Wednesday 10.00am – 1.00pm

OXFORDSHIRE MIND - CARERS SUPPORT GROUP

Venue:
The Friend's meeting House
43 St. Giles
Oxford OX1 3LW

2nd Thursday of each month, 11.00am – 1.00pm
Contact:
01865 750124 or 01865 263730

