Evidence Brief: Mental Health Workforce

Contents

Produced by the Knowledge Management team Evidence Briefs offer an overview of the published reports, research, and evidence on a workforce-related topic.

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There may have been an update to this Evidence Brief - to check you are reading the most current version please see the links below:

- Complete Evidence Brief list – link for Workforce, Training and Education staff
- Complete Evidence Brief list – link for External staff

Key publications – the big picture

NHS Long Term Workforce Plan
Source: NHS
Date of publication: June 2023
This plan sets out strategic direction for the NHS workforce, with three clear priority areas; train, retain and reform. The mental health workforce is identified throughout the plan.
See "Optimising Multidisciplinary teams" section (p90 onwards) for details of implementation of new roles and expansion in areas such as early intervention including Clinical psychologists, Psychological therapists, Mental health and wellbeing practitioners, Children's wellbeing practitioners and Educational mental health practitioners.

Progress in improving mental health services in England
Source: National Audit Office
Publication date: 2023
See part 3 Increasing mental health service workforce, funding and information. Part Three sets out progress in developing the workforce, funding and commissioning, and information for NHS-funded mental health services, and issues relating to future demand for mental health services.

In train? Progress on mental health nurse education
Authors: Palmer et al
Source: Nuffield Trust
Publication date: 2023
Despite steps towards closing the gap between mental and physical health services, many people still cannot access services and face long waits for treatment. Addressing workforce challenges in mental health services will be crucial to improving this situation. This report, commissioned and supported by NHS Confederation's Mental Health Network, takes stock of progress across the country in staffing the single largest profession within the mental health workforce: nurses.

Research demand signalling: National Mental Health Programme
Source: NHS England
Publication date: 2022
The NHS England Demand Signalling team developed the research demand signalling process to identify, prioritise and articulate the research questions that NHS services need answers to for them to deliver against the ambitions in the NHS Long Term Plan.

Humanising health care: the emergence of experiential practice and leadership in mental health services
Source: Centre for Mental Health
Publication date: 2022
In this paper, David Gilbert uses his insights as a mental health service user and his experience in patient leadership to consider the limitations of current practice, and the possibilities of a new approach which could transform mental health services. While most mental health services now have embedded peer support roles, Humanising health care argues that a more radical shift is needed, with expanded opportunities for 'lived experience' contributions at all levels of the system - from peer support to governance and strategic leadership.

Untapped? Understanding the mental health clinical support workforce
Authors: Palmer et al
Source: Nuffield Trust
Publication date: 2021
The NHS clinical support workforce are frontline staff who – while typically not registered professionals – deliver the bulk of hands-on care. They are particularly important to mental health services where there is an ambition to, for example, provide

high-quality mental health services to an additional two million people by 2023/24 1. This report explores the roles, responsibilities and diversity of mental health clinical support staff. Our aim is to draw out the number and distribution of this workforce and issues around their recruitment, career progression and retention.

New Directions for the Mental Health Workforce Globally
Source: All-Party Parliamentary Group on Global Health
Publication date: July 2021
The central message of this report is that the mental health workforce needs to change dramatically by combining its existing professional expertise in the provision of specialist care and treatment with a greatly strengthened role in helping people, communities, and organisations to provide care, prevent mental ill health and create health. It also needs to integrate nonprofessionals fully and work far more closely with general health services. The report makes five major points. 1. There is a massive and growing need for mental health services and they need to be given greater priority and increased investment. 2. There is a need to continue the development and improvement of services for people with chronic and enduring severe mental ill health as well as for those with more common and less severe illnesses. 3. The mental health workforce needs to be widened to integrate non-professionals fully and engage primary care and general health services. 4. Mental health workers need to develop new ways to work with people, communities, and organisations on care, prevention of disease, and health creation. 5. The education and training of mental health workers needs to be adapted to this new approach and to enable them to work as agents of change, leading and facilitating improvements in mental health across society

Themes for Workforce Redesign in Mental Health

Authors: Lewry et al
Source: CLEAR
Publication date: 2021
We need to understand how to meet the Mental Health workforce challenge while we are growing the supply - we need informed regional and national plans that target high-impact changes and that bring in real innovation in whilst remaining consistent with safe staffing levels. To help enable this, Health Education England has commissioned a programme of workforce redesign education and projects through the CLEAR (Clinically-Led workforcE and Activity Redesign) programme. This clinically led redesign approach that has already been used to great effect in the area of Urgent & Emergency Care.

Laying foundations: attitudes and access to mental health nurse education
Source: Nuffield Trust, NHS Employers and Mental Health Network
Publication date: October 2020
With one in four people likely to be affected by mental or neurological conditions at some point in their lives, it is more important than ever that people have access to good mental health care by qualified professionals. Mental health nurses account for over a third of the mental health workforce in England and work across a wide range of health and care settings. Yet for a variety of reasons, the pipeline of people choosing to study and qualify to become a mental health nurse is unable to meet sharply rising demand for this service. This new report, commissioned by NHS Employers and the Mental Health Network, looks at ways more people might be attracted to apply to study mental health nursing – and reasons why numbers are currently limited.

[The impact of COVID-19 on mental health trusts in the NHS](#)
Source: NHS Providers
Publication date: June 2020
This is the fifth in a new series of Spotlight on... briefings, aimed specifically at sharing key information on the impact of the coronavirus pandemic on NHS trusts. NHS trusts providing mental health and learning disability services have been playing a critical role, both to maintain services and to respond to the current environment alongside their colleagues in the acute, community, ambulance and primary care sectors. While the main public, media and political focus has been on the impact of COVID-19 on hospitals, it is important to put the spotlight on what is happening in other parts of the NHS frontline. This briefing sets out the immediate challenges of COVID-19 for mental health trusts, how the sector has responded and what it needs to navigate this next phase.

[NHS Mental Health Implementation Plan 2019/20 – 2023/24](#)
Source: NHS
Publication date: July 2019
This document provides details of a new framework to help deliver on the commitment to pursue the most ambitious transformation of mental health care, at the local level.

[Long Term Plan](#)
Source: NHS
Publication date: January 2019
The NHS Long Term Plan was developed in partnership with those who know the NHS best – frontline health and care staff, patients and their families and other experts.
- [NHS mental health dash board](#)
- [Mental Health and the Long Term Plan](#) NHS
- [Transforming mental health in your community: a local guide to delivering the NHS Long Term Plan](#) Mind

- [The NHS Long Term Plan: What does it mean for mental health?](#) 2019, Centre for Mental Health

[Measuring progress: commitments to support and expand the mental workforce in England](#)
Source: British Medical Association
Publication date: 2019
Key findings from the report:

- Many of the mental health workforce commitments in [stepping forward to 2020/21](#) and the [five year forward view for mental health](#) are not on track to be met.
- The mental health workforce has had little growth over the past 10 years, many of the key staff groups either remaining at a similar level since 2009 or declining.
- Demand within mental health services is rising - since 2016 there has been a 21% increase in the number of people who are in contact with mental health services (1.4 million in 2019 vs 1.1 million in 2016).
- Recruitment into psychiatric specialties remains a key challenge with many psychiatric specialties facing under-recruitment year on year.
- Workforce shortages in mental health are affecting staff workload, wellbeing, morale and the ability for staff to provide good quality of care.

[Guidance on co-locating mental health therapists in primary care](#)
Source: NHS England
Publication date: August 2018
This guidance document was created to assist GPs, practice managers and commissioners who are integrating mental health therapists into primary care pathways.

[Progress of the Five Year Forward View for Mental Health: on the road to parity](#)
Source: All-Party Parliamentary Group
Publication date: 2018
This report from the All-Party Parliamentary Group on Mental Health was published at the midpoint of the FYFVMH and is the findings from an inquiry into its progress. The second theme identified is "Increasing the mental health workforce".

[Stepping Forward to 2020/21: The mental health workforce plan for England](#)
Source: HEE
Publication date: July 2017
This document is the workforce plan for England and sets out a high-level roadmap and reflects the additional staff required to deliver the transformation set out in the FVYFMH.

[Mental Health and new models of care: lessons from the vanguards](#)
Source: The King's Fund
Publication date: May 2017
This report draws on research with vanguard sites in England, conducted in partnership with the Royal College of Psychiatrists. See also ["Nine principle for success: integrating mental health in new models of care"](#)

[Five Year Forward View for Mental Health: one year on](#)
Source: NHS
Publication date: February 2017
A year after the original strategy this document was published to outline the progress made in the programme.

[Implementing the Five Year Forward View for Mental Health](#)
Source: NHS

Publication date: 2016
This document provides a supporting blueprint for the delivery of the accepted recommendations laid out in the FYFV for Mental Health.

[The Five Year Forward View for Mental Health](#)
Source: NHS
Publication date: February 2016
This independent report from the Mental Health Taskforce sets out the start of a ten-year journey for transformation, commissioned by Simon Stevens on behalf of the NHS. Chapter 4 addresses the Mental Health Workforce and looks at the picture at the time and the future workforce.

[Future in mind – promoting, protecting and improving children and young people's mental health and wellbeing](#)
Source: Department of Health and NHS England
Publication date: 2015
The Children and Young People's Mental Health and Wellbeing Taskforce was established in September 2014 to consider ways to make it easier for children, young people and parents and carers to access help and support when needed and to improve how children and young people's mental health services are organised, commissioned and provided.

Case Studies

[Child and adolescent mental health services in a devolved healthcare system: a qualitative exploration of sustainable practices](#)
Authors: Banwell at al
Source: Health Research Policy and Systems
Publication date: 2023

Background: The transference of research evidence into routine healthcare practice remains poorly understood. This includes understanding the prerequisites of longer-term viability. The present study investigated the sustainable practices of GM i-THRIVE, a programme which reconceptualizes mental health services for children and young people (CYP) in Greater Manchester, United Kingdom. We aimed to establish whether a sustainable future was likely, and to identify areas of focus to improve that likelihood. Conclusions: Professionals involved with GM i-THRIVE reported many elements that indicate a positive future for the programme. However, they suggested that more attention should be given to embedding the core concepts of the model at the current stage of implementation. Limitations relating to its use within our study are discussed, but we conclude that the NHS Sustainability Model is a suitable way of guiding qualitative implementation research. It is especially valuable for localized interventions. The constraints of our small sample size on transferability are considered.

[Implementation of significant mental health service change: perceptions and concerns of a mental health workforce in the context of transformation](#)
Authors: Glogowska et al
Source: Journal of Health Organization & Management
Publication date: 2022
Purpose: As part of an evaluation of the nationally mandated Child and Adolescent Mental Health Services (CAMHS) "transformation" in one foundation NHS trust, the authors explored the experiences of mental health staff involved in the transformation. The findings fall into three thematic areas around the transformation, namely (1) rationale; (2) implementation; and (3) maintenance. Staff members were supportive of the rationale for the changes, but implementation was affected by perceived poor communication, resulting in experiences of unpreparedness

and de-stabilisation. Staff members lacked time to set up the necessary processes, meaning that changes were not always implemented smoothly. Recruiting and retaining the right staff, a consistent challenge throughout the transformation, was crucial for maintaining the service changes.

[International Recruitment Framework](#)
Source: NHS Workforce Alliance
Publication date: 2020
Sussex Partnership Foundation Trust overseas Mental Health nurse recruitment project.
Sussex Partnership Foundation Trust engaged with the International Recruitment framework through NHS Commercial Solutions for a procurement with a tight turnaround.

[Case Study – West London NHS Trust](#)
Source: Skills for Health
Streamlining statutory and mandatory training in London using benchmarking reports and the 5 Point Plan from the Streamlining Programme to ensure the right training was being delivered to the right staff at the right time freeing up staff to spend more time with patients and improving mental health services.

[Working to recruit more student nurses locally](#)
Source: NHS GIRFT Programme
Publication date: 2021, pp 55
Although large numbers of student nurses were being trained locally and on placement in Leeds and York Partnership Foundation Trust (LYPFT), on average only half of these students came to work for the trust as registered nurses. At the same time, the trust had large numbers of mental health nursing vacancies. To improve outreach to local nursing students and reduce nursing vacancies, several bodies work within LYPFT to manage the outreach, employment and retention process

Safe Wards
Source: NHS GIRFT Programme
Publication date: 2021, pp 90
Herefordshire and Worcestershire Health and Care NHS Trust
Herefordshire and Worcestershire has introduced 'safe wards' across its mental health wards. The safe wards model is training-focused, and includes ten modules to enhance staff communication skills and support the creation of a therapeutic relationship and environment. The trust has also established an education drive across the pathway on the use of physical interventions.

Improving mental health services in systems of integrated and accountable care: emerging lessons and priorities
Source: Royal College of Psychiatrists
Publication date: 2019
See Appendix 8 for several case studies.

The Hive: a coordinated approach to support young people's mental health
Source: NHS Long Term Plan
Publication date: January 2019
Hive is a free health and wellbeing service which also offers employment, training and personal development support as well as social activities. The hub is part of the Minding the Gap service developed by the local council, NHS, partner organisations and young people in North London to improve the mental health and wellbeing of young people aged from 16-25, particularly those who are making the transition from children and young people's mental health services to adult services.

Employment Advisors in Improving Access to Psychological Therapies (IAPT) service at Let's Talk Wellbeing

Source: NHS Long Term Plan
Publication date: January 2019
In autumn 2017 talking therapies service Let's Talk-Wellbeing (LTW) Leicestershire County and Rutland (provided by Nottinghamshire Healthcare NHS Foundation Trust), with the government's Joint Work and Health Unit, agreed to be part of a pilot to integrate Improving Access to Psychological Therapies (IAPT), healthcare and employment support. Launched in December 2017, LTW Leicestershire County and Rutland's Employment Advisory Service has created personalised packages of care by working alongside IAPT practitioners – resulting in 100 people being supported to gain or sustain employment in its first three months.

New perinatal mental health mother and baby unit transforms care for mothers and babies in South West
Source: NHS Long Term Plan
Publication date: January 2019
Devon Partnership NHS Trust has opened the first of four new Mother and Baby Unit (MBU) in the country, funded by NHS England as part of a national transformation programme for perinatal mental health. The trust has re-purposed space at its Wonford House HQ in Exeter as a four-bed temporary MBU, allowing expectant and new mothers with serious mental health needs to be cared for with their babies. Before this interim service opened, mothers in the South West in need of specialist perinatal mental healthcare often had to travel long distances, as did their families.

Early Intervention in Psychosis Service provides support to children and young people
Source: NHS Long Term Plan
Publication date: January 2019

Children and young people's mental health is a top priority of the NHS Long Term Plan. 75% of mental health problems in adult life (excluding dementia) start by the age of 18. Failure to support our youth with mental health needs costs lives and money. Since 2016, NHS England has committed to increase access to high quality mental health care for children and young people. We are on track to deliver community-based treatment to at least 70,000 additional children and young people each year by 2020/21. And with the Long Term Plan, we aim to give even more of them the mental health support they need, in their community and at school, so that they can achieve their goal in life.

[Integrated mental health care is helping to boost employment prospects](#)
Source: NHS Long Term Plan
Publication date: January 2019
The Employment Advisory Service provided by Nottinghamshire Healthcare NHS Foundation Trust is a great example of how integrated mental health care can help people achieve their goals in life. This service helps patients with mental health issues such as depression or anxiety keep or find a job. Alongside psychological therapy, it provides practical advice and interventions to avoid long-term employment, or find a new career path. The service has demonstrated great results since its opening in 2017, with 100 people being supported to gain or sustain employment in its first three months.

[Perinatal mental health services](#)
Source: NHS Long Term Plan
Publication date: January 2019
One in five women will experience a mental health problem during their pregnancy and in the first year after birth, with depression and anxiety disorders being the most common. As

well as being crucial to new mothers, new-borns and their families, perinatal services can play an important role in ensuring mental health is integrated into overall healthcare at the earliest possible stage of life.

[Pioneering new roles in mental health](#)
Source: South West Yorkshire Partnership NHS FT
Publication date: February 2017
South West Yorkshire Partnership NHS FT recruited eight band 4 associate practitioners in mental health services. The team work across forensic and Wakefield adults of working age services, creating a quality career pathway across health care support work roles.

The Star for workforce redesign

More resources and tools are available in the **Mental Health** section of the [HEE Star](#)

Statistics

You can find relevant statistics on the [Health and Care Statistics Landscape](#) under **"Health and Care"** and use the **"Mental Health and dementia"** filter

[NHS mental health workforce definition 2022](#)
Source: NHS Digital
This definition covers the entirety of what is regarded as the NHS Mental Health Workforce.

[The NHS workforce in numbers](#)
Source: Nuffield Trust

Publication date: 2022
Facts on staffing and staff shortages in England including Mental Health workforce.

Mental health and learning disabilities workforce in the NHS
Source: NHS Digital
Publication date: Last edited September 2022
Data relating to staff who are either directly providing or supporting the provision of mental health services in secondary care are published by NHS Digital's Workforce Statistics team. High level numbers are refreshed on a quarterly basis in an interactive report.

National Data Programme

Workforce, Training and Education staff can look at the National Data Warehouse (NDL) SharePoint site to find out more about datasets and Tableau products.

Published Peer Reviewed Research

COVID-19

The impact of COVID-19 on the mental health workforce: A rapid review
Author: Crocker et al
Source: International Journal of Mental Health Nursing 32(2), pp. 420-445
Publication date: 2023
To inform current and future healthcare service responses, and adaptations, the current review aimed to collate and examine the impact of the pandemic on mental healthcare workers (MHWs).

Key work-related outcomes included increased workload, changed roles, burnout, decreased job satisfaction, telehealth challenges, difficulties with work-life balance, altered job performance, vicarious trauma and increased workplace violence. Personal outcomes included decreased well-being, increased psychological distress and psychosocial difficulties. These outcomes differed between inpatient, outpatient and remote settings. The COVID-19 pandemic significantly altered the delivery of mental healthcare and MHWs experienced both work-related and personal adversities during the COVID-19 pandemic.

Frontline experiences of delivering remote mental health supports during the COVID-19 pandemic in Scotland: innovations, insights and lessons learned from mental health workers
Author: Griffith et al
Source: Psychology, Health & Medicine 28(4), pp. 964-979
Publication date: 2023
This study explores mental health workers' (MHWs') experiences of delivering their services remotely. These findings highlight important insights from MHWs in adapting to rapid changes in mental health working practices, particularly in relation to the challenges of delivering quality, safe and equitable services and the increased use of teletherapies. Such insights are vital in informing service developments and supporting future pandemic preparedness across a range of healthcare contexts and countries seeking to adopt hybrid models of mental health service delivery.

Impact of COVID-19 in mental health trusts
Author: Mannion et al
Source: Journal of Health Services Research & Policy 28(2), pp. 119-127

Publication date: 2023

Objective: To explore how mental health trusts in England adapted and responded to the challenges posed by the COVID-19 pandemic, with the aim of identifying lessons that can be learned during and beyond the pandemic. Conclusions: Many of the service changes and digital innovations undertaken during the pandemic appear promising. Nevertheless, those changes need to be urgently and rigorously appraised to assure their effectiveness and to assess their impact on social exclusion and health inequalities.

The Early Impact of the Covid-19 Emergency on Mental Health Workers: A Survey in Lombardy, Italy
Author: Rapisarda et al
Source: International Journal of Environment Research and Public Health
Publication date: 2020

Lombardy was the epicenter of the Covid-19 outbreak in Italy, and in March 2020 the rapid escalation in cases prompted the Italian Government to decree a mandatory lockdown and to introduce safety practices in mental health services. The general objective of the study is to evaluate the early impact of the Covid-19 emergency and quarantine on the well-being and work practices of mental health service personnel and professionals. Data were collected through an online survey of workers and professionals working with people with mental health problems in Lombardy in several outpatient and inpatient services. Their socio-demographic characteristics, professional background, description of working conditions during lockdown and psychological distress levels were collected. All analyses were performed on a sample of 241. Approximately, 31% of the participants obtained a severe score in at least one of the burnout dimensions, 11.6% showed moderate or severe levels of anxiety, and 6.6% had a moderate or severe level of depression.

Different work conditions and patterns of distress were found for outpatient service workers and inpatient service workers. The overall impact of the Covid-19 emergency on mental health workers' level of distress was mild, although a significant number of workers experienced severe levels of depersonalization and anxiety. More research is needed to assess specific predictive factors.

A role for lived experience mental health leadership in the age of Covid-19
Author: L. Byrne and T. Wykes
Source: Journal of Mental Health
Publication date: June 2020

In 2020 an invisible assassin has swept across the world, creating chaos, confusion and uncertainty. Covid 19 has taken many people's health, some people's lives and the lives of loved ones. It has destroyed livelihoods and put the financial futures of billions at risk. We are helpless, there is nothing to fight back with. We are trapped, we have to stay in our homes. We are physically isolated, our usual freedoms and way of life suspended. As a result, our ability to enact fight or flight is inhibited, increasing the likelihood of lasting impacts on mental wellbeing (van der Kolk, 2014). Life as we know it, at least for a time, has changed so significantly we are reimagining our futures in a variety of ways, with no idea what's really in store for us. We are collectively holding our breath, fearing the worst and hoping for the best.

Psychiatric-mental health nursing leadership during coronavirus disease 2019 (COVID-19)
Author: B.N. Kameg
Source: Journal of Psychiatric and Mental Health Nursing
Publication date: May 2020

The United States is experiencing a public health crisis, unlike anything the nation has encountered in modern history. As of mid-May 2020, there are over 1.3 million confirmed cases of coronavirus disease 2019 (COVID-19) and over 79,000 deaths in the United States (Centers for Disease Control and Prevention, 2020). Numbers of infections and deaths are expected to increase exponentially. This crisis has implications for psychiatric-mental health nurses, as the consequences of COVID-19 can result in mental health problems among both the general public and nursing workforce.

Leadership

Changing leadership, management and culture in mental health trusts
Author: Konteh et al
Source: Mental Health Review Journal
Publication date: 2023
Purpose: This study aims to explore how leadership, management practices and organisational cultures have changed in low and high-performing mental health (MH) providers between 2015 and 2020 in the English National Health Service. Findings: The authors found major differences regarding leadership, management and organisational culture between low and high performing MH providers in 2015/2016, and that the differences had diminished considerably by 2019/20. In 2015/16, low performing providers were characterised by a "top-down" style of leadership, centralised decision-making and "blame cultures". In contrast, the high performing providers were characterised as having more distributed, collaborative and inclusive styles of leadership/management, with open and supportive cultures. As the low performing providers changed and adapted their styles of leadership and management and

organisational culture over the five-year period, they more closely resembled those of the high performing trusts.

New ways of working

New ways of working in psychology: evaluating a pilot of the clinical associate psychologist apprenticeship on an acute mental health ward
Abstract only*
Author: K. Slender and B. Taylor
Source: Journal of Psychiatric Intensive Care
Publication date: 2022
Aim: Acute mental health wards have been criticised for being untherapeutic. NHS England aims to move towards therapeutic wards by increasing psychological practitioner staffing. The new clinical associate psychologist (CAP) role may provide a cost effective way of enhancing existing psychological therapies teams. Conclusion: CAPs provide a cost effective way of improving access to psychological interventions on acute wards. CAPs may offer a way for psychology to become more present on acute wards and better integrated into staff teams.

Implications for mental health workforce strategy, professional training and supervision of more widespread adoption of the multi-professional Responsible Clinician role: Results of a qualitative inquiry
Author: Oates et al
Source: International Journal of Law and Psychiatry
Publication date: 2021
The study aimed to explore nurse and psychologist perspectives on becoming a Responsible Clinician in the context of their limited uptake of the role and calls for an increase in advanced practice roles within mental health. If mental health service provider organisations adopt this extended role more widely then

role-specific support and supervision arrangements should be in place as part of a coherent workforce strategy. This is particularly important given the legal and ethical responsibilities of the Responsible Clinician.

[Social integration in mental health rehabilitation services: new roles to enhance effectiveness and sustainability](#)
Abstract only*
Author: Padfield et al
Source: Mental Health Practice
Publication date: November 2018
This article gives an overview of an innovative mental health worker role in an inpatient mental health rehabilitation team. It explains how the role was developed, received and evaluated and argues for the increased use of the creative support worker role.

[Improving collaboration between primary care and mental health services](#)
Abstract only*
Author: Kates et al
Source: The World Journal of Biological Psychiatry
Publication date: June 2018
This position paper aims to build upon previous work to identify the key role primary care providers play in delivering mental health care and present a global framework for enhancing mental health care delivered within primary care.

[Exploring the value of mental health nurses working in primary care in England: a qualitative study](#)
Abstract only*
Author: K. McLeod and A. Simpson
Source: Journal of Psychiatric and Mental Health Nursing
Publication date: August 2017

Emerging models of providing mental health services in primary care are poorly understood. This paper evaluates a mental health nurse-led Primary Care Liaison Service (PCLS), developed in 2011 in inner London.

[National survey of nurse prescribing in mental health services: a follow-up 6 years on](#)
Abstract only*
Author: D. Dobel-Ober and N. Brimblecombe
Source: Journal of Psychiatric and Mental Health Nursing
Publication date: August 2016
The survey found that the number of nurse prescribers has increased over the last few years. Nurse prescribers are increasingly prescribing in a form ('independent prescribing') that makes them independently responsible for prescribing decisions without working to a plan laid out by a doctor.

[New ways of working in UK mental health services: developing distributed responsibility in community mental health teams?](#)
Abstract only*
Author: Proctor et al
Source: Journal of Mental Health
Publication date: 2016
The paper examines the introduction and operation of a number of support roles in mental health services in the context of concerns about the effectiveness of Community Mental Health Teams (CMHTs).

[Experience of Psychiatric Mental Health Nurse Practitioners in Public Mental Health](#)
Abstract only*
Author: Phoenix et al
Source: Nursing Administration Quarterly
Publication date: 2016

This paper from the US examines how, despite the introduction of the Accountable Care Act which meant greater access to mental health treatments, there has been no significant increase in the mental health workforce. The article reports qualitative results from a study assessing barriers and best practice in the use of Psychiatric Mental Health Nurse Practitioners (PMHNPs).

New roles

[Can a new role, the (Trainee) Associate Psychological Practitioner (T/APP), add value in General Practice? Results from the pilot year evaluation](#)
Author: Budd et al
Source: Primary Health Care Research & Development
Publication date: 2022
The deployment of (Trainee) Associate Psychological Practitioners (T/APPs) to deliver brief psychological interventions focusing on preventing mental health deterioration and promoting emotional wellbeing in General Practice settings is a novel development in the North West of England. As the need and demand for psychological practitioners increases, new workforce supply routes are required to meet this growth.
To evaluate the clinical impact and efficacy of the mental health prevention and promotion service, provided by the T/APPs and the acceptability of the role from the perspective of the workforce and the role to T/APPs, patients and services.

[Emerging roles for peer providers in mental health and substance disorders](#)
Author: Chapman et al
Source: American Journal of Preventative Medicine
Publication date: June 2018
The purpose of this study was to identify and assess states with best practices in peer provider workforce development and

employment. They found that peer providers are a rapidly growing workforce with considerable promise to help alleviate behavioural health workforce shortages by supporting consumers in attaining and maintaining long-term recovery.

[Peer workers in the behavioural and integrated health workforce: opportunities and future directions](#)
Author: Gagne et al
Source: American Journal of Preventative Medicine
Publication date: June 2018
This article describes the experiences that organisations and their workforce, including peer workers, encounter as they integrate peer support services into the array of behavioural health sciences.

Technology

[Virtual reality-based training for mental health staff: a novel approach to increase empathy, compassion, and subjective understanding of service user experience](#)
Author: Riches et al
Source: Advances in Simulation
Publication date: July 2022
Mental health service users report that staff empathy is key to developing positive therapeutic relationships but promoting empathy in staff training is challenging. Staff may struggle to maintain their compassion, particularly in challenging settings, and have limited clinical confidence when treating conditions of which they lack subjective understanding. Novel interventions are required to address these needs.

Recruitment, Retention and Supply

[Realist synthesis of factors affecting retention of staff in UK adult mental health services](#)
Author: Long et al
Source: BMJ Open
Publication date: 2023
This review aims to conduct a realist synthesis to explore evidence from published studies, together with stakeholder involvement to develop programme theories that hypothesise how and why retention occurs in the mental health workforce and identify additional evidence to explore and test these theories thereby highlighting any persistent gaps in understanding. Conclusions: Organisational culture was found to have a key underpinning effect on retention of mental health staff. This can be modified but staff need to be well supported and feel involved to derive satisfaction from their roles. Manageable workloads and being able to deliver good quality care were also key.

[Exploring the role of psychological need fulfilment on stress, job satisfaction and turnover intention in support staff working in inpatient mental health hospitals in the NHS: a self-determination theory perspective](#)
Author: C. Hood and R. Patton
Source: Journal of Mental Health
Publication date: 2022
The study investigated whether psychological need satisfaction predicted stress, turnover intention and job satisfaction in health care assistants (HCA) working in inpatient mental health hospitals in the United Kingdom including full time (FT) and temporary agency worker (TAW) staff. Recommendations are made to explore experiences of (and barriers to) autonomy and relatedness in inpatient HCA staff to target and improve autonomy and relatedness in this workforce. Implications of

doing so are considered at a staffing, organisational and patient level.

[Understanding the factors that affect retention within the mental health nursing workforce: a systematic review and thematic synthesis](#)
Author: Adams et al
Source: International Journal of Mental Health Nursing
Publication date: 2021
This review set out to identify the individual factors that affect the retention of MHNs.

[Who wants to be an Approved Mental Health Professional?](#)
Author: Stevens et al
Source: King's College London
Publication date: September 2018
This research identifies changes that could help break down some of the barriers to the eligible health professionals taking on the AMHP role.

[Strengthening mental health nurses' resilience through a workplace resilience programme: a qualitative inquiry](#)
Abstract only*
Author: Foster et al
Source: Journal of Psychiatric and Mental Health
Publication date: June 2018
This qualitative study is the first study to report mental health nurses' perspectives and experiences on a workplace resilience programme.

[Expanding the mental health workforce in China: narrowing the mental health service gap](#)
Author: Hu et al

Source: Psychiatric Services
Publication date: October 2017
This column focuses on China's ongoing efforts to develop its mental health workforce to ensure a sustainable supply of psychiatrists and allied mental health professionals.

Recruit and retain: planning to expand the mental healthcare workforce
Abstract only*
Author: A. Glasper
Source: British Journal of Nursing
Publication date: October 2017
Emeritus Professor Alan Glasper, University of Southampton, discusses an initiative by the then health secretary Jeremy Hunt to expand the mental health workforce of the NHS in England.

Building the mental health workforce capacity needed to treat adults with serious mental illnesses
Author: M. Olfson
Source: Health Affairs
Publication date: June 2016
This US paper considers four policy recommendations to reinvigorate the mental health workforce to meet rising mental health care demand by adults with serious mental illnesses.

Psychiatric mental health nursing workforce agenda: optimising capabilities and capacity to address workforce demands
Abstract only*
Author: K. Delaney
Source: Journal of the American Psychiatric Nurses Association
Publication date: 2016
This article develops a psychiatric mental health (PMH) nursing workforce agenda in light of demand generated by new models of care and the capacity/ capabilities of the PMH RN and advanced practice nurse (APN) workforce.

Upskilling and Workforce Development

A Community Psychiatry Nurse Practitioner Fellowship: Preparing Nurse Practitioners for Mental Health Workforce Expansion
Author: K. Fissora and J. Ranz
Source: Psychiatric Services
Publication date: January 2021
The increasing need for psychiatry services in medically underserved communities has proven to be challenging for health care systems. Caring for this population is complex and can be overwhelming for the inexperienced provider. Proper utilization of psychiatric and mental health nurse practitioners in this setting can expedite meeting the mental health needs of the community. A postgraduate fellowship program that provides supervision and additional training specific to community psychiatry facilitates the transition from novice provider to experienced clinician while aiming to improve retention rates. In this Open Forum, the authors outline the structure of a federally qualified health center's Community Psychiatry Nurse Practitioner Fellowship.

Creating a prepared mental health workforce: comparative illustrations of implementation strategies
Author: Chorpita et al
Source: Evidence-based Mental Health
Publication date: December 2020
BACKGROUND Psychotherapy implementation must contend with the task of preparing a mental health workforce to provide the highest quality services to as much of a service population as possible, in high-income as well as low-to-middle income

countries. OBJECTIVE We outline general challenges and solutions and investigate how well various implementation strategies would fit a clinical population. METHODS Using a data set from a prior cluster randomised trial with a clinically diverse population and 33 intervention practices, we presented multiple illustrations comparing the ability of different implementation strategies to serve youth and families with procedures in which service providers were trained. FINDINGS A series of survival functions demonstrated that many common implementation strategies are unlikely to create a prepared workforce, given the large and diverse number of practices needed to be mastered by providers. CLINICAL IMPLICATIONS 'Benchmark' solutions that afforded superior coverage of the service population could be supported through paced learning approaches (ie, training interventions a little at a time) using extensible, modular intervention designs.

Upskilling Mental Health Nurses to Address the Burden of Poor Metabolic Health: A Mixed Method Evaluation

Abstract only*
Author: Watkins et al
Source: Issues in Mental Health Nursing
Publication date: October 2020

People living with a severe mental illness experience a life expectancy gap compared to the rest of the population that is largely driven by preventable cardiovascular diseases stemming from lifestyle factors, and the side effects of psychotropic medications. Mental health nurses are well positioned to help address the gap using lifestyle interventions. However, many nurses don't prioritise delivering such care, or lack the skills and confidence to implement these strategies. This study used a mixed method approach to determine the effectiveness of 2-day metabolic workshops that aimed to provide nurses with the skills

to provide lifestyle interventions. This study demonstrates that education on metabolic health care can be effective in improving the attitudes, confidence, and knowledge of mental health nursing in providing metabolic health care and a decrease in the perceived barriers to delivering that care.

Will We Be Ready? Preparing Psychiatric-Mental Health Nurses for Future Practice

Author: M. J. Kaas
Source: Journal of the American Psychiatric Nurses Association
Publication date: 2019

OBJECTIVE: To review the challenges and issues facing educators as they prepare the psychiatric-mental health (PMH) nursing workforce to meet the needs of future practice. CONCLUSIONS: PMH nursing education must evolve and transform to attract, appropriately educate and prepare students for practice, and meet the growing need for qualified practitioners as well as faculty members and preceptors.

Early psychosis workforce development: core competencies for mental health professionals working in the early psychosis field
Abstract only*
Author: Osman et al
Source: Early Intervention in Psychiatry
Publication date: August 2017
The aim of this study was to identify the core competencies required of mental health professionals working in the early psychosis field, which could function as an evidence-based tool to support the early psychosis workforce and in turn assist early psychosis service implementation.

Preparing the workforce for integrated healthcare: a systematic review

Abstract only*
Author: D. Black
Source: Social Work in HealthCare
Publication date: 2017
This literature review was conducted to identify the knowledge and skills required for behavioural health consultants in integrated settings.

Workforce development and mental health transformation: a state perspective
Athens log in required*
Author: Hoge et al
Source: Community Mental Health Journal
Publication date: April 2016
This article reviews the progress of one state in systematically strengthening its workforce as part of a federally supported effort to transform mental health services.

Burnout

A scoping review of the literature pertaining to burnout and leadership in mental health clinicians
Abstract only*
Author: J. Gravestock
Source: Leadership in Health Services
Publication date: 2023
Purpose: This paper aims to explore what is known in the literature about leadership and burnout within mental health clinicians (MHC). The literature repeatedly demonstrated an association between leadership and burnout; transformational-leadership style, good quality supervision, supportive relationships, positive communication and fostering autonomy are areas of interest.

Compassion fatigue in mental health nurses: A systematic review
Abstract only*
Author: Marshman et al
Source: Journal of Psychiatric & Mental Health Nursing
Publication date: 2022
This review is the first to evaluate the quantitative literature on compassion fatigue in mental health nurses. Research on compassion fatigue in mental health nurses does not accurately account for the unique care relationship between nurse and consumer. Competency-based education, strong mental health nurse leadership, positive organizational cultures, clinical supervision and reflection alongside individual self-care strategies may mitigate compassion fatigue.

Job Burnout Among Mental Health Staff at a Veterans Affairs Psychosocial Rehabilitation Center
Abstract only*
Author: Tsai et al
Source: Community Mental Health Journal
Publication date: February 2020
Mental health providers who serve clients with severe mental illness may be particularly prone to job burnout given the nature of the work. This study examined levels of job burnout among mental health providers who serve clients with severe mental illness. Forty-two mental health staff at a Veterans Affairs psychosocial rehabilitation center completed an online survey that assessed burnout and work-life balance. Maslach Burnout Inventory (MBI) scores were compared to published scores of workers in other professions. Participants reported moderate MBI Emotional Exhaustion, Depersonalization, and Personal Accomplishment scores and overall had lower burnout scores than other healthcare providers and service workers. Being younger and white were associated with higher MBI Emotional

Exhaustion scores. These findings suggest job burnout among mental health staff is a concern that should be closely monitored even among staff who express a sense of personal accomplishment from the work.

[Workforce crisis has left mental health staff at "breaking point" as demand rises](#)
Athens log in required*
Source: BMJ
Publication date: January 2020
Staff working in mental healthcare are at "breaking point" as they try to handle rising demand with a continuous staffing gap, a survey by the BMA has found.1 Of more than 1000 mental health professionals surveyed, 63% said that they worked in a setting that had rota gaps across the team, and 69% of these said that such gaps occurred either most or all the time.

[Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service](#)
Source: BMC Health Services Research
Publication date: January 2019
BACKGROUND Burnout and employee turnover in mental health services are costly and can have a negative impact on service user outcomes. Using the Job Demands-Resources model as a foundation, the aim of this study was to explore the relationships between burnout, turnover intention and job satisfaction in relation to specific job demands and job resources present in the workplace in the context of one Australian mental health service with approximately 1100 clinical staff. METHODS The study took a cross-sectional survey approach. The survey included demographic questions, measures of burnout, turnover intention, job satisfaction, job demands and job resources. RESULTS A total of 277 mental health personnel participated. Job

satisfaction, turnover intention and burnout were all strongly inter-correlated. The job resources of rewards and recognition, job control, feedback and participation were associated with burnout, turnover intention and job satisfaction. Additionally, the job demands of emotional demands, shiftwork and work-home interference were associated with the exhaustion component of burnout. CONCLUSION This study is the largest of its kind to be completed with Australian mental health personnel. Results can be used as a foundation for the development of strategies designed to reduce burnout and turnover intention and enhance job satisfaction.

Education and Training

[Developing a clinical academic career pathway in a Community and Mental Health NHS Trust](#)
Abstract only*
Author: Bernhardt et al
Source: Journal of Research in Nursing
Publication date: 2023
Aim: To describe the initial development of a CA career pathway for nurses, AHPs and other healthcare professionals in a Community and Mental Health NHS Trust. Conclusion: The ongoing development of innovative CA opportunities in the Trust, alongside greater support for staff interested in pursuing CA careers, has resulted in a growing number of individuals successful in developing as CAs. This has led to a growth in research culture in the organisation and a greater understanding of what CA staff can bring to patient care, the clinical service and the wider organisation.

[Impact of Cofacilitated, Collaborative, Recovery-Oriented Practice Training on Clinical Mental Health Workforce Competencies](#)

Abstract only*
Author: Williamson et al
Source: Psychiatric Services
Publication date: 2023
Objective: The authors aimed to evaluate the impact of a staff development training program informed by the collaborative recovery model (CRM) on staff outcomes in the largest implementation of CRM undertaken by a public clinical mental health service. Conclusions: The cofacilitated CRM staff development program achieved significant changes in staff knowledge, attitudes, skills, and confidence and changes in language related to recovery. These results suggest that implementing collaborative, recovery-oriented practice in a large public mental health program is feasible and can result in broad and sustainable change.

Psychiatric ward staff experience of working with patients who hear voices and their views on voice simulation training: a qualitative study
Abstract only*
Author: Curran et al
Source: Journal of Psychiatric Intensive Care
Publication date: 2022
The present study aimed to qualitatively investigate ward staff experience of working with voice hearers and their perspectives on simulation training. Conclusion: Lack of subjective understanding and clinical confidence was linked to training limitations, but skills-based simulation training was endorsed as a valuable method to improve staff understanding, confidence, and quality of care.

Building a trauma-informed national mental health workforce: Learning outcomes from use of the core curriculum on childhood trauma in multidisciplinary practice settings

Abstract only*
Author: Dublin et al
Source: Psychological Trauma: Theory, Research, Practice & Policy
Publication date: 2022
Objective: The impact of trauma on mental and physical health has long been recognized as a significant public health issue, yet there has been little unanimity about how to best develop a trauma-capable national workforce. The Core Curriculum on Childhood Trauma (CCCT) is being used to train a wide variety of mental health professionals and child-serving staff; however, prior data on its effectiveness have been limited to small pilot studies with master's in social work students. Conclusions: The consistency of positive outcomes across a wide variety of training formats and audiences demonstrates that the CCCT can be implemented successfully in diverse practice settings and thus can be a useful tool for building a trauma-capable, multidisciplinary national mental health workforce.

Mental health nursing education in undergraduate and postgraduate programs: Time for change
Athens log in required*
Author: Happell et al
Source: Australian Nursing & Midwifery Journal
Publication date: January 2020
The article recognizes the need for changes in the approach for mental health nursing education in undergraduate and postgraduate programs in Australia. Topics discussed include the common occurrence and impact of mental illness as documented by media exposure and anti-stigma campaigns, underrepresentation of mental health nursing, and the crisis in the mental health workforce which deters nursing students from a career in this field.

[Building a trauma-informed national mental health workforce: Learning outcomes from use of the core curriculum on childhood trauma in multidisciplinary practice settings](#)
Abstract only*
Author: Dublin et al
Source: Psychological Trauma: theory, research, practice and policy
Publication date: December 2019
OBJECTIVE The impact of trauma on mental and physical health has long been recognized as a significant public health issue, yet there has been little unanimity about how to best develop a trauma-capable national workforce. The Core Curriculum on Childhood Trauma (CCCT) is being used to train a wide variety of mental health professionals and child-serving staff; however, prior data on its effectiveness have been limited to small pilot studies with master's in social work students. CONCLUSIONS The consistency of positive outcomes across a wide variety of training formats and audiences demonstrates that the CCCT can be implemented successfully in diverse practice settings and thus can be a useful tool for building a trauma-capable, multidisciplinary national mental health workforce.

[Development of a training programme for primary care mental health staff to support management of depression and anxiety in long-term conditions](#)
Author: Hamilton-Westa et al
Source: Primary Healthcare Research & Development
Publication date: January 2019
Aim: We aimed to develop, deliver and evaluate a brief training programme for primary care mental health staff in NW London focussing on long-term physical health conditions (LTCs). The objective was to improve participants' knowledge, understanding and confidence (self-efficacy) in providing effective support to people with LTCs. The second objective was to develop an online version to be made available more widely. Findings: Mental health staff (n=60) reported limited knowledge, understanding and confidence before the workshop, underlining the need for training. Knowledge of LTCs improved significantly following training (P<0.0001), along with awareness of the impact of poor psychological wellbeing on physical health (P<0.05) and the role of psychological therapies in supporting people with LTCs (P<0.0001). Self-efficacy also improved (P<0.001). Online training was accessed by 894 participants in the first six months and 187 provided feedback via the evaluation questionnaire. Responses indicated that participants found the training useful (88%), interesting (91%) and easy to understand (97%).

Staff views, perceptions, and experiences

[Exploring mental health nurses' experiences of assault by patients in inpatient settings](#)
Abstract only*
Author: Ayres et al
Source: Mental Health Practice
Publication date: 2023
Why you should read this article: • To recognise the extent and harmful effects of patient violence against mental health nurses • To explore the factors that may contribute to patient violence against nurses in mental health inpatient settings • To enhance your understanding of why nurses may be reluctant to share or report assaults by patients.

[The introduction and development of a mental health integrated support unit within an English prison: clinical, care staff and operational officer perspectives](#)

Author: McClelland et al
Source: Journal of Forensic Practice
Publication date: 2023
This study aims to report on a commissioned evaluation around the introduction and development of an HMP Mental Health Unit, named the integrated support unit (ISU), in the North of England. This study's section of the wider evaluation focuses on the early team building, working practice and development of mental health registered nurses, other care staff and OOs within the ISU.

Social shaming and bullying of mental health staff by patients: A survey in a mental health centre
Abstract only*
Author: Zaitsev Assuline et al
Source: Journal of Psychiatric & Mental Health Nursing
Publication date: 2023
Aim: To examine the associations between exposure to social shaming and bullying by patients, the risk appraisal of negative impact of this behaviour, burnout, professional functioning and intention to leave among mental health workers. Conclusions: The phenomenon of shaming and bullying of mental health workers by patients is common and is associated with lower functioning and higher burnout, which have a negative impact on the patient-caregiver interaction

"The team needs to feel cared for": staff perceptions of compassionate care, aids and barriers in adolescent mental health wards
Author: L. Maddox and M. Barreto
Source: BMC Nursing
Publication date: 2022
Compassion is vital in healthcare. Current understandings of the nature of compassionate care, its aids and barriers, are more

theoretically developed than grounded in staff experience. This study explores staff perceptions of compassionate care in child and adolescent mental health wards.

Factors affecting high secure forensic mental health nursing workforce sustainability: Perspectives from frontline nurses and stakeholders
Author: Oates et al
Source: Journal of Psychiatric and Mental Health Nursing
Publication date: 2021
Aim: To identify factors affecting recruitment and retention in high secure hospitals, from the perspectives of stakeholders with experience in forensic mental health nursing.

Supporting the Sharing of Mental Health Challenges in the Workplace: Findings from Comparative Case Study Research at Two Mental Health Services
Author: King et al
Source: International Journal of Environmental Research and Public Health
Publication date: Dec 2021
Personal experience with mental health (MH) challenges has been characterized as a concealable stigma. This study employed a comparative case study design to explore the sharing of MH challenges in two Australian MH services. We conducted qualitative analyses of interviews with staff in direct service delivery and supervisory roles, to determine factors supporting safety to share. Workplace factors supporting safety to share MH challenges included: planned and unplanned "check-ins;" mutual sharing and support from colleagues and supervisors; opportunities for individual and team reflection; responses to and management of personal leave and requests for accommodation; and messaging and action from senior organizational leaders supporting the value of workforce

diversity. Research involving staff with experience of MH challenges provides valuable insights into how we can better support MH staff across the workforce.

[Mental health practitioner experiences of engaging with service users in community mental health settings: A systematic review and thematic synthesis of qualitative evidence](#)
Author: Henderson et al
Source: Journal of Psychiatric and Mental Health Nursing
Publication date: December 2020
WHAT IS KNOWN ON THE SUBJECT?: Engagement is regarded as important and beneficial for service users and mental health services A universal definition of engagement is not yet fully agreed upon. WHAT THIS PAPER ADDS TO EXISTING KNOWLEDGE?: Based upon their experience, mental health staff use varied engagement approaches to fit with the changeable and unique needs of people who use services (service users). Mental health staff demonstrate qualities such as persistence and adaptability to successfully engage with service users. WHAT ARE THE IMPLICATIONS FOR PRACTICE?: Irrespective of professional background, the role of community mental health staff is not restricted to any single approach. Practical help and social support are as seen as important as clinical treatment to establish successful engagement. Little is known about the engagement experiences of mental health staff working in early intervention settings as most studies in this review focused on the perspectives of staff based in assertive outreach or community mental health teams. There is a need to further understand staff experiences of engagement with service users in early intervention settings. Role descriptions and expectations of community mental health workers should account for the wide-ranging flexible approach required in order to deliver appropriate interventions.

[Great expectations: views and perceptions of professionalism amongst mental health services staff, patients and carers](#)
Author: Aylott et al
Source: Journal of Mental Health
Publication date: September 2020

AIMS This study sought to determine how the lived experience of patients, carers and healthcare professionals in mental health services align with medically defined, generic, professionalism standards. CONCLUSIONS Compared to a conventional medical definition of professionalism, additional themes and differing emphases were observed for mental health and learning disability services. These findings should be used to inform the teaching and evaluation of professionalism, especially for staff pursuing mental health service careers.

Workforce demographics

[Psychiatric-mental health nursing workforce in 2018: Implications for the future](#)
Abstract only*
Author: E. Merwin
Source: Archives of Psychiatric Nursing
Publication date: October 2020
The workforce was examined using the 2018 National Sample Survey of Registered Nurses to determine supply characteristics and perspectives of psychiatric-mental health nurses. The study looked at the success in achieving some of the workforce related recommendations of the Future of Nursing. A strong foundation exists for increasing the contributions of psychiatric-mental health nursing to overcoming shortages of mental health professionals and to improving access to mental health care. More work needs to be done to remove regulatory barriers to promote practicing to the extent of knowledge, education and

training. Overall, the psychiatric-mental health nursing workforce is primed for the future. • The supply of graduate educated psychiatric mental health nurses has increased. • The role of PMHNP is fully embraced. The challenge for the future is to increase the preparation and retention of PMHNPs. • Clinical Specialists are aging and Clinical Specialists are less likely to expect to retire more than 5 years from now. • Expanding the influence of psychiatric nurses will be enhanced by providing 'life-long learning' opportunities to both psychiatric nurses and other nurses. • Reduction of regulatory barriers that limit nurses practicing the extent of their knowledge is needed.

The Current Psychiatric Mental Health Registered Nurse Workforce
Author: B. Phoenix
Source: Journal of the American Psychiatric Nurses Association
Publication date: 2019

OBJECTIVE To define and describe the current psychiatric mental health registered nursing (PMHN) workforce providing care for persons with mental health and substance use conditions, evaluate sources of data relevant to this workforce, identify additional data needs, and discuss areas for action and further investigation. CONCLUSIONS Although PMHNs are one of the largest groups in the behavioral health workforce, they are largely invisible in the psychiatric literature. Psychiatric nursing must correct misperceptions about the significance of the PMHN workforce and increase awareness of its importance among government agencies, large health care organizations, and within the broader nursing profession.

The Psychiatric Mental Health Advanced Practice Registered Nurse Workforce: Charting the Future

Author: K. Delaney and D. Vanderhoef
Source: Journal of the American Psychiatric Nurses Association
Publication date: 2019
AIMS To characterize the future Psychiatric Mental Health (PMH) Advanced Practice Registered Nurse (APRN) workforce in light of the high demand for psychiatric providers in all aspects of mental health service delivery. Over the past 20 years, there has been significant growth of the PMH APRN workforce, a provider group capable of addressing mental health provider shortages. However, continued growth may be limited by anticipated retirements and traditional volume of graduations from PMH nurse practitioner (NP) programs. Optimum utilization of PMH APRNs in service delivery systems and State workforce planning may also be impeded by their frequent mischaracterized in federal reports and mental health workforce studies. CONCLUSION Recommendations are forwarded as to how best shape the educational pipeline to meet the current and emerging needs of American citizens for quality mental health care.

Workforce

Analysis of changes in the national mental health nursing workforce in England, 2011-2021
Author: N. Brimblecombe
Source: Journal of Psychiatric and Mental Health Nursing
Publication date: 2023
Aim The aim of the study was to characterize changes in the MHN workforce, implementation of new nursing roles/skills and alignment with national policy. Method Analysis of nationally published workforce data, peer-reviewed publications and governmental policy/planning documents. Results Nurse numbers declined from 2011 to 2017, subsequently returning to near 2011 levels, but remaining below national targets. Nurses in

community settings increased to constitute more than half of all nurses, whilst inpatient numbers declined, although more slowly than bed numbers. The ratio between nurses and support workers changed due to more support workers in inpatient settings. New advanced skills and roles for nurses have increased, but are unevenly distributed, constituting a small proportion of the total workforce. Implications for Practice This paper provides a case study against which comparisons may be made with the nursing workforce in other countries and specialities. Even clear policy commitment to nursing growth may not deliver planned changes in numbers and introducing new roles may have uneven impact, especially in the absence of a robust evidence base.

Are advanced clinical practice roles in England's National Health Service a remedy for workforce problems? A qualitative study of senior staff perspectives
Author: Drennan et al
Source: Journal of Health Services Research & Policy
Publication date: 2022
Objective: A major issue facing all health systems is improving population health while at the same time responding to both growing patient numbers and needs and developing and retaining the health care workforce. One policy response to workforce shortages has been the development of advanced clinical practice roles. In the context of an English national policy promoting such roles in the health service, we explored senior managers' and senior clinicians' perceptions of factors at the organization level that support or inhibit the introduction of advanced clinical practice roles. The investigation was framed by theories of the diffusion of innovation and the system of professions.

Utilizing the mental health nursing workforce: A scoping review of mental health nursing clinical roles and identities
Author: Hurley et al
Source: International Journal of Mental Health Nursing
Publication date: 2022
This paper aimed to collate and synthesize published research on the clinical roles of mental health nurses in order to systematically clarify their professional identity and potential. We searched for eligible studies, published between 2001 and 2021, in five electronic databases.

Securing a sustainable and fit-for-purpose UK health and care workforce
Author: Anderson et al
Source: Lancet
Publication date: 2021
Approximately 13% of the total UK workforce is employed in the health and care sector. Despite substantial workforce planning efforts, the effectiveness of this planning has been criticised. Education, training, and workforce plans have typically considered each health-care profession in isolation and have not adequately responded to changing health and care needs. The results are persistent vacancies, poor morale, and low retention. Areas of particular concern highlighted in this Health Policy paper include primary care, mental health, nursing, clinical and non-clinical support, and social care. Responses to workforce shortfalls have included a high reliance on foreign and temporary staff, small-scale changes in skill mix, and enhanced recruitment drives. Impending challenges for the UK health and care workforce include growing multimorbidity, an increasing shortfall in the supply of unpaid carers, and the relative decline of the attractiveness of the National Health Service (NHS) as an employer internationally. We argue that to secure a sustainable and fit-for-purpose health and care workforce, integrated

workforce approaches need to be developed alongside reforms to education and training that reflect changes in roles and skill mix, as well as the trend towards multidisciplinary working. Enhancing career development opportunities, promoting staff wellbeing, and tackling discrimination in the NHS are all needed to improve recruitment, retention, and morale of staff. An urgent priority is to offer sufficient aftercare and support to staff who have been exposed to high-risk situations and traumatic experiences during the COVID-19 pandemic. In response to growing calls to recognise and reward health and care staff, growth in pay must at least keep pace with projected rises in average earnings, which in turn will require linking future NHS funding allocations to rises in pay. Through illustrative projections, we show that, to sustain annual growth in the workforce at approximately 2·4%, increases in NHS expenditure of 4% annually in real terms will be required. Above all, a radical long-term strategic vision is needed to ensure that the future NHS workforce is fit for purpose.

[Strategies to boost the mental health and learning disability nursing workforce](#)
Abstract only*
Author: A. Glasper
Source: British Journal of Nursing
Publication date: 2021
Emeritus Professor Alan Glasper , from the University of Southampton, discusses two recent policy reports which indicate a potential crisis in mental health and learning disability nursing.

Multidisciplinary teams

[Mapping the Matrix: Understanding the Structure and Position of Social Work in Mental Health Services in England and Wales](#)
Abstract only*

Author: Tucker et al
Source: British Journal of Social Work
Publication date: 2022
Social work is one of the core professions within mental health services in the UK, though its position as local authority 'outsider' excludes it from health-based workforce planning, leaving the exact national composition of mental health social work shrouded in mystery. In the context of increasing demand and limited resources, this lack of clarity precludes effective use of the mental health workforce. This study aimed to map the provision of mental health social work across England and Wales. A cross-sectional design was used, with brief surveys issued to all local authorities and National Health Service trusts responsible for providing social work or mental health services. These surveys collected the number of mental health social workers in each agency and their employment contexts for subsequent descriptive statistical analysis. Responses were received from 96.6 percent of agencies, employing 6,584 social workers. Findings indicated that mental health social work varies widely across both nations, with little clear rationale for, or consistency in, how social work is structured within mental health services. While these findings establish the first robust framework for understanding the size and scope of mental health social work provision, further research is required to establish temporal and contextual understandings to inform future service planning.

[Mental health social work in multidisciplinary community teams: An analysis of a national service user survey](#)
Abstract only*
Author: Boland et al
Source: Journal of Social Work
Publication date: January 2021

Summary: The article addresses the continued lack of clarity about the role of the mental health social worker within community mental health teams for working age adults and particularly the limited evidence regarding this from the perspective of service users. It compares findings from the literature, found to originate from a predominantly professional viewpoint, with secondary analysis of a national survey of service users to assess their views. Findings: Three particular aspects of mental health social workers' role identified in the literature were, to some extent, also located within the national survey and can be summarised as: approaches to practice, nature of involvement, and scope of support. The presence of these features was largely not substantiated by the survey results, with few differences evident between service users' experiences of mental health social workers compared with other mental health staff. When nurses and social workers were compared, results were either the same for both professions or favoured nurses. The findings point both to the difficulty of articulating the social work contribution and to the limitations of the secondary data. Application: The findings are a useful benchmark, highlighting the limited evidence base and the need for further research to improve both the understanding of the mental health social work role and how it is experienced by service users. The profession is keen to emphasise its specific contribution. Research evidence is required to underscore this and to ensure that the role is not subsumed within generic practice.

Competency Frameworks

UCL Competency Frameworks
Source: UCL

This page gives you access to the suite of UCL competence frameworks. Some set out competences for the delivery of specific therapy modalities, others describe the competences associated with specific clinical populations and clinical contexts.

Adult Safeguarding: Roles and Competencies for Health Care Staff
Source: Royal College of Nursing
Date of publication: Updated June 2022
This document has been designed to guide professionals and the teams they work with to identify the competencies they need in order to support individuals to receive personalised and culturally sensitive safeguarding.

Advanced Practice Mental Health Curriculum and Capabilities Framework
Source: Health Education England
Date of Publication: 2020
The value of advanced clinical practice in the delivery of mental healthcare has long been recognised as occupying a unique space in holistic patient care. This Advanced Practice Mental Health Curriculum and Capabilities Framework is aimed at clearly setting out both the capabilities required to achieve advanced practitioner level practice, and the route to enable it. As part of a wider drive to respond to the need to invest in the development of new roles and advanced skills – both in the wider NHS and in mental health – that is recognised in recent and current Government policy, this Framework will be contributory to both service transformation and excellence in care outcomes.

Physical health competency framework for mental health and learning disability settings

Source: Health Education England
Date of publication: December 2020
This refreshed framework incorporates elements of the knowledge and skills needed for registered clinical staff working in mental healthcare and/or learning disability settings to be able to meet the physical health needs of service users with serious mental illness and/or service users with a learning disability.
This framework:

• Does not supersede previous policies or protocols; it enhances existing procedures and processes.
• It can be used to aid learning and development, or in a team discussion to improve awareness and training.
• It has been designed to be accessed and used by all in a MH and LD capacity to highlight the core skills and knowledge that should be shared across a multidisciplinary team in this type of setting.

Older Peoples' Mental Health Competency Framework
Source: Health Education England
Date of Publication: 2020
This refreshed framework has been developed by HEE and guided by several experts connected with Older People's health. The purpose of the framework is to support the delivery of excellent services across disciplines which are directly or indirectly involved in supporting and promoting older people's mental health.
This framework:

• Does not supersede previous policies or protocols; it enhances existing procedures and processes.
• It can be used to aid learning and development, or in a team discussion to improve awareness and training.

• It has been designed to be accessed and used by all in a mental health capacity.

Prescribing Competency Implementation Guidance for Mental Health
Source: Health Education England and Royal Pharmaceutical Society
Date of Publication: 2020
By engaging experts in the field, including those with lived experience, Health Education England (HEE) have developed a practical, accessible guidance document that supports prescribers to follow the Royal Pharmaceutical Society's (RPS) Prescribing Competency Framework and apply this in a mental health context.

The Competence Framework for Mental Health Peer Support Workers
Source: Health Education England
Date of Publication: October 2020
The NCCMH developed the Competence Framework for Mental Health Peer Support Workers (MH PSWs) with UCLPartners and a specially convened expert reference group including peer support workers. It was commissioned by Health Education England as part of their 'New Roles' programme, ahead of a large expansion of PSW roles in statutory services around England.

- Part 1: Supporting document – containing important background information and discussion that is intended to be read before the competence framework (PDF)
- Part 2: Full listing of the competences (PDF)

- Part 3: Curriculum – based on the competence framework, this can be used for the development of training programmes (PDF)

Perinatal Mental Health Competency Framework Register for a e-LfH account to view
Source: Health Education England eLearning for Healthcare
This framework from Health Education England outlines the skills, knowledge and abilities required for any healthcare professional to work with all people in the perinatal period. You can use it to record your own competencies and those you're working towards, or even research other roles in the perinatal field and your ongoing career development.
At Health Education England, we'll be collecting the data you enter and using it to support the delivery of excellent healthcare and health improvement to the patients and public, by ensuring that the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place.

Mental Health Core Skills Education and Training Framework
Source: 2016
Date of publication: Skills for Health, Skills for Care and Health Education England
The Mental Health Core Skills Education and Training Framework was commissioned and funded by the Department of Health and developed in collaboration by Skills for Health, Health Education England (HEE) and Skills for Care. The framework supports workforce development specific to implementation of the national mental health strategy, No Health Without Mental Health1. It is also in accordance with the HEE Mandate (2015-16)2 which affirms the commitment to achieving parity of esteem between mental and physical health and the principles to "aspire

to excellence in training" and "providing greater transparency, fairness and efficiency to the investment made in education and training" (HEE 2015). The aim of the framework is to support the development and delivery of appropriate and consistent cross-sector mental health education and training.

Public mental health lead'ership and workforce development framework: confidence, competence, commitment
Source: Health Education England
Date of Publication: 2015
The purpose of this framework is to help develop public health leadership and workforce capability in mental health. It identifies six key ambitions, as well as some core principles for the workforce.

Mental Health Nursing: Field Specific Competencies n.d.,
Source: Nursing and Midwifery Council
The Field Specific Competencies guidance highlighted as recommended reading in preparation for the test.

Caring for Women with Mental Health Problems: Standards and Competency Framework for Specialist Maternal Mental Health Midwives
Source: Health Education England
Date of Publication: November 2015
This document sets out the recommendations that we intend will develop a standards and competency framework for specialist midwives, to deliver a capability that is aligned to world-class standards. System-wide problems will however demand system-wide solutions to address the dramatic impact on long-term outcomes for mothers, fathers, children, families and society.

[The CAMHS Competence Framework](#)
Source: NHS Education for Scotland and University College London (UCL)
Date of Publication: 2011
This map shows six domains of competence, and the activities associate with each domain. The map functions as an overview. Click through using the map to see competencies associated with specific activities.

*Help accessing articles or papers

Where a report/ journal article or resource is freely available the link has been provided. If an NHS OpenAthens account is required this has been indicated. It has also been highlighted if only the abstract is available. If you do not have an OpenAthens account you can [self-register here](#).

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