Lancashire Care NHS
NHS Foundation Trust

Smokefree Toolkit

May 2015
Version 2

Specialist Services
Secure Services
Mental Health
Community Services
Children and Families

SMOKEFREE

Supporting Health and Wellbeing
Corporate Services – Lean Development

Introduction

Lancashire Care NHS
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This toolkit explains how Lancashire Care NHS Foundation Trust (LCFT) implemented NICE guidance PH48 (https://www.nice.org.uk/guidance/ph48) and some ideas about actions we've thought about with hindsight! It has been written by the LCFT nicotine management policy implementation team:

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Content

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Description	Slide number and link
Lancashire Care NHS Foundation Trust	4
Background	6
How to use this toolkit	7
Components of implementation • Agreement • Communication and engagement • Policy and procedures • Training and support • Estates • Evaluation	8 9 10 15 16 17 18
Timeline	22
Example of staff survey questions	23

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Lancashire Care NHS Foundation Trust (LCFT)

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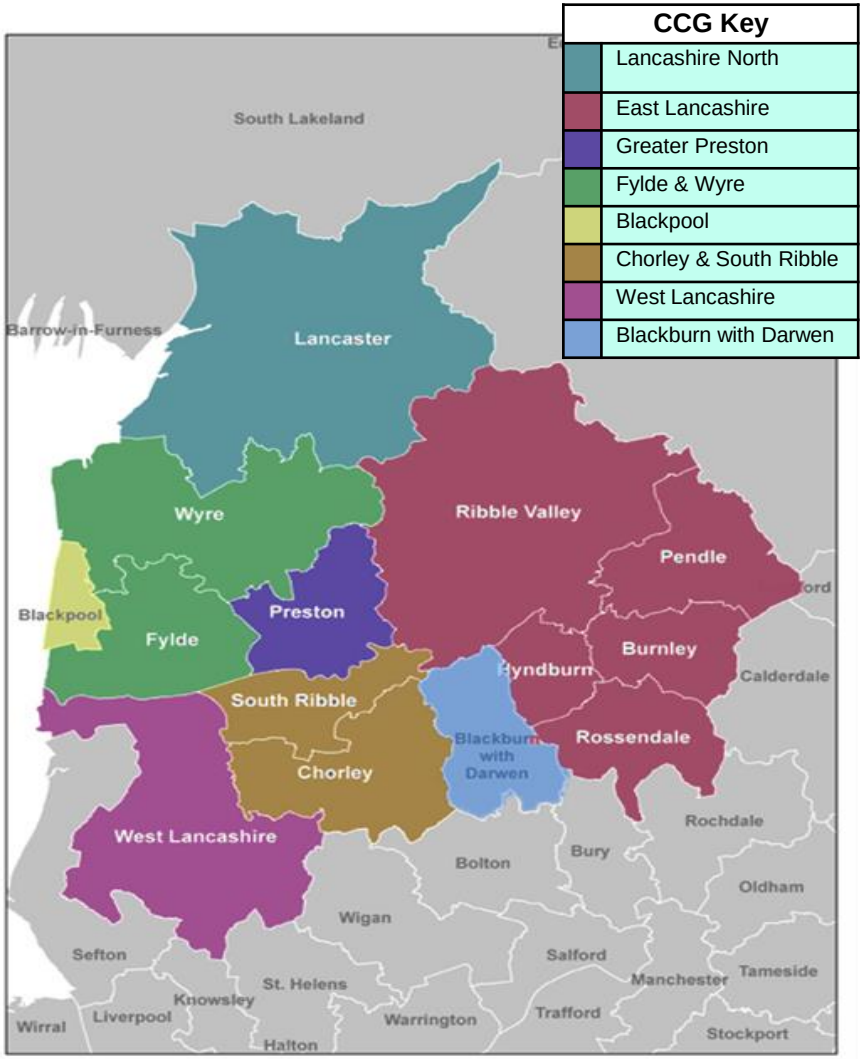
LCFT provides health and wellbeing services for a population of around 1.5 million people within the Lancashire and South Cumbria footprint, including specialist commissioned services for the wider population of the North West region.

Our range of services includes a portfolio of integrated physical and mental health services, with both inpatient and community provision, across children and adults.

We currently employ around 7,000 staff across more than 400 sites.

The map shows the footprint of LCFT and the CCG boundaries along with the local authority boundaries.



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Our services are delivered by four clinical networks

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Children and Families

- Psychological Services
- CAMHS
- School Nursing and Health Visiting
- Sexual Health Services
- Early Intervention Services
- Health Improvement Services
- Immunisation Team
- Parenting Team
- Paediatric Services
- Special Needs School Nursing Services
- Children's occupational Therapy
- Physiotherapy and Speech Language Therapy

Adult Community

- Learning Disability Services
- Dental Services
- Rehabilitation Services
- Community Nursing Services
- Ambulatory Services
- Older Adult Mental Health Services

Specialist Services

- Women's Secure Mental Health
- Male Secure Mental Health
- Male Acquired Brain Injury (ABI)
- Forensic Community Mental Health Team
- Forensic In-reach Team
- Harm Reduction Service
- Prisons (Health & Wellbeing)
- Criminal Justice Liaison Team

Adult Mental Health

- Inpatient Units
- Inpatient Mental Health Units
- Crisis Resolution and Home Treatment Teams
- Restart Social Inclusion service
- Community Rehabilitation Team
- Complex Care & Treatment teams
- Eating Disorder Service
- Veterans Mental Health
- Lancashire Traumatic Stress Service
- Mental Health Liaison Team
- Mindsmatter – Talking Therapies

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Background

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The NICE guidance PH48[1] and NICE quality standard 82[2] aims to support smoking cessation, temporary abstinence from smoking and smokefree policies in all secondary care settings.

It recommends:

- ✓ Strong leadership and management to ensure premises go (and remain) smokefree
- ✓ Identifying people who smoke, offering advice and support to stop
- ✓ Providing intensive behavioural support and pharmacotherapy as an integral component of secondary care
- ✓ Integrating stop smoking support in secondary care with support provided by community-based services
- ✓ Ensuring staff are trained to support people to stop smoking while using secondary care services.
- ✓ Supporting staff to stop smoking or to abstain while at work
- ✓ Ensuring there are no designated smoking areas or staff-facilitated smoking breaks for anyone using secondary care services

[1] NICE (2013) PH48 Smoking cessation in secondary care: acute, maternity and mental health service
[2] NICE (2015) Quality Standard 82 Smoking: reducing tobacco use - services*http://www.nice.org.uk/

How to use this toolkit

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This toolkit contains guidance on each component of developing a smokefree trust, including links to copies of leaflets, posters and other useful documents.

It is intended to provide useful information for your own implementation journey.

The toolkit also includes:

- Good practice identified within our implementation
- A example of the timeline to achieve implementation
- A sample staff survey to gain insight into, and track, staff views

You can use this toolkit;

- if you are about to embark on developing a smokefree trust, the toolkit will give you ideas for each stage: what to do, and how to do it,
- if you are midway through developing a smokefree trust, the toolkit may prompt additional ideas and things to think about.

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The components of implementation

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Agreement

Agreement from executive team to implement NICE guidance and become completely smokefree, establish budget and project lead. Establish implementation team and write plan

Communication & engagement

Establish detailed communication plan (internal and external stakeholders). Gather baseline views of staff to help with developing briefings.

Policy & procedures

Develop policies and procedures, seeking legal advice if required.

Training & support

Develop smokefree champion training and support, deliver training to staff across the trust.

Estates

Remove all smoking shelters and bins. Erect signs across trust buildings and sites.

Evaluation

Monitor the impact of implementation and refresh as and when required

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Agreement

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At least six months before launch we suggest having in place:

- Executive sponsor such as Medical Director or Director of Nursing
- Agreement and support from executive directors
- Agreed date for going smokefree
- Project leader identified
- Project management capacity
- Budget identified
- Trust-wide implementation team established
- Implementation plan produced

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Back to components

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Communication & engagement

Communication and engagement

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What we tried to do was:

- Agree a clear communication plan that identified all the key stakeholders (internal and external) and the types of communication methods we could use.
- Find out the information stakeholders needed to support us becoming smokefree. We aimed to think through what would engage, guide and motivate them.
- A balance is to be struck between corporately-led and network-led communication. We used a combination of inviting staff to network-based drop-in sessions and key messages delivered corporately.
- Drop-in sessions post-implementation were useful for staff to discuss practicalities with their colleagues, and generate solutions to problems. They also provided the opportunity to celebrate successes.

We identified our key stakeholders to be:

- GPs
- CCGs
- Frontline staff
- Service users and carers
- Visitors
- Contractors
- Local authorities
- Local community
- Trust public members
- Contractors

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Communication & engagement

Communication and engagement

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Suggestions for methods of communication channels with internal and external stakeholders

Internal

- Intranet (sharepoint)
- Storytelling (case studies)
- Animations and podcasts
- Weekly e-bulletin
- Monthly newsletter
- Team briefs
- Posters and leaflets
- Email briefings
- News flashes
- Staff awards event
- Workshops
- Drop-in sessions
- Screensavers
- Message in payslip
- Face to face staff meetings
- Staff survey (baseline to help inform briefings)

External

- Internet
- Social media
- Cascaded briefings
- Posters and leaflets
- Press releases
- Local radio
- Twitter and YouTube
- Photography and podcasts
- Annual report
- Public events
- Consultation exercises
- Letters to GPs

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Communication & engagement

Communication and engagement

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It is important to make sure all new staff, current staff, service users and carers know that the trust will be smokefree and what this means for them

- We added a strapline to all our job descriptions and appointment letters explaining the trust's intention to be smokefree.
- We used our staff intranet site to build a one stop shop for all smokefree information.
- Our site includes copies of leaflets, posters, frequently asked questions (FAQ), policy and procedures, and any other information that may be useful for staff or service users. (shown on next slide)

Here are some of our ideas for informing new staff, service users and carers

New staff

- Added information about working in a smokefree trust to NHS Jobs website
- We have a five minute video played at all corporate induction sessions

Service users, visitors and carers

- All trust stationary to carry the smokefree logo
- Strapline on all letters to service users about trust being smokefree
- Early communication by community staff to service users if they are to be admitted to an inpatient ward with information about the support they will be offered.

Contractors

- Information about smokefree to be included in all contracts with contractors

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Smokefree

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On the 5 January 2015, we implemented a new Nicotine Management Policy. This means that smoking, including the use of any tobacco product or the use of e-cigarettes, is not allowed anywhere on Trust premises or within vehicles being used for Trust business. The new policy follows guidance from the National Institute for Health and Care Excellence (NICE) which recommends a smokefree setting.

It is important that as a health and wellbeing organisation we are promoting a positive overall health message, this includes both physical and mental health. Support is available for current smokers and e-cigarettes users from the Quit Squad, the Trust's stop smoking services.

NICE Guidelines

- Quitting smoking in pregnancy & following childbirth
- Brief Interventions & Referral Smoking Cessation
- Identifying & Supporting people most at risk of dying prematurely
- Preventing uptake of smoking children & young people
- Schoolbased Interventions to Prevent Smoking
- Smoking Cessation Secondary Care
- Smoking Cessation Services
- Varenicline for Smoking Scesation
- Interventions to Promote Smoking Cessation

Meth busting animation for staff

Advice for staff approaching someone smoking on Trust premises

If anyone is smoking in a smoke free area, please follow these guidelines

- Ask them to extinguish their smoking materials
- If they resist, explain that the Trust is a smokefree area so we have a healthy environment and protect everyone from second hand smoke
- If resistance continues, do not enter a confrontation but inform a senior manager and complete an online incident reporting form

All service users will be offered support to stop smoking as part of their care

- TRAINING
- CASE STUDIES
- NICOTINE MANAGEMENT POLICY
- FAQs and Useful Documents
- SIGNPOSTING INFORMATION
- POSTERS & LEAFLETS
- NICOTINE REPLACEMENT THERAPY PROCEDURE
- Questions, Answers and Advice (coming soon)
- Public Health England Video & Toolkit

USEFUL WEB LINKS

- NHS Smokefree
- NHS England
- NICE Guidance

Links for information support and advice for staff

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Communication & engagement

Communication and engagement

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These lists show the ways we tried to explain why we were introducing the new nicotine management policy and how it would be implemented

Leaflets

- Service user smokefree leaflet
- Service user smokefree leaflet – easy read version
- Staff leaflet

Useful documents

- FAQ service user, carers and visitors
- FAQ based on NICE guidance in relation to violence and aggression for staff
- FAQ for general issues for staff
- E-cigarettes briefing
- Nicotine replacement expert tips
- Staying smokefree at work tips
- What's in a cigarette
- Case study template

Letters to external organisations

- Letter to GPs – two timeframes
- Letter to non-NHS organisations

Screensavers and bulletins

- Count down to smokefree
- Information about training
- Staff newsflash we are now smokefree

Animation

- Nicotine management policy myth busting https://www.youtube.com/watch?v=-5yYbVDW_dw

Press releases

- The trust is smokefree

Posters

- Smokefree poster for inpatient wards
- Smokefree poster for community teams
- Smokefree poster for other premises
- Smokefree posters designed by service users
- Nurses 6C's posters

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Back to components

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Policy & Procedures

Policy and procedures

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When developing the nicotine management policy and local operating procedures to enable your trust to become smokefree, it is important to identify the possible problems or issues that may arise.

We found it helpful to start with early policy development and sought legal advice on some issues. We also needed to allow time for the trust's policy approval process.

During the process of receiving feedback from staff and service users, the policy changed many times. We named it the nicotine management policy following advice from Cheshire and Wirral Partnership NHS Foundation Trust. This emphasises we are supporting people who have an addiction.

Things to consider……

- Scope of smokefree
  - when will it start?
  - who will be effected?
  - what does this mean for service users and staff?
- Clear definition of what smokefree means
- Responsibilities for staff at all levels
- Policy standards and links to procedures such as nicotine replacement therapy, local operating procedures
- Are there any exceptions to the nicotine management policy? how will these be managed?
- What training and support is available?
- How will the policy be monitored and future amendments made?

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Training and support

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The key aspects of this were:

- Tackling Tobacco Together (TTT) is for anyone and was delivered to patients and staff
- A number of qualified and unqualified staff trained as level 2 stop smoking champions. This allows champions to provide advice, support and nicotine replacement therapy to service users whilst in our care
  - Training includes 5 hours of shadowing for qualified staff and 15 hours for unqualified staff
- Brief intervention training is available for staff on our trust's learning and development website, which includes the NCSCT training from the Department of Health
- Supporting information written for staff e.g. NRT hints and Tips for staff available on our trusts smokefree website
- Support for staff to manage not smoking at work
  - Through occupational health, their own GP or the stop smoking service
  - They can also see a trained level 2 stop smoking champion.

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Estates

Estates

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- Remove smoking shelters
- Design signs
- Display signs across trust premises

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Evaluation

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We designed our evaluation to;

- gain an understanding of the perceptions of staff and service users,
- capture good practice for sharing across the trust, and
- identify problems so solutions, recommendations and changes required to processes, policies and procedure could be made

We tried to provide timely communication to staff, service users and other stakeholders about the outcomes, sharing and celebrating good practice.

Here are some of our ideas for evaluation

- Pre-launch staff survey to help gauge opinion of smokefree and support still required
- Staff drop-in session one month after launch to provide an opportunity for staff to raise any issues and share good practice
- Nicotine management review event (six months after implementation)
- Attend management meetings across the trust
- Service user feedback groups

We tracked as part of our monitoring process:

- Number of cigarette-related incidents reported
- Number of complaints

Note: it helps to have a baseline of monitoring information for 12 months before the nicotine management policy introduction.

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Evaluation

Evaluation

Sharing good practice

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Introducing smokefree on a medium and low secure unit prior to launch date

- Smoking breaks off wards were reduced for service users
- Nicotine management policy discussed weekly with staff and service users
- Posters displaying launch date across unit
- Staff displayed a countdown notice to launch
- Smoking cessation care plans were agreed for service users
- Smoking cessation team visited the ward to offer advice to both staff and service users
- Smoking cessation clinic established
- Smoking cessation champion trained
- Smoking cessation champion helped set up and organise weekly smoking cessation support group for service users
- Staff were encouraged and allowed off the ward to attend the staff smoking cessation clinic to support them with not smoking in working hours

The Trust will be Smokefree in:

14

Days

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Evaluation

Evaluation

Sharing good practice

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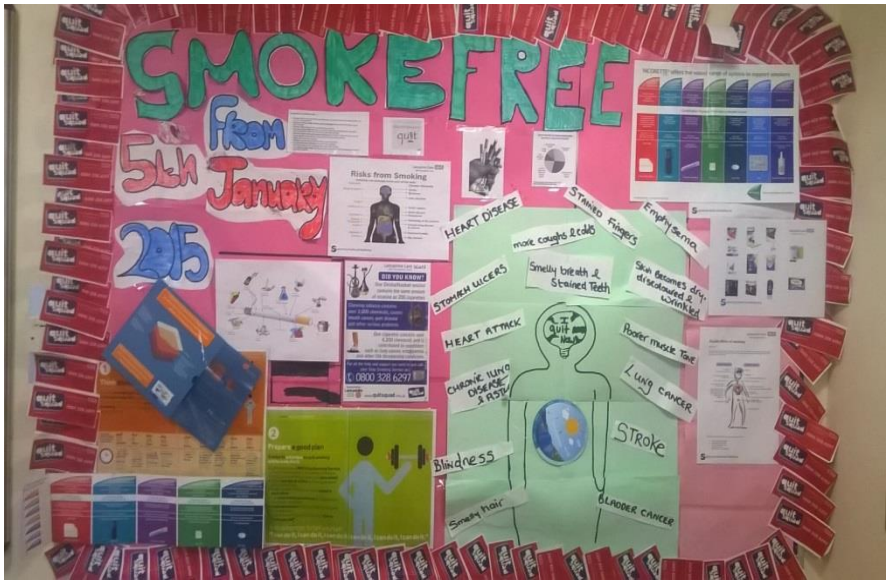
Developing smokefree information posters

- Staff worked with service users to develop and design a wall display about stopping smoking



Introduction of distraction activities on wards

- These were in addition to the ward's normal therapeutic programme. Many of these can be download from the internet free of charge
  - Ping pong matches
  - Crosswords and puzzles
  - Drawing / colouring

Leading by example

- A senior manager in one trust location, decided to give up smoking with the introduction of smokefree

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Evaluation

Evaluation

Concerns raised

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Staff concerns:

- Lack of understanding about nicotine management policy
  - Staff understanding that the trust is not enforcing a person to have a 'quit attempt', that the trust is helping a person manage their addiction by offering NRT whilst on trust premises
- Service user not being able to self-administer NRT
  - It is important that service users can access their NRT at anytime of the day or night and not have to wait to access NRT from a member of staff
- Inhalator mouth pieces
  - Advise wards to stock a number of starter packs, which can be used if patient losses their mouthpiece, as these cannot be ordered as a separate item
- Monitoring of medication
  - Staff awareness that smokers may need to take lower doses of some medication such as clozaril
  - Levels need to be monitored and changed if patients is only using NRT
- Service users not being informed pre-admission about the trust being smokefree
  - It is important to raise awareness of the nicotine management policy with all community teams and make sure prior to admission service user are informed of trust policy.
- Removing cigarettes and lighters from inpatients. Fire risk to be managed as it would have been before the policy was introduced.

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Timeline - based on the Scottish plan*

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	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Agreement	Executive sponsor Launch date Project lead Budget Implementation team and plan							Implementation team review membership for next 12 months Determine ongoing monitoring of implementation					
Communication and engagement		Strapline added to NHS Jobs Staff briefings prepared Design and develop posters	First Screensaver message Build smokefree staff website for support and advice Strapline on all letters to service users about trust being smokefree	Add to staff induction programme Service user briefings Letters to local authorities and GPs about smokefree initiative	Nicotine management leaflet for staff with payslips Service user leaflets prepared	Articles in staff newsletters weekly Countdown to smokefree		Smokefree logo added to all trust stationary Update websites	Publish good news stories Celebrate success				
Policy and procedures		Nicotine management policy and Nicotine replacement therapy procuducre first draft produced	Seek legal advice on policy and procedure collect comments and amendments from staff and service users	Policy and procedures approved			Launch Day			Amendments made to policy and procedure if required			Amendments made to policy and procedure if required
Estates		Agree signage message	Order signage			Start removing all smoking shelters Display signage internal and external on all buildings and sites							
Training and support		Develop training and support materials Send dates of training out to all staff	Training Sessions	Training sessions	Training sessions	Training sessions Develop hints and tips sheet for staff abut NRT usage		Training sessions	Smokefree drop in sessions	Training sessions		Training sessions	
Evaluation	Start collecting data on smoking-related incidents	Staff survey of baseline views		Service user focus groups					Drop-in sessions	Three month review of smoking related incidents and complaints	Service user feedback groups	Staff survey repeated	Nicotine management review event Six month review of smoking-related incidents and complaints

*Nicholson, N. 2011. **Smoke-free mental health services in Scotland** Implementation guidance. NHS Scotland. Accessed 20.6.14.
http://www.healthscotland.com/documents/5041.aspx

Example of Staff Survey Questions

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1. Which of the following best describes you?
   - ❑ I am a staff member who smokes
   - ❑ I am a staff member who doesn't smoke

2. Do you work in an inpatient setting?
   - ❑ Yes
   - ❑ No

3. Which of the following best describes your opinion regarding the Nicotine Management Policy in (trust name)?
   - ❑ I support the Nicotine Management Policy
   - ❑ I do not support the Nicotine Management Policy

If you smoke answer all questions

If you do NOT smoke please go to question 13

4. As an employee who smokes, how confident do you feel about following the Nicotine Management Policy? That means not smoking on trust sites or within the grounds, within paid working hours and whilst dressed as a recognisable employee of the trust e.g. wearing uniform or name badge
   - ❑ Not at all confident, I have significant concerns
   - ❑ Not confident, I have concerns
   - ❑ Somewhat confident, I have some concerns
   - ❑ Confident, I have minor concerns
   - ❑ Completely confident, I have no concerns

5. What would help you feel more confident? (free text)

6. Regarding your personal smoking habits, which of the following best describes your opinion?
   - ❑ I have received sufficient support from the trust to enable me to follow the Nicotine Management Policy
   - ❑ I have not received enough support from the trust to enable me to follow the Nicotine Management Policy

7. Regarding your personal smoking habits, what further support would you like from the trust in order to follow the Nicotine Management Policy? (free text)

8. Have you considered stopping smoking within the last three months?
   - ❑ Yes
   - ❑ No

9. How do you think the Nicotine Management Policy might affect your personal smoking habits?
   - ❑ The Nicotine Management Policy will have a positive impact on my smoking habits
   - ❑ The Nicotine Management Policy will have no impact on my smoking habits
   - ❑ The Nicotine Management Policy will have a negative impact on my smoking habits

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Example of Staff Survey Questions

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10. As an employee, how confident do you feel about supporting service users to follow the Nicotine Management Policy?
    - ❑ Not at all confident, I have significant concerns
    - ❑ Not confident, I have concerns
    - ❑ Somewhat confident, I have some concerns
    - ❑ Confident, I have minor concerns
    - ❑ Completely confident, I have no concerns

11. What would help you to feel more confident? (free text)

12. What of the following best describes your opinion?
    - ❑ I have received sufficient support from the trust to enable me to support service users to follow the Nicotine Management Policy
    - ❑ I have not received sufficient support from the trust to enable me to support service users to follow the Nicotine Management Policy

13. What further support would you like from the trust to help you support service users to follow the Nicotine Management Policy? (free text)

14. In your opinion what advantages might there be for staff who follow the Nicotine Management Policy? (free text)

15. In your opinion what disadvantages might there be for staff who follow the Nicotine Management Policy? (free text)

16. In your opinion how might these disadvantages be reduced? (free text)

17. In your opinion what disadvantages might there be for service users who follow the Nicotine Management Policy? (free text)

18. In your opinion how might these disadvantages be reduced? (free text)

19. Do you have any further comments or queries about the Nicotine Management Policy that you would like to add? Please explain your response. (free text).

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