

Update for the Tees Valley Joint Health Scrutiny Committee



18 March 2022

Brent Kilmurray
Chief Executive

What we'll cover today

- Our Journey To Change and key improvements.
- An overview of our recent Care Quality Commission (CQC) core service inspection (Jul-Aug 2021).
- An update on our secure inpatient service – key actions, improvements and impact.
- An update on our community child and adolescent mental health services – key actions, improvements and impact.
- Other services inspected and the feedback from the CQC.
- Adult mental health and psychiatric intensive care unit (PICU) follow up inspection progress.
- Wider challenges and how we're addressing them.
- Continuing Our Journey To Change.

Our Journey To Change and key improvements

- Organisational restructure.
- Improved governance.
- Increased leadership capacity – including two lived experience directors.
- Board development.
- Increased oversight through our board and its sub-groups.
- Revised risk management arrangements.
- Recruitment and retention.
- Quality assurance programmes.
- Organisational learning infrastructure.
- Increase in compliance with statutory and mandatory training.

Our most recent CQC core service inspection

- Our overall rating remained requires improvement.
- We were rated good for being caring and effective.
- We were rated requires improvement for being well-led, responsive and safe.
- We have made significant progress since the CQC inspection, which took place in July and August 2021.
- We know there is more work to do - we are committed to improving the experience for people in our care and their families and carers, making our trust a great place to work and being a great partner.

Key areas of focus

- Staffing
- Safeguarding
- Governance systems for quality and safety

Progress

- A review of safety plans and safety summaries and how these are used to optimise patient safety.
- Improvements in safety summary, safety plan and observation and engagement compliance.
- Improved compliance with safeguarding training.
- Implemented SafeCare to ensure we have safe staffing levels.
- Improved flow of patient safety information through revised governance structures.
- Launched a new model of care and model of professional practice (Feb 22)
- Recruitment and retention.

Secure inpatient service: progress continued

- Continuation of the cultural work.
- Reviewed the reduced the use of restrictive practices.
- Further work undertaken to embed the use of safety summaries and safety plans.
- Launch of healthcare assistant council (March 22) .
- Launch of ward manager development programme.
- Improvements in compliance with level 3 safeguarding training, with a safeguarding lead based on site.
- Further work to support e-rostering in the service.

Some of the impact

- Only 3% of leaves were cancelled in January due to staffing
- Over recruited in some roles such as healthcare assistants
- No ward manager vacancies
- 55 staff in offer stage of recruitment
(due to start in post by June 2022)
- Increased to five matrons
- A reduction in bank staff since Feb 22
- A detailed induction programme including autism training now in place
(trajectory to reach 95% compliance by end of April)
- OT screening and triaging increased by 50% from January to February

Community child and adolescent mental health services (CAMHS)

Key areas of focus

- Staffing levels to meet the demands of the service.
- Systems for review of young people waiting for treatment including specialist assessments.
- Mandatory training compliance.

Progress

- Reviewed all young people waiting for treatment.
- All young people and/or families waiting are being contacted regularly and in-line with individual risk.
- New system in place for Keeping in Touch processes and ongoing review of potential risk.
- Daily monitoring of waiting lists, progress and issues.
- Caseload analysis to 'level load' between teams or clinicians and identify additional resource that may be required.

Community CAMHS: progress continued

- Workforce development strategy in development reviewing alternative roles such as apprenticeships and peer support.
- Trust-wide staffing establishment exercise undertaken.
- Working closely with partners to develop joint working processes that are sustainable.
- Caseload refresh.
- Developed a capacity and demand framework.

Some of the impact

- Oversight of every young person waiting
- Stockton CAMHS caseload reduced by approx. 37%
- Teesside average wait:
 - 1st appointment - 6 days
 - 2nd appointment - 20 days
- Reduced waiting times for treatment
- 111 staff in offer stage of recruitment (due to start in post by June 2022)
- Increased training compliance across the teams
 - Safeguarding and whistleblowing currently at 91% ave.
 - – 1% from target

This model will be rolled out to all teams by Sept 22.

Our crisis and health-based places of safety services received an overall rating of good. A number of areas of good practice were highlighted within the inspection report including:

- Staff treated patients with compassion and kindness and they respected patients' privacy and dignity.
- Staff involved patients in care planning and risk assessment and actively sought their feedback on the quality of care provided. They also informed and involved families and carers appropriately.
- Teams kept detailed records of patients' care and treatment. Records were clear, up-to-date and easily available to all staff providing care.
- The service managed patient safety incidents well. Staff recognised incidents and reported them appropriately.
- Staff from different disciplines worked together as a team to benefit patients. They supported each other to make sure patients had no gaps in their care.
- Leaders had the skills, knowledge and experience to perform their roles.

Community-based mental health services for adults of working age

- A number of areas of good practice were highlighted within the inspection report. Feedback from the CQC included:
 - Staff assessed the mental health needs of all patients. They worked with patients and families and carers to develop individual care plans and updated them as needed. Care plans reflected the assessed needs, were personalised, holistic and recovery oriented.
 - Managers investigated incidents and shared lessons learned with the whole team and the wider service.
 - Staff kept detailed records of patients' care and treatment. Records were clear, up-to-date and easily available to all staff providing care.
 - Staff involved patients in care planning and risk assessment and actively sought their feedback on the quality of care provided
- Areas for development identified included timely access to services and consistency of approach to caseload management.
- The community adult mental health service received an overall rating of requires improvement.

Adult mental health and PICU follow up inspection progress

Key area of focus

- Complex systems for risk assessment and risk management.

Progress

- Quality assurance programme implemented to provide quality oversight of clinical risk assessment and risk management.
- System redesign for recording of risk assessment and risk management.
- Roll out to embed the systems for new risk assessment and risk management processes in all other specialties.

A follow up inspection was undertaken by the CQC in May 2021. The CQC was assured by the progress and the service was re-rated as Requires Improvement.

Wider challenges and how we're addressing them

- Workforce.
- Impact of the pandemic - outbreaks for patients and staff.
- Capacity and demand.
- Acuity.

A focus on workforce

- International recruitment.
- Over recruited in some areas.
- Increased size of recruitment team.
- A key focus on skill mix.
- Well governed process in place for starting people quicker.
- Impact – increase of 5%.

A focus on workforce continued...

- Scoping refer a friend for hard to recruit posts.
- Developing rolling online recruitment process with Sussex University.
- Refresh retention work - a good induction, ongoing supervision and support.
- Our reward and recognition package is favourable compared to other trusts and we need to market this more to increase uptake.
- A review of our incentive plan.
- Restructuring our people and culture directorate with increased focus on:
 - workforce planning
 - health and wellbeing
 - staff engagement.

1
Why we do what we do

We want people to lead their best possible lives.

2
What people have told us about the sort of organisation we were in 2020

We have a lot to be proud of, yet we don't always provide a good enough experience and at times let down those who use our services, their carers and their families.

The most important way we will get there is by living our values, all of the time

- Respect**
 - Listening
 - Inclusive
 - Working in partnership
- Compassion**
 - Kind
 - Supportive
 - Recognising and celebrating
- Responsibility**
 - Honest
 - Learning
 - Ambitious

4
We will co-create safe and personalised care that improves the lives of people with mental health needs, a learning disability or autism, involving them and their carers as equal partners. We will listen, learn, improve and innovate together with our communities and will always be respectful, compassionate, and responsible.

3
The kind of organisation we want to be

5
We are committed to three big goals for the next five years

Goal 1

To co-create a great experience for our patients, carers and families, so you will experience:

- **Outstanding** and compassionate care, all of the time.
- **Access** to the care that is right for you.
- **Support** to achieve your goals.
- **Choice** and control.

Goal 2

To co-create a great experience for our colleagues, so you will be:

- **Proud**, because your work is meaningful.
- **Involved** in decisions that affect you.
- **Well led** and managed.
- That your workplace is **fit for purpose**.

Goal 3

To be a great partner, so we will:

- Have a **shared understanding** of the needs and the strengths of our communities
- Be **working innovatively** across organisational boundaries to improve services.
- Be **widely recognised** for what we have achieved together.

Your opinions are important to achieve our goals. Get involved

Thank you – any questions?



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