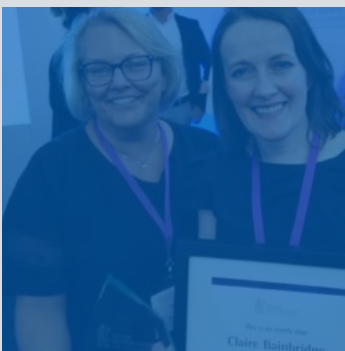


review

OF THE YEAR 2019-2020





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Top image:
(l-r) Sarah Talbot-Landon, service user/governor and Sharon Davison, team manager, Goodall Centre, Bishop Auckland, co-produced a bright, welcoming space for all visitors, with creative artwork on display from young carers and service users.

Middle left image:
One of our many volunteers helping with activities.

Middle right image:
Our nursing recruitment fair in York.

Bottom left image:
Joe Reilly, clinical director for research and development, celebrates TEWV joining The Northern Health Science Alliance.

Bottom right image:
Staff supporting World Delirium Awareness Day.

TEWV at a glance

TEWV at a glance

TEWV at a glance



Image below:
The areas we serve.
Images right
(top to bottom):
Some of our Florence Nightingale learning disability leadership programme nurses.
Animals from charity Nuzzlets visit Peppermill Court, York.
Nicola Rutherford, senior HR manager and Dewi Williams, freedom to speak up guardian (centre) receive a national award from NHS chiefs.



We provide a range of inpatient and community mental health and learning disability services for around two million people of all ages living in the Teesside boroughs of Hartlepool, Redcar and Cleveland, Stockton-on-Tees and Middlesbrough; County Durham; Darlington; North Yorkshire, including Scarborough, Whitby, Ryedale, Hambleton and Richmondshire, Selby, Harrogate and Ripon; the City of York; the Pocklington area of East Yorkshire and the Wetherby area of West Yorkshire.

Our adult inpatient eating disorder services and our adult secure (forensic) wards serve the whole of the North East and North Cumbria. We also provide mental health care within prisons located in North East England, Cumbria and parts of Lancashire.

The Trust was created in April 2006, and became a Foundation Trust in July 2008 under the NHS Act 2006. In June 2011 we gained responsibility for services in Harrogate, Hambleton and Richmondshire and in October 2015 we took over the contract for mental health and learning disability services in the Vale of York.

As a Foundation Trust we are accountable to local people through our Council of Governors and are regulated by NHS England and NHS Improvement and by the Care Quality Commission.

The TEWV approach

Our business model focusses on delivering our mission and vision, and our strategic goals drive our priorities.

Our mission

To improve people's lives by minimising the impact of mental ill health or a learning disability.

Our vision

To be a recognised centre of excellence with high quality staff providing high quality services that exceed people's expectations.

Our strategic goals

- To improve the quality of life of service users and their carers by working with them to provide excellent services.
- To continuously improve the quality and value of our work.
- To recruit, develop and retain a skilled, compassionate and motivated workforce.
- To have effective partnerships with local, national and international organisations for the benefit of the communities we serve.
- To be recognised as an excellent and well-governed Foundation Trust that makes best use of its resources for the benefit of the communities we serve.

Our values

Commitment to quality

We demonstrate excellence in all of our activities to improve outcomes and experiences for users of our services, their carers and families and staff.

Respect

We listen to and consider everyone's views and contributions, maintaining respect at all times and treating others as we would expect to be treated ourselves.

Involvement

We engage with staff, users of our services, their carers and families, governors, members, GPs and partner organisations, so that they can contribute to decision making.

Wellbeing

We promote and support the wellbeing of users of our services, their carers, families and staff.

Teamwork

Teamwork is vital for us to meet the needs and exceed the expectations of people who use our services. This not only relates to teams within the Trust, but also the way we work with GP practices and partner organisations.

Reflections on the past year

Our key achievements and the challenges we've faced.



Image left:
The launch of our new scheme to help people from black, Asian and minority ethnic communities in Teesside learn more about mental health issues and careers with the NHS.

Image right:
Launching our York and North Yorkshire perinatal mental health service.

Image above:
Foss Park in York.



Alongside some great achievements and admirable work from our staff, there were some incredibly sad and sombre moments in the past year.

The tragic deaths of two teenage girls at West Lane Hospital in Middlesbrough were devastating. The subsequent decision in August 2019 by the Care Quality Commission (CQC) to close the inpatient wards was also extremely difficult, particularly for the young people at West Lane Hospital and their families. We are deeply sorry that the care we provided didn't keep them safe and we'll be doing everything we can to make sure this doesn't happen again. A number of internal and external reviews and investigations will now take place.

The Covid-19 pandemic was certainly a very different and, at times, very difficult end to the year. However, we saw many examples during these unprecedented times of staff truly going above and beyond their duties, supporting both patients and colleagues.

Our Care Quality Commission (CQC) inspection

In March 2020 we received the results of our latest CQC inspection and were rated 'requires improvement'. Whilst we were rated 'good' in the areas of effective, caring and well-led, we were rated 'requires improvement' in the safe (unchanged from our previous inspection) and responsive categories. This resulted in 'requires improvement' overall. We continue to work to address the areas that require improvement and have made changes since the inspection. However, we know that there are opportunities to further improve and we are committed to doing this, with a key focus on patient safety and responsive services.

Improving Roseberry Park

In June 2019 we appointed a contractor to address the construction defects identified at Roseberry Park in Middlesbrough, which had resulted in us terminating the PFI contract there in 2018. Work is continuing in a phased approach.

Transforming services in North Yorkshire and York

Work throughout 2019 and early 2020 saw Foss Park, our new, purpose-built 72 bed mental health hospital on Haxby Road in York, open ahead of schedule in April 2020. It's a modern hospital which will provide the highest quality of care for our local communities.

Foss Park is part of a wider transformation of services across our North Yorkshire and York locality. During 2019 we engaged with service users, carers, governors, staff and wider stakeholders in the Harrogate and Selby areas of North Yorkshire, the City of York and the town of Wetherby, about how services could best be transformed to improve patient care. A plan was agreed with the relevant clinical commissioning groups for people to access Foss Park for inpatient admissions. In addition, community teams now operate at an enhanced level to make sure as much care as possible is provided in the community, reducing the need for hospital admissions.

Building also started on a new community mental health hub for Hambleton and Richmondshire, located on the Kings Park site in Northallerton. It will be a combined location for our adult mental health services, mental health services for older people, children and young people's services and learning disability services.

Improving crisis services

In the past year, additional funding was secured to improve mental health crisis services for people living in County Durham, Darlington, Teesside, North Yorkshire and York. This funding will strengthen the services that are available for people in a mental health crisis and will help to reduce the impact on wider public services.

During 2019 we engaged with service users, carers, governors, staff and wider stakeholders in the Harrogate and Selby areas of North Yorkshire, the City of York and the town of Wetherby, about how services could best be transformed to improve patient care.

Improved services for young people

We've been working with our external partners to improve children and young people's emotional health and wellbeing. Events were held across the Trust in November 2019 and January 2020 with stakeholders, young people and their parents, to ask what their vision for the future would be, and to identify key improvements to services. An action plan was developed to take these key priorities forward.

We are involved in a new service to provide specialist mental health support to vulnerable young people within their place of education. Mental health support teams, supervised by NHS children and young people's mental health staff, will provide specific extra capacity for early intervention and ongoing support within an education setting.

A plan to invest in a new location for York child and adolescent mental health (CAMHS) community services as an alternative to Lime Trees is also in progress. Similarly, a plan to improve the CAMHS provision in Redcar by relocating is underway. These projects should be completed in 2021.



We were awarded our second star in the national Triangle of Care membership scheme, which recognises long-term commitment from mental health providers who are working to become more carer inclusive.

Prison healthcare

We're continuing to deliver mental health services to prisons across the North East, Cumbria and northern Lancashire, in conjunction with voluntary sector partners. An NHS England tendering process during 2019-2020 resulted in confirmation that we'll provide support into seven North East prisons for the next seven years, as part of a partnership with Spectrum Community Health CIC and Humankind. Our new contract to provide support for criminal justice mental health liaison in York and North Yorkshire also started last year.

Celebrating success

Teams, services and individual staff from both corporate and clinical services won 15 awards during the year, including a hat-trick of trophies at the prestigious Royal College of Psychiatrists Awards.

Support for service users and carers remains an area in which we aim to continually improve. With the help of carers, we were awarded our second star in the national Triangle of Care membership scheme, which recognises long-term commitment from mental health providers who are working to become more carer inclusive.

We also held our first service users and carers' celebration event in December 2019, to showcase the involvement that takes place and to thank those undertaking this work.

The Positive Practice in Mental Health collaborative presented key recommendations to the government for improving and delivering high-quality mental health crisis care. Within their report, our County Durham and Darlington CAMHS crisis, liaison and intensive home treatment service and the crisis assessment suite at Roseberry Park in Middlesbrough were identified as examples of positive practice in action.

Image above: Talking Changes, our partnership talking therapies service in County Durham, was highly commended in the Positive Practice in Mental Health Awards.

Image below: Celebrating success.

Continuously improving the quality of our services

Other developments throughout the past year have included:

- Securing further funding to continue the rollout of the autism pathway to adult mental health services and to deliver further staff training on autism awareness.
- Working in partnership with the British Institute for Human Rights, exploring ways to empower service users to know and claim their rights.
- Gaining funding for the perinatal service, which has been used to procure a mobile app for fathers and partners to support mothers throughout pregnancy and after the birth of their child.
- Developing additional recovery and trauma-informed training.
- Securing funding to develop a new persistent physical symptoms service across County Durham.



How we performed



Each year the Trust's Board of Directors sets targets for the organisation to work towards, as part of its commitment to year-on-year improvement. We are also set key performance indicators by the national NHS and by the commissioners of our services.

In 2019-2020 a number of these targets were met, however we still have some work to do in particular areas.

- Our patient numbers continue to rise. In 2019-2020 we had 87,724 new, unique patients referred to our services; an increase of 4,252 on the previous year. While we were slightly below the target set of seeing 90% of patients for their first appointment within four weeks (at 83.53%), over 61% of patients started treatment within six weeks, exceeding our target of 60% and achieving a 6.55% increase on 2018-2019.
- The vast majority of people (over 91%) using our services reported their overall experience as 'excellent' or 'good'. Work continues in each locality to review this feedback to identify any actions that can be taken to continue to improve patients' experiences of our services.

Image above: Staff from the autism project accept the Outstanding Health Services Award from the National Autistic Society.

- The number of teams achieving the agreed improvement benchmarks for HoNOS (a clinical outcome measure) and SWEMWBS (patient-reported outcome measures) has increased this year on last, though they both do still fall below target.
- We continue, where possible, to support people to receive treatment at home, as we know that's important to our patients. Where people are admitted to hospital, we aim to keep length of stays as short as possible, with an annual target of no more than 61 people staying longer than 90 days. This year, just 51 people had an admission longer than 90 days.
- Our out of area admissions (where, because of a lack of beds, patients are admitted to a Trust hospital which is not the one we would have expected them to go to) were above target and also saw an increase on the previous year's figures. Action plans were put in place to reduce the instances of this happening and were monitored and discussed across all levels of the organisation on a daily, weekly and monthly basis.
- We continued to build on the strong underlying financial position from previous years and achieved financial and cash releasing efficiency (CRES) targets for 2019-2020. This has allowed new investments in services and improvements in quality to take place.

The vast majority of people (over 91%) using our services reported their overall experience as 'excellent' or 'good'.

Involving people

We are fortunate to work with committed staff and supportive partner organisations and commissioners. We also benefit from the expertise and experience of service users, carers and governors. Together we work towards achieving our goals and to provide the best possible care for the people who use our services.

Image below: John Savage, head of nursing for Durham and Darlington, was one of the first people in the country to receive the Chief Nursing and Chief Midwifery Officer Silver Award, which recognises major contributions to patients and the profession.



Working in partnership

We continue to work with partners across the health, social care and voluntary sectors and to support this we launched the 'Right care, right place' programme. The programme looks at a whole system approach to delivering mental health services and involves working across both health and social care. This will enable us to focus on community, inpatient and urgent care, and make sure these services work together to continually improve the experiences of patients.

The Trust has also been engaged with the work of the Cumbria and North East and Humber Coast and Vale Integrated Care Systems, as they develop plans for mental health and learning disability services. This has included supporting work on improving the physical health of service users.

We're working with NHS England and NHS Improvement, Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust and other providers to progress provider-led management of NHS commissioning budgets. Development of strategic commissioning partnerships are also enabling mental health spending to be ring-fenced and improve the quality of case management reviews.

We are formal research partners of York University and continue to work with the relevant research councils, clinical networks and other bodies to increase the number of TEVV service users and services supporting research into mental health (including dementia), and learning disabilities.

We are an active member of three Crisis Care Concordat groups, which has helped us to build closer relationships with other health providers, ambulance services and police forces.

Image above left: Mental health and learning disability clinicians from Cambodia visit services at Bankfields Court in Middlesbrough.

Image above right: Members of the Durham and Darlington CAMHS eating disorders community team fundraising for BEAT eating disorders charity.



Service user and carer involvement

We have continued to deliver an extensive programme of service user and carer involvement. Currently 350 service users and carers are registered to undertake a wide range of involvement activities. During 2019-2020 this included:

- Over 125 service users and carers being trained and participating in interview panels for new staff. We're currently piloting having a service user on all interview panels for band 7 and above posts.
- Co-producing an event to celebrate and thank people for their commitment and support in involvement activities.
- Organising and delivering an inaugural event for carers, and co-designing and co-delivering the Triangle of Care conference.
- Attending steering groups, committees and local governance groups.
- Participating in Quality Improvement System events.
- Attending workshops and steering groups on topics including the Trust business plan, annual planning, the development of Foss Park and piloting the use of body cameras by staff.
- Participation in patient-led assessment of the care environment (PLACE) inspections, with 26 service users and carers being trained in the methodology and undertaking inspections in 13 inpatient areas in the Trust.

We were also delighted to see one of our service users receive the prestigious Royal College of Psychiatrists 'Service User of the Year' Award, in recognition of their remarkable commitment to training staff and service improvement.

Patient and carer feedback

Important feedback is gained from patient and carer surveys, which help us to focus on additional improvements. For instance, we have:

- Established a quarterly service user and carer involvement group in North Yorkshire and York.
- Established service user representation in the locality transformation programme for North Yorkshire.
- Set up 'shadow' quality assurance groups (QuAGs) for service users and carers in Durham and Darlington adult services, Teesside older people's services, and North Yorkshire adult learning disability services.
- Secured funding in Darlington and North Durham for GP aligned mental health professionals.
- Established a participation group for children and young people in York.
- Started service user and carer monthly involvement groups in York and Selby, Scarborough, Harrogate and Hambleton and Richmondshire.



Membership and being a Foundation Trust

We use our Foundation Trust status to develop services and improve patient care. Being a Foundation Trust is helping us:

- To build on and improve positive relationships with service users, carers, staff, partners and local people and be more accountable to local people.
- To strengthen our internal processes and systems to meet the challenges of modern health services.
- To develop locally based specialist services.
- To respond better to market opportunities.
- To continue to invest in capital developments.
- To engage with NHS England and NHS Improvement and clinical commissioning groups to develop new models of care, and improve the commissioning/planning process.

Membership is important in helping to make us more accountable to the people we serve, to raise awareness of mental health and learning disability issues and assists us to work in partnership with our local communities.

At 31 March 2020 the Trust had 9,722 public members and 6,831 staff members.

Being a Foundation Trust is helping us to build on and improve relationships and be more accountable to local people.



A range of activities and actions are in place to support member engagement. Over the last 12 months this has included:

- Welcome packs being issued to every new public member with a unique membership card and number, and welcome letters and details of staff governors issued to all new staff members.
- A brand new member newsletter, developed by governors, which includes articles written by governors, service users and carers.
- Personal invitations issued to public members to attend member engagement events and formal consultation processes.
- Communications to support awareness of governor elections.
- Delivery of the annual general and members meeting (AGM) with over 220 attendees.
- Attending events including Durham Pride, college fresher and wellbeing days.

Talking to local people

We carried out 12 weeks of public engagement around the transformation of our inpatient and community 'offer' to the residents of Harrogate town/rural district and Wetherby, in conjunction with NHS Harrogate and Rural District clinical commissioning group (CCG) and NHS Leeds CCG. This allowed members of the public to give their views on what they would like to see as part of the new enhanced service.

We also assisted South Tees CCG in their consultation on proposed changes to respite services in Middlesbrough and Redcar and Cleveland. Following the referral of the proposals to the Secretary of State and the direction against decommissioning the service, we're working very closely with service users and their families to co-produce a future service model that can best meet people's needs.

Image below left: Sarah Waite, a nurse in the Northallerton memory clinic, won a Cavell Star Award for showing exceptional care to her patients.

Image below right: Occupational therapists Caroline Strathearn and Hayley Williamson, at the Chelsea Flower Show's 'gardening for health' forum.



Our quality report

Our quality report contains details about how we performed against our quality priorities for 2019 - 2020. It is supported by our quality strategy, which describes our quality vision for the future:

- We will provide care which is patient, carer and staff co-produced, recovery-focused and meets agreed expectations.
- We will provide care which is sensitive to the distress and needs of patients, carers and staff. Staff will respond with kind, intelligent and wise action to enable the person to flourish.
- Care will need to be flexible and proactive to clinical need and provided by skilled and compassionate staff with the time to care.
- Care will be consistent with best practice, delivered efficiently, and where possible integrated with the other agencies with which we work.
- We will support staff to deliver high-quality care and will provide therapeutic environments which maintain safety and dignity.

Our quality strategy contains three goals, which are:

- Patients, carers and staff will feel listened to and heard, engaged and empowered and treated with kindness, respect and dignity.
- We will enhance safety and minimise harm.
- We will support people to achieve personal recovery as reported by patients, carers and clinicians.

Image top left: Staff from Peppercorn Court, York, which was awarded green beacon site status.

Image top right: Staff from the South Tees older people's occupational therapy team.

Progress of the 2019-2020 quality account priorities:

Priority 1

Improve the clinical effectiveness and patient experience in times of transition from child and adolescent mental health services (CAMHS) to adult mental health services.

Young people with ongoing or long-term health or social needs may need to move (transition) from child to adult services, to other services or back into the care of their GP. We know that the move to new services can be disruptive to young people if they do not get the right support.

- The Trust is now part of an NHS England Transitions Collaborative. Although plans were originally made to hold a local transitions event, this was superseded by a similar national event held by NHS England.
- A gap analysis has been undertaken in relation to the number of transitions and transition panels occurring per locality; the findings were reported through the Trust's transitions steering group. Improvement trajectories have been set and progress has been monitored by the group.
- The Healthcare Safety Investigation Branch report 'Transition from Child and Adolescent Mental Health Services to Adult Mental Health Services' has been reviewed. Although the six recommendations in the report are aimed at regulatory and commissioning bodies to action, the principles of the learning have been shared with our adult and CAMHS service development groups and the transitions steering group.
- Work has been undertaken to look at potential barriers to successful transitions and consider how these could be overcome:
 - Models for transition panels have been agreed.
 - Experts by experience have been involved in sharing their experiences of transitions.
 - Case studies and learning have been presented at various forums.
 - Partners from other organisations have also been involved in this work.



Image above:
Staff from Ceddesfeld ward at Auckland Park Hospital, Bishop Auckland, created a sports-themed activity room for older people with dementia.

Image bottom left:
Staff from the patient advice and liaison service (PALS) and complaints team at Flatts Lane Centre, Middlesbrough.

Image bottom right:
Lynne Howey, consultant clinical psychologist in our South Durham child and adolescent mental health services (CAMHS).

Priority 3

Making care plans more personal.

Service users told us that our approach to care planning did not always promote a personalised approach so we are working to make care plans more personal.

- The Trust completed and evaluated seven, full-day trial 'personalising care planning' workshops, involving experts by experience. Around 90 people attended each workshop. The feedback provided at these events was that the trainers, content and audience were appropriate, but that the timing of the events was perhaps too early, given the need to attach the new care programme approach (CPA) to the Trust IT systems.
- The training package has been reviewed and has been found not to be as effective as anticipated; it is also not sustainable without additional resource. Although the training package was useful for developing basic skills in working with distress, goal setting and shared decision making, it did not meet the desired outcomes. However, this has allowed sufficient direct contact with front line services to identify what is needed. This has been an ongoing review throughout 2019-2020, as and when training has been conducted.
- The first testing of the proposed new care planning process/template (DIALOG) has been pushed back to 2020-2021, due to interdependencies with the new Trust-wide patient clinical information management system, CITO.
- The re-audit of the care programme approach (CPA) took place via the central audit team.
- A compare and contrast review of patient experience was conducted.

Priority 2

Reduce the number of preventable deaths.

People with a mental health condition, autism and / or a learning disability are likely to experience an earlier death than the general population. We have increased our focus on our mortality review processes to review preventable deaths (times when things go wrong, either when someone is in our care or on home leave, and a death may have been prevented).

- An action plan from the March 2019 family conference has been produced and actions have been implemented throughout 2019-2020.
- Two new guidance booklets were circulated, and a review and evaluation of the impact of these booklets was undertaken.
- The Trust-wide policy on preventable deaths has been reviewed and amended, in line with new national guidance.
- The Trust has participated in all of the regional 'Mental Health Learning from Deaths Forum' meetings during 2019-2020.



Image top left:
Some of the team from Rowan Lea, one of our older people's wards at Bowes Lyon Unit, Lancheater Road Hospital, Durham.

Image top right:
Rev Colin Jay at the spirituality and mental health conference.



Work has been undertaken to explore how peer support workers can be better involved with dual diagnosis work across the Trust area, including consideration of how a peer leadership network could be established.

Priority 4

Develop a Trust-wide approach to dual diagnosis, which ensures that people with substance misuse issues can access appropriate and effective mental health services.

We are working to be more proactive in supporting service users who have a mental health condition and who also misuse substances (known as 'dual diagnosis').

- A review of Trust-wide dual diagnosis networks has been undertaken to make sure they are effective, sustainable and fit for purpose. Attendance at these dual diagnosis networks has been reviewed, gaps identified and actions implemented to encourage attendance from underrepresented groups, to make sure the networks are truly multi-agency.
- New reporting procedures are now in place via Datix (the national incident reporting management system), so that incidents involving drugs and/or alcohol are appropriately flagged.
- An evaluation has been undertaken into how the new Datix reporting procedures are working and whether these incidents are being picked up and recorded correctly.
- Work has been undertaken to explore how peer support workers can be better involved with dual diagnosis work across the Trust area, including consideration of how a peer leadership network could be established.
- A further survey of staff dual diagnosis capabilities and skills was undertaken and it's planned to repeat this survey during 2020-2021.

Priority 5

Review our urgent care services and identify a future model for delivery.

Service users, carers, families and stakeholders told us that our crisis / urgent care services (crisis services, acute liaison services and street triage services) don't always fully meet service users' needs.

- The second Trust crisis operational policy has been reviewed and released.
- A Trust-wide urgent care conference was held in May 2019.
- Trust-wide peer review visits have been carried out throughout the year.
- Ambulance services are now able to check whether any person they are called to see has a mental health condition and/or a crisis plan in place.
- The CITO pathway for crisis and urgent care has now been agreed.
- The two crisis teams in Durham and Darlington merged to form a single service.
- The agreed actions arising from the Teesside urgent care review have been implemented throughout the year.
- Key principles and a future vision for the future urgent care model have been developed.

Our staff



Our people are at the heart of everything that we do. We want TEWW to be an organisation where everyone values each other and everyone feels valued. This will ultimately help us to provide outstanding patient care.

To support this we launched our 'Making a difference together' programme this year. Its focus is to support staff to maintain their health and wellbeing, promote a positive culture, develop our leaders, and make sure that people feel safe to speak up and to learn from and celebrate good practice.

This year we also introduced our first online 'Trust-wide conversations'. Taking place on a crowdsourcing online discussion platform, it's a safe space for staff to share their views on how we can make improvements in key areas, and gives everyone a voice. 1,264 staff took part and generated 8,661 ideas, comments and votes about how we can improve. They have been independently analysed

and findings have enabled us to draft a series of actions to be taken forward, which we are discussing further with staff.

Our healthcare professionals vacancy rate didn't meet its target this year. This measures the total number of advertised vacancies against the total number of budgeted staff. The Trust position for 2019-2020 was 12.18%, against an annual target of 6.50%.

We carried out a Trust-wide 'establishment review' to assess whether we have the right numbers and skill mix of staff for the numbers and complexity of service users on each ward.

Image top left: Jeanette Currie, housekeeper at West Park Hospital, Darlington, nominated in the national Unsung Hero Awards.

Image top right: Three new activity co-ordinators were appointed to improve the number and variety of activities available on the adult wards at West Park Hospital, Darlington.

Image bottom left: Megan McKerr, psychosis team administrator and receptionist, West Park Hospital, Darlington, with her Northern Skills Group Apprenticeship Award nomination.

Image bottom right: Service users at Cherry Tree House older people's inpatient unit in York had a visit from Monet the pony.

However not all posts will have been vacant as a number of post holders will have been working their notice periods. North Yorkshire and York reported the highest vacancy rate. A new dashboard was implemented in the year to monitor the use of agency staff, which also supports operational services to monitor vacancies more effectively.

Maintaining and improving staff health and wellbeing is important to us. Our new occupational health service provider started in December 2019. They offer a streamlined, online process for referring staff who need an occupational health review; staff are offered an appointment quickly and management reports are available online within a few days. This means that any support needed for the member of staff to return to or remain at work can be actioned quickly. Staff are also able to access a confidential 24-hour support service to seek help on a range of issues.

In addition to occupational health services, we provide a wide range of health and wellbeing support services for staff, such as an employee support service, employee psychology service and staff mindfulness service.

Having good levels of staff engagement is essential, as evidence shows that a well-engaged workforce

will help to deliver better quality care to service users and carers. Listening and responding to our staff, adopting a collaborative leadership approach and having in place our Quality Improvement System all contribute to enhancing staff engagement. We also remain committed to improving the way we use the Staff Friends and Family Test to engage with the workforce.

There was a welcome increase in the annual staff survey response rate this year, from 30.5% in 2018 to 44.9% in 2019. We recorded higher than average national scores in three areas - equality, diversity and inclusion; health and wellbeing and safe environment - bullying. Unfortunately there was a statistically significant deterioration in eight of the eleven theme scores in 2019 compared to 2018. We will use the survey feedback and staff's suggestions and comments from the 'Trust-wide conversations' to help us to improve in these areas.

This year marked the end of our second year of developing coaching across the Trust. A recent evaluation showed that the impact of the coaching work has improved staff wellbeing, confidence, ability to goal set and the ability to lead or manage teams.

Image top left: Celebrating a triple win at the Royal College of Psychiatrists annual awards.

Image top right: The mental health team at HMP Holme House, Stockton-on-Tees were recognised at the NEPACS Good Practice Awards for Rehabilitation for their exceptional work and innovative good practice.

Image bottom left: Patients and staff at Cross Lane Hospital, Scarborough have been caring for rescued hens.

Image bottom right: The community learning disability team at Eastfield Clinic, Scarborough and their Cancer Champion recognition.



Looking to the future

As we look ahead, we want to consider how we can continually learn and improve what we do. The quality of our services, along with the safety of the people who use them, and our staff, is our priority. Our business plan fully supports the national priorities and we are committed to improving the quality of services and increasing the value we provide to service users, carers, partner organisations and commissioners.

While the Trust's business plan has been approved, the Board has recognised that, while the global pandemic continues, progress on the delivery of some aspects of it might be limited. It has therefore been agreed to review the scope and timescales of the priorities over the coming year.

The key themes that underpin our plans for 2020-2021 are:

- An overarching commitment to promoting recovery, including developing personalised care planning and trauma-informed care, provided by staff with the right skills and values and supported by digital technology.
- A continuing focus on improving the quality of our services and making sure they're purposeful and productive.
- A focus on supporting the whole health and social care system to work in a more integrated, effective and efficient way.

The impact of Covid-19 will continue for the foreseeable future, with long-lasting effects on our communities. This will bring new challenges to us all. We're also anticipating the impact this will have on mental health services and the likely increase in demand. This is something that we will monitor closely and will be a key factor in future planning.

The Covid-19 pandemic has encouraged us all to work very differently and innovatively. This will continue as a key theme in 2020-2021 through our digital transformation strategy. We will develop new processes and technology to improve the services we provide to our service users and our staff.

A revised equality, diversity and human rights strategy for 2020-2023 was approved by the Board of Directors in January 2020, after consultation with service users, carers, staff and partner organisations. A number of clear themes emerged, on which we'll start work in the year ahead. These include making sure that where agreed, staff who require reasonable adjustments have these in place; making sure we have a suitably trained and skilled workforce to address the needs of trans patients and staff, and increasing the number of black, Asian and minority ethnic (BAME) service users who access Trust services and report a positive experience.

The national development of 'provider collaboratives' to replace the New Care Models presents further opportunity for providers like TEVV to take a more system leadership role in commissioning. During 2019-2020 it was agreed that we will lead the adult secure provider collaborative across the North East and Cumbria. The expected go-live date for the provider collaboratives has been postponed from October 2020 as a result of the Covid-19 pandemic, but there are no significant risks from this postponement for the Trust because the existing new care models governance structures can remain in place.

At a more local level, the advent of Primary Care Networks is an opportunity for the Trust to advance integration at a local level. We are increasing the number of staff embedded in GP practices, or who work actively with our voluntary sector partners.

In Summer, we'll launch our 'Big Conversation'; the largest engagement exercise the Trust has ever carried out. We'll be asking service users, carers, families, staff and stakeholders to share their thoughts, ideas and insights on how we can improve the quality of the care we provide. Their feedback will be used to help us create changes which really address the needs of service users, carers, families and our communities, and to see where we need to focus our resources to have the most positive impact. We want to give as many people as possible the opportunity to share their views and have their voices heard.



Image top left: Infection prevention and control staff giving colleagues their flu vaccinations.

Image top right: Ceddesfeld ward, Auckland Park Hospital, Bishop Auckland.

Image middle left: Interns from Project Choice, who've worked on placements with the Trust, and their mentors.

Image bottom left: Consultant psychologist Claire Bainbridge (r) collects the national Excellence in Forensic Psychology Practice Award.

Image bottom right: East Durham learning disability team celebrating World Down Syndrome Day.

If you would like additional copies of this review please contact:

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For more information about the Trust and how you can get
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