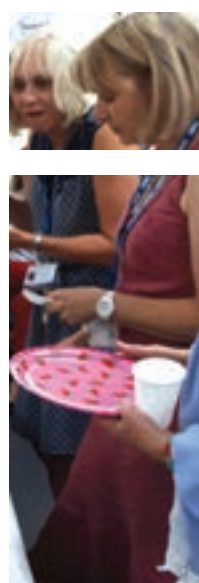


# Review of the year 2018 - 2019





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Tees, Esk and Wear Valleys NHS Foundation Trust is often referred to as 'TEWV'.  
Photographs in this brochure are of our NHS70 celebrations in 2018.



# TEWW at a glance

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

Our children and young people's wards, 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 Lancashire.

Our Trust was created in April 2006 following the merger of County Durham and Darlington Priority Services NHS Trust and Tees and North East Yorkshire NHS Trust.

In July 2008 we achieved Foundation Trust status 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 Improvement (the health sector regulator) and by the Care Quality Commission (CQC).

## The area we serve



## The TEWV approach

### 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.*

## Strategic goals

**We will achieve our mission and vision by working towards our five 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 Tees, Esk and Wear Valleys NHS Foundation Trust, but also the way we work with GPs and partner organisations.

## Our services

We provide a wide range of community mental health and learning disability services for people of all ages. Our services' role is to provide therapeutic and pharmacological treatments and other support to keep patients safe and to help them achieve the recovery goals that they set for themselves.

Our services are organised primarily on a locality basis, covering:

- Durham and Darlington
- Teesside
- North Yorkshire and York.

We have a fourth directorate covering forensic and offender health services.

Clinical leadership is aligned through the clinical directors across four specialities which cut across the whole Trust area:

- adult mental health services
- mental health services for older people
- children and young people's services
- adult learning disability services.

# Highlights of the year

**In 2018, we celebrated the 70th anniversary of the NHS, an important milestone for an incredible institution that continues to support every one of us, each and every day.**

During the past 70 years much has changed in the NHS, including the transformation of mental health services, although we know there is still more work to do. Our Trust continues to play its part in continuing to improve services and minimise the impact a mental illness or learning disability has on people's lives.

With continuing pressure on our services, in the past year we have achieved a great deal and met all our financial targets. Perhaps more important however, is that most people who use our services continue to tell us that their experience of TEWV is good or excellent.



## Community services

When talking to local people, a key issue we are told is that people want to be **supported at home** wherever possible, so we have been working hard to make this happen.

In **Hambleton and Richmondshire, we focused on supporting people at home**. Following public consultation, we strengthened our community services for adults and older people, which had been an under-resourced area, and reduced the need for hospital admissions. Inpatient services in outdated facilities at The Friarage (Northallerton) were transferred to Middlesbrough, Darlington and Bishop Auckland.

We also **worked with the Clinical Commissioning Group (CCG) to review services in the Harrogate area**. Plans to build a new hospital were put on hold while we discussed options with local people. Our aim was to use the money available to us to improve services for adults and older people. We listened to what people told us they wanted and have agreed to invest in community services to support more people at home. We will provide inpatient services in York where we are already building a new mental health hospital. Over the coming months we will work with local people to develop the model for community services.

*'Local people tell us that they want to be supported at home'*

## *'New and improved services are helping us better support people with mental ill-health and learning disabilities'*

### Improving services

Despite an increase in referrals, we have **continued to reduce the length of time that people have to wait for an appointment.**

We are making **good progress on building Foss Park, our new 72-bed hospital in York**, which we expect to be completed in spring 2020.

We are developing our **physical health service** to improve the quality of life of people with mental health problems. Part of this is weight management. In 2018 we developed and piloted a nutrition and body mass index clinical pathway to help service users achieve a healthy weight and reduce health risks. This service will be rolled out across our inpatient areas during 2019.

In March we officially launched our **Trust Autism Framework** and shared news of developments so far, along with plans for the future to embed autism awareness in all we do. 1,173 staff received autism awareness training with a further 1,500 improving their awareness of autism through online training.

We have developed and implemented a **frailty clinical link pathway for older people in our inpatient care** which sees a visual falls assessment completed within 12 hours of admission and a full frailty assessment within two weeks of admission. Frailty meetings are now in place at least once a week and bring together physiotherapists, occupational therapists, pharmacists, physical care practitioners, nurses, psychologists and admin staff to discuss patient care.

### New and extended services

During the last year we were **awarded a number of new contracts**, some with partner organisations.

We want to provide **Trustwide perinatal services** and in June we extended our existing service in Teesside to County Durham, Darlington and Yorkshire. This important service supports women, and their families, with significant mental health difficulties who are considering pregnancy, are pregnant or in the first year after having a baby.

In July, we began a two-year contract to deliver **mental health and substance misuse services in HMP Haverigg** (Cumbria)

working with Rethink and Northumberland Tyne and Wear NHS Foundation Trust.

We were awarded the contract to **provide liaison and diversion services across our Trust area** working with police to improve mental health care. Working with HumanKind and Spectrum Community Health CIC, in April the service, which we already provided in County Durham, Darlington and Teesside, was extended to include North Yorkshire.



## *'Families are now more involved in the management of care packages and in decision making'*

### Partnership working

We continue to work with partners and commissioners to improve services for local people.

The **Durham, Darlington and Teesside NHS mental health and learning disability partnership** is achieving great success in improving the lives of people with a learning disability, particularly those with very complex needs. Families are now more involved in the management of care packages and in decision making. We are working to develop similar partnerships in North Yorkshire.

Working with partners, we are **progressing New Care Models (NCMs)** for tertiary services. We have **reduced reliance on inpatient beds** which releases money to invest in community services. We have also **extended our child and adolescent mental health services (CAMHS) crisis service across North Yorkshire and York**. The service is now available 24 hours a day, seven days a week in Hambleton and Richmondshire, and 10am to 10pm in the rest of North Yorkshire and York. We plan to move to a 24/7 service later this year meaning we will offer the same service to children and young people wherever they live in our Trust area.

Working with partners, we are seeking to take on the **management of the commissioning budget for adult eating disorders across the north east of England, Cumbria, North Yorkshire and York**, with the aim of supporting people where possible in the community and reducing the need for hospital admissions, which frees up money to invest in our community services.

### Facing challenges

In June last year, we took over the estates and facilities management at Roseberry Park, our hospital in Middlesbrough, when the previous company went into liquidation. In September, the Private Finance Initiative (PFI) contract was terminated and we are now fully responsible for managing Roseberry Park's buildings. We have been making plans to fix the extensive range of construction defects at the hospital and hope to see this major piece of work get underway this summer.

2018 - 2019 has been a busy year. You can read more about our key developments and improvements on pages 12-13.





# How we performed

**Our staff have continued to rise to the significant demands placed upon them and we achieved a great deal in 2018 - 2019. Here are some highlights:**

- waiting times continue to reduce despite an increase in referrals (83,472 in 2018 - 2019 – an increase of over 6,500 since 2017 - 2018). We set ourselves challenging targets for waiting times and whilst we haven't achieved these yet, we are making excellent progress. Over 86% of people had their first appointment within four weeks (a slight deterioration since last year) and almost 55% of those people started their treatment within six weeks (an improvement since last year)
- people tell us they want to be supported at home whenever possible and our figures show that service users are spending less time in hospital, for instance the number of people spending more than 90 days in one of our adult or older people's assessment and treatment wards is well below target (48 against a target of 68)
- the vast majority of people (over 91%) who use our services continue to tell us that that their experience of TEWV is good or excellent and, although we know we don't always get it right, this is very reassuring to hear
- we met all our financial targets for 2018 - 2019, which is a significant achievement and allowed us to continue investing in our services.

There are of course areas where we need to improve. Our staff are our most important asset and supporting their health and wellbeing is a key priority for us. Although sickness rates improved slightly last year (5.03% compared to 5.18% in 2017 - 2018) they are still above our target of 4.5%. Work is underway to see what more we can do to support our staff (see page 14).



*'Over 91% of people who use our services tell us that services are good or excellent'*

# Involving people

**We need the input and involvement of service users and carers. This helps us to make sure we deliver services in the right way and by the right people to minimise the impact mental ill-health or a learning disability has on a person's life.**

## Service users and carers

During 2018 - 2019, we continued to make sure **opportunities are in place for service users and carers to get involved in, and have their say about, what we do.** This work is largely led by our involvement and engagement team.

Over the past 12 months, service users and carers have:

- taken part in interview panels to help us recruit the right staff across our Trust (more than 100 service users and carers)
- asked to get involved in a range of activities to help improve our services (more than 300 service users and carers)
- taken part in focus groups as part of our selection of our new Trust chairman
- shared personal experiences and medical histories with staff, doctors in training and nurse students
- promoted and celebrated our services through the NHS70 celebrations
- continued to co-deliver our Leadership for Advocates and Service Users and our Experts by Experience Programme for Adult Mental Health Services development programmes
- co-produced the opening of the Haven, York
- inspected 21 wards and premises under the Patient Led Assessment of the Care Environment (PLACE) (16 service users)
- increasingly been involved in steering groups, committees and local governance groups
- more young people have taken part in participation groups
- had a significant impact on business planning priorities and been heavily involved in discussions around transformation plans and formal consultations about the provision of inpatient and community services

- co-produced plans to host a Trustwide carers conference and celebration event
- taken part in service improvement events using the Trust quality improvement system methodology
- co-delivered training at our ARCH Recovery College (Durham) and helped increase the training offered on our online Recovery College including new courses for young people
- some of our forensic services patients have received training in our quality improvement techniques so they can take part in improvement events.

*"No other Trust is even close to the level of genuine patient involvement that TEWV engage in"*

Service user, annual conference

*"The time the Trust dedicates to involvement is excellent"*

Service user, annual survey

*"This was not tokenistic; it was real involvement with all comments listened to and taken on board by the appointing panel"*

Service user, chairman selection focus groups

The involvement of service users and carers in the development of our services has a great impact and this has been recognised:

- one service user was awarded the prestigious highly commended **volunteer of the year award in the Trust's annual awards event.** This was in recognition of their remarkable involvement in the development and work at Huntington House, York
- City of York commended our Trust on the high level of service user and public engagement surrounding the planning application for the new Foss Park Hospital development in York.



## Membership

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

At the end of March 2019 we had **9,485 public members** and **6,747 staff members**.

We use a range of activities and actions to engage with our members. Over the last 12 months this has included:

- issuing welcome packs / letters to every new public and staff member
- issuing the Trust magazine, which included articles written by governors, service users and carers (this is to be replaced with a dedicated members' newsletter in 2019)
- personal invitations issued to public members to attend member engagement events and formal consultation processes
- communications and drop-in events to support the awareness of Governor Elections
- the Annual General and Members Meeting with over 220 attendees
- website and increased use of social media
- attending a number of social / community events such as Durham Pride, Time to Talk Day, NHS70 celebrations and Darlington's Tea Dance
- attending college fresher and wellbeing days
- consulting on the business plan priorities including seeking views of the public and formal consultation with the Council of Governors to enable them to engage with their membership.

# Our quality report

**Our quality report contains details about how we performed against our quality priorities for 2018 - 2019 and sets out our 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 whom we work
- we will support staff to deliver high-quality care and will provide therapeutic environments which maintain safety and dignity.

The 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.

## Our quality priorities – progress made in 2018 - 2019 and focus for 2019 - 2020

### *Priority 1*

#### **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).

**Progress made:** we have worked with families and carers to co-produce a family and carer version of the learning from deaths policy. We have also set up an engagement plan to involve families, carers and our non-executive directors in our mortality review process. We are currently putting that engagement plan in place. In March we held a family conference which helped us get feedback from families, carers and staff about how they could get better involved in our mortality review process.

**Next steps:** in 2019 – 2020 we will build on the work already done including developing a new guidance booklet for families and carers who have lost a loved one; reviewing our preventable deaths policy; taking part in regional mental health learning from preventable deaths forums and implementing any new national guidance on preventable deaths.

### *Priority 2*

#### **Improve the clinical effectiveness and patient experience in times of transition from child to adult 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.



**Progress made:** over the past year we have worked with young people to encourage them to share their feedback and views on their experiences of the transition process. We will use the feedback we received to help us develop our transition process. We have also delivered transition process-related training to relevant staff to help them better support young people through the transition process. Young people have been involved in a review of our transition panels across the Trust and we will use their feedback to help improve the panels. We have developed an engagement plan which will help us to encourage more families and carers to get involved in the transition process.

**Next steps:** we can do more to improve our transition process so, building on work already done, we will focus on areas including: looking at the number of, and effectiveness of, transition panels held compared to the actual number of transitions; looking at possible barriers to a successful transition and how these could be overcome; and holding a child and adult mental health services Trustwide event to look at the transition process in more detail.

### **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.

**Progress made:** over the past year, we have worked with service users, carers and staff to co-produce an action plan based on audit findings around our care planning approach and on guidance about what personal care planning means. We have also worked with service users, carers and staff to develop training for our staff about personalised care planning approach.

**Next steps:** we will build on the work done in 2018 - 2019 by involving experts by experience in our training workshops and developing our training further. We will also re-audit our approach to care planning to assess progress being made.

### **Priority 4** **Develop a Trustwide 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').

**Progress made:** we have developed a dual diagnosis clinical process which is now in place across relevant services. We have identified those staff who are trained in dual diagnosis – this means all relevant services have, or have access to, a dual diagnosis member of staff. We are developing dual diagnosis training for our staff. Dual diagnosis is now formally considered in all investigations and review processes and all serious incidents or drug-related deaths are reviewed to identify any lessons we need to learn.

**Next steps:** we will build on the work done in 2018 - 2019, further develop our dual diagnosis staff networks and introduce a new drug / alcohol related reporting system.

### **Priority 5 – Additional quality priority for 2019 - 2020** **Review our urgent care services and identify a future model for delivery**

Service users, carers, families and stakeholders have told us that our crisis / urgent care services (crisis services, acute liaison services and street triage services) do not fully meet service users' needs. We have therefore established 'review our urgent care services and identify a future model for delivery' as a fifth quality priority.

We have already started work on this area and in 2019 – 2020 we will (initially focussing on our crisis services): work to review our crisis operational policy; work with ambulance services so they can check whether the patient they are attending to has a mental health crisis plan in place; hold a Trustwide conference to help us develop our urgent care services for the future; and put in place new ways of delivering crisis services in certain areas of our Trust.

# Our staff

**Our success is directly dependent on our staff. We need to make sure our Trust is a place where staff like to work, feel supported and are keen to stay with us.**

We are working hard to make sure we are in a good position to recruit and retain high quality people. Our quality improvement system (TEVV QIS) and our commitment to coaching are helping us involve staff more effectively in achieving our objectives and overcoming challenges.

In last year's **national NHS staff survey**, we performed well compared to other mental health and learning disability Trusts, and were better than average in eight out of ten areas surveyed. We recorded the **highest scores of any mental health and learning disability Trust in two areas** – equality, diversity and inclusion, and safety culture. There were of course areas we can

do better in and we will use the survey feedback to help us improve. One area of concern the national survey highlighted, but which was not reflected in local formal concerns raised by staff, was bullying and harassment and we have put in place work to encourage and support staff to speak up if they feel they are being bullied in our workplace.

Junior doctors once again ranked TEVV as the **best NHS Trust in the north east, and the fifth nationally, in the General Medical Council (GMC) national training survey**. We were also ranked **fourth best NHS Trust in the UK in the GMC's trainer survey and highest ranking for training development**.

Recruiting nurses continues to be a challenge so last year we worked with the University of Sunderland to develop a **new pre-registration mental health and learning disability nursing apprenticeship programme**.

The **Care Quality Commission (CQC) rated us as 'good' once again** in its annual review of our services. Inspectors commented that our staff worked hard to provide quality care, with services meeting the needs of our service users and that staff have a positive attitude about their role and are motivated and skilled. Inspectors also said we have effective leadership in place and that service users feel listened to and feel they are treated with dignity and respect.

The views of staff are important in helping us inform what actions we should take and one of the ways we intend gathering those views is through a series of online conversations. This innovative approach offers a safe space where staff from across all areas of the Trust can share their views and will help us make sure that everyone has a voice.

We expect that quality of staff appraisals, staff health and wellbeing and tackling bullying and harassment will be our key focus in response to the 2018 staff survey results.

## Award winning staff

Once again, staff across our services have been acknowledged and recognised at a national level including receiving awards from **HSJ Patient Safety, Positive Practice in Mental Health**, the **Royal College of Psychiatrists** and the **Cavell Star Awards**.



# Looking to the future

**Our business plan fully supports the NHS Long-Term Plan which was launched in January. Drawn up by staff, patient groups and other experts, the Plan sets out how the NHS wants to improve patient care over the next ten years. Mental health and learning disability services feature strongly in the Plan along with recognition more investment in these areas is needed. Through our business plan, and working with partners, we will use this investment to improve the quality of our services and increase the value we provide to service users, carers, partner organisations and commissioners.**

Our business plan key themes for the next year are:

- promoting recovery including developing personalised care planning and trauma-informed care. This will be delivered by the right staff with the right skills and values, and supported by digital technology
- continued focus on improving quality of services and ensuring services are purposeful and productive
- supporting the whole health and social care system to work in a more integrated, effective and efficient way.

We will **continue to support our staff to do the best job they can** which includes making sure we do all we can to **promote their own good health and wellbeing**. We need staff views to help us know what we should do, so we will gather such views through online conversations which offer our staff a safe space to share their views wherever they work in our Trust.

**Focus on the quality of our services, and the safety of the people who use our services and of our staff, remain a main priority.** We are fortunate enough to work with committed staff, have supportive partner organisations and commissioners, and benefit from the experience and expertise of service users, carers and governors. This combination will help us work together towards achieving our goals and in continuing to provide the best possible care to the people who use our services.



*'We will use investment to improve the quality of services'*

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