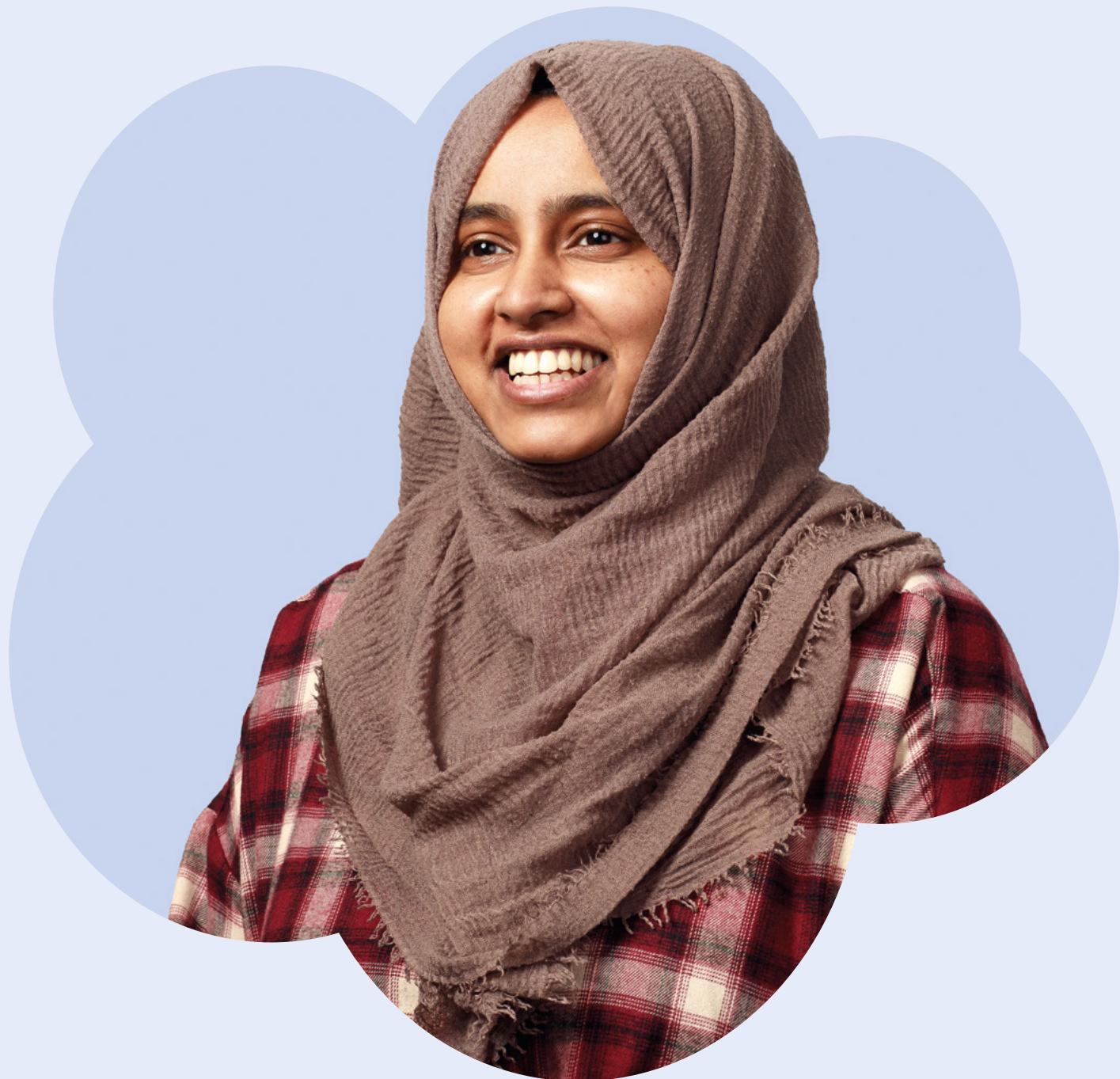


# **Review of the Year 2021-2022**





# Contents



**04**

Who we care for  
and how we do it



**06**

Our Journey  
to Change



**08**

Highlights  
of the year



**12**

The year  
in numbers



**14**

Coming out of  
lockdown - COVID-19



**16**

Working with  
our people



**17**

Nurturing and  
developing our staff



**19**

Looking forward

# Who we care for and how we do it

We are the Mental Health & Learning Disability NHS Trust for County Durham and Darlington, Teesside, North Yorkshire, York and Selby.

From education and prevention, to crisis and specialist care — our talented and compassionate teams work in partnership with our patients, communities and partners to help the people of our region feel safe, understood, believed in and cared for.

We nurture the recovery journey of people in our care. Patients and carers have a say in how they are supported and treated because we know how important it is to listen and treat people as individuals. Our patients, their families and carers work together with us towards better mental health.

We're committed to new thinking that improves the wellbeing of our region, and connecting with our communities and partners to deliver mental health care.

We also provide mental health care within prisons, and an immigration removal centre, located in the north east, Cumbria and parts of Lancashire.

Almost 7,500 staff work across more than 90 sites, including Foss Park, a state of the art 72-bed hospital and research space in York which opened in 2020.

We're involved in cutting edge mental health research through our partnerships with universities, research funders, neighbouring NHS Trusts and other non-NHS organisations. We also sponsor prestigious national research programme grants in behavioural activation, an approach to treating depression, each in excess of £2 million.

Patients and carers are at the heart of everything we do so the emphasis is always on research which is relevant and will make a difference to the lives of local people and those we care for. That desire to improve has led

to involvement in local, national and international research studies across the age span including questionnaire studies, psychological therapy, dementia sleep studies and drug trials, and a world-first COVID-19 vaccination study.

Most importantly, everything we do is guided by Our Journey to Change and our values. Our Journey to Change sets out where we want to be and how we'll get there. It includes our goals that we co-created with patients, carers, colleagues and partners. We are working hard to embed our values and make sure everyone, in every role across our Trust, demonstrates respects and compassion and takes responsibility for the care we give.



# journey to change

Launched in August 2020, Our Big Conversation was the biggest listening exercise in the history of the Trust. Over 2,100 people shared 35,800 ideas, comments and votes, exploring what could be possible if we got everything right and what we must do to achieve this.

We heard that some people had a good experience with the Trust but this wasn't consistent, and we heard that there is a lot we need to work on.

From the rich conversations and feedback we received from Our Big Conversation, we developed big ideas for change and a new strategic direction called Our Journey to Change.

It sets out why we do what we do, the kind of organisation we want to be and how we will get there by delivering our three goals and living our new values of respect, compassion and responsibility all the time.

The big goals we have committed to deliver over the next five years are:

- to co-create a great experience for patients, carers and their families
- to co-create a great experience for our colleagues
- to be a great partner

Our Journey to Change will be at the forefront of everything we do, and all of our decision making and 'supporting journeys' will be aligned to it. We will have five underpinning journeys which are:

- Clear clinical approach
- Quality and safety
- Workforce
- Co-creation and communication
- Empowering infrastructure

Our Journey to Change was officially launched on 30 March 2021 at a virtual event with the people who helped us create it.



# Highlights of the year 2021-22

## April 2021



Patients, carers and staff worked together on our Trust's deaf digital inclusion project. Members of local deaf wellbeing groups and networks were also involved in the work. During the pandemic, members of the team used British Sign Language (BSL) to support patients using Attend Anywhere online video consultations and helped other clinicians to use this platform with BSL interpreters.

## May 2021



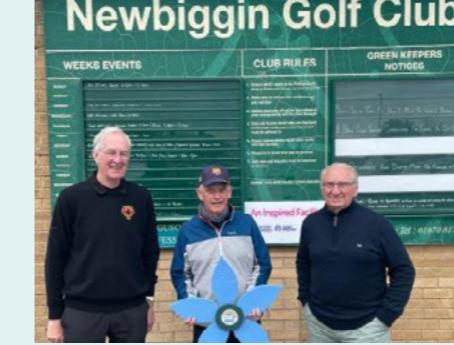
Patients from Farnham Ward, Lanchester Road Hospital, Durham, marked Mental Health Awareness Week by creating this beautiful Recovery Tree. Connecting with nature and bringing the outside in boosted everyone's mood. Wards and teams across the Trust marked the week by putting on displays and activities with patients, carers and colleagues.

## June 2021



Here are five of our volunteer drivers - Geoff, Paul, Ros, Malcolm and Anthony. During the pandemic they helped to get prescriptions to patients. It was a massive help to people who were shielding and a great way of reducing visits to pharmacies.

## July 2021



Terry, a nurse on Birch ward, West Park Hospital in Darlington, wanted to raise funds for the ward before retiring after 30 years in the NHS. Newbiggin Golf Club agreed to help with a golf day and a staggering £1300 was raised. The money was used to buy bespoke recycled garden furniture for the patients who can relax and enjoy the outdoors. Thanks Terry!

## Aug 2021



Ladybird season saw some great cake decorating skills at the South of Tees Dementia and Wellbeing Hub. Middlesbrough College provided some expert guidance at sessions throughout August. The Hub is a community drop-in for people living with dementia, and their carers. It offers a place to meet up, take part in activities and events, and chat to people from various support organisations for support, advice and help.

## Sept 2021



It's always great to see exceptional work recognised so everyone was delighted when our speech and language therapy team, HMP Holme House in Stockton, won a prestigious NEPACS (North East Prison After Care Society) Ruth Cranfield Award. The award highlights the work of exceptional individuals and teams or innovative good practice in promoting rehabilitation of offenders – we'll take that!

# Highlights of the year 2021-22

## Oct 2021



This Stockton allotment has been transformed by patients as a way of improving their physical and mental wellbeing and supporting their treatment.

By October, what started as an overgrown plot two years earlier, had become a flourishing garden filled with vegetables and flower beds.

Brilliant work from a Thornaby based community team and the people they care for.

## Nov 2021



Michael Pipe, an inpatient on Maple ward at West Park Hospital, Darlington, produced a stunning display of artwork to help support future military patients and mark Remembrance Sunday.

Mickey, as he likes to be known, is a soldier who has served in Afghanistan, Africa, Eastern Europe and North and South America.

## Dec 2021



Junior doctors, asked about their training, ranked us as the top Trust in the North East for the sixth consecutive year. We were also ranked eighth in the whole of the UK.

## Jan 2022



A new psychological treatment to combat depression in young people was launched. ComBAT (Community-based Behavioural Activation Training) develops, implements and evaluates Behavioural Activation, a brief psychological therapy, for young people aged 12-18 years who have mild to moderate depression.

Our clinicians and researchers joined Hull York Medical School, and the University of York on this five-year project. A great example of a partnership in action.

## Feb 2022



What better way to give hope to people with psychosis and their families than letting them hear the voices of people who have been in the same situation? "The world needs to know you can get over these barriers" said one family member in the Early Intervention in Psychosis service's Family Work film. Watch the video using the link to YouTube below.



## March 2022



There was no doubt about the final star of the year as Rolo the chocolate Labrador visited Willow ward, West Park Hospital, Darlington, for a relaxing afternoon of tummy tickles. Watch the video Pets as Therapy - Rolo visits West Park Hospital - using the link to YouTube below.



# The year in numbers



**46%**

more people than last year helped to find employment by our Individual Placement Service



**7,669**  
staff



**359**

patients and carers registered for involvement work with us

**1,708,446**

minutes of calls to the crisis line



**12%**

increase in our response rate to the NHS Staff Survey

**267,150**

crisis line calls



**£8,282,895**

invested in phones, computers, monitors and software



# Coming out of lockdown - COVID-19

The final COVID-19 lockdown ended in the Spring of 2022 so the pandemic continued to have a huge impact on our services and the way we worked throughout this year.

Our staff adapted and rose to the challenge magnificently. We achieved a lot during unprecedented times, keeping the wellbeing of our patients and staff at the heart of every decision.

Our infection prevention and control (IPC) team provided invaluable guidance throughout the pandemic, navigating the Trust through challenges around social distancing and supporting us to continue to deliver safe care to the people in our services. They gave further support to the independent sector with standards and guidance and also supervised a neighbouring Trust's IPC team who were still in training.

Our forecasting model, which was designed by our clinicians and planners, with the help of our clinical commissioning group colleagues and our Director of Public Health, was recognised as one of the four best. It identified the surge in demand for mental health services and the main priorities for the next three to five years. It also estimated how many of the additional mental health needs would create the need for extra support from other parts of the NHS. Our Trust vaccination clinics continued to work hard protecting thousands of staff and patients against COVID-19. This could not have been achieved without the significant contribution from the pharmacy team, heads of nursing, estates and facilities, the quality improvement team and our vaccinators and volunteers.

As we moved out of lockdown it was important to remember that the pandemic was far from over. Despite high levels of vaccination COVID-19 continued to have a considerable impact on staffing levels. This meant that developments such as the 24/7 crisis line, Attend Anywhere, and flexible working enabled by Microsoft Teams continued to play a part in maintaining services for those in our care.

# Working with our people

**Cocreation** Our Journey to Change sets out a clear ambition for our Trust to put patients and families at the heart of all we do.

We want patient and carer voices to be sought out, listened to and acted on at every level. We recognise that the lived experiences of those who have been patients or carers can support us in becoming the kind of organisation we want to be. We call this way of working together cocreation.

With so much emphasis on cocreation throughout Our Journey to Change, 2021-22 saw much needed development of patient and carer participation across our Trust.

We carried out a review of all participation activities and produced a set of recommendations based on what we had learned and by looking at good practice. We are working to embed these principles across all of our services and teams.

We then appointed two Lived Experience Directors and a Head of Cocreation. These senior posts will champion meaningful cocreation across our Trust. We have also started work on a cocreation framework which will underpin our partnership working, providing guidance and support and addressing the issues we heard through the review. Our vision is that cocreation will simply become the way we do things here.

We saw a significant growth in existing involvement activities.

359 patients and carers registered to take part in activities with recruitment panels being the most frequent.

**We're particularly proud of the work of some of our involvement members in Community Mental Health Transformation Programmes.** Whether they're championing mental health nurses in GP surgeries or helping to make sure that mental health support is available in community hubs, our involvement members are showing how vital the voice of patients and carers is.

"Thanks again for all you do to make involvement and engagement work so well for so many."

"I want to thank you and all in the involvement and engagement team for supporting me and everyone else who gets involved. It's been a tough year and you and the team have made things so easy for us."

"It has been the difference between me seeing my GP for more mental health support. Involvement has kept me focussed and enabled me to maintain my mental wellbeing."

"Through my involvement with the Trust I am really grateful to the team as this has helped me gain confidence and move onto a job I love."



# Nurturing and developing our staff



## Staff Survey

The Indicators for the NHS Staff Survey changed from 2021 to align to the NHS People's Promise so a comparison with previous years wasn't possible.

The 2021 response rate was 50% compared to only 38% in 2020 which was good news. The areas that were most improved for our Trust were in relation to people not experiencing physical violence or bullying and harassment, and not feeling pressurised to come to work. The top five scores for us above the survey average were related to not working additional unpaid hours, acting fairly for career progression, not having MSK (Musculoskeletal) problems due to work, not experiencing discrimination from patients or relatives and staff having the right equipment to do their work.

However, we scored poorly when staff were asked if they would recommend the organisation as a place to work – clearly further motivation to ensure that Our Journey To Change goal to co-create a great experience for our colleagues is achieved.

## Staff networks

Staff networks, often with the direct involvement of senior staff, were already working hard in this area.

The BAME (Black And Minority Ethnic) network attracted lots of attention by using a webinar for a guest appearance by former-footballer and anti-racist campaigner Gary Bennett but their low-key work on reverse mentoring was just as important.

The LGBTQ+ network refused to let the pandemic stop them from celebrating Pride and went ahead with virtual events and celebrations. It wasn't quite the same as being there but it was a lot better than nothing!

The Long-Term Health Conditions network started lobbying hard for a reasonable adjustments team to be established. The push for this lasted beyond March 2022 but the team has now been established and the decisions needed to support sufferers in working effectively are now consistent and centralised.

A Neurodivergent staff network was established and the first moves towards an Armed Forces network were also being made – both groups are now thriving and helping to ensure that the diversity needed to make our Trust a great place to work becomes a reality.

# Looking forward

Going forwards we will put all of our effort into Our Journey to Change and delivering on our three goals.

This includes an unrelenting focus on patient safety, with clear priorities set out in our patient safety strategy – this is our absolute priority.

## We're looking forward to...



**Rolling out a new electronic patient record system called CITO which will support patients to shape their treatment and give colleagues more time to care.**



**Innovative approaches to staffing including overseas recruitment programmes and working with local partners like Teesside University.**



**Going green with the launch of our Green Plan. It will make our Trust more environmentally friendly and more efficient.**



**Making services more autism-friendly. We'll be checking and adjusting the sensory environment at every inpatient site and delivering more autism-awareness training.**



**Working in our communities to make mental health support more accessible to the people that need it.**

We hope that the thread running through all the things ahead of us is easy to spot. Whether they're to do with technology, recruitment, training, the environment, or partnerships, they're all really about giving the people we support safe, kind care.

Our chair, directors and governors can  
be contacted via the company  
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**For more information and news about  
the Trust and how you can get involved:**