

APPENDIX 2



Tees, Esk and Wear Valleys
NHS Foundation Trust



Welcome to Roseberry Park Hospital

Tees Valley Joint Health Scrutiny Committee

Brent Kilmurray, Chief Executive

8 June 2022

What we'll cover today

- Our Journey To Change: our reason why.
- Key achievements to date.
- Making TEWV a great place to work:
 - Recruitment and retention
 - Staff wellbeing and experience
 - Culture
- CQC Action Plan updates:
 - Secure Inpatient Services
 - Children and Young People's Services



APPENDIX 2

journey to change

Our Journey To Change

NHS
Tees, Esk and Wear Valleys
NHS Foundation Trust

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.

3 The kind of organisation we want to be

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.

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

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

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

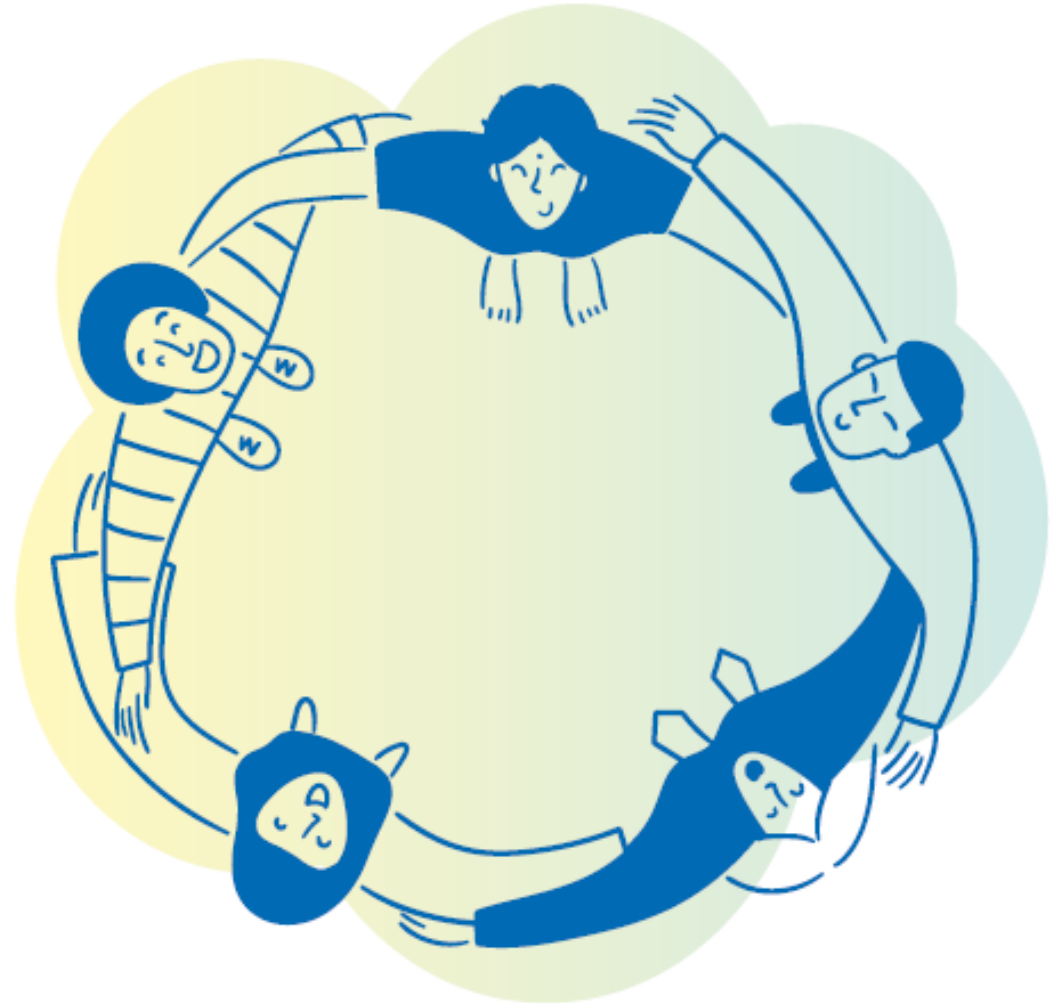
www.teww.nhs.uk/our-journey-to-change

Key achievements

APPENDIX 2

- New organisational and governance structure in place from 1 April 2022:
 - two new Care Groups giving strengthened lived experience and clinical leadership
 - Lived Experience Directors coming into post in June and July
 - Head of Co-creation appointed.
- Board development and assurance.
- Increased oversight through Board and its subgroups:
 - simplified governance processes and strengthened thread from teams through care groups to board – ward to Board.
- Revised Risk Management arrangements.
- Quality Assurance Programmes utilising qualitative and quantitative indicators.
- Organisational Learning infrastructure.
- Significant increase in compliance with statutory and mandatory training.
- Significant improvement in recruitment processes and rates.
- Focus on staff wellbeing and experience, and culture.

A great place to work



APPENDI2

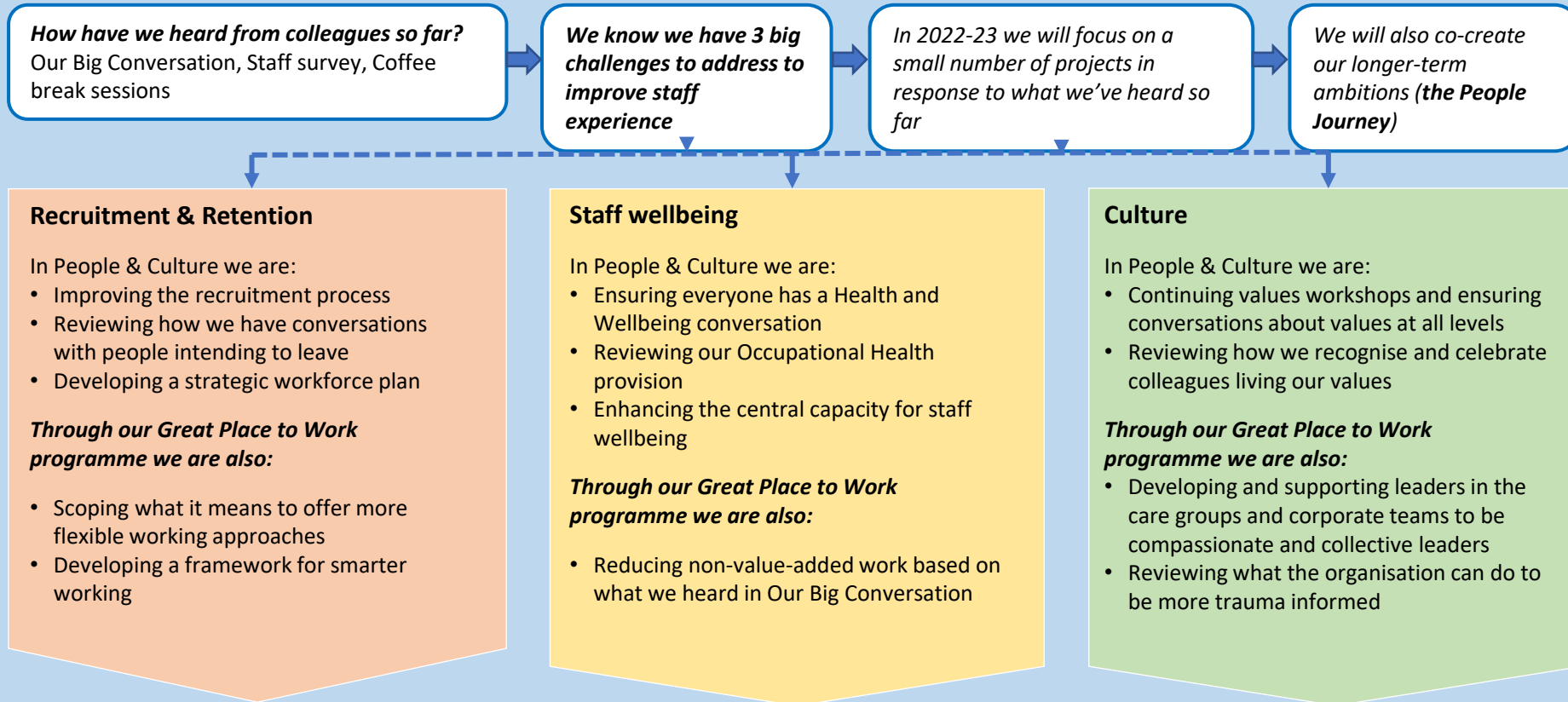


Tees, Esk and Wear Valleys
NHS Foundation Trust

Recruitment and retention

Recruitment and Retention

Our Journey to Change goal 2: to co-create a great experience for our colleagues.
Improved staff experience will also improve the experience for patients, families and partners.



IMPROVED STAFF EXPERIENCE (MEASURED THROUGH STAFF SURVEY, PULSE SURVEYS)

Aligning all of our work to our new Trust values – Respect, Compassion, Responsibility

Recruitment and Retention

Vacancy rates are currently 7-8%

Overarching People plan aligned to our Board Assurance Framework built around three key strands of recruitment and retention, staff wellbeing and experience, and culture.

Introduced an improved new starter process, which includes a new corporate induction, new staff handbook and video

Introduced new 'should I stay' groups to gain a better understanding of our teams and any issues that arise.

Introduced a £3k incentive for band 5 registered nurses.

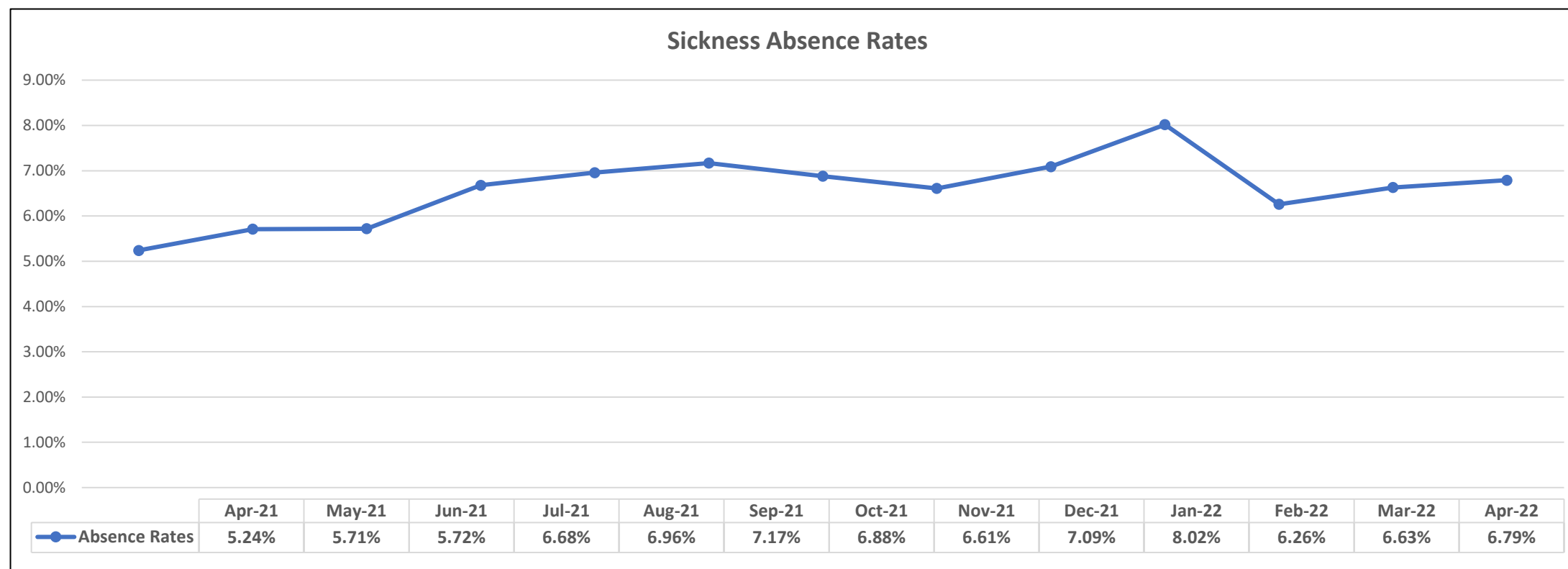
Since 1 March 2022, the NHS Business Services Authority is undertaking all pre-employment checks for successful candidates using a digital pre-employment checking system. This has vastly reduced the time taken to send conditional offers and commence pre-employment checks from 8+ weeks to 2 weeks. This is expected to reduce to one week in the very near future.

Number of employees is growing, with an increase of 5% in the last 18 months. From 1 January 2022 - 18 May, we have:

- published 2,277 adverts
- offered 1,189 jobs
- 873 candidates have started in post

Recruitment and Retention – staff absence

- This remains a challenge and is being felt on a regional and national level
- We have remained at a much lower absence rate than neighbouring Trusts for the last two months
- We are stabilising around 6-7% Trustwide absence at present



Staff wellbeing and experience

Staff wellbeing and experience



Tees, Esk and Wear Valleys
NHS Foundation Trust

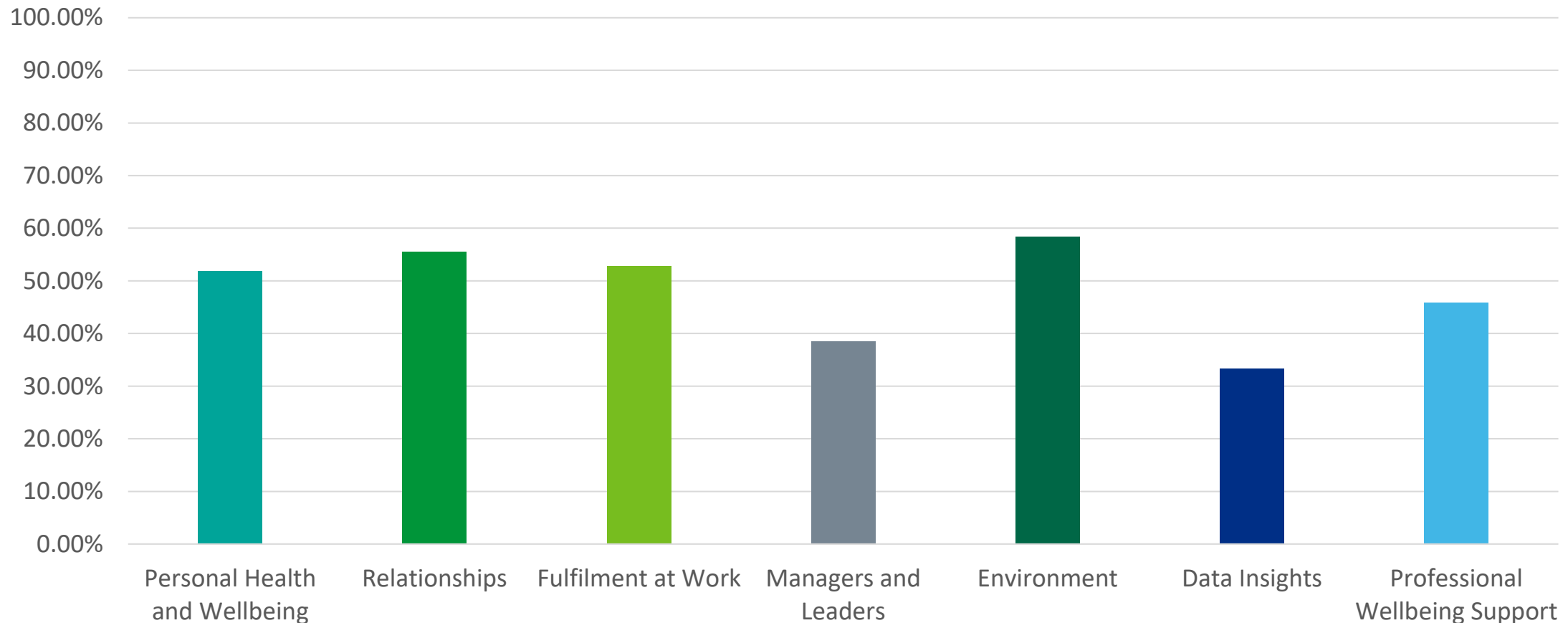
- Restructuring our People and Culture Directorate to put an increased focus on workforce planning, health and wellbeing and staff engagement
- Health & Wellbeing leadership doubled
- Reviewed our staff rewards and recognition offer, which sits well in average of other Trusts and better in some areas, e.g. for car parking, reservist training days.
- Introduced new monthly staff prize draw.
- Promoted Stress Awareness Month amongst colleagues.
- Focused on work that we know improves staff wellbeing, through belonging/ team work, competence and autonomy/ ability to problem solve
 - Schwartz rounds – 526 staff attended since June 2021
 - Empathy training – 587 staff
 - Coaching training – further 103 staff
 - Trust leadership programme – 300 staff
 - Increasing use of wellbeing hours in teams

NHS Health & Wellbeing diagnostic tool

APPENDIX 2

NHS Health & Wellbeing diagnostic tool undertaken along with Better Health at Work Health Needs Assessment 19.5% response rate to survey. (circa 1,400) used to identify priority areas to focus on, in line with feedback from our people.

Overarching Element Score



Culture and staff feedback

Culture and staff feedback

- Collective leadership model much more clear so responsibility and ownership is more transparent, increased clinical leadership significantly, given parity to AHPs within therapies, and appointed two full time Lived Experience Directors
- Four staff networks across the Trust:
 - Black, Asian and minority ethnic staff
 - Staff with long term health conditions
 - Lesbian, Gay, Bisexual, Trans and Questioning staff
 - Neurodivergent staff
- In the process of establishing a new Armed Forces network, a health and wellbeing board, and exploring thoughts and suggestions around a menopause network
- Staff have a space to talk with each other, share ideas, and be heard by senior staff at our Lunch & Learn sessions, monthly coffee breaks and CEO webinar
- Opened up weekly blogs to other staff groups to increase belonging, visibility, range of voices
- Human Rights training in SIS – 93% of staff would recommend it (An informative session which brings to the fore all issues associated with human rights, helping us to question why we do what we do in the way that we do it)
- Freedom to Speak Up improvement work to improve rigour and flexibility
- Continuing focussed work within secure inpatient services

Culture and staff feedback

National Pulse Survey - Quarter 1 2022



Tees, Esk and Wear Valleys
NHS Foundation Trust

	Q1 2018 n2717	Q2 2018 n2226	Q4 2018 n2022	Q1 2019 n1957	Q2 2019 n1914	Q2 2021 n2150	Q4 2022 n2421	Q1 2022 n2243						
If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation	82	81	81	80	76	57	54	54						
I would recommend my organisation as a place to work	71	70	71	71	68	54	53	55						
The care of patients/service users or supporting clinical services is the top priority for my team	90	89	89	89	87	75	74	76						
I am able to make improvements happen in my area of work	83	81	82	82	79	57	58	59						
I am able to make suggestions to improve the work of my team/department	77	74	74	75	74	72	71	71						
There are frequent opportunities for me to show initiative in my role	81	81	80	81	78	70	70	70						
Time passes quickly when I am working	-	-	-	-	-	77	73	75						
I am enthusiastic about my job	-	-	-	-	-	72	66	67						
I look forward to going to work	-	-	-	-	-	52	50	53						
<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #008000; color: white;">Excellent: 80%+</td> <td style="background-color: #90EE90;">Good: 65% - 79%</td> <td style="background-color: #FFFF00;">Fair: 50% - 64%</td> <td style="background-color: #D3D3D3;">Poor: 40% - 49%</td> <td style="background-color: #FF0000; color: white;">Very poor: under 40%</td> </tr> </table>										Excellent: 80%+	Good: 65% - 79%	Fair: 50% - 64%	Poor: 40% - 49%	Very poor: under 40%
Excellent: 80%+	Good: 65% - 79%	Fair: 50% - 64%	Poor: 40% - 49%	Very poor: under 40%										

There is a small but encouraging improvement from Jan to April 22

Staff engagement rate was 29% - second highest in the NENC region

Staff feedback – monthly coffee breaks

I wanted to drop you a quick note to say how refreshing, realistic and positive the session was last week. Thank you.

I just wanted to take the time to feedback what I am hearing from the staff in my team around the coffee break sessions. On numerous occasion they have raised the helpfulness and benefit of the sessions and have recommended them to other colleagues. They find you are very open, honest and sincere and they feel they can approach you if needed.

I have been joining (and always look forward to) the coffee break meetings... and I just wanted to say thank you for holding these spaces for people to have a voice, listen, respond and for being visible in this way – it has been noticed and is appreciated.

Staff feedback – lunch and learn

This was a fantastic
hour of learning.

- Racism Session

This has been so informative and moving
thank you so much

– Ramadan Session

What a great session - we need to have
more of these conversations in safe
spaces to talk , listen, understand and
explore thank you.

– Racism Session

Staff feedback – staff networks

I love having a safe space where I can discuss the issues I have seen and experienced as a BAME staff member. It makes me feel seen, heard, supported and not judged.

It's an amazing support network with caring staff who host the meetings, who are clued up.

It is good to know we have management that is supportive, care to listen and understand what BAME staff can experience.

Any questions before we move on?

CQC action plan - progress



Secure Inpatient Services (SIS)

Secure inpatient services (SIS)

Key areas of focus



Secure inpatient services – staffing

- Use of SafeCare to ensure we are safely staffed on a daily basis
- A review of staffing is carried out in three formal meetings per day and monitored via the designated Duty Nurse Coordinator system to ensure immediate response to any issue that may arise. All services are safe and no service is left uncovered.
- Introduction of a Healthcare Assistant council – our largest workforce in SIS, to ensure their voice is heard at the highest level
- Ward improvement groups and fundamental standards group established
- Patient and colleague experience a priority with plan to measure and improve
- Activity coordinators recruited
- Recruitment is still a challenge, which is being felt regionally and nationally
- Streamlining and speeding up our recruitment processes and offer incentives for prospective candidates
- New face-to-face 2-day induction for new staff

Secure inpatient services – staffing

‘Diamonds in the Rough’ film was co-created with patients to show life within secure inpatient services from a patient’s perspective. It will be used in staff training and inductions



“I am so grateful to have been part of the project and it’s helped me immensely on my recovery journey. Your voice really does matter, and my piece of advice would be to be open and honest and don’t be afraid to ask for the help you need.”

**Lived experience volunteer,
Diamonds in the Rough**

Diamonds in the rough – video link

<https://youtu.be/drFnOCmLZiQ>

Secure inpatient services – safeguarding

- Safeguarding level 3 training compliance is 95.98%.
- Over 50 formal safeguarding supervisions delivered to staff since November 2021.
- Clear evidence raising of safeguarding concerns internal to Trust has increased, though levels of actual safeguarding referrals to local authorities have remained static – this indicates staff are questioning more and seeking advice.
- Member of corporate safeguarding team based within SIS offering direct support, supervision and involvement in clinical care.
- Introduced human rights training that 93% of staff would recommend.

Secure inpatient services – governance

- New Model of Care and Professional Practice launched.
- High visibility from service managers and modern matrons offering support to staff on the wards.
- Minimising staff movement to unfamiliar service areas.
- Increased staff wellbeing activities and launch of SIS wellbeing group.
- Reviewing policy in relation to the use of mobile phones by staff within the perimeter and developing a ‘safe area’ where staff can use electronic devices.

Model of Care and Professional Practice

2021 - 2023

Service mission statement: *To help people to lead safer, healthier, meaningful and hopeful lives*

Professional excellence

Compassion focused trauma informed care

- Open to the reality of suffering and aspire to its healing
- Curious and responsive to the impact of childhood and adult adversity on mental health

Safety, stabilisation & containment

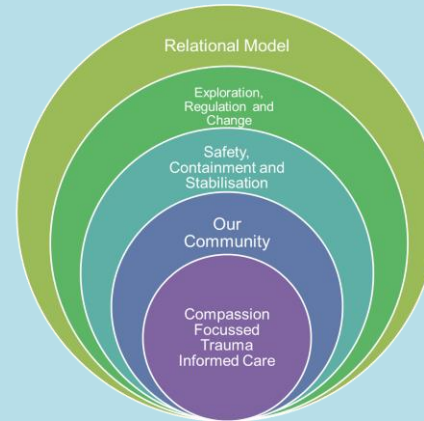
- Provide a common pathway for intervention across all services, ensuring continuity and consolidation of skills for service users.

Exploration, regulation and change

- Evidence based care and availability of consistent, bounded and nonjudgmental support.

Avoidable harm

- Preventing harm by ensuring proportionate and patient-centered care planning



Our community-collective leadership

Shared governance

- Staff have collective ownership to improve practice; placing staff at the centre of decision making

Empowerment

- Inclusivity and diversity - your voice is heard
- Psychological contract

Professional councils

- Staff led forums, enabling collective leadership

Investing in our people

Education

- All staff can reach their full potential

Innovation and Service Improvement

- Designing workforce models around patient need

Research and Development

- Supporting staff at all levels to be curious

Wellbeing and Resilience

- Looking after you & helping you when you need it

Safe staffing

- Optimising skill mix and establishments to deliver excellent care

Improved patient outcomes & experience and a highly motivated workforce who have the competence and confidence to work with complexity and feel valued and respected

Ward Accreditation

Secure inpatient services – staff feedback

The new face-to-face 2-day induction for new staff has a really comprehensive timetable and covers much of the gaps we had in learning

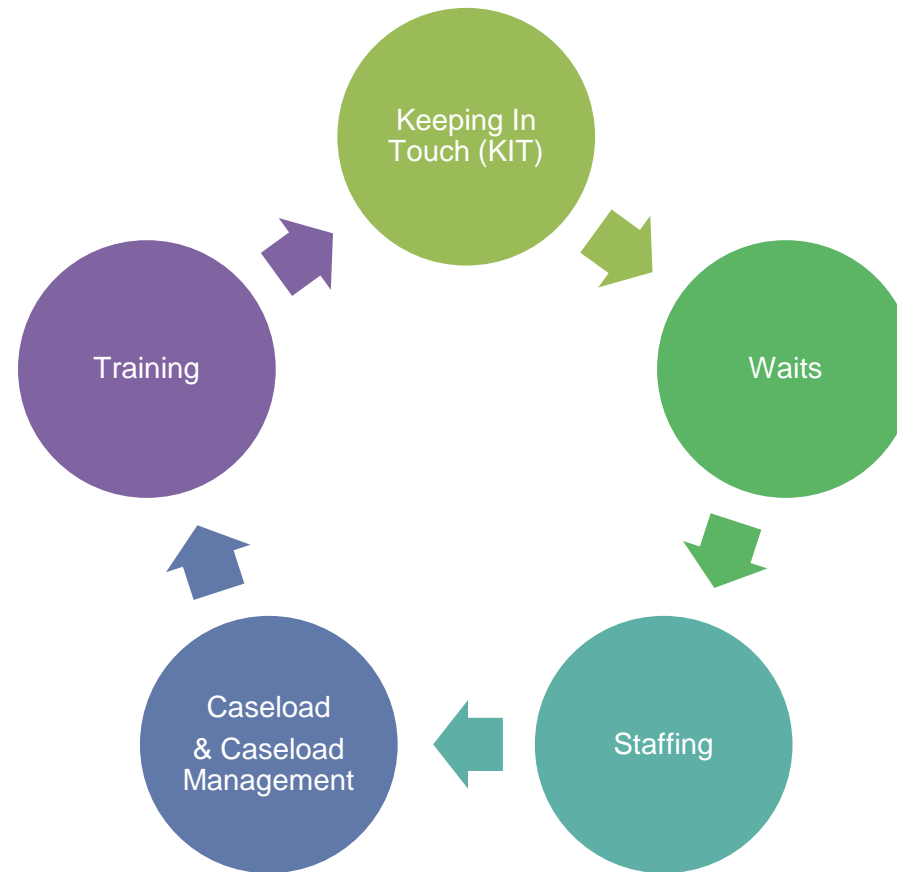
There just seems to be more enthusiasm and hope about, more innovative thinking and creativity, people are no longer waiting for ages to get things approved

Any questions before we move on?

Children & Young People's Services

Children & young people's services

Work programme- key areas



Children & young people's services

- Introduced Keeping in Touch (KIT) process which is monitored daily and all staff at clinical and senior management levels have oversight.
- 97% of children (and their families/carers) currently on the Trustwide CAMHS waiting list have had KIT contact within the timeframe in accordance with their risk level.
- Waiting lists are now electronically held giving much greater visibility and accuracy across the Trust.
- Recruiting alternative roles that add value to community CAMHS teams and help meet the increases in demand, including newly qualified nurses, support workers and assistant psychologists.
- Engaged with staff to develop clinically effective solutions, drawn from their expertise, for caseload management.
- Senior leaders hold 3 x weekly huddles to monitor waiting lists & monthly tracking of training compliance.

An anonymous poll within our children and young people's services discovered that 86% of staff felt that the service was heading in the right direction

Children & young people's services – i-THRIVE



Tees, Esk and Wear Valleys
NHS Foundation Trust



Working with our partners, including commissioners, VCS/3rd sector providers and some local authority colleagues to co-create and deliver the i-THRIVE framework of care

A whole system and evidenced-based approach in supporting families with their emotional wellbeing and mental health needs

Draws a clear distinction between treatment and support

Children, young people and their families are active decision makers

Children & young people's services - i-THRIVE

- Internal restructure of Tees CAMHS to align against i-THRIVE which commenced operationally in April 2021.
- TEWV provide senior leadership and senior clinical input to ensure clinical quality, but the system also gets the flexibility and responsiveness that the VCS/third sector can provide.
- Children, young people and their families get a more flexible access to appropriate services.
- TEWV 'Getting More Help' teams are beginning to report a reduction in caseload numbers.
- The Mental Health Support Teams in schools and VCS/third sector providers had seen approximately 1,500 children and young people last year in the wider system, who would have historically come into TEWV.

Thank you

Any questions?