

Caring | Discovering | Growing | **Together**



Editorial

Welcome to our annual magazine, our opportunity to give you a flavor of some of the exciting developments at NTW.

The theme of this year's magazine is Caring, Discovering, Growing: Together. This is also the title of our new Strategy.

It features articles submitted by our staff who reflect on how services have developed and grown, the progress we have made and also our plans for the future.

As an organisation we are one of the largest mental health and disability care providers in England, employing more than 6,000 staff, serving a population of approximately 1.4 million and providing services across and area totaling 2,200 square miles.

The vast majority of our services are provided in the communities of Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside and Sunderland. We also provide inpatient services for local people as well as a regional

and national specialist services. If you would like to find out more about us you can visit our website at www.ntw.nhs.uk or find us on Twitter and Facebook by searching for @NTWNHS.

If you have any feedback about our magazine or any suggestions for future editions we'd be delighted to hear from you.

If you would like to request a version in an alternative format please contact us.

You can reach us at communications@ntw.nhs.uk

Adele Joicey
Communications Lead



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Our Year in **NTW**

The past year in NTW has been a particularly notable and busy one. Together we have achieved so much in the face of many challenges and the ever changing landscape of mental health, learning disability and neurological care. It would be impossible to include everything that we have achieved, but here are some highlights.

In March 2016, we announced that we would be launching our own charity. Since then, the SHINE Fund has already paid for many extras that make a big difference in people's experiences of our services. SHINE has funded drama workshops, fitness days, greenhouse and cycling equipment, among other things, and will continue to make a real difference to staff and the people we serve.

In April we celebrated our 10th birthday – a decade of providing care to people in the North East and beyond. We had the opportunity to reflect on how far we've come and think about what we want to achieve in the next 10 years.

That same month we launched a full set of 23 self help guides in

British Sign Language, showing the Trust's ongoing commitment to make the support we provide as accessible as possible.

Mental Health Awareness Week in May saw us join together with many of our partners to raise our voices about the wrongful stigma still faced by many people. This is something we are all passionate about in NTW and the Trust remains determined to improve society by fighting to end stigma.

In May, the Tyneside Recovery College opened at Broadacre House. This award-winning and innovative partnership now has 500+ students and the college is delivering much-needed services, devised and led by people who are experts in mental health by their own experience. Our other Recovery Colleges are becoming

...in September 2016 we became one of the first Trusts of our kind to be rated as “Outstanding”



equally well established, providing new and innovative opportunities for our services users.

Not long after this, the Trust was selected to be part of NHS Employers’ diversity and inclusion partners programme for the second year running. The Black, Asian, Minority Ethnic (BAME) network was essential in this achievement. Improving inclusion and promoting equality is essential for any organisation and is something we will continue to work on.

In June, the Trust was celebrating after winning a prestigious award from the North East branch of the Chartered Institute of Personnel and Development (CIPD) for our work in employee engagement. Perhaps the most notable achievement in the past 12 months has been that of the CQC inspection. It was humbling to see so much of the fantastic work our staff do rightly praised by inspectors. Because of their hard work, in September 2016

we became one of the first Trusts of our kind to be rated as “Outstanding”.

Although proud of what we achieved, there are still areas we need to work on and we are never complacent. We will keep working to provide the very best care and support to people that we can. In September our partnerships with other organisations and experts by experience paid off when we joined together to launch RESPOND training. This is training for all parties who may be involved when someone has a mental health crisis. RESPOND would not have been possible without the input of people who had lived experience of this.

October brought with it some very exciting news on autism research. A study the Trust took part in revealed that early intervention to help parents and autistic children communicate helped reduce autistic symptoms in the long-term. This was an important and exciting step in

developing more support for families living with autism, as well as showing the real value of effective partnerships and research.

Later that month, the new £4.6m purpose-built Cleadon Ward opened its doors at Monkwearmouth Hospital. The ward has been designed specifically to be a comforting and safe environment for older adults with mental health problems.

A month later, in November, we opened the Mitford Unit at Northgate Hospital. Again this was a specially designed and purpose-built unit for adults with autism, with the input of people who use our services, clinicians and architects.

At the end of November, the Trust received a tremendous boost when it was awarded £2.7m from NHS England to improve perinatal mental health services over the next few years. This

means we can expand our services and reach more women who need vital support.

As Christmas approached, staff at NTW got overwhelmingly behind our Handbags for Homeless Women campaign. Together we were able to collect more than 700 bags filled with sanitary protection and toiletries for vulnerable women across the North East. A fabulous achievement!

In January the Trust was chosen by NHS Improvement to be its strategic partner in developing its mental health improvement programme. It’s a privilege to be able to shape mental health care in a positive way across the country.

We also worked together with our staff, service users and carers and have developed six strategic ambitions to take us into the future. We can summarise our future direction with the phrase: Caring, Discovering, Growing:

Together. This strategy sets our direction as a Trust for the future, and has been developed in close partnership with people who use our services, their carers and our staff.

The launch of the Blue Room, an immersive virtual reality to help autistic children overcome their phobias was launched as a NHS service thanks to our partnership with Newcastle University and others.

Our annual staff awards took place at Newcastle Civic Centre. It was a wonderful evening celebrating, with great pride, our staff and other special people who have done such exceptional work for the Trust and for the people we serve.

We have also had some good news in that some of our services have been hand-picked to feature in the Guide to Positive Practice in Mental Health Care. This is a really positive beginning to the next 12 months, in which we can

hopefully continue to build on all of our hard work.

The NHS is changing and this year we have been developing a five year strategy to ensure that we are in the best possible position to face the future.

Our CQC rating –

a message to our Outstanding staff

Looking back over the last year, I have been thinking about the wonderful news that we became one of the first NHS providers of similar services to have been rated Outstanding by the CQC.

It really was quite an emotional experience. It's great to remember the overwhelming pride that we all experienced on hearing the news. I remember the messages of congratulations that we received from so many partners and friends from across the whole country. We were congratulated by national leaders; local CCGs and NHS Trusts; colleagues in local government; third sector partners, university and police colleagues, and even from local MPs.

But it was even more of a pleasure to see and hear your excitement and pride in our achievement.

I am still delighted that the CQC rated us as 'Outstanding' - their top grade - especially because it recognises the exceptional contribution you all make to the lives of those we serve. And what is even more impressive is that every single one of our services

inspected was assessed as Good or as Outstanding

That tells us that we really are some of the very best services in the country at doing what we do - and it's all down to you. It fills me with pride to work alongside so many dedicated and committed people.

We are not and must never be, complacent, but I think we can all be proud of what we are achieving.

The full report is available on the CQC website
www.cqc.org.uk/provider/RX4

Well done and thank you for your amazing efforts and here's to a very successful future.

John Lawlor
Chief Executive



**Caring
Discovering
Growing:
Together**

In 2015, the Board of Directors agreed that the time was right to review our strategy.



From the start we took an inclusive approach to refreshing our strategy and over the past 18 months we have tried to involve lots of people in lots of different ways including:

- service users and carers
- our staff
- our three clinical groups
- the Council of Governors
- the Board

The involvement work took many forms and some very important key themes emerged. These were:

- including people
- being people centred
- recovery
- pathway
- support
- wellbeing
- quality
- expertise
- listening

The feedback from all of those involved has helped us shape our strategy, identify what is important and determine our strategic ambitions which will guide our organisation over the next five years.

The title of our strategy, 'Caring, Discovering, Growing: Together' sums up the themes and comments which everyone made.

Our strategic ambitions

We have developed six strategic ambitions. These are:

1. Working together with service users and carers we will provide excellent care, supporting people on their personal journey to wellbeing.
2. With people, communities and partners, together we will promote prevention, early intervention and resilience.
3. Working with partners there will be 'no health without mental health' and services will be 'joined up'.
4. The Trust's mental health and disability services will be sustainable and deliver real value to the people who use them.
5. The Trust will be a centre of excellence for mental health and disability.
6. The Trust will be regarded as a great place to work.

Thank you to everyone who helped us with this important work.

Caroline Wild
Deputy Director Corporate Relations and Communications



Caring | Discovering | Growing | **Together**



Recovery colleges

Recovery is an emotive word. It means so much to so many people. For many it's a word of hope and opportunity, for some though it can mean something that feels impossible to attain.

That is why collectively we felt that 'discovery' captured the aspiration of all when we considered the words that reflected our new strategy.

But 'recovery' is a very precious concept. Getting back on your feet, finding your place, being valued and of value. These ideas are at the heart of the concept of the Recovery Colleges which are being developed across the Northumberland, Tyne and Wear area.

They offer the opportunity for people to enrol as students, improving their own lives, and raising their own self-awareness and ability to cope and to thrive. They sit within and as part of the communities they serve, offering advice, learning and belonging. Our aim at NTW has never been to own them but to nurture and support them and enable them to grow alongside us.

Recovery Colleges sit firmly with our strategic ambition to build resilience in people and communities. They aren't part of the Trust and don't exist as part of any pathway. Instead they work as a community asset sitting alongside our services, available

to people at any point of their own personal journey. Across Northumberland, Tyne and Wear, they are developing at different paces and with different approaches.

In Newcastle-Gateshead the Recovery College Collective (Recoco) is well established, as is the Recovery College in Sunderland. In Northumberland we are looking to build on some of the great work and commitment to date and help establish a sustainable model which works for all across this expansive county. The North Tyneside Recovery College is developing as a new partnership with North Tyneside VODA, supported by a wide range of contributors who are keen to contribute to this new Recovery College.


We are committed to supporting and enabling these colleges, along with a wide range of partners, to find their own way and establish their own identity within their own communities.

The Recovery Colleges share a common bond of principles and approaches. They recognise the skills and expertise of those who have survived distress and offer the opportunity to value their expertise and harness it to help others. They foster innovation and self-sufficiency, and challenge some of our traditional approaches to care and support.

They don't offer treatment but mutual support, learning and self-awareness. They see mental health as a broader social issue that affects whole communities, and at their best, they tap into the rich resources that those communities can offer.

Working alongside and with the developing Recovery Colleges, we in the Trust can be challenged, empowered and driven to think more creatively about how we support people on their own personal journey of discovery. They offer new and exciting opportunities to think and work differently. Over the next five years let's embrace them, support them and reach out to create new partnerships with and through them. If you haven't yet, take the opportunity now to have a look and get involved.

James Duncan
Deputy Chief Executive



“There is a passion among peer support workers like none I have found before in any job I have worked”

Peer Support:

Making a difference, together

Peer support is about people who have had lived experience within mental health supporting others through their recovery.

It is all about using what we have learned through our own journeys to help others to find the path that they are seeking.

The job itself is one that is not as new as some people may think, we have some peer support workers who have been working at NTW for over four years and others who have been with us nearly a year. We aim to add value to the treatment that is already there to support people's mental health.

Peer support works across the Trust in a number of different teams, community, in patient and specialist hubs. We work with patients in a one to one setting as well as working in groups and at the Recovery Colleges.

I have watched as we have grown within our roles over the past few years, developed who we are as people and what we can do to support and help. We are all different in the way we work and we all have our own special set of skills that we bring to the role of peer support, our skills are wide and we can adapt and grow as people. We are always learning and always developing, not only from our day to day practice but also from each other. We have a great support unit within our own peer support team where we can work and grow, passing on skills that we have learned and also sharing our own experiences.

There is a passion among peer support workers like none I have found before in any job I have worked. As a group of people we care about our patients and how we can help them and watch as they find their own way in life. We try to work hard to work together with not only service users but also within the teams to change the views and attitudes that people hold about mental health. We are within ourselves a strong and resilient set of people.

Laura Ions-Chell
Peer Support Worker
North Tyneside Community
Treatment Team



“As I approach retirement I find myself reflecting upon my journey with our amazing staff and volunteers over the years and the impact of their cumulative contribution. ‘Caring, Discovering, Growing: Together’ epitomises that journey”

My journey of **Discovery**

It has been a huge privilege to work alongside our very diverse and talented volunteers. Their enthusiasm and compassion is humbling and their commitment second to none.

Volunteers make a tremendous difference by simply listening to service users and letting them know that they are interested and genuinely care. Our numerous social activity volunteers help to meet the interests of individuals, enabling staff some time to focus on other aspects of their role, complementing and adding value to what they do.

Participants in our vocational rehabilitation garden project share their knowledge and skills and (excuse the pun) take ‘growing’ to a whole new level. The personal encouragement and practical help from chaplaincy, shop and library volunteers can often make a subtle but significant difference.

We have benefitted greatly from the contribution of our large student population who contribute to seek experience but often gain much more altruistically through their participation in diverse range of volunteering roles. It is rewarding to see many progress in their careers or use their experience to explore options that they may have not have otherwise considered.

Many of our volunteers have used Trust services and we are indebted to them for sharing their unique experiences to help staff understand and improve services. The contribution of volunteers in our Deaf Wellbeing Group in particular, offer an invaluable lifeline and understanding to people who often offer feel excluded and isolated.

Service user involvement has possibly encountered the greatest journey of discovery and change over the years. The introduction of Recovery Colleges has opened up new opportunities for participation. The introduction of peer support workers has introduced pathways for some volunteers into paid employment. My greatest job satisfaction has been the privilege of seeing the confidence and wellbeing of volunteers grow on their road to recovery.

Our staff team have faced many challenges along the way. To ensure our services remain safe, effective and accountable we have actively responded to new national regulations and legislation, adapted to service reconfigurations or met a multitude of changes within our volunteer projects. On rare occasions we have encountered concern and resilience from volunteers but their ingenuity, and drive has usually shone through to help us to ‘grow’ and embrace change.

It is with some trepidation that I move onto retirement as I know I will greatly miss the volunteers and my amazing staff team. I know my successor will be kept busy. The Trust’s Talk First initiative has introduced many exciting ideas and will offer the opportunity to develop new and interesting roles.

I wholeheartedly believe that volunteering will reflect the ethos of the NTW strategy by collaboratively learning and adapting to meet service needs that will care, discover, grow and flourish. I can rest assured knowing that the team will remain relentless in promoting, supporting and valuing volunteer participation.

May I take this opportunity to thank the many hundreds of volunteers who I have worked with over the years and the staff who have taken the time to support them. You are all stars.

Christine Lopez
Voluntary Services Manager

It is no secret that the NHS is facing financially challenging times and we must look to evolve and explore different ways of doing things so we can maintain the quality of services we provide.

In June 2016 NTW Executive Directors considered a proposal to establish a wholly owned subsidiary company, with the Trust as the only shareholder, to provide estates and facilities, procurement and transactional financial and workforce services to the Trust.

There were clear objectives to this proposal which were:

- to provide high quality support services
- to provide a cost effective service, supporting NTW in delivering sustainable and safe clinical services
- to offer opportunities and security to NTW staff
- to create more flexibility and address specific workforce pressures and risk and
- to provide greater flexibility and freedoms to enable commercial opportunities to be seized and generate income to the Trust.

Once the proposal received support in principle a Project Team and Project Board were established. In March 2017 after extensive work the Trust Board approved the Business Case for the company's formation. NTW's subsidiary company, NTW Solutions became operational in April 2017.

The creation of NTW Solutions offers a great number of benefits. By establishing a company to provide cost effective and quality support services, which focusses on that alone, it allows the Trust to focus on its core services.

The company allows more flexibility to recruit and retain staff to provide support services as well as enabling a change in culture and the ability to develop new ways of working more effectively whilst still sharing the Trust's values, ethics and aspirations.

The establishment of NTW Solutions provides greater flexibility and freedoms which enables the company to build upon the expertise of its staff and systems and develop a more commercial focus, with the aim of being better able to seize opportunities to generate additional income.

Another benefit is that NTW Solutions will deliver a significant and tangible contribution to the Trust's financial delivery plan therefore supporting the Trust to continue to deliver sustainable, high quality and safe services.

Our NTW Solutions staff are our greatest asset and without them we could not provide and sustain excellent care to those who need it. We place huge importance on the Trust values and are committed to ensuring staff are recruited, retained, developed and engaged throughout their careers. The way support services are being delivered in the NHS is strategically changing and NTW Solutions enables us to manage this in the best possible way for our services and our staff.

Malcolm Aiston
Managing Director
NTW Solutions Limited

Discovering Solutions

"Our NTW Solutions staff are our greatest asset and without them we could not provide and sustain excellent care to those who need it"





Mind and body

The Five Year Forward View sets out a vision for the future of the NHS with explicit recognition that physical and mental health are inextricably linked. The life expectancy gap between those with a serious mental illness or learning disability and the general population is thought to average 15 years. Premature death is caused primarily by the high burden of cardiovascular disease, cancer, respiratory disease, diabetes and liver disease, which research shows are associated with modifiable risk factors including smoking, alcohol, diet and physical activity.

We are committed to improving these shocking statistics.

Our network of Health Champions and Link Workers has grown from 150 to almost 250 members. These staff undertake physical health skills training and are embedded in teams, where they promote best practice tailored to local needs across all patient age ranges. Link worker, Gemma Dobey works with children and young people and said:

“Staff worked in a multi-disciplinary team to improve the exercise and food which we offer young people within an inpatient setting. This work reduced the sugar and fat content in a number of foods provided on the wards following collaboration with the dietetic and catering departments to produce a healthier, child-friendly menu.”

An ongoing key challenge is for staff to universally recognise the importance of physical health alongside mental health and we've made great progress with this. Foundation level clinical skills training has been delivered to 770 staff across our services, helping them to practise the principles of “Making Every Contact Count” and use the Lester Tool (2014) to maximise opportunities to “screen and intervene”. The excitement around this area is further evidenced by the ever-increasing demand for places at NTW's Physical Health and Wellbeing conferences, held annually to spread the message that physical health and wellbeing is “everybody's business”.

2017 has seen the development of our new physical health and wellbeing strategy. Sustained

action is essential as the physical health needs of our patients continue to grow. Secondary health care needs, including diabetes and metabolic syndrome, cardiac risk and epilepsies, are increasingly prevalent, whilst we need to ensure national screening programmes and primary prevention are available to those we care for.

There is still lots of work to be done and we are proud to demonstrate that the physical health and wellbeing of our service users will continue to be a strategic priority for NTW.

Trustwide Physical Health and Wellbeing Group

Developing staff networks

In any professional setting, networks flourish spontaneously: human nature, including mutual self-interest, leads people to share ideas and work together even when no one requires them to do so. We can also design new structures that boost the value of networks and promote effective networking across an organisation, helping to build more and better personal relationships among the members of the community, enabling leaders to apply the energy of diverse groups of professionals and managers to realise their collective goals. This is what Cherron Inko-Tariah MBE refers to as the Power of Staff Networks.

On the back of findings from staff surveys the Trust took the decision to establish staff networks based on the equality, diversity and inclusion agenda in 2016. To date we have three networks:

- Black Asian Minority Ethnic (BAME) Staff Network – launched in March 2016
- Disabled Staff Network – launched in November 2016
- Lesbian Gay Bisexual Transgender (LGBT) Staff Network – launched in May 2017.

In order to secure resources and support, any employee network needs to clearly articulate why it is worthy of investment. It is fair

to say the networks are in their formative stages but all aim to provide the following:

- support those feeling discriminated, bullied or harassed
- organise events
- run workshops covering specific issues
- provide news and updates on relevant issues
- provide a safe environment to discuss problems
- signpost people to organisations where needed
- provide learning and development opportunities
- review new policies to ensure they don't adversely impact on staff, or the wider community

- help in policy development to make them inclusive
- support equality impact assessments.

One of the key pieces of work that we will be collaborating with staff networks and staff side on is to improve the information that staff give us. Equality and Diversity data tells the Trust about the number of employees with protected characteristics and how their experiences compare to those of their colleagues without those protected characteristics. In essence, accurate data will help us identify opportunities to develop targeted initiatives to improve the workplace for employees from all diverse

backgrounds. Identifying specific problems and barriers faced by employees can further inform actions to maximise the potential of all employees.

Staff networks have great potential to shape the culture and behaviours of their organisations. By tapping the ideas, passion and knowledge of people who work there, effective networks can help both to create change in organisations, and to support leaders and managers in implementing it.

By joining a network you will:

- play an important role in helping to improve your workplace

- ensure specific issues are understood and addressed and
- ensure your voice is heard
- promote awareness

If you want to find out more about staff networks contact equality@ntw.nhs.uk. We aim to be a good employer, demonstrating that we cater for the diverse needs of our employees. Please be assured that information provided in these safe spaces is only used collectively to ensure that individuals cannot be identified.

Chris Rowlands
Equality and Diversity Lead



Devolution in action

During 2016 we developed an NTW Collective Leadership and Management approach to devolution and addressing the challenges ahead, initially aimed at Clinical Management Teams (CMTs)



- The programme had six main objectives to enable attendees to be
- clear about the 'rules' of devolution
 - clear about how they can make this work using a collective leadership approach
 - able to develop their strategic objectives and annual priorities: building their own plan
 - able to develop and implement ways of working that help to achieve their objectives
 - able to manage challenges: strategic, operational, personal and interpersonal
 - able to evaluate their progress

The story of the urban fox (with thanks to Ken Tooze)

Once upon a time there was a fox that lived in the countryside. The fox would steal the odd chicken off a farmer. It was a perfectly happy fox. What the fox doesn't know is that a company is building a huge housing development right in the middle of where it lives. So what options does the fox have?

Well the fox could write a very strongly worded letter of complaint to their local newspaper. The fox could learn to 'duck' when the bulldozers come, or the fox could learn how to raid dustbins.... No prizes for guessing which option assured survival.

We live and work in difficult and challenging times. It sometimes feels like it isn't easy to predict what's coming next. The fox adapted its habits, behaviours and lifestyle to meet the challenges of change. Maybe there is a moral to this story.

To meet the challenges and the opportunities of the future, we need to adapt how we work and develop resilience.

The Collective Leadership and Management Programme was aimed at 110 staff members from Clinical Management Teams who collectively manage and lead large groups of staff. We felt it was important for these people to have the time and opportunity to think about how they might adapt the way they work, in order to meet challenges and embrace future opportunities. Six full day workshops were held for three cohorts over six months, starting in October 2016 and finishing in May 2017.

Participants were given the opportunity to reflect on the case for change. They sought to determine what they need to change and how this might look, in practice. They were given the opportunity to do this as individuals and as a collective leadership and management team.

Sessions were designed around needs that the participants identified and they were facilitated by senior leaders and managers in the Trust with the support of an organisational development consultant, Ken Tooze.

Each team undertook a 'presentation' to an invited audience of senior leaders as part of the final session. They told us about how the programme had impacted on the way they work as a Clinical Management Team. They

were able to demonstrate how they intend to work, what they intend to do differently. They told us about how they would hold each other to account and about how we would know that they were making a real difference.

Our initial programme is now over and we are busy evaluating its impact. In the coming months we will be adapting what we did to facilitate corporate staff development and moving to phase II for clinical and operational staff, building new ways of supporting the development of the new clinical business units in our locality Groups.

Quotes from participants

Caring

"We need to be there for each other, we need to care for each other"
"We all share the same passion for what we do"

Discovering

"We all need to be aware about why we are here"
"Our team feels empowered to do things differently"

Growing

"We need to share our experiences with others, develop plans together, so we can grow together"
"We've been able to work collectively, to adapt the way we work, so that we can continue to deliver high quality care, even during times of change"

Mark Spybey, Mark Knowles
and Gail Bayes

With thanks to Sandra Barker



A lot of great fundraising ideas and events take place each year across the Trust which raise vital funds for a number of good causes, including our own.

Charitable funds

This year we have secured five places in the Great North Run in September and staff were asked to put their names forward to run and raise funds for the Shine Fund. The successful applicants were:

Steve Brown,
Consultant Psychiatrist

Denise Elliott,
Ward Clerk

Robbie McMullen,
IT

Andrew Thorn,
Community Matron

Chris Cressey,
Finance

I am sure friends and colleagues will be along the route cheering them on and supporting them with sponsorship.

Our staff have arranged some fantastic events to support the Shine Fund. Staff at St George's Park held a Christmas Fayre and a St George's Day event which were both well attended by service users, staff and the public and were very successful. Our staff at Hopewood Park organised a Dog Show and a Christmas Fayre which were also fantastic events.

The money raised is used in a variety of ways, for example the Recovery Colleges have benefited from charitable funds

and monies have been used for their initial development by providing activity equipment and Recovery Gardens are being developed at the Kenneth Day Unit at our Northgate Hospital site and Bamburgh Clinic at St Nicholas Hospital.

Elderly Services at Monkwearmouth Hospital, St George's Park and the Campus for Ageing and Vitality in Newcastle have purchased computer software, tablets and touch screen therapy equipment specifically developed for their client group and feedback from their service users is excellent.

Forensic service users have taken part in an animation and framing workshop and recently have been given funding for a graffiti workshop.

Ladies from Clearbrook ward entered the race for life which enabled them to take part in an activity of interest and enjoy the camaraderie of the event, as well as with the support of the exercise department, develop fitness levels in preparation for the race.

Community access activities have been funded for the service users at Walkergate Park and a badminton group for the Early Intervention in Psychosis services.

This year charitable funds have also been used to purchase

numerous televisions, games consoles, pool tables, books, craft materials and board games as well as a trip to the zoo, horse riding, entertainers, fish and chip suppers and a chinese meal.

We hope our charity will be able to grow and provide even more support for the coming years. To do that we need your generous donations and also your time to fundraise for us.

You can donate in the following ways:

By cheque made payable to 'NTW FT Charity' or you can donate cash. Just hand your donation into any Trust cashiers office.

You can also give by bank transfer, Justgiving or Virgin money giving. Please contact us for more details.

If you would like to find out more about our charitable funds work you can contact charitable.funds@ntw.nhs.uk or telephone 0191 246 7215.

Ailsa Miller
Patient's Finance and
Cashiers Manager

Quality Checkers and Quality of Health Principles

People who use services are the true experts on how those services should be delivered. They know what works and what does not. Their involvement makes services better and more effective. NTW is currently working with local Quality Checkers, a team of people who use services ('experts by experience') to assess our specialist learning disability community teams and inpatient facility. This work is very new and will feed in to national work around Health Quality Checkers.

The Quality of Health Principles were written by people with learning disabilities and autism in partnership with people with physical disabilities, sensory impairments, older people and people with mental health difficulties.

The principles reflect what disabled people consider to be a good quality patient experience including accessible communication, information and environment, choice, admission and discharge, staying in hospital, appointments, treatment, the way health professionals work with people, privacy, dignity, respect, medication and complaints. These principles are used as a measure for Quality of Health Reviews.

We are still learning through this process and there will be a report with all the information which will be based on Good Health for All standards but we are all keen to develop this further.

Below is a flavour of what we have heard back so far and we are already making changes and doing things differently.

- Almost all patients or family members that gave feedback were positive about their experience of support from the team
- There are lots of examples of exceptional practice and reasonable adjustments including meeting with patients at a chosen venue and use of social stories to explain meaning
- Car parking at some sites can be difficult and also sometimes getting through to the right person
- There are very few formal complaints so we just need to check that people do feel able to raise issues if they need to

- Advocates are now starting to attend some of the team meetings

As well as checking our services we have been working together in a very new and creative way with local self-advocacy groups to develop stress reduction workshops.

Based on mindfulness stress reduction, trained clinicians have established a rolling programme of courses to help adults with learning disabilities learn skills in mindfulness to promote their wellbeing and reduce stress. With weekly practice sessions offered by the self-advocacy groups, we now have a network of support that reduces social isolation and supports people to bring mindfulness in their daily lives. It is hoped that we can demonstrate how such an initiative may help to reduce the need to use mental health services in the future.

The Trust has also been developing new ways of supporting front line staff working in challenging care situations and more recently to support families of adults with behaviours that challenge. After piloting a resilience training for care staff, it has now been adopted as part of the broader regional workforce training strategy.

Caroline Wills
Learning Disability Clinical Development Lead



Respond: Training together

“I can do things you cannot,
you can do things I cannot;
together we can do great things”
Mother Teresa

Mental health services have always worked alongside Police, Ambulance and Local Authorities, but have they truly worked collaboratively? Do they ever train together to increase the understanding of how each agency works, what is involved in their decision making, understanding the pressures faced and the frameworks worked within? Have those with lived experience or 'experts by experience' been involved in such training or understanding?

Enter Respond, a new and innovative way of training together, across agencies, and professional boundaries. Respond Multi Agency Simulation Training is a training for professionals and service users involved in mental health crisis care. The essence is about learning the different agencies' roles and perspectives in a simulated situation.

Respond was developed in response to the Crisis Care Concordat with leads from Northumberland, Tyne and Wear NHS Foundation Trust, Tees, Esk Wear Valley NHS Foundation Trust, Northumbria Police, North East Ambulance Service, Newcastle City Council and people with lived experience of a mental health crisis, with funding and support from the North East Urgent and Emergency Care Network

So how does it work exactly?

The training simulates a mental health crisis scenario with video and audio clips, and group discussion. It brings together everyone in the crisis pathway – including doctors, nurses, police, paramedics, approved mental health workers and experts by experience – to explore knowledge skills and attitudes

and to learn from and about each other in a safe environment where mistakes can be made without any long-term consequences.

Even experienced professionals find that it has helped them to understand other's roles more clearly by 'standing in their shoes.'

We believe this training is unique in that it was developed in collaboration by the different agencies for each other including experts by experience.

Benefits of the training include more efficient crisis responses due to increased understanding of roles and responsibilities, improved understanding of the experience of the person in crisis, building relationships and challenging stigma.

Scenario one (crisis in a public place) has successfully run for five months and early evaluation by Academic Health Science Network is very positive.

Scenario two (crisis in a private dwelling) is in development will start in June 2017, with scenario three (crisis response on a ward) to follow. We continue to try and secure longer term funding to allow us to consider national rollout as there is active interest from other areas of the country.

The opportunities are endless and benefits are reaped by all who attend. This training has changed attitudes, views and practice and influenced people not only to work closer together, but consider their own mental health and that of their colleagues. It has inspired others to look at other professionals and instilled hope in those with lived experience

that partner agencies want to do the best for them when they are in crisis.

This is what attendees have said:

“Respond is a great learning experience, and it will make a real difference if it is rolled out to all emergency services. As an expert by experience, my voice was listened to and valued, working as an equal with the professionals throughout the process.”
Expert by Experience


“Fantastic training, it helps to see people's point of view on your own role and being able to inform them of the reality of what you have to work with. It changed my perspective on how people are dealt with by mental health workers and the process they have to go through.”
Section 12 Doctor.

“I believe the inclusion of people with lived experience in this training was an excellent idea and they bring a freshness and new outlook to the training.”
Police Officer.

“Should be available and rolled out to all professionals involved in multi-agency working. Excellent opportunity to reflect on the vital role that other mental health professionals play of a Mental Health Act Assessment.”
Crisis Nurse.

For further information about Respond, please contact project Co-ordinator Amy Rafter at Amy.Rafter@ntw.nhs.uk

Amy Rafter
Project Coordinator
RESPOND training



“Anyone can raise a concern they have – whether they are a staff member, contractor, volunteer or student on placement”

Raising Concerns: Together

If we really care for people, we notice when things aren't right with them. As a Trust we want to care for people and in order to care for people, members of staff need to care about the Trust. We need to make sure that when things are wrong they are put right. We can only offer the best care to people if we are constantly improving and addressing things that aren't as good as they can be.

If service users and carers spot things that can be improved, they can ask for them to be sorted by filling in a 'Points of You' card, speaking to a member of staff or a Patient Advice and Liaison Service (PALS) Officer, or even by making a complaint! But what about members of staff who want to raise a concern?

“Freedom to Speak Up” (FTSU) is about having a culture in which people working in our Trust feel free to raise concerns. Anyone can raise a concern they have – whether they are a staff member, contractor, volunteer or student on placement.

Concerns could be about the attitudes and behaviours of other staff members or even whole teams. They might be in relation to equipment and maintenance, staffing levels, or quality and safety. Perhaps our policies, procedures and processes are not up to scratch. Or patient experience or performance

capability could be better. Staff are encouraged to speak to their managers in the first instance, and hopefully many concerns can be resolved at the local level.

It may be that more work is needed to discover the root of a particular problem. Or the person who has raised the concern isn't happy with their manager's actions. It might be that they are worried about the consequences of raising a concern – whether colleagues will feel that they have spoken out of turn, for example. In such cases, people can speak to the FTSU Guardian to help them to raise their concern. In addition, there is now a network of FTSU Champions throughout the Trust who will support staff members in their speaking up. The Guardian and Champions are here to allay their fears and also to help other staff see that it is a positive part of our caring and growing as an organisation for people to feel free to raise concerns.

Together we show care by raising concerns. We discover where things are wrong. And we grow as an organisation by acknowledging where we need to improve. The FTSU Guardian and Champions only form part of the raising concerns team – every other member of staff is also part of it, and we encourage you to play your part. So that we can care, discover and grow: Together.

Dr Neil Cockling
Freedom to Speak Up Guardian

Developing Innovation

Innovation is at the heart of the NHS and the Trust has a successful track record of transforming its services in order to provide high quality, safe and recovery focused care.

Over the last nine years we have welcomed many visitors to our organisation - locally, nationally and internationally, who have been keen to learn from our experiences and wanted to work with us.

We recognised that this gave us a real opportunity to learn from others, to develop a network of organisations and people committed to innovation and quality improvement, and to create an offer for those who just needed support and advice. In January 2016, Trust innovation was established with support from our Trust Board to further these aims.

Over the last 12 months we have established our brand and our networks. We have supported a number of NHS organisations offering specialist expertise and experience to influence, support and manage transformational change and continuous quality improvement.

As well as our knowledge and experience of transformation we have also developed unique products which include new clinical service models, IT approaches and estates designs which are beneficial to the NHS as a whole.

Our aim is to develop a multi-disciplinary resource offering knowledge, expertise and experience of innovation and

change in the interests of people and communities. We are creating a network of experts both internally and outside the organisation, which can be a resource for NTW and other organisations to draw upon.

We will look to develop this further in the coming years, supporting our ambition to be a "Centre of Excellence", learning from others, working alongside the best and spreading knowledge expertise and the tools and techniques to support transformation, quality improvement and innovation.

We have come a long way in a short space of time and we plan to continue to care, discover and grow together. Our work has been received positively at a national level which has led to a strategic partnership with NHS Improvement to develop a national improvement model for mental health and we are delighted to be able to support this important national work.

If you are interested in getting involved or would like support with an improvement initiative, just contact Carole Kaplan at Carole.Kaplan@ntw.nhs.uk or Stewart Gee at Stewart.Gee@ntw.nhs.uk.

Stewart Gee
Head of Transformation and Improvement





“Over 700 staff have now participated in the training over nearly three years”

Discovering together: formulation training programmes

The 5Ps + Plan formulation is a framework for delivering high quality evidence based care in collaboration with service users and carers. This is being rolled out across our Trust for the ongoing assessment and planning of interventions. It helps staff, service users and carers to communicate effectively with each other across treatment pathways. Formulation is widely considered to be good-practice both locally and nationally. There is emerging evidence suggesting that formulation driven work can enhance the effectiveness of clinical interventions, foster service user and family/carer empowerment, and support multi-disciplinary communication.

It is about addressing people's needs with a holistic rather than a medical perspective and thinking about their well-being in terms of their strengths as well as their difficulties. It certainly helps us to work with people to develop goals and plans.

The 5Ps plus plan formulation training programme consists of workshops facilitated by service users and clinical staff together, followed up by support and supervision within the community and crisis teams. Over 700 staff have now participated in the training over nearly three years.

The '5Ps' model of formulation is long-established with the five Ps standing for:

- Presenting issues
- Predisposing factors
- Precipitating factors
- Perpetuating factors
- Protective factors

The first 16 months of the training programme has now been evaluated and has shown that the workshops are popular, with the package being accessible and effective. Staff report that the training is timely, well-paced and relevant to the different roles and functions in community and crisis teams.

Qualitative responses have highlighted the role of formulation in building trust and

good relationships with service users, working collaboratively with them, developing a shared language, and ensuring that people feel heard.

More research is needed to look at the impact of the 5Ps formulation in practice using feedback from service users and auditing the quality of care reflected in care records. We are planning a programme of co-produced research that captures service user, carer and staff experiences of 5Ps + plan formulation. This represents an opportunity for the Trust to develop and become leaders in generating practice-based evidence for multidisciplinary person-centred formulation.

Training in formulation is popular, effective and successful. There are plans to continue to deliver the training as a rolling programme with regular evaluations and reviews to ensure it is useful and meaningful to service users and their supporters.

Jan Bostock, Nicola Armstrong, Emily Lennie, Daniel Hedley and Christopher Gibbs

There for you

As the Chair of UNISON and Staff Side Secretary I am aware that at the heart of trade unions activities is the idea of working together. Whether that is our members organising to make their voice heard or Unions working with the Trust to provide quality service for our service users, we believe that working collectively enhances the work experience.

What is vital is that we support our members to make sure that they enjoy work and provide a quality service that can only be achieved by working together.

The staff side works with management to make sure that staff are supported, ensuring that any personal problems are addressed with compassion and understanding. As a Trade Union UNISON has always provided support for members who are experiencing financial and emotional difficulties via our welfare charity 'There For You'.

This provides a confidential advice and support service for members and their dependents, including financial assistance, wellbeing breaks and access to advice.

As Trade Unionist we are committed to our members' personal growth and development. Historically Trade Unions have been at the forefront of expanding work place learning and

negotiating for access to education. This is because we are committed to making sure our members reach their full potential.


The staff side Unions have developed with management a learning agreement, which looks at working together to develop and increase the skills of the workforce. All unions promote education by having trained Union Learning Reps in the workplace, working with the employer to promote education and help identify learning needs.

The aim is for our members to develop the skill they need, either for personal growth or career development, and to make sure the employer has a skilled workforce to meet the challenges the NHS face.

Tanya Pretswell
Branch Chair, Unison NTW Health Branch/Staff Side Secretary

"All unions promote education by having trained Union Learning Reps in the workplace, working with the employer to promote education and help identify learning needs"





“Through caring, discovering and growing together, will we see a mental health service that is fit for the 21st century”

Involvement and influencing for improvement together:

the service user and carer reference group

Caring, discovering and growing together are integral to each and everyone one of us. Feeling valued, having a purpose and creating humane and positive relationships that support those we know are some of the factors that contribute to personal wellbeing.

The service user and carer reference group have been and still are on this journey of caring, discovering and growing together.

We first began our journey as service user and care reference group as far back as 2013. Initially a forum for service users and carers to come together from across the various user and carer networks, to share their skills and expertise of using or caring for someone who has or had used NTW services.

Working alongside NTW clinicians with a shared a common goal and commitment to inform advice and influence future service developments to transform services that would provide a high quality, caring and effective services for all.

Bringing a diverse group of people together, who are very passionate and committed to improving services at times was both daunting and challenging. Relationships had to be built on having very open, honest and

transparent conversations. It is sometimes scary to listen, hear and have those very open, honest and frank conversations about people's stories and experiences of using our services. Especially if those experiences have not been as positive as they could have been.

But equally what was just as important was listening to those stories and experiences that have worked well. Throughout our journey we have had many opportunities to influence and inform service improvement. These have been wide ranging from, quality priorities, training, value based recruitment, new build design, new ways of working, triangle of care, service user and carer research to most recently the five year strategy.

If we truly believe that service users and carers should be at the heart of everything we do, modern mental health services should be built on a firm foundation of collaborative working between those who are professionally skilled and those whose expertise comes through their lived experience, their family, carers and supporters. Through caring, discovering and growing together, will we see a mental health service that is fit for the 21st century.

Sandra Hutton
Head of Patient and Carer Engagement



Our Future: Together

One of the most important and enjoyable parts of my role, is working with our Council of Governors. Each of those 30 people has their own very special and personal reasons for volunteering to stand up and support our Trust and those who need our support. They contribute hours of their own time and their many years of experience in the hope of making a positive difference.

I never fail to be inspired by their insight, values and dedication.

They bring a welcome fresh perspective on our organisation, ensuring that our focus is very clearly on doing the right thing and asking the questions that no one else has considered.

It is a powerful reminder that we are all better and achieve so much more when we work together.

We all have different views and talents. We all have different experiences as service users, carers and families or as people who provide support. Nowadays there are very few of us who only wear one of those 'hats'.

Our new strategy is underpinned by the belief that working together is the only way to work. That asks us all to work hard to build new trusting relationships and to try out some innovative ideas.

It's an exciting time and we are starting from a very successful position. I know that thanks to you we will continue to provide excellent services and work together to support local people in the very best way that we can.

Alexis Cleveland
Acting Chair

Mental Health Self Help Guides

The self help guides have been written by NHS clinical psychologists with contributions from service users and healthcare staff. The guides offer users the opportunity to find out more about the causes of mental health issues and provide tools to work through feelings and emotions.

- Abuse
- Alcohol and You
- Anxiety
- Bereavement
- Controlling Anger
- Depression and Low Mood
- Depression and Low Mood - a guide for partners
- Domestic Violence
- Eating Disorders
- Food for Thought
- Health Anxiety
- Hearing Voices and Disturbing Beliefs
- Obsessions and Compulsions
- Panic
- Post Traumatic Stress
- Postnatal Depression
- Self Harm
- Social Anxiety
- Sleeping Problems
- Stress
- Plus 3 guides for prisoners
 - Anxiety
 - Depression and Low Mood
 - Post Traumatic Stress

I recommend many of your leaflets to my patients and the feedback has been excellent.

Very helpful guide and has got me thinking and feeling in a more positive direction.

[www.ntw.nhs.uk/
selfhelp](http://www.ntw.nhs.uk/selfhelp)

