

Northumberland Tyne and Wear NHS Foundation Trust

Board of Directors Meeting

Meeting Date: 25 January 2017

Title and Author of Paper: Visit Feedback Themes – 3rd Quarter: October 2016 to December 2016
Gary O'Hare, Executive Director of Nursing and Operations

Executive Lead: Gary O'Hare, Executive Director of Nursing and Operations

Paper for Debate, Decision or Information: Information

Key Points to Note:

To provide an update to the Board of Directors on visits that have been undertaken by Senior Managers during the last quarter, including any outstanding visits not included in the previous quarterly report. A list of all areas visited is available at appendix 1 and copies of individual reports are available by contacting Johanne Dunn, PA to Gary O'Hare.

Key themes and issues arising from the visits include:

- Environmental issues – good environment for staff and services users with an accessible location, only problem is restricted parking; staff very proud of the environment they were involved in designing with doors opening onto lovely garden courtyards; sustainability of the building was raised following recommendations made by the CQC; ward immaculately clean which was fed back to Domestic staff at the time of the visit; some pressures on accommodation but the team are due to move in the near future; a challenging environment which staff use to the best possible advantage and where staff demonstrate a 'can do' attitude wherever possible despite the limitations; a new facility which has had extensive remodelling and additions to the building resulting in an impressive unit with an exceptional outdoor space; impressive facilities which have been well maintained during their three year existence.
- Staff – good multidisciplinary working but concerns about the reduction in consultant psychiatrist numbers and the implications for other team members; concerns around rapid change-over in senior managers (10 different Clinical Community Managers in five years and three different Service Managers in 14 months): staff spoke about their experiences of the various CQC visits to Alnwood with some saying they found it stressful; challenges faced in recruitment of staff with has resulted in action already having been taken with regard to tailored recruitment being arranged; concerns expressed about the need for more psychology capacity; service leads feel that nurses are rarely supported to go to conferences and this makes it difficult to develop staff in ways that are more accessible to psychiatrists and psychologists; staff feel that there

needs to be consistent in management arrangements and when changes occur there should be a clear rationale and a good hand-over period.

Other points of note include:

- Concerns about premature discharge and difficulty accessing male beds, especially for CTO recalls.
- Access to crisis and home treatment for older people – this should be a universal service.
- The use of digital dictation for inpatient services as it was felt this could save a lot of nurse time if they could dictate progress notes etc.
- Evidence of individualised and personalised care being delivered by the ward team.
- Evidence of excellent relationships between the Clinical Team, families and carers.
- A number of innovative approaches using technology and personalised approaches are in place which should be commended.
- Well recognised challenges of no smoking policy and need for decision to be made regarding Trust stance in order to be able to consider practicalities of implementing these decisions.
- A request to create an area on the intranet that lets staff know what other teams do to help referrals etc.
- A request that new staff are placed are placed on their dashboard at their start date rather than the date they accept the job offer.
- Challenge of working effectively and efficiently in a rural setting being addressed through technology (surface hub / Skype).
- Staff felt proud of their individual needs-based approach to working with service users which is recovery focused and aims to support them back into the community; the arts and activities provided; strong engagement with the local community; the ward environment with courtyard garden; and with service users able to personalise and lock their own bedrooms.
- Keen to encourage nurses to get involved in clinical audit and are excited about what they have heard regarding the new 'rapid quality improvement clinical audit process'.
- One of the key challenges is working across different sites and travel demands which entail as a result.

- Very impressed with call handlers in terms of knowledge, suggestions for ongoing improvements and clear demonstration of Trust values.
- Some frustrations with the continued need to explain internally the full service and what it does / doesn't do and appropriate use of the 0345 number with many internal colleagues continuing to use this number rather than ringing team members direct on desk phones or mobiles.
- Staff report that use of RiO diary is very difficult and hinders good recording of contact time.
- Gateshead pathway issues need to be resolved.
- Service functions at a high level and is well managed.
- View from the team that collective leadership was being paid lip service and that command and control was still the MO of the Trust.
- Team reported that staff survey was difficult to locate and not made obvious enough in email traffic. There were also views that completing it did not always make a difference and as it was optional staff who were generally satisfied or had no major issues were less inclined to complete.

Risks Highlighted to Board : None

Does this affect any Board Assurance Framework/Corporate Risks? No

Equal Opportunities, Legal and Other Implications: None

Outcome required: Board of Directors are asked to receive this report for information.

Link to Policies and Strategies: Staff and patient engagement

APPENDIX 1

| Name of Service | Date | Senior Manager |
|---|-------------|-----------------------|
| Newcastle East CMHT | 06/09/2016 | Esther Cohen-Tovee |
| Newcastle & North Tyneside Older Peoples CMHT | 13/09/2016 | Esther Cohen-Tovee |
| Shoredrift | 11/10/2016 | Paula Whitty |
| Alnwood | 12/10/2016 | John Lawlor |
| Garden Project | 25/10/2016 | Gary O'Hare |
| Ward 3, Walkergate Park | 25/10/2016 | Vida Morris |
| PD Hub, Walkergate Park | 28/10/2017 | Lisa Crichton-Jones |
| Marsden Ward | 01/11/2016 | Gail Bayes |
| Cleadon Ward | 01/11/2016 | Gail Bayes |
| Roker and Mowbray Wards | 01/11/2016 | Gail Bayes |
| Tranwell | 21/11/2016 | Jane Carlile |
| Memory Protection Service, South of Tyne | 21/11/2016 | Tim Docking |
| Older Person's Service, Newcastle | 21/11/2016 | Tim Docking |
| Newcastle and North Tyneside CRHT | 24/11/2016 | Tim Docking |
| Ward 2, Walkergate Park & Neuropsychiatry Community Team | 24/11/2016 | John Lawlor |
| Bridgewell | 29/11/2016 | Gary O'Hare |
| Berwick Older Peoples CMHT | 05/12/2016 | Paul Veitch |
| Clearbrook | 06/12/2016 | Paula Whitty |
| Liaison Psychiatry | 14/12/2016 | Vida Morris |
| IRS & Street Triage | 20/12/2016 | Lisa Crichton-Jones |
| Gateshead LD Service | 21/12/2016 | John Lawlor |