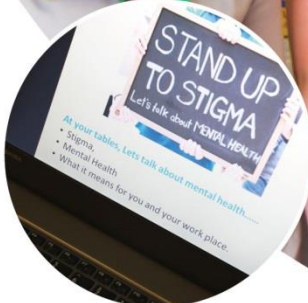


## Mental & Social Healthcare



# Welcome to 2gether

2015/16

**2gether**  
Making life better

Our purpose and intent is to *make life better*



Community Covenant

**healthwatch**



**Alzheimer's Society** | Leading the fight against dementia

Crisis Care Concordat  
Mental Health



Our purpose and intent is to *make life better*

## Our communities

### Herefordshire

**Size:** 842sq miles  
**Population:** 186,000  
Longer **life expectancy**  
Low **child poverty**  
Greater rate of **over 65s**  
**Ethnicity:** 97.1% White

### Gloucestershire

**Size:** 1045sq miles  
**Population:** 606,000  
Longer **life expectancy**  
Low **child poverty**  
Greater rate of **over 65s**  
**Ethnicity:** 95.4% White



# Key Themes

1



## Quality

Our primary focus is delivering continuous quality improvements – we are informed by our skilled staff, Experts by Experience, National and international best practice and our communities' needs through our commissioners.

2



## Engagement

Our work is visible within our communities – we are influenced by our stakeholders and held accountable by the people we serve including Commissioners and Members via Governors.

3



## Insightful & Reflective

We are sighted on our challenges – we will deliver our priorities by investing time and financial resources in partnership working, organisational development and improving care through technology.



Our purpose and intent is to *make life better*

## Our core values

<b>S</b>	Seeing from a service user perspective
<b>E</b>	Excelling and improving
<b>R</b>	Responsive
<b>V</b>	Valuing and respectful
<b>I</b>	Inclusive, open and honest
<b>C</b>	Can do
<b>E</b>	Efficient, effective, economic and equitable

“ *The values underpinning the service are strong and service user and carer needs are at the heart of what is undertaken. I am proud to work for this organisation.* ”

**2gether colleague**  
Staff Survey, 2014

“ *The Trust has a clear set of values that are focused on quality improvement and are communicated at corporate induction.* ”

**Deloitte**  
Independent Review of  
Governance Arrangements, 2015

Our purpose and intent is to *make life better*

## Three strategic priorities

### Quality

Continually improve the quality of the services we provide

### Engagement

Continually improve engagement internally and externally to the Trust to support the delivery of a challenging agenda, which to be successful, has to be delivered in partnership with others

### Sustainability

Sustainability of services and ensure we are an effective partner, employer and advocate for services

Our purpose and intent is to *make life better*

## How we seek to make life better

- Encourage social inclusion to help tackle stigma and discrimination
- Build local partnerships to provide an effective, integrated and maintained health and emotional wellbeing service
- Provide easily accessible services and respond quickly
- Work alongside our service users to:
  - assist them in identifying goals
  - provide advice, care, support and treatment to help them recover and stay well
  - minimise the likelihood of a crisis or the impact should one occur



# Our services



- Tier 2, 3 and 3.5
- IAPT
- Youth Offending
- Targeted interagency and vulnerable children teams
- Access and engagement service

- IHOT
- Community Teams
- LDISS
- Inpatient

- PMHS incl. IAPT
- Early Intervention
- Assertive Outreach
- Crisis Home Treatment
- Recovery
- Eating Disorders
- Inpatient
- S136
- Hospital Liaison

- IAPT
- Managing Memory
- Community
- Inpatient





# Our Engagement Strategy

**Vision: people in our community will become champions of the services that we deliver to make life better.**



## INFORM

We will communicate openly so people have the right information to inform our conversations.

## INVOLVE & INFLUENCE

We will encourage participation so communities can influence decisions made about the care we provide.

## IMPROVE

We will listen and learn. Feedback and experiences will ensure we keep improving what we do.

Adapted from engaging with patients, carers and the public to deliver clinical commissioning engagement: In Health Associates, 2015

“ 2gether’s commitment is demonstrated in the significant contact that young carers have had with the chair, the chief executive, directors, and senior managers. ”

**Mandy Bell**  
Gloucestershire Young Carers

Safe

Effective

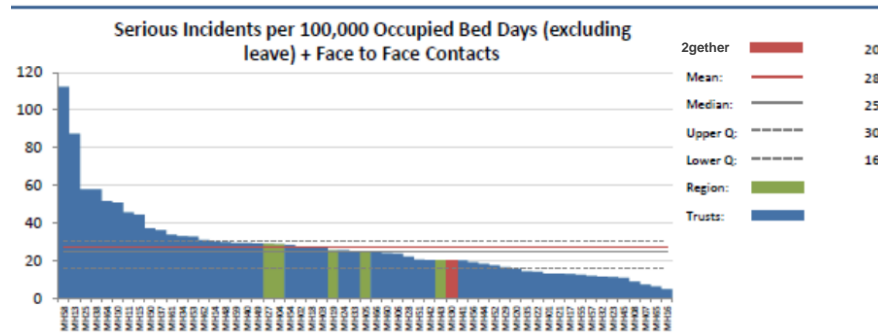
Caring

Responsive

Well-Led

## Our Strengths

- 88% of our patients 'feel safe in our care'
- Safety walkarounds
- Risk assessment process
- Evidence-based interventions
- National benchmarking:



## Our Workplan

- Triangle of Care
- Continue to strengthen links with partner organisations
- Learning from mistakes

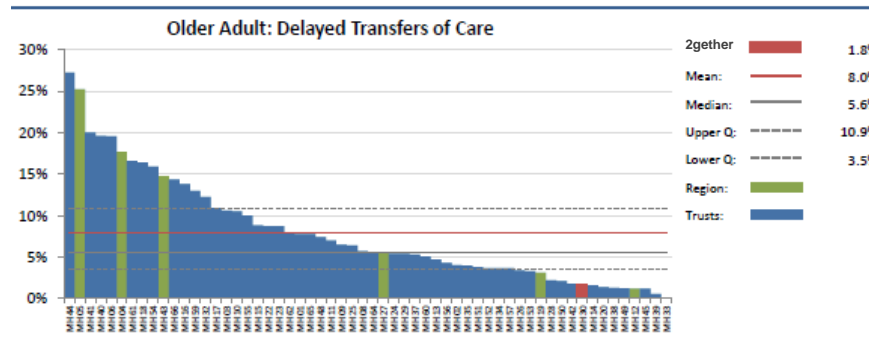
“ I value 2gether’s clarity around patient safety and quality of experience; and doing the right thing for patients. ”

**Dan Beale-Cocks**  
Expert by Experience



## Our Strengths

- Staff supervision and support
- Outcome measures
- Hospital Passport
- Focus on reducing health inequalities
- Liaison Nurses/Reasonable adjustments
- National benchmarking:



## Our Workplan

- Continued audit processes
- Best practice services

“ The thing I really value about 2gether are the service developments such as let's talk are making a really positive difference for people's lives. ”

**Dawn Lewis, Chair  
Mental Health  
Reference Group**

Safe

Effective

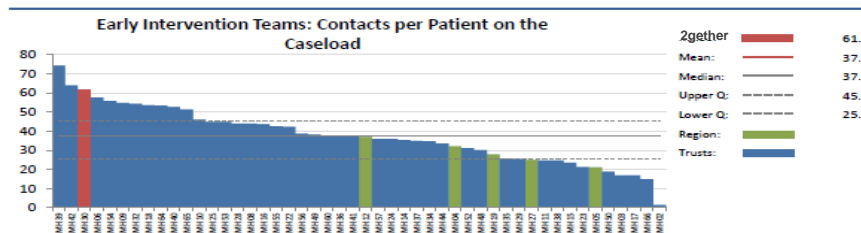
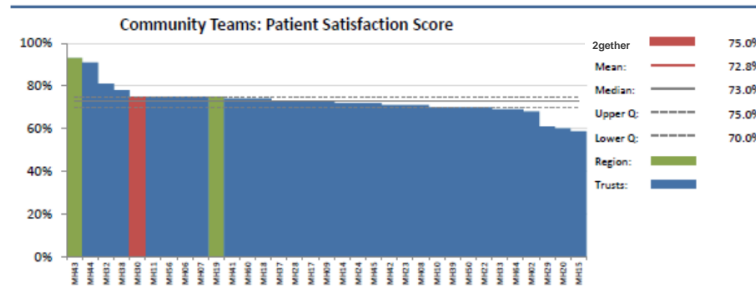
Caring

Responsive

Well-Led

## Our Strengths

- Higher than national average for treating patients with respect and dignity – CQC Community Survey, 2015
- National benchmarking:



## Our Workplan

- Completion of 15 Steps Challenge
- Embedding the 6Cs strategy in our day to day work

“

*I shall always be grateful for the efforts of the Older People's Mental Health Services.*

”

A patient in Herefordshire



Safe

## Our Strengths

- Higher than national average for listening carefully to our patients – CQC Community Survey, 2015
- Higher than national average for helping with what is important to our patients – CQC Community Survey, 2015

Effective

## Our Workplan

- Continue to strengthen links with partner organisations
- Working to reduce CAMHS/CYPS waiting times
- Improve number of new psychosis cases within two weeks of referral (current=54%)

Caring

Responsive

“

*Overall Healthwatch Herefordshire is pleased to see that services have continued to be positively developed by the Trust and we look forward to working collaboratively with 2gether to ensure that this continues.* ”

Well-Led

**Ian Stead, Board Member - Healthwatch Herefordshire**

Safe

Effective

Caring

Responsive

Well-Led

## Our Strengths

- Supporting a full range of NHS Leadership Academy modules
- Lead NEDs for Governance, Delivery and Development
- Development of in-house leadership programmes
- Independent Well-Led Report (Deloitte)

## Our Workplan

- Continued values-based recruitment
- SpeakInConfidence
- Working with Commissioners and staff to develop a new Learning Disability model in Gloucestershire

“ *The Trust has a strong focus and commitment to continuous learning which is embedded in its seven core values and has structures and policy to support this.* ”

**Deloitte**  
**Independent Review of Governance**  
**Arrangements, 2015**

# Key challenges

- Recruit and retain the staff with the skills and values to deliver quality care
- Ensure information supports decision making
- Reduce/Eliminate unhelpful variation
- Eliminate single points of failure
- Meet or exceed expectations

“ 3 days on LD unit. Staff are a fantastic example of expert, skilled LD nursing. You can be very proud. ”

**Hazel Watson**  
Mental Health and Learning Disabilities  
nursing lead, NHS England  
Via Twitter, 2015



# Being the employer of choice

- Recruit and retain the staff with the skills and values to deliver quality care
  - Building engagement from induction onwards
  - Capability and values based recruitment
  - Culture of openness, clarity and compassion
  - Staff development and leadership programmes
  - Provide continued support and development

“ *The last 12 months have been difficult and very busy for many staff. I believe that senior managers and the board have acted with integrity and sensitivity and have had the wellbeing of service users and staff as their priority at all times.* ”

2gether Colleagues  
Staff Survey, 2014



## Key clinical risks

1

Keeping  
people safe

- Further improved search policy
- Enhanced & bespoke training programme

2

Suicide  
prevention

- AWOLs
- Suicide Prevention Strategy
- Survivors of Bereavement by Suicide

3

Falls  
prevention

- Falls pathway
- Environmental design
- Data: falls harm - 50% reduction



# What staff have said...

## CAMHS/CYPS



### Achievements

- Monthly military clinics
- Children and Young People's Charter
- Takeover Day for CYP to influence decision-making

### Challenges

- Access to Tier 4 beds
- Lack of specialised foster placements for young people with challenging behaviours
- Recruitment of suitably skilled staff

## Learning Disability



### Achievements

- Sorrow and Joy course Gloucestershire LD and Criminal Justice Group
- End of Life best interests work – ensuring a 'good death' for patients

### Challenges

- Staff retention during inpatient service restructuring

# What staff have said...

## Adult Services



### Achievements

- Open Art therapy groups
- Psychological Formulation in Clinical Practice rolled out across Recovery
- 72% adults supported to retain employment

- 87% adults in secondary mental health settled in accommodation

### Challenges

- Ensuring good service for those who fall between Adults and LD

## Older People Services



### Achievements

- National position paper for dementia with Royal College of SLT
- Red Zimmer frames
- GP support by Community Dementia Nurses

### Challenges

- Complexity: increasingly frail patients
- End of life care
- Volume: aging population

# In five years we will have....

1



...further empowered people to make informed choices to support their wellbeing

2



...enabled rapid access to treatment and support which enables recovery from un-avoidable acute episodes

3



...helped people to spot and wherever possible, avoid crisis

4



...supported people and communities to self-manage long term conditions

“

*Thank you ....I have my chirpy chappie back.*

”

**Mrs S.  
Family member**

“

*I encourage colleagues in 2gether to work even harder with us on the prevention agenda. Linking up with primary care and public health to try to stem demand on specialist services.*

”

**Andy Watts, Chair  
NHS Herefordshire CCG**

# Delivering our strategy



## Partnership working

- Build relationships with commissioners and others
- Co-ordinated response to people in crisis
- Develop new and improved services



## Organisational Development

- Develop and support leaders at every level to make sure we have strong leadership and continuous engagement
- Fully engaged staff with the appropriate skills and values to deliver safe and effective services



## Technology

- To enable self-care and further develop clinical practice

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## Insightful & Reflective

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# Thank you



## We're 2gether

A specialist NHS Foundation Trust providing social and mental healthcare services in Gloucestershire and Herefordshire. Our priority is to deliver quality services and exceptional customer experience.

Our purpose is to make life better.