

Norfolk and Suffolk 

NHS Foundation Trust

Great Yarmouth and Waveney Joint Health Scrutiny Committee Friday 15 July 2016

Update on the implementation of the changes to NSFT Adult Mental Health and Dementia services.

Author: Gill Morshead Locality Manager NSFT

1.0 Context

At the Joint Health Scrutiny Committee meeting on 22nd January 2016 Norfolk and Suffolk NHS Foundation Trust (NSFT) gave an update on progress of the implementation of the public consultation during 2014 on adult and dementia services provided by NSFT. The Joint Committee:

- Noted the good progress on implementing the changes to adult and dementia mental health services in GY&W, and establishment of the children's service at Carlton Court;
- Recommended that NSFT and GY&W CCG look into reported concerns regarding capacity and timeliness of referrals for the new 'Wellbeing Service'; and
- Confirmed it would revisit the projects progress in six months to a year.

1.1 On 4 March 2016 the Joint Committee Members undertook a site visit to the Adult Acute Mental Health Ward at Northgate Hospital, Great Yarmouth, hosted by Service Managers, a Consultant Psychiatrist and the Locality Manager: Members noted that the ward first opened in 2005 and has now been enlarged from 15 to 20 beds. Members saw the one of the ward bedrooms, the kitchen, occupational therapy activity room, new gym (under construction), the community crisis team based onsite, and the new Section 136 suite (under construction). The construction phase is now complete and these areas are operational. Members also saw the Bed Management and Patient Flow IT system, which is used across NSFT to manage bed availability.

2.0 Adult Acute Reconfiguration update

The reconfiguration of Great Yarmouth and Waveney Acute Services directly impacted 88 members of staff across all professions, including medics, nurses, OTs, team leaders and support workers. Following a successful employee consultation and redeployment process, the focus moved to supporting, developing and engaging with newly formed teams. The merging of the existing Great Yarmouth and Waveney acute teams was anticipated to provide challenges with new and different ways of working as well as cultural differences; both in the context of staff shortages (Staff Nurse vacancies) and a new leadership model.

- 2.1 Working collaboratively, Locality Service Managers and HR colleagues formulated a staff engagement and development action plan to support and embed the new service and workforce model; covering some bespoke training packages as well as links with Trust wide initiatives and strategies. The action plan related specifically to the reconfiguration of Acute Services and is in addition to existing and pre-arranged mandatory and non-mandatory training. This action plan has undergone a review 6 months after implementation, and reviewed in conjunction with the Trust objectives including CQC recommendations/action plans. Comments and agreed actions to be rolled out through Clinical Team Leaders (CTL) have been included. Appendix 1 lists the courses that have been delivered locally to affected staff.
- 2.2 The team continues to be over established in support worker roles. This was agreed as part of the proposal for change, as an alternative to redundancy. This over establishment is successfully being managed through natural turnover. The ward continues to operate with some staff nurse vacancies. Rolling adverts for staff nurses continue and considered use of psychology graduates, social workers and occupational therapists will be implemented where skills mix allows.
- 2.3 A continued focus on staff engagement and wellbeing is in place using the Values Cascades sessions and a focus on the completion of mandatory training and appraisals is also required to support staff in business as usual as well as the CQC improvement plan. Representation from the service on the locality staff wellbeing and engagement group remains important and it has a wellbeing champion supporting wider initiatives.

- 2.4 The teams have had identified clinical and management leadership although for a short period management of the CRHT was impacted by a vacancy and therefore caused some issues with embedding new staff and ways of working. Clinical and managerial leadership of both teams is now well established.
- 2.5 Service delivery is line with the new contract and specifications, in a newly configured acute ward with 20 beds and the 136 Suite is open in its new position. The service overall is operating within budget with an average length of stay in May 2016 of eight days. The locality continues to report weekly to the CCG on bed occupancy and out of trust placements if these occur.

3.0 Dementia Reconfiguration update

NSFT attended Great Yarmouth and Waveney Clinical Commissioning Group's (GYW CCG) Governing Body in December 2015 where information on the effectiveness of the Later Life pathways was considered. The meeting considered the effectiveness of the Dementia Intensive Support Team (DIST) which had been introduced in 2014 as part of NSFT's Trust Service Strategy. This also formed part of the GYW CCG public consultation and the subsequent implementation process.

- 3.1 An update was provided to the Governing Body in March 2016 and the meeting agreed that the evidence provided demonstrated the effectiveness of the pathway and assurance that enough information had been provided to show the clinical pathway had developed since the previous attendance.
- 3.2 NSFT continue to report weekly to GYW CCG on the bed occupancy and effectiveness of DIST in this pathway.

4.0 Progress in implementing the establishment of the children's service at Carlton Court

The development of the CAMHS Tier 4 service currently located at 5 Airey Close, Lothingland, represented the first phase of a 2 phase service development. As such it

was always intended to be an interim solution. The key aim was to provide an in-patient unit which was closer to home for many of the children and young people who required admission. This unit has been open since October 2012 and during this time has developed a positive model of care which is well regarded by NHS England, QNIC and the young people and their families.

- 4.1 The second phase will provide a longer term solution, which will see the service move into a larger building on the Carlton Court site, enabling aspects of gender compliance, safety, privacy and dignity to be more easily met and for the services provided to be extended. The larger unit will provide the location for in-patient services, an education centre and rooms for therapeutic interventions as well as links with partner agencies involved in the provision of child and adolescent services (education or health related).
- 4.2 The contractors moved on site on 15 February 2016. It is reported that the main building work is on schedule to complete by the 29 July 2016. This will allow the work required which is not part of the main building contract to be completed prior to the building opening to patients. This will include a period of commissioning of the new fire alarm system, any 'snagging' work, upgrades to the IT and telecoms systems, preparing of the bedrooms and other service user areas including commissioning of the education centre and transferring existing fixtures and fittings from the current facility to the new location.
- 4.3 In order to provide a safe transfer of care to the new building, there will be a programme of staff orientation, training and emergency response scenario modelling. It will need to be taken into account that this is a time of high staff annual leave. The anticipated transfer of services will be during the week commencing 5 September 2016.

5.0 Current status of capacity and timeliness of referrals for the new 'Wellbeing Service'

At the Joint HSC Committee meeting on 22nd Jan 2016 NSFT was asked about progress on the mobilisation of the Wellbeing service as concerns had been expressed about the capacity within the service to see GYW residents.

- 5.1 The Wellbeing Service is delivered in partnership as a single contract across Norfolk and Waveney. However, local managers have instigated a weekly meeting in order to work with the wellbeing service proactively, particularly where patients may transfer.
- 5.2 In GYW performance is 0.2% above target for the number entering treatment in the wellbeing Service and 99.0% of patients are receiving their first contact within 3 workings days of referral. In GYW NSFT are exceeding both the 6 week and 18 week national waiting time targets
- 5.3 Presentations to the GP Leads meetings in Gt Yarmouth and Waveney has proved helpful in ensuring that GP referrals as well as self-referrals increase in line with the trajectory set for this service nationally and by commissioners.

Appendix 1

Adult Acute reconfiguration Training Courses delivered

Supportive Leadership in Management Behaviour - Clinical Team Leaders in GY&W

- 1 day management training
- Networking and case study based approach
- Supporting teams through change
- National NHS Training Tool

Communication and feedback – maintaining staff engagement

Keeping staff informed through;

- Regular team meetings
- Regular Supervision
- Service manager updates – embedding new service model
- Confidential email address specific to service

Appraisal and PDP Review

- For all staff impacted by change
- Ensure objectives and PDP are in alignment with new workforce model and ways of working, and new Trust Objectives
- Identify any immediate training or support needs

Away Days – all staff

- To provide a clear vision for the new service,
- Focus on clinical pathway
- Practicalities and expectation re: ways of working
- Team building

CRHT Assessor Training

- Focus on the wider pathway
- Promote understanding and appropriate referrals to wider clinical teams
- Will be used as part of local induction to the unit going forward

Management Development Programme – Clinical Team Leaders and Deputies

To support strong leadership in the newly formed team and basics in effective people management. To include:

- Appraisal, absence, performance management, flexible working, WTR
- Supervision, leadership, effective time management
- Effective Feedback and difficult conversations
- Embedding Visions and values

Monthly people management coaching sessions

- Support embedding of new teams and consistent approach to people management
- Address service line performance indicators
- Embed workforce strategy e.g. wellbeing, engagement, new visions and values
- Locality HR Business Partner and All CTLs

6 Monthly Review – Service Wide

- Workforce model
- Working practices
- People management/leadership
- Wellbeing and engagement
- Cultural alignment progress
- Embedding visions and values

