



Tees, Esk and Wear Valleys
NHS Foundation Trust



Review of the year

2020-2021



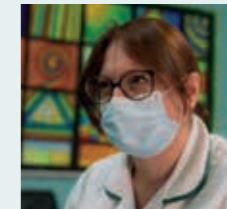


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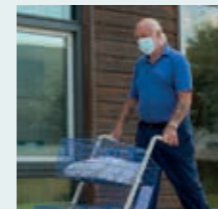
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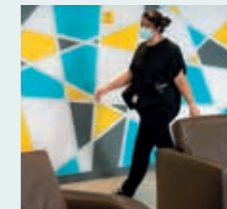
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Who we are and what we do

Geographically one of the largest NHS Foundation Trusts in the country, Tees, Esk and Wear Valleys NHS Foundation Trust provides mental health and learning disability services for the people of County Durham and Darlington, Teesside, North Yorkshire, York and Selby – serving a population of around 2 million people.



We deliver a wide range of community and inpatient care across adult mental health, children and young people's services (CAMHS), mental health services for older people and forensic services. We also provide mental health care within prisons located in the north east, Cumbria and parts of Lancashire.

Almost 7,500 staff work across more than 90 sites, including Foss Park, a new state of the art 72-bed hospital and research space in York which opened in 2020.

We develop and deliver cutting edge mental health research through our partnerships with universities, research

funders, neighbouring NHS trusts and other non-NHS organisations. We also sponsor prestigious national research programme grants in behavioural activation, each in excess of £2 million.

With an emphasis on providing research which is relevant and will make a difference to the lives of local people and those we care for, we deliver local, national and international research studies across the age span including questionnaire studies, psychological therapy, dementia sleep studies and drug trials, and a world-first COVID-19 vaccination study.

Highlights of the year

April 2020 – March 2021

April 2020



Foss Park, a new, state-of-the-art 72-bed hospital and research space opens in York

May 2020

24/7 freephone crisis line for anyone struggling with their mental health is launched

June 2020

The trust welcomes a new chief executive, Brent Kilmurray

Oct 2020

Trust staff work with Emmerdale scriptwriters to develop a mental health related storyline

Nov 2020

Community mental health service wins Royal College of Psychiatrists' team of the year award

December 2020



Care home wellbeing service is launched to support care home staff and residents affected by the pandemic

July 2020

Trust Chaplains go online to provide virtual support during the pandemic

August 2020



Our Big Conversation is launched, the biggest engagement exercise in the history of the trust

Sept 2020

Wellbeing in mind teams working in schools and colleges in North Yorkshire providing emotional wellbeing support to staff and students

January 2021



COVID-19 staff vaccination clinic opens its doors in Middlesbrough

Feb 2021

Humber, Coast and Vale resilience hub launched, offering support to health, care and emergency workers affected by the pandemic

Mar 2021



Our Journey to Change is launched

Our year in numbers

April 2020 – March 2021



7,470
employees

93%+

patients seen within 4 weeks for a 1st appointment following an external referral. 10% increase on the previous year



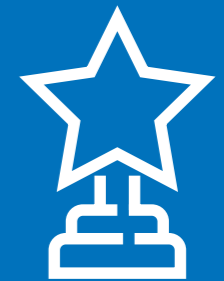
70,000+
Attend Anywhere video appointments held



2,183
people took part in Our Big Conversation



19,000+
social media followers



6
award wins

£423m
annual income



254
volunteers

9
out of **10**

patients reported their overall experience as excellent or good



237,527
calls to our crisis line



1
hospital opened

297
Service users and carers registered to take part in involvement activities



35,800
ideas and comments in Our Big Conversation

66%+

patients starting treatment within 6 weeks of an external referral. 5% increase on the previous year

155

people supported into employment through our Individual Placement and Support (IPS) programme

84,333
unique patients referred to our services

Adapting through COVID-19

COVID-19 had a huge impact on our services and the way we work, but we're very proud of our staff who adapted and rose to the challenge. We have achieved a lot in a very short space of time, keeping the wellbeing of our service users and staff at the heart of every decision.

Our infection prevention and control (IPC) team have provided invaluable guidance throughout the pandemic, navigating the trust through challenges around social distancing and supporting us to continue to deliver safe care to the people in our services. They provided further support to the independent sector with standards and guidance and also supervised a neighbouring trust's IPC team who were still in training.

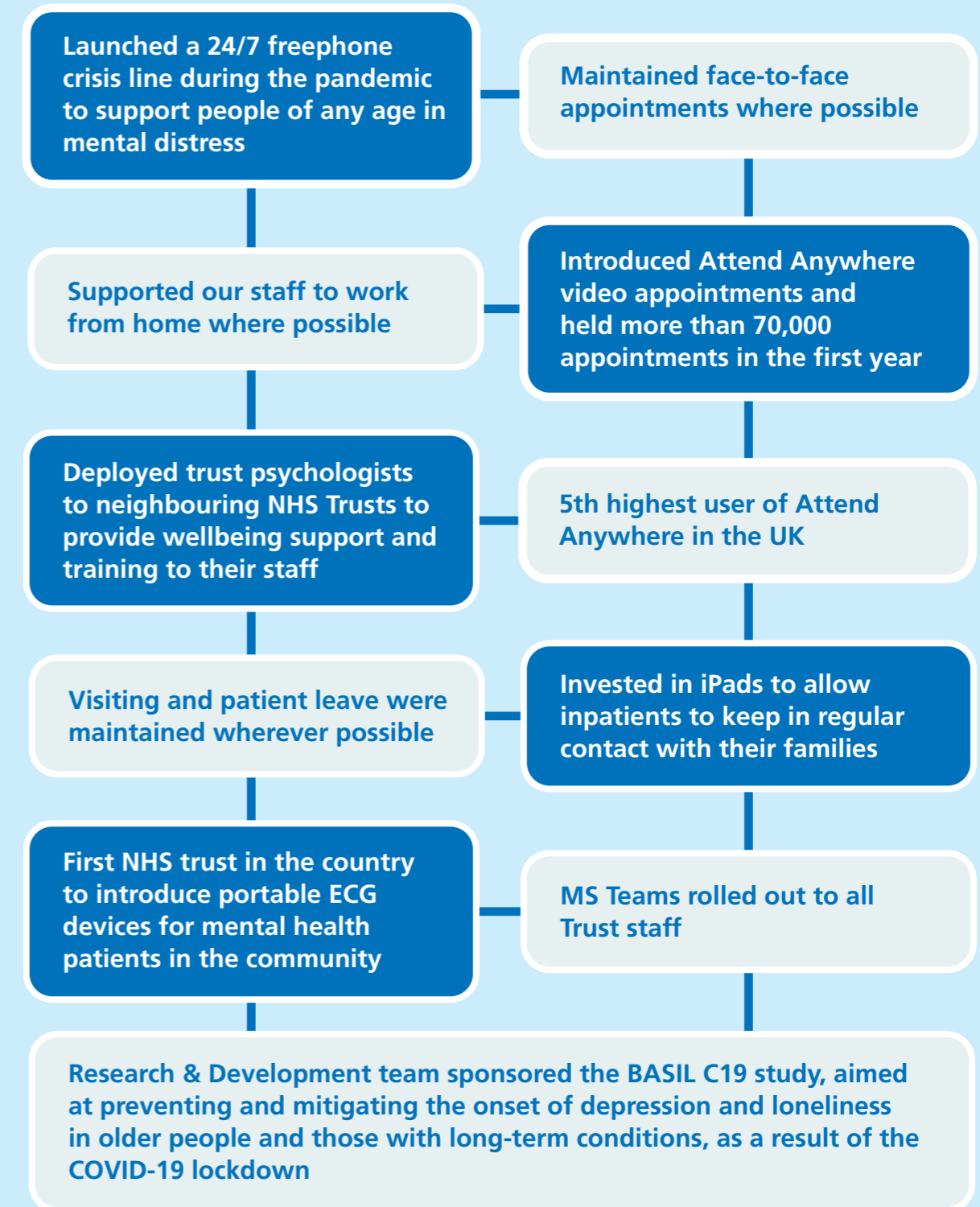
Our forecasting model, which was designed by TEWV clinicians and planners with the help of our CCG colleagues and our Director of Public Health has been recognised as one of the four best

practice models nationally. It identifies the surge in demand for mental health services and the main drivers across a 3-5 year period. It also estimates how much of the additional mental health needs will translate into demand for secondary care services.

The trust vaccination clinic opened its doors in January, protecting thousands of staff and patients against COVID-19. This could not have been achieved without the significant contribution from the trust pharmacy team, heads of nursing, estates and facilities, quality improvement team and of course our vaccinators and volunteers.



What we're proud of



journey to change

Launched in August 2020, Our Big Conversation was the biggest listening exercise in the history of the trust. Over 2,100 people shared 35,800 ideas, comments and votes, exploring what could be possible if we got everything right and what we must do to achieve this.

We heard that some people had a good experience with the trust but this wasn't consistent, and we heard that there is a lot we need to work on.

From the rich conversations and feedback we received from Our Big Conversation, we developed big ideas for change and a new strategic direction called Our Journey to Change.

It sets out why we do what we do, the kind of organisation we want to be and how we will get there by delivering our three goals and living our new values of respect, compassion and responsibility all the time.

The big goals we have committed to deliver over the next five years are:

- to co-create a great experience for patients, carers and their families
- to co-create a great experience for our colleagues
- to be a great partner

Our Journey to Change will be at the forefront of everything we do and all of our decision making and 'supporting journeys' will be aligned to it. We will have five underpinning journeys which are:

- Clear clinical approach
- Quality and safety
- Workforce
- Co-creation and communication
- Empowering infrastructure

Our Journey to Change was officially launched on 30 March 2021 at a virtual event with the people who helped us create it.



Involving people

Despite the challenges of the pandemic and fewer opportunities to directly involve service users and carers in the development of our services, we continued to engage, involve and learn from our service users, carers and families throughout the year.



We established a service user and carer special interest group which helped lead the co-creation element of Our Journey to Change strategy and set the priorities for the 2021/2022 business plan.

Namaste Care was introduced at Auckland Park Hospital to give comfort and pleasure to people with advanced dementia through sensory stimulation. The Namaste steering group is co-produced and we are looking to develop a Namaste ambassador role to outreach the programme into care homes.

North Yorkshire and York adult mental health services worked in collaboration with family, friends and carers of those who use our services to develop a standardised approach to supporting carers, improving their involvement and their experience. Following the success of the carer support group at Rowan Lea, there are plans to replicate this across other wards.

We developed a Learn and Share Together collaborative with other mental health trusts to look at how we collect feedback and use it to improve our services. This is led by Sunderland People First, a self-advocacy group for people with a learning disability, autism and mental health lived experience.

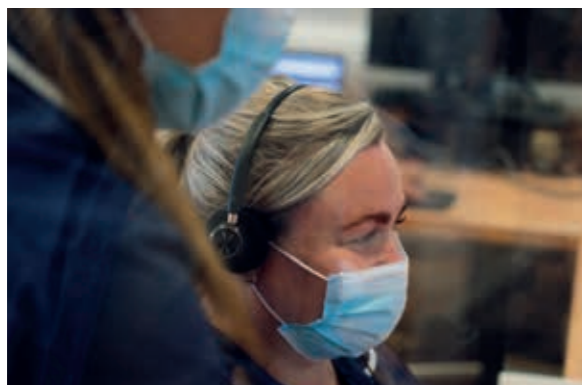
We now have a group of carers who are regularly involved in delivering staff training, including Carer Awareness and Confidentiality and Information Sharing training.

The United Voices patient group in our secure inpatient services continues to go from strength to strength. The service has also recently launched an LGBTQ+ group led by service users. Clinical governance reports for secure inpatient services will now include feedback and actions from United Voices and the LGBTQ+ group, alongside the patient experience survey and PREOMs (Patient Reported Experience and Outcomes Measures).

We established patient experience groups in Teesside and Durham and Darlington, which oversee reports for Clinical Governance that incorporate patient experience feedback from different sources. This helps us gain and understand positive feedback, areas we need to improve and key messages to staff.

Staff and service users worked together to develop a new trust policy focussing on audio and visual recordings by service users and carers.

Our staff



Staff wellbeing

Our staff are our most important asset and looking after their health and wellbeing is one of our main priorities. During the pandemic we continued to offer wellbeing sessions virtually, including mindfulness and yoga classes. We also expanded both the employee support service and employee psychology service to support those struggling with work related stress, anxiety, depression and the effects of COVID-19.

Staff networks

Networks were set up for BAME and LGBTQ+ staff and staff with long term health conditions. Virtual attendance at meetings increased during the pandemic.



The trust's health and wellbeing group was instrumental in developing and driving forward a range of projects including a menopause awareness booklet, guidance for staff experiencing domestic abuse, a weight management programme, health and wellbeing conversation guidance and a health and wellbeing monthly newsletter.

NHS Staff Survey results

Although the response rate for the NHS Staff Survey 2020 was 38% compared to 44.9% in 2019, we are pleased to see we were above response average for satisfaction with level of pay, having adequate resources to do the job, not experiencing MSK problems as a result of work activities, feeling the organisation acts fairly in relation to career progression and not experiencing discrimination. More people felt there were adequate staff to do their job properly and we have fewer staff reporting harassment or physical violence.

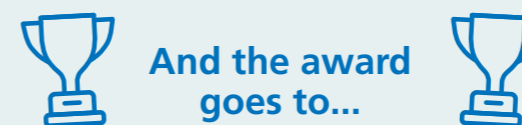
However we were below the average on staff feeling that the organisation treats them fairly when they are involved in errors, near misses and incidents.

We will use the survey feedback to help us improve and develop priorities for 2021.

Recruitment

We adapted the way we recruit certain roles due to COVID-19 and we adopted a more flexible and efficient virtual recruitment process during the pandemic.

Working collaboratively with NHS England & Improvement and Indeed meant that we were able to develop recruitment campaigns to source registered staff members in a range of specialisms and locations. We have also recruited people from non-healthcare backgrounds into healthcare assistant roles from a broad external talent pool, benefiting from the diversity of the varied professional backgrounds.



And the award goes to...

Congratulations to all our staff and teams who were nominated or won an award this year. We had six award wins.

- ★ **Steve Wright** won Clinical Supervisor of the Year at the Annual Medical Education Awards
- ★ **Redcar & Cleveland Community Affective Disorders Service** won Psychiatric Team of the Year: Working Age Adults at the RCPsych Awards

We're also working hard to keep the talent we have. We've introduced an internal transfer scheme that will help us to retain skilled and experienced staff but will also significantly reduce the overall time it takes to recruit.

We are looking at innovative ways to recruit new talent and we're planning to work with the Prince's Trust charity to recruit into specific roles such as trainee activity co-ordinators and administration apprentices.

We're also planning to recruit around 15 new peer support worker roles across our adult mental health inpatient wards. Peer support workers are trained to provide support to patients, using the knowledge and expertise that comes from their own lived experience of mental health services.

We have secured funding to recruit 20 international nurses in North Yorkshire and we're working in collaboration with four other NHS Trusts in Yorkshire and Humber to recruit these posts by the beginning of 2022.

Staff training

Training continued during the pandemic, with the majority of it delivered virtually. As the year went on, we were pleased to be able to offer face to face training where it was required, such as resus and back care training.

Almost 500 trust apprentices continued to work and study throughout the pandemic. We supported our workforce of the future to meet their goals by providing virtual training and additional drop in sessions.

Positive Approaches training

We're proud that our Positive Approaches training achieved full accreditation from the Restraint Reduction Network (RNN). We join only a handful of NHS trusts that have achieved this accreditation, which focuses on the prevention and alternative methods of managing violent or aggressive behaviour.

We worked with nursing and AHP leads across the trust to ensure that we were making best use of our Health Education funding, and submitted our investment plans to support our staff in their professional development. One such development was the empathy training which staff have told us was invaluable.

Staff health

The staff flu campaign in 2020/21 was the most successful to date with **71.5%** of frontline healthcare workers receiving a flu vaccination.



Looking to the future

As we look to the year ahead, Our Journey to Change will be at the forefront of everything we do and all of our decision making will be aligned to it.



Our Journey to Change lays the foundations for the trust's business plan 2021-23 which indicates the five key priorities we will focus on. These are:

- Clear clinical approach
- Quality and safety
- Workforce
- Co-creation and communication
- Empowering infrastructure

We will be focusing on the things our service users, carers, staff and stakeholders have told us are important - providing quality and safe care, making

care planning collaborative, co-created and comprehensive, and working on transformation programmes including the introduction of new crisis care models and working with partners on the Community Mental Health Framework.

The impact of COVID-19 will be felt for the foreseeable future, as we continue to adapt to the challenges and effects of the pandemic. We will reforecast demand and update our forecasting model with the latest intelligence as further research is published, which will be a key factor in future planning for our services.

The NHS Long Term Plan confirmed that all parts of England would be served by an integrated care system from April 2021 and we look forward to being a part of two ICS across our patch: North East and North Cumbria ICS and the Humber, Coast and Vale ICS.

From April 2021, our provider collaborative with Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTW) will be responsible for the commissioning of children and young people's mental health inpatient services, adult low and medium secure services and adult eating disorder services. The benefit of working in this way is an increased clinical input into commissioning decisions and design of new pathways. We're aiming to reduce health inequalities across our area by making access to treatment and support much easier and focusing on community alternatives to hospital admissions.

As part of our digital transformation strategy, we will work towards the launch of CITO, our new electronic patient record (EPR) system which will help staff across the trust better manage patient information and free them up to spend more time on patient care.

Improvements will continue at Roseberry Park Hospital in Middlesbrough and we look forward to opening North Moor House, a new community mental health hub in Northallerton for local people of all ages.

We have learned a lot this year and we are committed to making positive changes and continuing to improve the care we deliver. We will do this with the support of our colleagues, partners and commissioners, and the expertise of patients, carers and governors.





Tees, Esk and Wear Valleys

NHS Foundation Trust

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