

# CUMBRIA HEALTH SCRUTINY COMMITTEE

Meeting date: 18 May 2022

From: Lancashire & South Cumbria NHS Foundation Trust

## INPATIENT MENTAL HEALTH PROVISION ACROSS SOUTH CUMBRIA

### 1.0 Background

In October 2019, Mental Health services across South Cumbria transferred to the now named Lancashire and South Cumbria NHS Foundation Trust. As part of this transfer, the Trust inherited a number of challenges, including a Requires Improvement Care Quality Commission rating, as previously updated to Committee members. Following this presentation, Committee members requested an update of the inpatient improvement work underway across South Cumbria and this is outlined within this report.

When South Cumbria services transferred, there were significant concerns regarding staffing, estate and patient safety on the inpatient wards in Kendal (Kentmere) and Furness General (Dova and Ramsey wards), including a lack of awareness around policies and procedures. There were serious incidents reported on the inpatient wards, with concerns relating to the culture among the staff and leadership. Subsequently, upon transfer, both the CQC and the Freedom to Speak up Champion received whistleblowing concerns from staff, and the service was struggling to recruit and retain staff.

Prior to and following transfer of the services of South Cumbria, an assurance committee, chaired by a Board Non-Executive Director was put in place, to oversee the transaction and quality of the services. There was also an oversight group, led by NHS Improvement. In addition to this, in July 2020, a weekly Incident Management Group (IMG) was established for South Cumbria inpatient units. The group was led by an Executive Director of the Trust, with its remit being to ensure that the necessary improvements were made in the South Cumbria Inpatient wards. A number of actions were identified for improvement across workforce, leadership, culture, practice and the estate.

The group reported in January 2022 that they had achieved 100% of the required actions identified in the improvement plan. This report will summarise the improvement to date and the continuous improvement work underway, to ensure South Cumbria has the highest quality of care provided to patients who require inpatient mental health care.

### 2.0 Workforce, Staffing and Recruitment

A substantial part of the improvement plan was to ensure that all wards had the right staffing establishment and skill mix, to ensure the best care for our service users. Since the Trust has taken on management of the services, the following has been achieved:

- A safer staffing review has been conducted across all inpatient units, including South Cumbria, led by the Chief Nursing & Quality Officer, with significant investment in

establishments and skill mix for South Cumbria, which resulted in additional investment in Registered Nurse Associate roles and investment in Health Care. In addition, the number of Registered Mental Health staff now includes a greater number of Band 6 senior registered staff on each ward.

- Substantive Matron & Ward Managers have been recruited for Dane Garth (Dova and Ramsey wards), as previously these roles were interim.
- A new Nurse Consultant and Speciality grade doctor has been recruited for Ramsey Ward, to enhance clinical leadership.
- A Practice Development nurse post has been agreed to support our nurses in ensuring up to date practice and any policy changes are implemented.
- In order to ensure a Multi-Disciplinary approach, funding has also been agreed for a senior Physiotherapist and provision for input from a Dietician and Speech and Language Therapist; these posts are currently under recruitment.
- In order to enhance staffing, South Cumbria wards have been part of the Trust's international recruitment campaign. This has been successful and 5 global nurses and 2 international learner nurses have been recruited to Dova and Ramsey inpatient units. All our global and international recruits have successfully sat their Objective Structured Clinical Examinations (OSCEs), which are an assessment of clinical competence, communication and practical skills, which allows their entry on to the Nursing and Midwifery council (NMC) register.
- Safer staffing across the Trust, including South Cumbria is monitored on a daily basis, with appropriate escalation processes in place, should additional temporary staff be required.
- There has been significant investment and recruitment into junior medical roles, to ensure full coverage of the medical rota.
- The Trust has a rolling active recruitment programme in place across South Cumbria, which includes advertising campaigns and proactive local recruitment.



## **2.1 Support for staff**

Key to retention of staff on the inpatients units was making sure that staff were supported through training, appraisal and supervision, as this had not been systematically in place prior to transfer of the service in 2019.

### **2.1.1 Appraisal of staff**

The Trust standard for appraisal is that at any time 80% staff must have an up to date appraisal. Dova achieved compliance in December 2021 and continues to monitor this to ensure sustained performance. Ramsey started at 38% at the beginning of commencement of the improvement plan monitored through IMG and was compliant in November 2021.

### **2.1.2 Mandatory training**

Again the Trust target for training which is mandated for staff is 80%. Mandatory training for inpatient staff includes safeguarding training, infection, prevention and control training, positive and safe training and training in clinical risk management. Both wards are currently compliant with the mandatory training target of 80% and have managed to maintain this for the majority of 2021, however we are continuing to work on ensuring all staff are fully compliant.

### **2.1.3 Sickness**

Although sickness absence rate remains higher than the Trust target, which is 5%, on both wards it has substantially reduced and in March 2022 the Bay sickness rate as a whole has decreased to 6.71%, with Dova Ward at 5.42% and Ramsey Ward at 10.31% (previously sickness rates on these wards had been double).

Work is underway supported by the network HR advisors to ensure all sickness and absence is managed within the Trust policies and regular meetings to support staff back to work. Covid 19 has had an impact on sickness as expected and support for staff is in place to help manage long covid etc.

### **2.1.4 Supervision**

Clinical supervision is key to ensuring staff support. This is an area which remains a priority for improvement. The Trust standard for clinical supervision is every six weeks. In order to support this improvement the following is in place:

- Weekly meetings are held with the ward managers and the service manager who review the local data and when supervision has been planned.
- The Bay Director of Nursing has worked with staff to review what supervision is and this has been relaunched with a presentation to staff.
- The Bay have employed a Band 2 to input supervision and appraisals to reduce error and increase recording.

- Ramsey Ward are starting a weekly restorative / reflective session to support staff, led by the Consultant Nurse and the Ward Manager.
- Dova Ward have engaged with their Psychologist to provide further group sessions for the ward.
- Encouragement for all staff to record all informal and formal supervision.

### **2.1.5 Education and Development**

In addition to mandatory training, the IMG supported additional investment in professional and personal development for staff on the inpatient units. This included:

- Bespoke development days for staff on Ramsey held in February and March 2021, which were repeated to optimise staff engagement. This training included awareness raising using live examples of complaints and serious incident, resilience training for staff, overview of Trust policies and dementia awareness;
- The Trust commissioned some organisation development from a company called Enable East, who facilitated observation of the ward and then completed 6 days with each ward team to engage staff in creating the improvement required;
- Carers champion training was commissioned to support staff understand the importance of carers' roles;
- Appraisal training was commissioned, to ensure good quality appraisals leading to development plans for all staff.

### **2.1.6 Staff Wellbeing**

Staff health and wellbeing is critical to ensuring that staff feel supported, able to do their jobs effectively and therefore able to give the best quality of care to patients. The following has been put in place to support staff health and wellbeing:

- A consultation was undertaken to rationalise shift patterns and to give staff a range of flexible working options.
- The Duty Matron spent shifts working directly onto Ramsey and Dova Wards, to ensure that staff felt supported through the improvement work, particularly staff who were working on nights.
- Freedom to speak up ambassadors have been appointed on both wards, with additional sessions from the Freedom to Speak Up Guardian at the Trust, who has attended both wards to raise awareness and support staff to discuss any concerns they may have.
- On both wards, the staff and patients have been involved in the design and choice of the improved environments and furnishings; better environments promote better wellbeing.
- Both Ward Managers, the Matron, Nurse Consultant, Practice Development staff and other senior ward staff have been involved in leadership coaching days to improve communication and collective leadership.
- Junior medics on call now have access to a rest room and large study area, to support comfort and wellbeing.
- A staff wellbeing room is currently under construction.

- As part of the development days out in place, the Trust Psychological Resilience Hub leaders presented to staff, promoting the services they offer and the access to these.

### **3.0 Quality Improvement**

A significant portion of the IMG action plan related to clinical and quality improvement. The inpatient wards in South Cumbria are now internally accredited. The Trust ward accreditation scheme involves a peer review of the inpatient area by the Nursing and Quality Team, who review and observe practice and assess and accredit the wards as either White (not meeting standards), Bronze (meeting standards, with ongoing improvement), Silver (Good) and Gold (Outstanding). Following accreditation, Dova ward is rated Bronze, working towards Silver/Gold and Ramsey ward is Silver, working towards Gold. The improvement work which has supported both inpatient units be accredited is outlined below.

#### **3.1 Therapeutic activity and engagement**

A key component of ensuring therapeutic inpatient care, is to ensure therapeutic engagement with patients. Below outlines the work undertaken to strengthen this across the inpatient units.

- Therapeutic activity programme implemented on both wards; this ensures that there is a structured programme of activity so that patients have meaningful activity time, which supports their treatment, wellbeing and recovery. In order to support this, as outlined above, additional investment was made with regard to Allied Health Professionals and health and wellbeing workers;
- Service user meetings are now embedded across Dova and Ramsey; this ensures that patients can voice their views and give feedback on the ward e.g. feedback on ward environment, food etc.
- Kick start activity workers are engaged in the wards, which is a government scheme to support young people (16-24 year olds) to find work, who are at long term risk of unemployment;
- There has been a review of the environment, to ensure it is more therapeutic e.g. reminiscence based mural artwork installed on Ramsey and new furniture order to complement.

#### **3.2 Patient Safety**

There has been a significant increase in the number of reported incidents for both wards from financial year 1 April 2020- 31 March 2021 to 1 April 2021- 31 March 2022 (278% increase in reporting in Ramsey Ward and 272% increase in Dova Ward). Of all the incidents recorded, these were predominantly no harm or low harm incidents (99.4%). This indicates a more positive reporting culture and has been supported by the following programmes of work:

- Daily safety huddles established on the wards, to discuss any safety concerns that may need reviewed/reported.
- Improvement in the role and function of the Multi-Disciplinary Team meetings, to ensure increased staff involvement in these meetings from all staff groups, including support workers, to promote shared communication and escalation as appropriate.

- Triangle of Care work rolled out on the wards, to ensure Carers are involved in care planning, as appropriate, and informed of any information they may need to know.
- There are a number of Quality Improvement projects underway across both wards. Dova ward is involved in a Reducing Restrictive Practice quality improvement collaborative and also Care Planning quality improvement work and Ramsey is taking part in a Falls Prevention Quality Improvement Collaborative.
- Bespoke development days for staff on Ramsey were held in February and March 2021 and have been repeated to allow staff engagement. This training included awareness raising, using live examples of complaints and serious incidents, resilience awareness sessions, work to ensure differences between old policies and new LSCFT policies were highlighted and understood.
- Enable East facilitated observation of the ward and then completed 6 days with each MDT team to engage staff in creating improvement and action plans.
- RAID training (reinforce appropriate, implode disruptive) psychological approach to challenging behaviours was delivered on both Wards, to support reducing restrictive practice.

#### **4 Leadership and Culture**

Having the right leadership and culture is key to any improvement programme and therefore the Trust has invested significantly in this.

##### **4.1 Leadership**

In April 2021, LSCFT launched a series of networks across its footprint, aligned with each of the current geographical “Places”. For each of these networks, including the Bay, the Trust introduced a “triumvirate” of a Medical Director; Director of Nursing and a Director of Operations to enhance clinical; professional and operational leadership.

Senior leaders are visible on the wards and accessible to staff. This includes:

- Executive Director oversight of the IMG and Board and Executive Director site and team visits.
- Weekly Associate Director visits to the wards.
- Weekly meeting of the Network Director of Nursing and Quality with Matrons and Nurse Consultants.
- Continued support by Medical Director to provide Consultant input into Ramsey Ward.
- Associate Director of Allied Health Professionals having weekly contact with front line teams.
- Matron, Service Manager and Ward Manager oversight and support for staff.

##### **4.2 Leadership Development**

As part of the leadership development offer now in the Trust:

- There is a new structure for professional leadership in place, including a new Consultant Nurse, Associate Directors for both Allied Health Professionals and Psychology.

- The Trust has invested in the Kingsfund leadership development programme, with Triumvirate, Assistant Directors of Operations, Nurse Consultants and the wider leadership team being invited to take part in this.
- Creating Capable Teams training by Enable East was commissioned for each ward team, which has supported the improvement plan being developed and delivered.
- The Ward Manager on Ramsey ward is engaged on the Mary Secole leadership programme and has recently been nominated for and won the Cavell nurse award. This is an inspiring national awards programme, run by the Cavell nurses' Trust, Cavell Star Awards are given to nurses, midwives, nursing associates and healthcare assistants who shine bright and show exceptional care to their colleagues, their patients or the patient's families.
- Coaching programme and inpatient leadership development day was facilitated, to support improvement in coaching and leadership.
- Bespoke internal leadership support and training is available, such as finance training available for all staff.

### **4.3 Culture**

The culture has been further enhanced by:

- Provision of support from LSCFT Supervision Lead, Positive and Safe team and Moving and Handling lead, Freedom to Speak Up Guardian and others, to ensure that inpatient staff know who and how to access support and advice, when needed.
- Safeguarding supervision being in place, individually and delivered via group supervision.
- The Bay have a Service User and Carer Forum, and staff and patients expert by experience roles, to ensure that there is a person centred culture in everything that we do.
- A Freedom to Speak Up Ambassador was recruited within South Cumbria inpatient wards, to ensure staff can feel able to speak out safely regarding any safety concerns.
- Feedback from service user complaints and Serious Incidents is now embedded in ward meetings and safety huddles, promoting an open learning and just culture for staff.
- Roll out and embedding of all LSCFT policies including HR policies, to ensure consistency of approach.

## **5 Environment and Infrastructure**

### **5.1 Environmental improvement**

Danegarth is based at Furness General Hospital and includes two wards Ramsey and Dova and as part of the IMG a significant amount of environmental improvement was put in place. The following work has now been completed:

#### **5.1.1 Dova Ward**

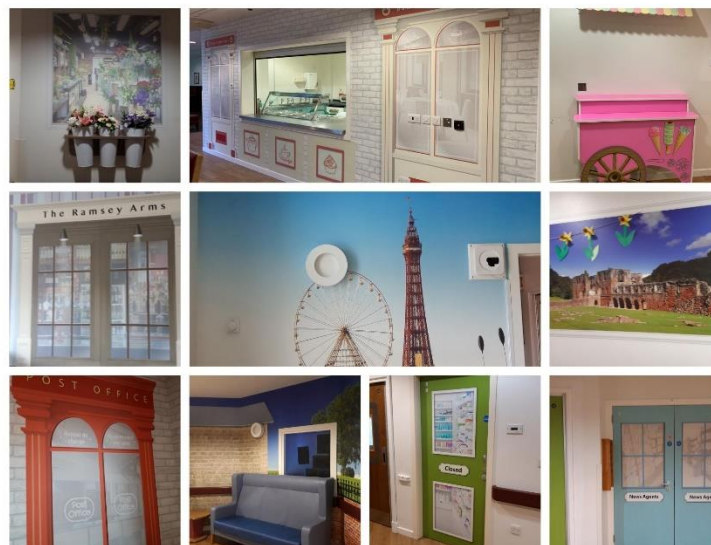
- New alarm system installed.
- New doors and entry/ egress system.

- An extensive investment has been made as part of the capital programme to reduce ligature risk, which is now completed.
- New furniture has been chosen to enhance the patient environment and provide comfortable spaces for patients.



### 5.1.2 Ramsey Ward

- All bedrooms now have appropriate dementia specification.
- Multi-Disciplinary Team room and new ward admin office completed, including provision of large screen for meetings and clinical information review.
- Bid for capital programme has been approved to refurbish courtyard gardens in 2022.
- New CCTV installation completed March 2022, to promote safety.
- The ward has been redecorated with dementia friendly / reminiscence murals to stimulate the patients and assist in orientation.





### 5.1.3 Kentmere Ward

During the summer of 2022 we aim to open the new fully refurbished Kentmere ward at Kendal, which will have individual rooms with en-suite facilities and will be a 12 bed adult mixed sex ward. This has been a £6million rebuild of a previous dormitory style ward and has been an ongoing project with commitment from clinical, operational, estates and external partners, who have all worked hard to see this exciting project to fruition.



## 5.2 IT improvements

- All South Cumbria wards and teams have now joined the rest of LSCFT on their version of the RIO patient information and electronic records system. This allows patients to move seamlessly between wards and teams throughout the LSCFT footprint; this system alignment also supported the move to all the existing LSCFT policies and associated documents.
- The wards in South Cumbria now have access to the clinical nerve centre system, which allows for the monitoring of tasks required and the direct storage of clinical information.
- Improvements to the Wi-Fi coverage were also required to support the new systems and an investment was made regarding this.
- The above improvements have enabled the wards to have access to large teams boards, where information can be easily shared during Safety Huddles and handovers, and can also be used to allow people to access the Multi-Disciplinary meetings on the ward when they are unable to attend in person.

## 6 Sustaining Improvement

In order to continue to monitor and review our service improvement we will:

- Continue to monitor the quality of services provided through our Network Governance meetings and reporting systems.
- Continue with rolling recruitment programmes and support systems in place for staff.
- Have oversight of staffing daily, with escalations in place.

- Have oversight of incidents, complaints, Patient Advice & Liaison, safeguarding and quality indicators such as Friends and Family, to ensure the improvements are being sustained.
- Continue with the Quality Improvement work we have embarked upon across the wards.
  - Have bi-weekly meetings to review the risks in the Network, to ensure the risk register is complete and up to date, so that timely escalation and intervention can be made.
  - Work towards Gold Ward Accreditation for all our inpatient wards.

### 6.1 Feedback from those using services

The wards have had a significant reduction in complaints in the last 12 months, with Ramsey having received only 2 complaints since January 2021 and also receiving 75 compliments, both being a significant improvement .

Dova's Friends and Family tests show a majority of patients rated the ward very good or good (131 out of 144 responses) and for Ramsey this number is 122 out of 159. Both wards have embraced the Friends and Family test to assess how patients and their families view the ward and to promote learning opportunities.

Below are some examples of patient feedback which has been received.





## 6.2 Continuous Improvement

Our ongoing improvements include:

- Introduction of a Discharge and flow worker to reduce our delayed transfers of care.
- To pilot an enhanced recruitment and retention offer specific to the Bay network, given the recognised challenges for recruitment.
- Continue to monitor workforce metrics, to ensure staff are being supported e.g. clinical supervision.
- Progress substantive recruitment of Physiotherapist to enhance our therapy offer.
- Introduce a quarterly Clinical Practice and Development Forum to support staff in their leadership and development.

## 7 Summary and Conclusion

The Trust is assured that we have made excellent progress on the improvements across all the inpatient mental health units in South Cumbria. Alongside additional development across the Trust footprint, this should ensure that the residents of Cumbria have much improved access to the highest quality acute mental health care.

Whilst we recognise the improvements made, we will continue to continuously review and improve our services, as we strive to be outstanding for our service users and public.

## 8 Recommendations

The Trust request the Cumbria Health Scrutiny Committee –

- Note the progress made to date on the inpatient mental health units
- Note the continued improvement plans
- Continue to provide support for the developments across South Cumbria

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