APPENDIX 2

MID YEAR REVIEW OF TRUST OPERATIONAL PLAN
2017/18 AND 2018/19

CELEBRATING SUCCESS
OUR VISION, VALUES, AIMS & OBJECTIVES

Our Vision: Working with diverse communities to provide outstanding care

Shortlisted for ‘Provider Trust of the Year’ at national HSJ Awards, for third year running. Our nomination covered information on many different achievements across services, demonstrating that we are a caring, innovative and high performing organisation.

“You & Your Care”
You’re A Star Awards
The winner of the Working Together Award went to the “Young Dynamos”, a young people’s research advisory group within the Trust that has been helping to shape and influence service for young people. Click here to view the winner’s video

New Models of Care and Integration
Successful bids for two specialised mental health services: the Trust has been awarded additional funding and devolved commissioning powers from NHS England for two specialised mental health services, as part of a joint bid with other mental health trusts across the West Yorkshire and Harrogate Sustainability and Transformation Partnership. We are working with Leeds Community Healthcare Trust, Leeds and York Partnership Foundation Trust (FT) and South West Yorkshire Partnership FT to develop services for children and adolescent mental health, and working with Leeds and York Partnership FT and South West Yorkshire Partnership FT, to develop an adult eating disorder service.
Collaboration with NHS Improvement – 90 Day Rapid Improvement Projects:

1. **Health Auto-roster Pilot** – maximizing the use of established staff, reducing agency shifts

2. **Criteria Led discharge** - introducing a consistent discharge approach and revised discharge criteria, ambition is to decrease length of stay by 10%

3. **Staff Retention** – Understanding reasons for staff leaving our employment and design/implement appropriate interventions to help reduce turnover and improve the retention of key staff

Lord Carter has accepted an invitation to visit the Trust on 24th November

Collaboration with NHS Improvement: **Mental Health improvement toolkit** with HFMA – one of 10 Trusts nationally
Heather Ward at Airedale Centre for Mental Health is the first in-patient ward across the region to receive national accreditation by the Yorkshire and Humber AHSN Improvement Academy for its safety huddles. Staff huddles take place twice a day every day so that they can identify any ways in which they can better support people on the day ahead and keep people safe. Safety huddles provide dedicated time for the whole team to focus on any potential risks.

The Trust has developed a lead provider model with voluntary care sector partners for deliver of My Wellbeing College, offering integrated psychological therapy provision. Options include online courses in partnership with Silvercloud.

You’re A Star Awards
Christine Cunliffe, assistant clinical practitioner on Heather Ward was the winner of the You and Your Care award for consistently delivering outstanding care to the patients for over 30 years along with her passion for staff wellbeing.

Safer Spaces: In August 2017 it was 12 months since we launched Haven, a daytime adult mental health service, at the Cellar Trust. Haven is one of three homely and welcoming safer spaces that are available in the district for people experiencing a mental health crisis. A short film has been launched featuring Haven and the other safer spaces. Over 91% of people using the Haven/Sanctuary/Safer Space services said they would have presented at A&E. We have seen a 32% reduction of frequent attenders to A&E services.

Click here to view the winner’s video
Learning disability services and staff have been shortlisted for awards at the National Learning Disability and Autism Awards 2017. Waddiloves health clinic team, which provides health support to people with learning disabilities including dental clinics, psychologists and dieticians, has been named as a finalist for the Great Autism Practice Award. Health facilitation nurse, Andrew Birkenshaw who is based at Waddiloves, has been shortlisted for the Learning Disability Nurse Award 2017 along with Sue Gibson, who has been shortlisted for the Support Worker Award.

You’re A Star Awards
Andrew Birkenshaw, Health facilitation nurse and Jodee Simpson, speech and language therapist, won the Quality Award Category of the Trust’s You’re a Star Awards, for their work in finding creative ways to support people with learning disabilities, to have their health needs met.

Click here to view the winner’s video.
Therapy support worker, Helen Roberts, has won the Yorkshire and Humber's Our Health for Heroes Award run by Skills for Health and supported by Health Education England. Helen won the award for all her work and 'outstanding care', to support patients and their families on our Dementia Assessment Unit.

The Community Dental Service has continued to expand the innovative Dental Anxiety Management Service, so that it not only provides treatment under sedation, both inhalation and intravenous, but also now includes CBT and dental acupuncture. The service helps to reduce patient reliance on general anaesthesia to have treatment, reducing risk to the patient and cost to the NHS.

LYNFEST: In June, the Trust staged a second festival of music and arts for in-patients experiencing mental health conditions and their families. The festival received a national accolade for Breaking Down Barriers/Tackling Stigma, winning the National Service User award which recognises remarkable achievements and innovations led by service users in secure mental health services nationwide.

The Community Dental Service has also received accreditation by the Royal College of Nursing for their course on conscious sedation.

The Trust has launched a new training programme to support people in low secure mental health services on their journey towards recovery. Included in the programme is a training filmed called ‘I’m a service user get me out of here’ which features ex-service users who have lived experiences of mental illness requiring care and treatment in secure services. The DVD is used as part of a training package with staff and patients to promote recovery and encourage people to consider what is important and what will help and support them to engage in treatment and move on safely.

The oral health improvement team have produced an innovative E learning Making Every Contact Count training package, available free for all dental practice staff. The training package aims to increase staff confidence to promote discussions around lifestyle issues and using brief opportunistic advice and information to their patients within the dental setting.
The Airedale, Wharfedale and Craven Complex Care team has been shortlisted for a prestigious Nursing Times award, in the ‘HRH The Prince of Wales Award for Integrated Approaches to Care’ category. The team includes professionals from our Trust, Airedale NHS Foundation Trust, Yordales Health (a federation of local GPs), the Bradford and Craven and North Yorkshire branches of Age UK, Carers Resource, Bradford Council and North Yorkshire County Council. Unique to this team are personal and carer support navigators who work closely with individuals to provide support and help connect them with activities in their community. The team works alongside patients with multiple long-term health conditions who are highly dependent on health services and frequently use emergency care. The team also support carers and families, and aim to reduce unplanned admissions to hospital by providing more proactive, co-ordinated and planned care.

This year eight staff nurses have commenced the Trust’s Staff Nurse development programme, supporting staff nurses working within district nursing services. At the end of the year’s programme, staff apply to the university to undertake the public health course to become a district nurse. The model has been shared with local providers as an exemplar to retention and development of staff.

District nurse Claire Corrigan has been awarded Queen’s Nursing Institute Philip Goodeve-Docker Prize for the most outstanding achievement on the district nursing programme at Leeds University.

The newly qualified staff nurse programme starts in October 2017. The programme supports newly qualified staff nurses over a two month period to become well-rounded community staff nurses who are ready to embark on a career in community nursing. Staff will be supported through a structured programme focusing on the transition into the district nursing service. Preceptorship will also be used as one of the key ways to support newly qualified staff nurses during the course of this programme.
Fire Service Partnership: The Trust has teamed up with West Yorkshire Fire and Rescue Service to support vulnerable people who are at an increased risk of falling. We have embarked on an 18 month project to train all firefighters across Bradford and Airedale to identify people aged over 65 who are at risk of falling, offer advice to prevent falls from happening and referring people who are at risk of a fall to the district nursing team. The project is based on a successful six month pilot in Keighley which saw 80 people undertake a falls screening assessment to identify people at risk of a fall, of those 46 referrals were made to the district nursing team.

Speech and language therapy have developed communication aids in various languages to support families from Eastern Europe to understand how to assist their children in improving their communication. This has been translated by the use of pictures and words and can be adapted for use across all of adult physical health services.

The primary care wellbeing team won the Positive Practice in Mental Health Awards, in the primary and secondary mental health care collaboration category. Their work can be viewed on YouTube.
Children’s services clinical systems specialist, **Dawn McCann**, has been awarded runner up in the Innovation Award; User Interface Design category at this year’s national TPP Annual Conference for SystmOne Users. Dawn received the award for developing a **risk assessment tool**, which allows the health visiting teams to have an oversight of a family’s experiences, risks and vulnerabilities. This allows staff to help families manage concerns effectively, reducing the likelihood that they escalate into bigger problems. The tool can be developed further depending on service requirements and is now being developed for other key children’s services including school nursing, looked after children, youth offending team and care leavers.

The Trust is providing **Wakefield school nursing, health visiting and family nurse partnership services**, on behalf of Wakefield Council and NHS England. The staff and services transferred smoothly from 1 April 2017.

**Student support meetings**
are organised by practice educators for student health visitors in Wakefield, offering extra training, peer support and a safe space to voice concerns or offer help.

**“You’re A Star Awards”**
The Children’s services leadership team won the **Value for Money Award Category** at the Trust’s You’re A Star Awards. The team brought together service leads from different teams and departments to successfully redesign children’s services across the district.

[Click here to view the winner’s video]
In October the Trust opened the third branch of the Carers Hub at Lynfield Mount Hospital. The Hub provides a support network for people who are caring for loved ones who use the Trust services and offers a place for carers to meet, recharge their batteries and gain access to free advice and information. It is open for carers to use weekly on a Tuesday, between 10.30am and 2.00pm.

The new Hub complements the other Carers Hub that the Trust currently runs in partnership with Carers Resource, Making Space and Barnardo’s, at Horton Park Medical Centre in Bradford and another one opening at Dyneley House Surgery in Skipton in December. To find out more about the Carers Hubs please click here.

The rise of Research and Development: We have doubled our portfolio projects in 3 years (to 42). In September we were named as the lead trust in a Medical Research Council application for a study around co-morbidity, which involves a number of other organisations.

In September, volunteers started to work alongside staff at the Dementia Assessment Unit to help make patients’ stay as comfortable as possible. The volunteers take part and support patients with a range of activities including chatting and reading, involving people in craft activities, gardening, dancing, quizzes, singing and reminiscence groups.

The Trust already has over 50 volunteers supporting staff across a range of community and hospital services. They help with a range of activities including hosting coffee mornings, research and development projects, patient feedback and walks.
The Trust’s **Engaging Leaders programme** is changing the leadership landscape. 400 staff have been through the programme, with another 100 commencing this year in wave 4. There are 4 modules – self as an engaging leader; systems leadership; wellbeing and resilience in challenging times; inspiring and engaging your team. In the spirit of collaboration and district wide working, invitations have been extended to partner organisations with participants joining us from local NHS trusts, voluntary sector organisations, University of Bradford and primary care. Participants have benefited from input from distinguished national and regional figures, including Helen Bevan, Yvonne Newbold, Beverley Alimo Metcalfe, Liz O’Riordan, Rob Webster.

Wave 3 of the **Moving Forward** programme concludes in October. The programme is made up of 5 modules that are designed to help BAME staff in their career progression into more senior roles. **61 people** have been through the programme since it was introduced.

The Trust is launching four new **online toolkits for managers**. Each toolkit will focus on a specific topic area: managing health and wellbeing; managing performance and appraisal; managing attendance and managing recruitment and selection. The toolkits provide step by step guidance on how to undertake day to day management responsibilities.
POSITIONING THE TRUST AS A GREAT PLACE TO WORK
The Trust has been ranked amongst the **best performing NHS organisations** in the country in this year’s Patient-led Assessments of the Care Environment (PLACE) assessment. Five assessors, made up of service users, relatives, carers and patient advocates, carried out assessments in May 2017. They gave scores and comments on all areas of the care environment at Lynfield Mount Hospital and Airedale Centre for Mental Health. Quality of food served to patients at Lynfield Mount Hospital received top marks and high praise from assessors with a score of 100%. Food quality at the Airedale Centre for Mental Health also scored highly with 98.83%. Overall this ranked the Care Trust’s food **third overall out of all 222 NHS trusts**. The Trust was also ranked second out of all NHS trusts for privacy, dignity and wellbeing and third overall for condition, appearance and maintenance.

**Estates Maintenance** was assessed for the first time to achieve ISO9001 accreditation. This has been part of a detailed plan to improve customer service standards and we are really proud of all of the hard work the team have put in and of the outcome.

Our **safety risk and resilience team** were finalists at the Patient Safety Awards 2017 in the category of clinical governance and risk management in patient safety.

The **new iCare programme** encourages and supports staff to develop their ideas, whether it's improving services, saving money or generating income. iCare aims to give all our staff an opportunity to share their passion and energy for new ideas, by offering guidance and support to make these ideas a reality.
CORPORATE AND SUPPORT SERVICES

Food Services has been re-assessed in August (annual review) against its ISO9001 criteria and as part of this process migrated from the 2008 version to the 2015 version. Food Services was successful in this migration and received the highest grade. Only 4 other organisations who have successfully completed the transition on the first attempt.

The Trust has been recognised for the ninth year running for its occupational health and safety by the Royal Society of the Prevention of Accidents (RoSPA). For the third consecutive year, the Trust achieved the gold award at the internationally recognised scheme. RoSPA recognises the commitment to accident and ill health prevention in businesses and organisations of all types and sizes.

‘Making IT Better’: Clinical site visits
We have now launched our first round of Informatics staff shadowing front-line clinical staff. These sessions are aimed at our technical staff building an understanding of real life at the ‘cutting edge’ of care delivery and providing advice on how staff might overcome technology issues.

We have been shortlisted for the Health Tech Awards 2017 for the work undertaken by Informatics with service colleagues on SystmOne design and usage for the district nursing service.