



Quality Report

Quarter 3
October – December 2015

Vision:
*Leading in partnership
to improve health and well-being by providing
high quality care*



**Pledges made by staff as part of *Takeover Day*
see page 11**

CONTENTS

INTRODUCTION	3
EXECUTIVE SUMMARY – QUALITY HEADLINES THIS QUARTER	4
QUALITY PRIORITIES FOR 2015/16.....	5
Patient Safety priority for 2015/16.....	5
Clinical Effectiveness priority for 2015/16	5
Patient Experience priority for 2015/16	5
IMPROVING OUTCOMES BY SUPPORTING RECOVERY	6
QUALITY SUCCESS STORIES	7
Patient Safety News	7
Clinical Effectiveness News	8
Patient Experience News and patient feedback.....	11

An explanation of terms used throughout this report is available on the Trust's internet:
<http://www.cwp.nhs.uk/reports/1628-quality-reporting-glossar>

Welcome to CWP's third *Quality Report* of 2015/16

These reports are produced every quarter to update staff, people who access the Trust's services, carers, the public, commissioners, internal groups, and external scrutiny groups on progress in improving quality across CWP's services, which CWP is required to formally report on in its annual *Quality Account*.



CWP's *Quality Account* and the previous *Quality Reports* are available on the Trust's internet site:

<http://www.cwp.nhs.uk/our-publications/reports/categories/431>

Reporting on the quality of the Trust's services in this way enhances involvement of people by strengthening the Trust's approach to listening and involving the public, partner agencies and, most importantly, acting on the feedback the Trust receives.

Quality in the NHS is split into three parts.
It can mean different things to different people, for example:



This report is just one of many reviewed by the Trust's Board of Directors. Other reports include:

- the three times a year *Learning from Experience* report – reviews learning from incidents, complaints, concerns, claims and compliments, including Patient Advice and Liaison Service [PALS] contacts;
- the quarterly Infection Prevention and Control report – reviews the management and clinical governance systems in place to ensure that people experience care in a clean environment, and are protected from acquiring infections;
- the monthly Performance dashboard – reviews the Trust's quality and safety performance by reporting on compliance in achieving key local and national priorities;
- the Medicines Management Group newsletter – contains clinical information for practitioners, articles of interest and general pharmacy information for ward staff and teams.

Together, these reports give a detailed view of CWP's overall performance.

This *Quality Report* provides a highlight of what CWP is doing to continuously improve the quality of care and treatment that its services provide.

EXECUTIVE SUMMARY – QUALITY HEADLINES THIS QUARTER

CWP has made good progress in delivering against its Trustwide quality priorities for 2015/16 in quarter 3

➔ [see page 5](#)

A range of initiatives improve the quality of care planning

➔ [see page 6](#)

Locality data packs provide clinical teams with information to enable quality improvement

➔ [see page 7](#)

Trainee doctor receives recognition for reviewing the handover process

➔ [see page 7](#)

CWP Zero Harm strategy and Human Factors presented at Patient First Conference

➔ [see page 8](#)

Mental Health Act team audit supports wards and community teams to improve the quality of documentation

➔ [see page 9](#)

Staff at the Young People's Centre develop new skills and ways of working with young people and their families

➔ [see page 9](#)

Regional recognition for CWP's Early Intervention teams

➔ [see page 10](#)

CWP achieves top scores in national CQC Community Mental Health Survey

➔ [see page 11](#)

Young People 'take over' services as part of the Takeover Challenge 2015

➔ [see page 11](#)

QUALITY PRIORITIES 2015/16

CWP has set three **Trustwide quality priorities** for 2015/16, which reflect the Trust's vision of **"leading in partnership to improve health and well-being by providing high quality care"**. They are linked to the Trust's strategic objectives, and reflect an emphasis on **patient safety, clinical effectiveness and patient experience**.

The Trust has made a commitment in its *Quality Account* to monitor and report on these in its quarterly *Quality Reports*. This year, the common focus across all the priorities is **reducing unnecessary avoidable harm** to help reduce avoidable variations in the quality of care and to improve outcomes.

***Patient Safety* priority for 2015/16 – Achieve a continuous reduction in unnecessary avoidable harm and make measurable progress to embed a culture of patient safety in CWP, including through improved reporting of incidents**

CWP has worked towards achieving this quality priority, as detailed below:

- The Trust's suicide prevention assurance framework has been aligned with the Cheshire-Merseyside suicide prevention strategy. Work has continued on how to further ensure that education on suicide reduction/ prevention contributes to this agenda. Education CWP has introduced a module on 'Suicide Awareness' Connecting with People on the Care Certificate training for all the Clinical Support Worker staff group.

***Clinical Effectiveness* priority for 2015/16 – Achieve a continuous improvement in health outcomes for people using the Trust's services by engaging staff to improve and innovate**

CWP has worked towards achieving this quality priority, as detailed below:

- Education CWP has developed a Trustwide educational programme to build on the positive outcomes achieved by the Trust's "Accelerating Restraint Reduction" quality improvement programme, which will be delivered by the Clinical Education trainers supported by people accessing Trust services, carers and staff.
- The Effective Care Planning lead has developed and commenced a Trustwide programme of education sessions targeting all clinical staff groups to improve the quality of care plans.

***Patient Experience* priority for 2015/16 – Achieve a continuous improvement in people's experience of healthcare by promoting the highest standards of caring through implementation of the Trust's values**

CWP has worked towards achieving this quality priority, as detailed below:

- Making pledges, as part of the "Takeover Challenge", to promote a focus on the rights of young people in delivering healthcare to this group of people who access the Trust's services.

IMPROVING OUTCOMES BY SUPPORTING RECOVERY

CWP is committed to **improving outcomes** for the people who access its services, so that the care and treatment that the Trust provides improves their **quality of life, social functioning and social inclusion**, self-reported **health status** and supports them in reaching their best level of **recovery**. Recovery is CWP's approach to **helping people to be the best they can and want to be**. In each *Quality Report*, CWP reports on how its services are improving outcomes for people who use its services by supporting recovery.



Effective Care Planning promotes recovery

Care planning is an integral part of the care and treatment of people accessing the Trust's services and incorporates the whole journey of a person from admission to a ward and/ or referral to a community service, through to discharge. It incorporates a multitude of aspects of treatment and care, including but not exclusive to mental health, physical health, **recovery strategies**, risk assessment, crisis/ contingency plans and discharge/ transfer

During this quarter a number of quality improvement initiatives have focused on improving the quality care planning:

CWP's approach to individuals' care and support puts them at the centre and **promotes social inclusion and recovery**. Care planning is also key to ensuring continuous reduction in unwarranted avoidable harm to people accessing healthcare services as, through the co-production of the care plan, with the person accessing the Trust's services and their relatives/ carers, it enables strengths, needs, goals and aspirations to be addressed and joint discussions to be had regarding potential triggers for relapse and the development of contingency/ crisis plans in place to deal with these.

As part of the Trust's **Healthcare Quality Improvement Programme**, an Effective Care Planning meta-analysis was undertaken by the Clinical Audit Team during this quarter. This project completed a thorough review of all the audit and monitoring the Trust completes in relation to care planning and risk assessment. This project was presented to the Patient Safety and Effectiveness Sub Committee in October and an action plan has been formulated to ensure the resulting recommendations are completed. This project forms one part of a wider picture of CWP's commitment to improving the quality of care planning.

To further enhance the CWP's implementation of the Care Programme Approach, the Effective Care Planning lead Ruth Gaballa has developed and commenced a Trust wide programme of education sessions targeting all clinical staff groups. The programme will be delivered through a tiered approach starting with senior management and ward/ team managers. The Effective Care Planning programme uses the 'what does good look like' and also real life clinical examples to get across the message of co-produced recovery planning. This programme will be monitored and reported through Patient Safety and Effectiveness Sub Committee.



Care planning has also been the focus of a **quality improvement initiative** in the CWP East locality, where the Matron and ward managers have developed their own audit to review care plans. The Matron designed an audit tool to enable the ward managers to complete a weekly audit of a sample of 5 care plans for each ward. The Matron also undertook her own assessment of the quality of a sample of these care plans for additional assurance. The standards used were taken from the relevant Trust policies around care planning and physical health care and the *NICE* guidance on service user experience in adult mental health (CG136).

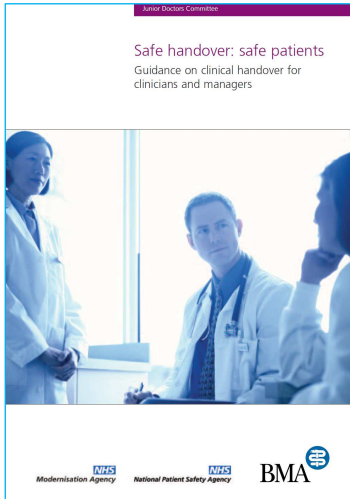
The key findings of the review of care plans in this audit identified were that the majority of care plans were rated as 'good', with best practice identified in relation to including observation levels, noting who would carry out interventions, and referencing the Mental Health Act within the care plan.

QUALITY SUCCESS STORIES

Below is a summary of some of CWP's other success stories over the past quarter in **promoting quality** within the communities that the Trust serves, and in **improving the quality of the Trust's services**.

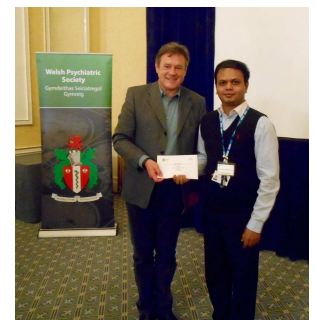
Patient Safety News

Trainee Doctors improve the Quality and Safety of handover procedure



Good quality handover is essential to protect the safety of patients. Failures in this process can represent a significant risk to patients which is recognised by the *National Patient Safety Agency*, *Royal College of Physicians*, the *General Medical Council* and *BMA* who all provide guidance for clinical staff.

The fundamental aim of any handover is to achieve the transfer of high quality clinical information at times of transition of responsibility for patients. A trainee doctor in the CWP East locality, Dr Sabarinath Radhakrishnan (pictured), has audited the handover process and been awarded a prize for his project. The project analysed the completeness and accuracy of written handover within the psychiatry department, and then introduced an 'electronic' handover pro-forma to compare and determine the proportion of days on which handover was present and fully completed.



In order to further improve clinical handover, the importance of accurate, relevant handover was emphasised to trainee doctors during their initial induction session and via regular reminders and feedback.

Professor Sir John Lilleyman,
Medical Director
National Patient Safety Agency

"Handover of care is one of the most perilous procedures in medicine, and when carried out improperly can be a major contributory factor to subsequent error and harm to patients."

Locality Data Packs provide wards and teams with *Quality improvement data*



#CWPZeroHarm

As part of the Trust's Zero Harm Strategy, Locality Data Packs (LDPs) were initially developed and piloted in inpatient services in February 2015. The packs were designed to provide line managers with quality information across a number of indicators, presented in line with the CQC domains, to celebrate and promote areas of good practice and identify areas for continuous improvement. During quarter 3 work has been ongoing to develop service level packs. Service level Locality Data Packs introduce a stronger element of comparison across teams and scope for wider benchmarking and there is a big appetite for these packs to be rolled out across services.

The inpatient packs were launched in April 2015, followed by packs for community teams in May 2015. Wards and community teams have continued to receive packs every two months and continue to provide positive feedback about the impact of their introduction. Team level LDPs have successfully enabled managers to access key data in one simple format, bringing a focus on data quality and the importance of accurate recording.

Feedback has been very positive, for example the Crisis and Reablement Team who care for patients who are experiencing a new health crisis and are at risk of hospital admission have found the introduction of the LDPs has given their team manager useful information to identify important areas of performance. Particular areas of focus are investigations of serious incidents, number of complaints to the team and number of compliments as well as workforce indicators for supervision, appraisal and sickness levels. By incorporating the LDPs as a standing bi-monthly item on the team meeting agenda they have ensured that essential issues are discussed and addressed. The Crisis & Reablement Team pride themselves with having very few

complaints of the service and having a high number of compliments. Although as routine they share compliments in team meetings it has been useful to back this up with bi-monthly figures of compliments received.

Sue McGuigan, Integrated Team Manager said:

“The data pack has assisted me by highlighting areas which need immediate attention such as supervisions, appraisals and compliance of staff for incremental progression. I have been able to focus on those areas and bring the levels of activity up to the requirement of CWP. It will be reassuring to me to see that level of compliance rise on the next data pack.”



PATIENT FIRST
PREVENTING HARM IMPROVING CARE
22-23 NOVEMBER 2016 EXCEL LONDON
www.patientfirstuk.com

Patient First: Preventing Harm – Improving Care

At the second **Patient First: Preventing Harm – Improving Care** conference held in London on 12 November, David Wood, Associate Director of Safe Services (pictured left), gave a presentation entitled **Human Factors: solutions, not problems**. David is a Human Factors expert advising *Health Education England*.

Over 2800 professionals were in attendance across the two days of the conference, with some delegates travelling from other countries to attend.

David's presentation focused on CWP's Zero Harm strategy and the Trust's proactive response to tackle the patient safety challenge using Human Factors training to empower staff to deliver safe and effective care and to build a culture of zero harm.

Human Factors has contributed to the #CWPZeroHarm campaign in many ways including:

- Openness about harm, including at Board level
- Continuous improvements to no harm incident reporting
- Fewer recurrent learning themes, more new learning themes
- Use of tools to change the safety culture
- Strengthened clinical audits/ sharelearning bulletins

Clinical Effectiveness News

Research Team equip CWP staff with research skills

A training event was held in October, entitled *An introduction to Research and Critical Appraisal of Qualitative and Quantitative Research*, and delegates included a range of staff and one carer. These workshops aim to provide an understanding of the basic principles of research, and to equip delegates with some practical skills around the planning and carrying out of research. The course also introduced delegates to concepts about various aspects of research, to assist them with the development of a research question and project. As well as increased knowledge and understanding about research, the skills attained may also be transferable to other related activities such as project work and management, and clinical audits.

Staff at the Young People's Centre develop new skills and ways of working with young people and their families

In order to provide 'joined up thinking' within the Tier 4 Child and Adolescent Mental Health Service, the Young People's Centre comprising Pine Lodge, Maple Ward and Chester Eating Disorder Service (CAMHS) have offered in-house mental health

training to staff working in inpatient care once a month. Staff were encouraged to become grounded in theoretical frameworks and more confident in developing new skills and ways of working with young people and their families.

What they did:

A training programme was devised with sessions on various theoretical frameworks such as 'attachment', and psychodynamic and systemic theories. Staff then used a 'reflecting team' approach to apply the theories to direct clinical cases. Sessions also offered staff practical support and included topics such as 'meal time management' for young people with eating disorders; 'engaging parents and carers' in their young person's treatment; and 'risk management' and 'care planning approaches'.

Results:

Staff expressed their appreciation for the training and have been enthusiastic in applying this knowledge into their practice. Staff whose experience has been working in Learning Disability Services or with Adult Mental Health Services have gained a greater understanding of child and adolescent development which has helped them to continue to provide high quality robust, competent and compassionate care when working with this patient population.

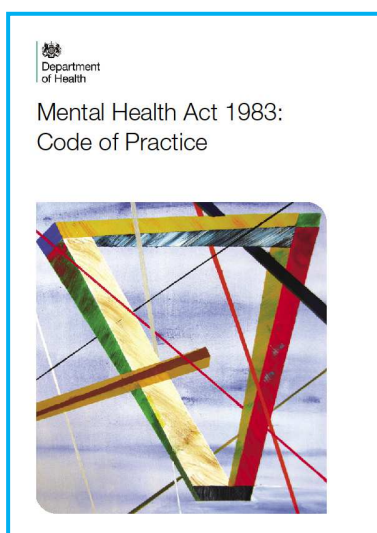
Next steps:

Future training sessions over the next year include a range of topics, which staff have requested, including 'de-escalation', self-harm and autism. Training sessions will continue to retain a focus on theoretical ideas and there are plans to include psycho-educational stances about the various psychiatric diagnoses that are often treated within CAMHS.

Mental Health Act Team provide quality assurance to wards and community teams

The Mental Health Act can affect the lives and liberty of many people. CWP's Mental Health Act team have been working with wards and teams during the last few months to develop a more robust quality assurance mechanism for ensuring wards and teams adhere to the MHA Code of Practice 2015. To date, feedback has been very positive.

The team has developed an audit tool and has put in place a programme of visits to each ward and community team to improve the quality of recording documentation of capacity to consent to treatment, reading of patient's rights and referral to advocacy services.



The MHA team have also been supporting staff to improve record keeping and providing feedback following the audits to give localities assurance that patient's rights are protected and that any shortfalls identified in the CQC inspection are being addressed.

The MHA team is developing new training packages to ensure relevant up to date guidance is provided to all staff incorporating the Mental Capacity Act, Deprivation of Liberty Safeguards as well as the Mental Health Act.

Jan Devine, MHA Team manager says:

"The MHA team is committed to helping CWP staff carry out their roles and responsibilities in respect of the new MHA Code of Practice, to ensure that all our patients receive high quality and safe care."

Themes from the initial audit results Trustwide in quarter 3 include:

- Lack of documentation regarding explanation of patient's rights
- Some issues with assessment of patient's capacity being recorded

The MHA team will be working with clinical staff to improve the quality of recording in these areas, and will provide advice and support to develop action plans to improve practice. However, two areas of best practice noted in the CWP West locality included:

- Providing an information leaflet in Polish for a detained patient
- Referral to an independent mental health advocate

Advancing Quality – Regional Success for CWP Early Intervention in Psychosis Team

The Advancing Quality Alliance (AQuA) is an NHS health and care quality improvement organisation who are at the forefront of transforming the safety and quality of healthcare.

Advancing Quality was launched in 2008, to implement a North West regional quality improvement programme that would standardise practice where appropriate and reduce unwarranted variation. It has rapidly improved the standard of care delivered in the region's NHS trusts by focusing on adherence to key evidence based clinical interventions, patient experience and patient clinical outcomes.



The overall aims of **Advancing Quality** are to:

- Save lives
- Reduce unwarranted variation across the region
- Raise the bar on outcomes on major diseases and treatments

Prior to its launch:

- No systematic way of defining high quality care in the North West
- Widely recognised set of problems outside of the national average and

not closing the gap

- Data not comparative; could not be trusted to benchmark and not shared. Clinicians could not always ensure that patients were on the right pathway

The programme is funded by almost all clinical commissioning groups in the North West. Acute and mental health providers across the region participate in the **Advancing Quality** clinical focus areas that are relevant to the clinical specialties and services that they provide.

CWP's Early Intervention teams participate in the Advancing Quality programme for First Episode Psychosis and have been recognised for the quality of care they provide. Although the care given to a patient is tailored to their individual needs, clinicians from across the region have agreed a number of key things which – if carried out at the same time and in the same way for every patient – will help to ensure the best possible outcomes; these are what Advancing Quality refer to as Clinical Process Measures.

At the December Programme leads meeting it was confirmed that CWP's Early Intervention team was third best in the region for meeting these standards.

CWP Research Conference

CWP hosted a research event on 3rd November, 2015, which provided an opportunity to share the findings of a wide range of research studies with staff, and research partners including delegates from local universities, and residents.

In the morning, there were a series of presentations. These commenced with national studies which CWP service users and/ or carers are participating in, and topics presented related to adverse reaction to Clozapine, memory services and diagnosis of dementia, obsessive compulsive disorder, and psychosis. These were followed by a presentation by the Trust's Acquired Brain Injury Service about their **innovative** introduction of clinics that aimed to link different services that service users may require.

The afternoon consisted of a series of workshops about eating disorders, bipolar disorder, perinatal mental health, online clinical knowledge management, library services, and critical appraisal.

Phil Elliot, Senior Research Facilitator said:

The event was very well attended and well received, and provided an opportunity to share knowledge and ideas with staff, research partners, and service users and carers.

Patient Experience News and patient feedback

National CQC Community Mental Health Survey

CWP has achieved top scores in the 2015 *Care Quality Commission* Community Mental Health Survey, which was published on Wednesday 21 October. The Trust achieved five 'better' scores out of ten service areas. This included receiving one of the highest scores for 'overall care within the last 12 months' for the second year in a row.

The CQC use national surveys to find out about the experiences of people who receive care and treatment. Questionnaires were sent to 850 people who received community mental health services. Responses were received from 267 people at CWP.

Sheena Cumiskey, Chief Executive, says:

"These results are a great reflection on the quality of care delivered by our community mental health services and show the commitment and fantastic work that our staff do every day."

Takeover Challenge – November 2015

In November, CWP took part in the national event called Takeover Day. This is an annual event that promotes children's rights and encourages their voices to be heard.



Takeover Challenge sees organisations across England invite children and young people in to 'take over' their job roles and be involved in decision making. It promotes Article 12 of the [United Nations Convention on the Rights of the Child](#), which says all children should have a say in matters that affect them.

CWP has participated in the event for the past three years. Joe Sealy, CWP Young Advisor, formally opened the CWP event for 2015 and gave an overview of CWP's involvement. Each year sees young people taking over management in their local area and also being given the opportunity to meet with CWP managers and members of the Trust Board to raise some of the issues that are important to them.

Pictured are young people asking questions of a panel of CWP managers including Sheena Cumiskey, Chief Executive; Andy Styring, Director of Operations; Liz Matthews, Associate Director of Patient and Carer Experience; Janie Shaw, CWP Governor; Carole Winstanley, Clinical Services Manager; and Tania Stanway, Clinical Director, East Locality.

2015 has seen young people from CAMHS being fully involved in the event and also young people being represented from Learning Disability CAMHS, Substance Misuse and the Cheshire Eating Disorder Service.

Feedback from the day was very positive; one young person said:

"I think today was a great way for young people like me to understand the commitment the employees have to change for the better and I feel our points came across strong allowing us to have a voice to change things".

As part of the day, young people asked staff to write down "how you can raise awareness of children's rights and keep the child at the forefront of your practice". Some amazing pledges were made, including comments such as:

- "Helping the child/young person find their voice"
- "Listen to the child"
- "Ask the child/ young person what they want"
- "Don't dismiss them because of their age"



“Focus on how we can make it happen, not why we can’t”
“Respect”
“Remember what it was like to be a child”
“Promote UNICEF children’s rights month”
“Person centred planning”
“Listen, understand, action, respect, advocate and care”

In quarter 3, at the time of writing (30/12/15), CWP formally received 929 **compliments** from people accessing the Trust’s services, and others, about their experience of the Trust’s services. Below is a selection of the comments and compliments received for the services across the Trust:

Physical health services – CWP West

“My mum has asked me to write to you and to thank you and all of your team for the care she has received after her discharge from hospital in Chester. She is a very independent lady and the loss of her independence following surgery was almost the biggest part of her psychological recovery. There is no doubt that your team are the primary reason we have her back home.”

Adult mental health services – CWP East

“Thank you” for your help on September 12th, you made the right call when I was feeling so desperate I didn’t know what I needed. That day could have ended very differently and it was your kind approach that helped me through. I’m still struggling but I’m safe. Thanks again.”

Child and Adolescent Mental Health Services – CWP West

“Thank you so much for all your encouragement and support over the past few months, you have helped me through the hardest time of my life and I don’t think I could have done it without your help. I will always be grateful for everything you have done for me and I will never forget how amazing you have been. I will carry on flying the flag of optimism just for you.”

Learning Disability Services – CWP East

“Many thanks to all the staff at Greenways for looking after our son so well. You all do an amazing job in difficult circumstances.”

Older adult mental health services – CWP Wirral

“To Doctor and all the Team we would like to say a massive thank you for all the care and consideration shown by you all while mum was in your care particularly the last week. We appreciated everything you all did. From family of [patient x] who passed away on Meadowbank Ward.”

Share your stories

We welcome feedback about any of the Trust’s services; please share your stories via the Safe Services Department on 01244 393138

Look out for more quality stories in the quarter 4 *Quality Report*