

July 2017

Q&A

with Wayne Kitchener
on Page 10.

positive

about integrated healthcare



Refreshing recovery

New programme at The Woodlands

Message from the Board

The Trust has a number of plans in place to meet our required savings for this financial year. However, we still have a significant gap to tackle (at this point in the year we are looking at £7.2m) and are addressing where we go now and how we do that. We know a lot has been done across the Trust to deliver the financial targets set and we do recognise this. I want to thank everyone who has been involved in achieving this, but we have to be honest; we have more to do.

We need to ensure that we are taking out inefficiencies and reducing those resulting costs that exist. This includes non clinical and support services, corporate services as well as the clinical divisions. We have consciously applied a higher savings target to corporate support services.

We are also looking at ways in which we can work better across the health and care system to ensure we are joined up with partners, working as efficiently as possible, using the Trust's expertise in areas where we are known for our good practice and leadership and capitalising on that.

In this time of financial challenge and increasing demand, we must never lose sight of the fact that safety and quality must not be compromised. To secure high quality patient care and future service delivery,



Ruth Hawkins,
Chief Executive

transformational approaches are required. Quality improvement is one such approach and in health is commonly understood as an approach that enables an individual, team or organisation to improve performance by identifying and eliminating poor quality in any aspect of service delivery. In using a continuous approach to quality improvement, and creating the right culture, the Trust can achieve better outcomes for patients, and a better staff experience. We will be producing a Quality Improvement Strategy for Nottinghamshire Healthcare outlining our approach and how it can be applied across all areas.

Work on the Trust's safe staffing project is progressing well. This work should really deliver some tangible benefits – by gaining an accurate baseline staffing establishment based

on demand we can support staff and patients to feel safer in the ward environment.

Staffing issues were raised in the CQC's inspection report on Rampton Hospital and we have already implemented changes which are making a considerable difference. The Hospital was rated as requires improvement overall, good for being caring, effective and responsive and inadequate for being well-led. We are working hard to make improvements and I want to thank staff for their support.

I also want to highlight some of the areas in which we are investing, to help future services improve and continue to move forward with innovation. We are investing in more pharmacy staff, continuing with the middle management training programme and the implementation of digital handheld devices observation system across Forensic Services and creating a new Clinical Development Unit which is a virtual team of Trust staff, whose remit is to improve the Trust's understanding of its clinical business. We do this by improving data quality and analysis so we can use our findings to make a difference, ultimately improving services and the experience and outcomes of everyone who uses them.

Ruth

Annual General Meeting and Annual Members' Meeting 2017

The Trust's Annual General Meeting and Annual Members' Meeting will this year take place on Friday 21 July, 2.00pm-3.30pm at Duncan Macmillan House, Nottingham, NG3 6AA in Conference Rooms 1 and 2.

If you plan to attend please email agm@nottshc.nhs.uk to register. Please also let us know of any special requirements. You can also call **0115 993 4525** for further information.

Do you have a question you would like to ask?

If you have a question you would like to put forward for the day you can email this to agm@nottshc.nhs.uk

To find out more about the event visit: www.nottinghamshirehealthcare.nhs.uk/events

Patients get 'Togged' up at Rampton Hospital

Togs clothing shop opened for patients at Rampton Hospital in November 2016 – an innovation that came about when a clothing catalogue popular with patients became an online service only, meaning they could no longer access it.

Steve Bradshaw, Support Services Manager explained: "It soon became clear that this change left a gap in the market for a suitable outlet where patients could browse and buy clothes, from casual and leisure wear to smart clothing.

"We utilised an area of the Hospital which already had the ideal amount of space with good light and ventilation and once an approved company of shop fitters, Practical Minds, was employed, it very quickly started to look like a high street shop and Togs was born."

Togs sells both male and female clothing and footwear in a wide range of sizes within an affordable price range, including designer labels, and stock is rotated frequently to ensure lines are fresh and inviting.

Steve added: "Our patients visit Togs on a quarterly basis and we invite up to six patients at a time. This allows them the time and space to browse and try on items, with Togs Team Leader, Cath Paul on hand to help them make the right choices in finding their correct size and style. We also invite patients to place 'non-stock' orders for items we don't sell on a daily basis – this could be a suit for a tribunal or something in a particularly small or large size.

"Togs has proven a huge success in its first six months, particularly at Christmas when most patients could be seen wearing festive jumpers, socks and bobble hats! A popular saying upon entering Togs is "it's like a proper shop" and patients are genuinely amazed at the layout,



I-r Dawn Robertson, Retail Manager, Steve Bradshaw and Cath Paul

design and clothing on sale. We are now promoting swimwear, shorts and flip flops for the summer and already buying new stock for the autumn and winter."

Special thanks go to Andy, Holly, Noel, Dave and Kevin from Practical Minds, Mitie and The Estates Team and Margaret Hodgson from Security for their hard work in creating Togs for our patients.

Rampton Hospital staff receive special training from the Brain Injury Rehabilitation Trust

Staff members from the National High Secure Learning Disability Service at Rampton Hospital received a week-long intensive training course in May on Neuropsychologically Informed Rehabilitation.

The course, attended by a variety of staff, was organised by Dr Phyllis Annesley, Consultant Clinical Psychologist and delivered by Dr Ivan Pitman, Consultant Clinical Neuropsychologist and Dr Rachael McNulty, Consultant Clinical Psychologist – both from the Brain Injury Rehabilitation Trust.

Neuropsychologically Informed Rehabilitation is a model of managing those individuals who present with undesirable behaviour

as a result of cognitive impairments. It emphasises proactive management to prevent any escalation in an individual's behaviour.

The course was delivered over five days in 10 modules via comprehensive training materials including a detailed workbook, presentations, role plays and module assessments. The training was very positively received with excellent feedback from all staff who attended.

The attendees were delighted to receive the training and would like to thank the Directorate Management Team and their respective managers who supported their attendance.



Above top: From left, Dr McNulty, Dr Annesley and Dr Pitman

Above: Course graduates with their trainers and certificates

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... and much more!

Re-launch of The Woodlands Recovery Programme

The Woodlands – the Trust’s specialist substance misuse inpatient unit – sees people from across the East Midlands and beyond, helping them achieve their goals and tackle their substance misuse related problems.

The unit has successfully embraced the concept of Recovery since moving to its new home at Highbury Hospital in 2011 and, inspired by the newly launched Recovery Strategy, the team has revised its Recovery programme so that activities are available every day.

The Woodlands Recovery Programme

The Woodlands team is acutely aware of the importance of looking at patients’ whole life goals – exploring their roles in the community, re-establishing relationships and looking at how they can build a meaningful life post-discharge.

The Woodlands Recovery Programme is run by a recovery team which includes a nurse lead, two healthcare assistants, a substance misuse worker and four volunteer peer workers who all have lived experience of substance misuse/mental health. The backbone of this programme is the Wellness Recovery Action Plan or WRAP, which has been adapted specifically for substance misuse and is incorporated into all of the sessions.



All the sessions complement the WRAP; for example the wellness toolbox can incorporate complementary therapies such as massage, acupuncture and Indian head massage, physical activities such as gardening, therapeutic activities such as arts and crafts, relaxation and health promotion such as healthy eating, a sexual health clinic, first aid and naloxone training.

Separate workshops on subjects such as caring for kids, sleep hygiene and blood borne viruses can also be offered as needed and patients are signposted to relevant services such as food banks, welfare rights advisors, colleges and psychological therapies.

The value of co-production and peer support

The Woodlands Recovery Programme and the Trust’s Recovery Strategy share the common core value of



The programme runs seven days a week, with a Recovery College Campus on site at weekends. The timetable is adaptive so that it can meet individual needs at any given point.

co-production, particularly when instilling hope in those admitted to the unit. The Woodlands peer support workers are an invaluable asset, particularly when it comes to co-facilitating and co-production of the majority of the activities and Recovery College sessions. Having peer workers also enables the team to escort patients to enrol in college or to visit other services such as Explore Family and Women’s Aid, which encourages them to attend the rest of their sessions post-discharge. More often than not, that first step towards recovery is the hardest. Having a peer beside you to provide hope and inspiration can make that step just that little bit easier.

Staff are always keen to welcome peer mentors into the team and encourage them to meet their full potential (see Sharon’s story opposite). The Woodlands is leading the way as a gold standard service for taking on peer mentors and volunteers and encouraging training.

Donna Willacey – mentor/Recovery Team Lead said:

“Since October 2016 we have appointed three peer mentors, one of whom had completed a detoxification at Porchester Ward and another at The Woodlands. Both attended long-term rehabilitation and have used this experience to contribute greatly to the new programme as well as the new group sessions. All three have completed courses at the Recovery College including Introduction to Recovery Principles, Wellness Plan and Introduction to Sharing Your Lived Experience. One of the peer mentors is currently carrying out training and hopes to get paid employment as a peer support worker in the future.”

Linking with local communities

Another essential aspect of the programme is the introduction of patients to opportunities and support in their local communities. Some outside agencies such as Mutual

Aid co-facilitate portions of the programme and others host visits from inpatients. There is a keen focus on discharge care planning throughout the whole of a patient’s admission, establishing what services are available in their home area, liaising with key workers, working closely with the Recovery College and planning any aftercare services.

Sharing our approach

The Woodlands approach to Recovery focused interventions is welcomed by commissioners who praise the “quality of service and patient experience” and Julie Repper, Trust Recovery Lead who sees it as “a beacon in Recovery focused practice, particularly the links with community agencies and supports.” Julie has arranged for The Woodlands Recovery Lead to present at The Recovery Demonstration Day in September 2017. The Woodlands Recovery Programme is also discussed at the Public Health England Recovery Forum which is held in Nottingham and attended by regional commissioners and service managers.

The ‘5+2’ Recovery model

Trevor Hogg, Substance Misuse Worker explains the importance of a seven-day-a-week programme: “The ‘5+2’ Recovery model was developed as a response to requests from clients on the unit, and the amount of constructive feedback given on the Trust’s SUCE feedback forms and our local feedback systems. We had lots of positive comments on the five day recovery programme, but fell short at a weekend.

“Weekends can be long and undirected for patients so we decided to run a college campus out of The Woodlands on weekends, supplementing what was already in place during the week. The weekend courses are certificated and taken from courses run at the main Recovery College.

“We believe we are unique in our approach of running a full seven days a week educational programme, morning and afternoon.”

Sharon’s story

My story begins when I was much younger and enjoying a very successful lifestyle. I was employed in sales with a lot of responsibility and I was often away from home on business; this meant a lot of entertaining and socialising.

The pressure and stress of work steadily began to take its toll and I would catch the odd drink here and there to give me more confidence. My biggest mistake was taking a drink first thing in the morning to steady my nerves and before I knew it I was secretly drinking steadily throughout every day. My work performance suffered as did my presentation; I was used to being immaculately turned out but my standards and pride in my appearance just vanished.

I also took to hiding alcohol around the house in a desperate attempt to keep my drinking hidden from my family. After a time I simply stopped eating as I was drinking that much, I was also suffering symptoms of withdrawal – I couldn’t hold a cup of tea without spilling most of it.

I lost my job.

This was after spending a night in a police cell as I’d been stopped for drinking and driving. I was banned from driving so had to take a bus to get around for work; that didn’t last long. I knew it was going to happen at some stage as I’d gotten away with it for so long.

At this time I was being exploited by people around me, financially, physically and emotionally. I’d also lost a lot of weight and was very physically unwell.

I ended up at The Wells Road Centre for detox for seven months before moving on to rehab in East Yorkshire. My memory was really bad, I couldn’t remember anything or anybody, even my family. I was told I had Korsakoffs Psychosis.

At rehab I did really well as I moved through the programme. I eventually held positions of responsibility,

holding group sessions, organising days out, helping out in the kitchen, cooking and getting NVQs too. I also worked in a local charity shop; I loved it as I was meeting people again and felt part of society once more.

I relapsed. I don’t know why I did it but I had a drink again. I was so angry with myself as I’d let so many people down. I never did it again and haven’t had another drink to this day.

I eventually moved back to Nottingham to be near my family as I was now able to live a normal and independent life. Rehab had worked for me.

I started to work with Empowerment Plus and Wellbeing, giving something back, using my experiences to help other people who found themselves in a similar situation to the one I’d been in.

I bumped into the manager of The Wells Road detox unit and he offered me the opportunity to volunteer at the Woodlands. It was like it was meant to be. I now work with most of the team that supported me in my recovery. I help with cooking, group sessions, arts and crafts, I’m involved with the Wellness Recovery Action Plan, and most importantly I get to share my story with people who say that this gives them hope that they too can achieve their goals and ambitions.

To cap it all I now have a full time job, employed by Nottinghamshire Healthcare as a Support Worker with the Long Term Conditions Alcohol Team. I’m right back where I started but now I’m on the caring side, using my experiences to help others. This team and the team at The Woodlands are wonderful and I am so grateful for everything that they’ve done for me over the years, there are so many of them who quite simply saved my life.

Pictured on the front page:

Back row from left, Sarah Palin, Substance Misuse Worker (SMW); Amy Garland, volunteer; and Trevor Hogg. Front row, Mandy Hudspith, SMW; volunteers Sharon Bright and Julie Ward; and Donna Willacey



Successful Reablement Unit helps to get patients out of hospital

2016-17 saw partners from Nottinghamshire Healthcare, New Care Homes and Age UK Nottingham and Nottinghamshire working together to run a 23 bedded Short Stay Reablement Unit (SSRU) situated in The Grand Care Centre, West Bridgford.

This Reablement Unit is for patients who are not yet safe to return to their home environment, but who could be discharged from hospital if sufficient care and therapy provision is available in a residential setting to meet their rehabilitation needs.

The Unit opened its doors in March 2016, offering bed based reablement services to patients across the south of the County. The focus since the Unit opened has been to enable patients to achieve their goals and for clinicians to ensure patients can get home within 14 days of admission, wherever possible. The team works really closely with community and social services to enable people to get home safely with the appropriate support. The Unit has also been able to help free up hospital beds for those that really need them.

A review of the first year found 382 patients had been through the pathway and of those, 78% went home. 14% went back to an acute hospital, 5% went to a medical rehab unit and 3% went to long term placement. Of those who went home, after 90 days, only 5% were readmitted to hospital.

Julie Wooder, Head of Service and Lead of the Project said: "We are

absolutely delighted with the success of the Reablement Unit. The positive results are down to the hard work and commitment of the team. They are all dedicated to providing the best possible experience for our patients to ensure that where appropriate, they can go home as soon as possible."

Ernest Codling, a former patient said: "I'm not one for making speeches, but I'd like to say, on behalf of us all, a very big thank you to the staff. The care and attention they have shown to me, and all of us, has been outstanding. They took me home today to see how I'd settle in and they've done the best for me. I'd like to thank them again for everything they've done. I think it's a marvellous place and I give my most grateful thanks. I'm sure we would all like to give the staff a great big thank you."



The conference attracted many delegates

Leading the national debate on peer support workers

In June, a national conference held by the Trust and ImROC (see below) at Duncan Macmillan House profiled the debate and position of the peer support worker role in mental health services; now and for the future.

Delegates were encouraged to consider whether peer support workers should work in clearly defined roles, making the role distinct and unique or if peer support workers should be fully integrated into roles as part of the multi-professional clinical team.

The debate highlighted the workforce challenges and changes that the NHS is experiencing. Nottinghamshire Healthcare colleagues acknowledged these challenges at the conference and highlighted that here in the Trust we have examples of both models of employing peers. The organisation currently employs 75 peer support workers with 25 peer volunteers across the Trust with more roles planned for 2017.

The conference reinforced the importance of good leadership and described this in terms of those who are capable of leading a positive culture in wards and in community teams across the geography of the Trust. In this context a positive culture where team members are respected and that stigma against mental ill-health is absent was identified as how all employees including peers should be treated as the fundamental element to their employment.

The conference profiled work from the Republic of Ireland, the University of Manchester, from the voluntary service Dear Albert Drug Rehabilitation in Nottingham and members of Nottinghamshire Healthcare.

ImROC is the national programme of recovery hosted by Nottinghamshire Healthcare. Find out more at www.imroc@imroc.org or from the Learning and Organisational Development Department.

Ashfield Children's Centres hope to 'bag' a cash boost

Ashfield Children's Centres will find out soon if they won their bid to bag a massive cash boost from the Tesco Bags of Help initiative, a community grant scheme where money raised by the 5p carrier bag charge funds local community projects.

The Children's Centres run by Nottinghamshire Children and Families Partnership, a partnership between Nottinghamshire Healthcare, Family Action and North Nottinghamshire College, applied for a grant for their project, 'The Big Day Out'. It includes a five-week preparation family learning course for local families, leading to an outing to Sherwood Pines Forest Park available to the wider community, creating a sense of unity and peer support amongst local families.

The preparation course will focus on strategies for coping with children

throughout holiday periods and cheap and easy play ideas, as well as improving adults' confidence in learning.

Three groups in every Tesco region are shortlisted to receive cash awards of £4,000, £2,000 or £1,000 for local projects that bring benefits to the community, with customers using tokens to vote for who they think should take away the top grant.

Ashfield Children's Centres were delighted to hear they had been shortlisted and hope the local community got behind them and voted during May and June.

Michelle Squires, Community Development Worker for Hucknall Children's Centre, said: "Lots of families find it difficult to have an affordable day out with their children and aren't aware of free, local places to go. Some families also often struggle to think of cheap and easy ways to keep their children busy during holiday periods and we hope this funding will help families to come together, learn new skills and get to know more people in their community."

Lindsey Crompton, Head of Community at Tesco, said: "There are some fantastic projects on the shortlists and we can't wait to see them come to life in hundreds of communities."



Welcoming our new apprentices

The group after presenting on their final day with their managers.

With the introduction of the new Government apprenticeship levy, May saw the arrival of a newly recruited group of 15 starters who will be following a wider range of frameworks than previously.

Two accountancy apprentices will be based within the Finance teams at Duncan Macmillan House (DMH) and Rampton Hospital and the Let's Talk Wellbeing service is hosting two apprentices, both following a customer services qualification.

Hotel services are having their first facilities support services apprentice

within the DMH Team and one undertaking business and admin.

Other business and admin apprentices will be placed at Derwent Logistics, Derby; the Facilities Team and Learning and Development at DMH; Perinatal Psychiatry Services at QMC; and Retford Primary Care Centre (PCC). In the Mansfield locality the young people are based at Bull Farm and Warsop PCCs and Hawthorne House.

The apprentices have a one year fixed term training contract and attended an induction with the training

provider and the Trust induction in June, where they were welcomed into the Trust by Heather Porter, Trust Lead and Denise Newcomb, Managing Director of Prostart Training.

They will be accessing additional training courses including boundary training, dealing with distressed callers, word processing L2 award, advanced Excel, minute taking and introduction to audio typing. At six months they will have a career development day to prepare them for future.

Recruitment continues to respond to service requests and takes place throughout the year. The next cohorts are planned for September 2017 and January 2018. Managers are fully involved in the recruitment and selection process for their apprentice to ensure the best fit to the team. Managers considering offering a placement can contact Heather Porter for more information on **0115 969 1300** ext **10269**.

Police Commissioner praises partnership working

Trust staff from the County's Criminal Justice Liaison and Diversion Team were recently invited to meet Nottinghamshire's Police and Crime Commissioner Paddy Tipping (who is also a Governor of Nottinghamshire Healthcare).

According to Mr Tipping, effective partnerships had dramatically improved the response to those in the grip of a mental health crisis across the County, but more work is needed.

In Nottinghamshire, 52 statutory and non-statutory organisations including the Trust have signed up to a Crisis Care Concordat – a multi-agency agreement to improve the response to people in mental health crisis in the County.

Mr Tipping said: "Thanks to a proactive partnership with our healthcare colleagues, vulnerable people in Nottinghamshire no longer face the indignity of being locked up in a police cell when what they need

is professional, health-based intervention.

"Police now have access to ongoing, specialist advice to ensure vulnerable people suffering a mental health crisis are identified from the outset and are given appropriate care."

The partnership has resulted in a host of positive changes including the Trust's Criminal Justice Liaison and Diversion (CJLD) team, which operates in police stations and courts in the City and County. The team identifies those arrested for criminal offences with mental health issues and works with them to reduce reoffending and provide support for their mental health.



Trust team member Simon Ralls (third from left) was one of the representatives who met with Paddy Tipping

A Street Triage scheme also sees specially trained mental health nurses from Nottinghamshire Healthcare join police officers on callouts in unmarked street triage cars when vulnerable people need immediate mental health support.

"People with medical issues need medical help," said Mr Tipping. "We are doing everything possible to ensure that happens to ensure vulnerable people are referred to a professional who can specifically address their needs."

Two Trust physios win places on national leadership scheme

Congratulations go to physiotherapists Fran Hallam and Natalie Keightley from the Bassetlaw and Newark and Sherwood Falls Rehabilitation teams, who have successfully secured fully-funded places on the Chartered Society of Physiotherapy (CSP) leadership programme.

The CSP is the UK's trade union and educational body for physiotherapists and its pilot programme has been designed to provide a unique leadership development opportunity focused on clinical practice that will benefit the individual, their organisation and ultimately patients and the wider profession.

Fran and Natalie must now each complete a service improvement project, and Fran is looking at developing closer links between the voluntary sector exercise groups

and Falls Balance Rehab groups in order to promote self-management. Bassetlaw Premier Leisure and Bassetlaw Action Centre will link into this service improvement as part of the North Notts Support Partnership.

Natalie's project will promote falls prevention and allow patients to take control of their treatment by attending a drop in clinic held in the local GP surgery. The clinic will provide a brief assessment to note initial balance problems and promote maintaining independence for longer at home. This aims to allow patients to access the service in a more timely manner and promote self-management of their conditions after they have recognised a problem is developing.

The CSP course is also designed to help develop personal leadership skills that can be used in the day-



Natalie (left) and Fran

to-day running of a service. A four day course is followed by continued support from peers using action learning sets and interactive online forums. Both Fran and Natalie say they already have increased confidence and a wider range of skills when leading within their services.

They said: "There were many candidates and a rigorous interview process, so we were both delighted to get a place. We'd like to thank our teams for their support and we hope that this course will bring benefits for us all."

Recognising contributions to research

Professor Richard Morriss, Director of the Centre for Mood Disorders at the Institute of Mental Health, has won the NIHR Clinical Research Network East Midlands Exemplary Investigator Award.

Richard, also an honorary consultant general adult psychiatrist with the Trust, received the award for being passionate about his research for immediate patient benefit, for his inclusivity across the East Midlands and his significant contribution to the commercial and non-commercial portfolio.

Runners up in the Services Supporting Research category were Dr Adam Gordon and the EnRICH Team (Enabling Research in Care Homes), Clare Litherland, Joanne Greenwood, Valentina Lazarevic and Steph Kings for the support they give to care homes. An important part of EnRICH East Midlands' mission is to make care research mainstream. Congratulations to all those who were shortlisted and received awards on the night.



Professor Richard Morriss



The team, pictured from left, are Steve Williamson, Project Lead; Sharon Squires, Screening Practitioner, Caroline Mullen, Admin and Mo Major, Screening Practitioner

Smear test overdue?
Book yours today

12-18 June 2017

Cervical Screening Awareness Week
www.jostrust.org.uk/csaw
#CSAW

Promoting some crucial messages around cervical screening

Nottinghamshire Healthcare, through its Screening Access Project, supported the national Cervical Screening Awareness Week in June.

They used the week to promote messages from the Jo's Trust charity, including:

- A smear test takes five minutes.
- 75% of cervical cancers are prevented by cervical screening.
- One in four women do not attend this potentially life-saving test when invited.
- Women aged around 25 are most likely to miss screening.
- Two women lose their lives to the disease every day.

The Screening Project Team hopes to help patients, carers and clinicians improve their knowledge of this important issue, and they can be contacted for information and support about cervical and other types of screening.

The Team held two information stands during the awareness week

at Highbury Hospital and Millbrook Mental Health Unit and also made ward visits to promote the campaign.

Steve Williamson, Project Lead explained: "The Screening Access Project is all about improving access and choice about screening for people with mental health and intellectual and developmental disabilities. Our team works closely with colleagues to raise awareness of the national screening programmes available; improve decision making and choice about screening and enablement of informed choices; and improve the uptake of screening for those with mental health and intellectual and developmental disorder in contact with the Trust to a rate near to that of the local wider population."

For more information on cervical screening, which is offered from age 25 to 64, go to www.jostrust.org.uk or contact the Screening Access Project on caroline.mullen@nottshc.nhs.uk.

Q&A

This month we speak to
Business Development Manager

Wayne Kitchener



1. What is your job title and what does your role entail?

I'm the Business Development Manager within the Business Development and Marketing Unit (BDMU), based at Duncan Macmillan House.

My main focus is Trustwide planning and supporting the development of the Trust five year strategic plan, two year operational plans, one year business plans and any other planning requirements as required. I work with Divisional and Corporate teams to develop, and track plans, along with developing new approaches to planning to help the Trust continue to lead the way. I'm also heavily involved in developing and maintaining the Trustwide Cost Improvement Plan, supporting divisions and directorates in the collation and translation of localised plans so we can track progress and ensure that we are continuing to provide the best possible care and support, maintaining the best possible value and ensuring we remain sustainable. I've just recently helped develop the Trust's Annual Report 2016-17, detailing how the Trust has performed and the successes/challenges we faced last year. From a strategic level I link with external groups to promote the Trust aims and help to ensure we are represented in areas such as social care/mental health through the Better Care Fund.

The role is quite varied and BDMU helps to support lots of different Trust functions. It's also very exciting, by way of getting to work across lots of different teams, people and roles.

2. How long have you been with Nottinghamshire Healthcare?

Just over four months now, so still quite new.

3. What do you see as your priorities for Nottinghamshire Healthcare?

From a Trust perspective I see my priorities as using my experience, knowledge and skills to support the development of meaningful Trustwide plans, ensuring that as a Trust, we continue to lead the way in delivering excellent patient care, especially in the ever changing healthcare landscape. Personally, I really want to understand the functions of the Trust more, and get a real appreciation for the work that happens and the impact this has for patients.

4. What is your employment background?

I've worked in the Health service for nearly eight years. I started at NUH as a part-time domestic working on Critical Care whilst finishing my Law degree. Since then I have worked as a Transformation/Service improvement lead supporting staff on a variety of Trustwide projects, mainly in the acute setting with some focus on community care and commissioning. For example, I led the re-admissions reduction programme at NUH, developing new ways to reduce the number of re-admissions to hospital. This had a massive impact for patients, when they didn't unnecessarily need to be in hospital. Most recently I was the Inpatient Transformation lead at Derby Teaching Hospitals working with specialties to develop projects to increase patient care, quality and experience through schemes such

as moving non-complex procedures closer to patients' homes. I've also spent some time working in an operational capacity as a corporate manager. Before entering the health service I mainly worked as a sales manager, so completely different in terms of career.

5. What is the best piece of advice you have ever been given?

Ummm that's difficult. I've loads of great advice but the one that stands out the most I think is to be 'you'. I remember a previous line manager giving me this advice. It can sometimes be difficult to be 'yourself' at work. It's served me well.

6. What was the last album you bought?

Rag 'n' Bone Man – Human – on LP

7. What is your greatest achievement?

I have just completed the Elizabeth Garrett Anderson Programme and achieved my MSc in Senior Healthcare Leadership along with an NHS Leadership Award. The programme is extremely rewarding and eye opening but also challenging, especially with working full time as well. Personally, I ran my first marathon in 2015 and raised money for the charity 'When you wish upon a star'. It was quite gruelling but massively rewarding. Now my MSc is over I'm planning a couple more events this year for charity.

8. What makes you angry?

I think rudeness and lack of respect for each other is up there.

9. What are you most passionate about?

From a professional perspective it's all about patients and working to improve what we do. Since joining the NHS I have had the ethos that we can all contribute to patient care in some way. I believe that patients should receive person centred care, regardless of condition. I really think that even in non-patient facing roles we can actively support staff in delivering the best possible care. I've been studying this on the Elizabeth Garrett Anderson Programme over the last 24 months and this has really given me an appreciation of the impact we can all have on

the healthcare system, including areas such as experience based co-design and ensuring that we maximise patient quality and experience.

Personally, it's Rugby. It's a fantastic sport. I don't get to play as often as I'd like but when the opportunity is there, it's brilliant taking part.

10. What single thing would improve your working life at Nottinghamshire Healthcare?

Faster computers ...that would be great.

11. What is your favourite hobby?

I love playing rugby when I can... That's pretty much my main hobby. It's a great team sport.

12. What keeps you awake at night?

To be honest, not much, I'm a really heavy sleeper.

13. What is your favourite film?

Star Trek, 'The Undiscovered Country'.

14. What is your idea of bliss?

At Twickenham with a beer, watching England beat Wales!

15. What three words would you use to describe yourself?

Passionate, impatient, fun.

16. What is your favourite holiday destination?

New York. I recently went and loved it... it would be fantastic to go again.

17. Who would you take to a desert island?

I'd opt for someone like Peter Kay – add some humour.

18. Where do you see yourself in 10 years' time?

In a more senior strategic role ideally, helping to set the direction of healthcare.

19. Do you have a 'claim to fame'?

I have a picture at home of me, taken when I was a couple of months old sitting in the European cup after Forest had won it for the second year in a row against Zurich.

20. How would you like to be remembered?

As someone who put others first, worked hard and lived by my beliefs.



Lonesome George and the Galapagos Islands inspire artwork

It was an exciting time in the Discovery Learning Zone (DLZ), part of the Acorn Education Centre in Rampton Hospital, as the entries for the Koestler Awards were sent off to be judged.

The DLZ area is primarily focused on embedding functional skills through a relaxed and varied atmosphere. Patients can access computers, English, maths, art and music and can also read and relax in the quiet area as a break from their studies when concentration wanes. The Zone's ethos is about choice and working at the patient's individual need, ability and pace. Staffing ratios can be changed to allow individuals requiring higher levels of support access to vital education sessions.

Tony Bradstock, Associate Lecturer said: "Patients from across the Hospital attending the DLZ have been engrossed in the latest project 'Galapagos Islands', which centred on learning all about the islands' location, geography, habitat and wildlife.

"It was based around the BBC TV series 'Galapagos' which learners viewed and discussed, and completed worksheets to embed knowledge. We wanted a practical project to enhance understanding and learning

and after much discussion the patients chose to design a map of the Galapagos Islands and built a life size model of 'Lonesome George,' the largest tortoise in the world and famous native of the Galapagos Islands."

Lonesome George was constructed from a variety of materials including a large cardboard box as the main structure plus cardboard pieces, tissues, newspaper, mod-roc, glue and plastic bottles. Due to the high secure nature of the Hospital, no wire or hard plastic was used.

Tony added:

“The patients involved were keen to enter it into the Koestler Awards and we look forward to hearing the results in September.

”
The Koestler Trust is the UK's best-known prison arts charity. The art award scheme is for offenders, secure patients, detainees and ex-offenders to change their lives through taking part in the arts, and challenge negative preconceptions of what ex-offenders are capable of.

Raising and reporting risks

We all manage risk as part of all our daily lives – driving a car being an obvious example.

As a society, we need to take risks to grow and develop. From energy to infrastructure, supply chains to airport security, hospitals to housing, effectively managed risks help societies succeed and flourish. In our fast paced world, the risks we have to manage evolve quickly. We need to make sure we manage risks so that we minimise their threats and maximise their potential. This is no different in the Trust.

‘Risk management’ involves understanding, analysing and addressing risk to make sure organisations achieve their objectives. Risk management is an integral part of good management and the safety and security of our patients, carers, staff and the public.

Dr Julie Attfield, the Executive Lead for Risk in the Trust, said: “As we manage the challenges that face us going forward, an approach to risk

that actively involves us all is essential. We need to have a way of working that is progressive and inclusive.”

It is essential that all staff in the Trust know how to raise and report a risk.

The process staff need to follow if they have identified a potential risk is:

1. Raise your concerns with your line manager. Additional advice can be sought from relevant specialists such as Health and Safety, Infection Prevention and Control or Local Security Management Specialists.
2. The potential risk should be discussed in a timely way at a relevant forum (e.g. team meeting, clinical governance meeting, risk meeting).

Have you identified an uncertain event which, should it occur would have an effect on the achievement of the team/directorate objectives? Is there already a relevant risk assessment in place that needs reviewing or a

new one completing? Can the risk be managed at a local level? (See Policy 16.20 Risk Assessments in Health and Safety on Connect).

3. If the risk is valid, agree the next steps – liaise with your divisional risk team, add the risk to Trust’s Risk System (Ulysses) if required, agree actions to mitigate the risk.
4. The risk will be monitored and reviewed at your local and divisional risk meetings.

Note: Individual clinical risks are managed by local teams.

An ‘Easy Guide to Risk Management’ leaflet has been produced as a useful reference note and more information about risk is also available in the Trust’s Risk Management Strategy. Staff can find the Strategy and the leaflet on Connect – <http://connect/risk-management-strategy>.

Visit The Institute for Risk Management website (www.theirm.org) to find out more.

Supporting patients with complex needs in residential care

The introduction of a new care coordinator role into the local mental health teams for Mansfield and Ashfield has been credited as playing a large part in one local care home’s successful CQC inspection.

Megan Tranter, Registered Manager at Debdale Specialist Care’s 23 bed mental health home, Thistle Hill Hall in Mansfield Woodhouse, said: “We have recently been awarded Outstanding in all five domains in our CQC inspection. An integral part of our success is that one person now acts as the care coordinator for every service user in the home.”

Michael Collins, CPN with the Trust who provides a care coordination service to clients with complex presentations under the Care Programme Approach (CPA) as well as advice and guidance for clients in over 15 homes, explained how the role came about: “As a community psychiatric nurse working in local community mental health services

for a number of years I had come to believe that we needed to offer a different type of care coordination provision, which would allow CPNs to focus their efforts in the community while also enhancing service provision for clients in long term residential settings.

“In 2015 our services were being transformed from a joint sector Community Mental Health Team into local mental health teams and we were invited to come forward with new ideas. I put forward my idea for the Residential Placement Service and we started a pilot with 47 clients in mid-July 2016.

“The aim of the new service is to offer consistent contact with a single, named professional for the residential



Mick with clients and staff at Thistle Hill Hall

staff plus regular clinics, visits to the patients and consultations, and a management process for new referrals.

“The service has now grown significantly, approaching 70 clients. I have received positive feedback from all our private partnership agencies, and we are increasing staffing to meet the increase in demand.”

Megan concluded: “In this new role, Michael has afforded prompt, effective and responsive care and treatment and has greatly enhanced the communication between providers and the NHS care teams, leading to reduced recalls and better outcomes both for mental and physical health.”

Community Nursing and the 6Cs in action

Marie Waddingham – Community Staff Nurse from the North East Integrated Community Team in Bassetlaw – shares how the team put the 6Cs into action to the great benefit of a patient and his family.

The team was visiting an end of life patient who had been on their case load for some time. A syringe driver was in place as he was considered to be in the final stages of life due to a sudden decline in health and displaying signs of agitation, confusion and pain.

One of the community staff nurses made a routine visit to renew the driver and found the patient sat up in bed, no longer displaying the earlier symptoms. He was able to hold a conversation and had started to eat small amounts. His daughter

said that he had pulled the driver out in the early hours of that morning and had not had any medications for some hours. She had not called out of hours but had waited for the community team.

After examining the patient, the staff nurse believed that he no longer needed the driver and she discussed this with family and senior health professionals. This decision was supported and the syringe driver was not renewed.

The patient continued to improve and is still improving today. This shows how care should be reviewed regularly and appropriate individualised care given.

The family sent a letter of thanks for the individual care given to their father. His daughter wrote: “I need to let you know how truly amazing Marie has been in helping me, my father and the rest of our family during a very difficult period in our lives. Marie is one on her own – a credit to your profession and a true inspiration – she has given me extra precious quality time with my father and for that I will always be grateful.”



Marie and patient Stephen Morris

Wishing Wendy well!

The Salaried Dental Service recently marked the retirement of Dental Therapist Wendy Webb, whose career with the dental service and the Trust spanned more than 35 years. Jackie Brown, Dental Services Manager said: “We wish to recognise all Wendy’s fantastic work and her care for patients in the many clinics where she worked over the years.” Wendy is pictured (second left) with several members of the Meadows Dental Team including, from far left, Holly Aspland, Dental Nurse; Heather Flett, Senior Dentist; Charlene Simms, Dental Receptionist and Pat Sutherland, Dental Decontamination Support.

Right: Wendy with several members of the Meadows Dental Team l-r Holly Aspland, Dental Nurse, Wendy Webb, Heather Flett, Senior Dentist, Charlene Simms, Dental Receptionist and Pat Sutherland, Dental Decontamination Support.



The 6Cs

The care provided by the Community Nursing Team demonstrated the 6Cs in action on a daily basis:

- Courage to make the decision to stop the driver and support the decision
- Commitment to the patient and relatives
- Care to give the holistic individualised care
- Competency to make the decision in light of the changing circumstances
- Compassion shown for the relatives as well as the patient and their feelings and needs
- Excellent Communication – with not only other health care professionals but also the family and patient.

Well done to Marie and team.

New Odyssey system to streamline health and safety

The Trust's new health and safety software system 'Odyssey' has now officially been launched and is being introduced across the organisation in a rolling programme over the next 12 months.

Ian Freegard, Health and Safety Manager explained how it will benefit the Trust:

Odyssey is pivotal to our continual improvement as it will streamline the way that the Trust and its divisions manage health and safety and provides a portal for all our teams to access their safety related data in a much more efficient manner.

Odyssey's design phase continues into new areas, with the programme designers from supplier C365 and the Health and Safety Team and Local

Security Management Specialists working together to develop a mobile system that will capture safety, security and fire data in the field with instant access and updates.

John Frazer, Senior Health and Safety Advisor added:

“We are happy and excited to finally launch Odyssey. Among its numerous other benefits, it will help us drive forward the Trust policy for a reduction in



From left, Ian Freegard, Heather Wood from C365, Karen Pretty, Tim Wright, Senior Security Manager Health and Safety, Dom Bateman from C365 and John Frazer.

unnecessary paperwork and printing, as it should almost eliminate the need to print copies of risk assessments.

“Karen Pretty, Senior Fire Safety Advisor also said that: “The system will make better use of mobile technology for the Safety and Fire teams and will improve the way we can respond to enquiries and provide a more efficient service.”

The next step for the team is contacting all areas outside of the original pilot to ascertain their training requirements before individual departments are selected to go live.

The project sponsor Julie Attfield, Executive Director of Nursing concluded: “This is a significant step forward in providing a Trustwide system that will allow for continual improvement for the safety of our staff and service users. Keeping patients, their carers and staff safe is a major preoccupation for us all and I hope that Odyssey will support us to do this.”

For further information, staff can contact the Health and Safety Team – details are on their page on Connect.



Rampton Hospital staff with Nottinghamshire Fire and Rescue staff including Dexter and his handler Dave Coss

'Eye opening' training day with Notts Fire and Rescue

This April, staff from Rampton Hospital who deliver firesetting treatments for adult firesetters were delighted with the chance to be trained by staff from Nottinghamshire Fire and Rescue.

The training day organised by Dr Phyllis Annesley, Consultant Clinical

Psychologist and Tom Clark, Station Manager, covered all aspects of fire investigation and included a case study and demonstration of the work of Dexter, East Midlands Fire Investigation Dog and his handler Dave Coss. Dexter is a hydrocarbon dog who has sixteen pairs of

specialist boots to attend over 200 incidents in a year.

Attendees provided a wealth of positive comments on the day, including Jocelyn Arbuthnott, Assistant Psychologist, who described the day as “eye opening and an invaluable experience.” Jade Rawlinson, Staff Nurse commented:

“The case studies were of great value and interest, enabling Rampton Hospital staff who are providing firesetting treatment to develop a greater understanding of fire investigation along with the potential devastation and causes of fires.

Emma Allen, Art Therapist also said the day was “invaluable”, adding “This partnership link with the fire service helps to improve firesetting treatments and interventions overall and also informs fire services about mental health needs. I found it particularly helpful to remember the realities behind firesetting and the impact upon people's lives.”

Alison Baxter, Nursing Assistant described the day as “awesome, incredibly insightful, invaluable, all in all a brilliant day led by a very friendly, motivated team.”

Dr Phyllis Annesley and all the attendees would like to extend huge thanks to all staff from Nottinghamshire Fire and Rescue and particularly Tom Clark, Dave Coss and Lucy Poxon. They provided fantastic hospitality and made the day a great success.

Trust recognised at NHS Sustainability Awards

Nottinghamshire Healthcare has been highly commended in three categories at the NHS Sustainability Awards 2017, which celebrate efficiency and sustainable development across the health and care sector.

The commendations in the Innovation Award and Finance Award categories were for the Adiabatic cooling system at Rampton Hospital, which is used to regulate the temperature within the new data centre. The centre houses some of the Trust's computer servers used for storage, processing and distribution of large amounts of data. The system uses 'free cooling' rather than refrigerant gases, which is more sustainable from both an environmental and financial point of view. When compared to a traditional cooling system, the adiabatic cooling solution is expected to deliver an annual energy cost saving of over £30,000.

The Trust was also highly commended in the Procurement Award category for its Sustainable Food Project, which involved working in partnership with a local supplier to develop a range of low cost menu options produced from off cuts of vegetables, which would otherwise have been destined for landfill.

The project has the capacity to deliver significant savings. For example, using stalks rather than florets in the broccoli and Stilton soup led to an 85% cost saving. Patient feedback confirmed that there was no compromise on taste or quality despite the cost being significantly reduced.

Lynn Richards, Energy and Environmental Manager said:

“The Environmental Team was absolutely delighted to be highly commended in three categories at these awards. We are continually looking at ways in which we can make the Trust more sustainable, and both of these projects have been very successful in doing this, at the same time as reducing the environmental impact of the service we provide.

“The Awards in May were part of the annual NHS Sustainability Day Campaign and national day of action. Find out more at www.nhssustainabilityday.co.uk



Receiving the awards for the cooling project (bottom) and food project (top).

Welcoming the new Ombudsman

Parliamentary and Health Service Ombudsman Rob Behrens recently visited the Trust's PALS service to find out more about our complaints process and to receive a tour of The Wells Road Centre.

He said: "It was interesting and refreshing to meet with highly committed, professional staff undertaking a wide range of challenging roles, who understand the issues they face when dealing with complaints and do their best to resolve them.

"Complaints are a vital way for public services to learn from mistakes. People sometimes bring their complaints to the Ombudsman service when a more effective way is to resolve issues directly with service providers."

Dean Fathers, Trust Chair added: "We were delighted to welcome Rob as the recently newly appointed Ombudsman and also that he was impressed by our openness, compassion and positive approach to learning from service user feedback. He has invited us to participate in his future plans and we will be fully supportive on this important agenda."



I-r Rob Behrens and Dean Fathers

Get involved with *positive*

If you have any ideas or suggestions for the newsletter, please contact Suzanne Aitken in the **Trust Communications Team** on **0115 955 5403** or via email at suzanne.aitken@nottshc.nhs.uk.

We are always pleased to receive articles for possible publication, but ask that they do not exceed 300 words.

Wherever possible when naming individuals, please include details of their job titles/roles and the organisation they are from. If any individuals other than yourself are mentioned in what you write or featured in accompanying photographs, please make sure you check with them that they are happy to be potentially featured. It is your responsibility to ensure this consent is given. Please send photos as separate image files and not in Word documents.

Please note that the Communications Team has full editorial control and may have to edit articles appropriately. Therefore, if you want to see the final version please ensure you send your article in with plenty of time before the deadline and state clearly what you require.

If you would like copies of any past editions of Positive, or if you are having any 'distribution issues' with the newsletter – whether you're receiving too many copies, too few, or none at all – then please contact us.

If you would like your story in the September issue of Positive, please contact us by 28 July 2017. However, due to space constraints we cannot guarantee the publication of all articles received by the deadline.

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Who we are...

You may have picked up this copy of the newsletter not knowing what Nottinghamshire Healthcare is. We provide integrated healthcare services including mental health, intellectual disability and community health services. We also manage medium secure units in Leicester and Rotherham, and the high secure Rampton Hospital near Retford and provide healthcare in prisons across the East Midlands and Yorkshire.

Forensic Services and Local Partnerships

In this newsletter you will see references to Forensic Services and Local Partnerships. These refer to the Trust's two operational Divisions. This means, the way in which the services we provide are structured and managed in the Trust.

Briefly, Local Partnerships is the Division that provides physical healthcare and mental health, intellectual and

development disability and substance misuse services. These services are for people of all ages and are provided in the community, outpatient and inpatient settings.

The Forensic Services Division provides assessment and treatment to individuals with a mental disorder who have committed or are at serious risk of committing a criminal offence, and are likely to cause serious physical and/or psychological harm to themselves or others. These people are cared for in secure hospitals and in the community. The Division also includes our Offender Health teams which provide physical and mental healthcare in prisons.

To find out more, please visit the **Who We Are and What We Do** page of our website www.nottinghamshirehealthcare.nhs.uk