



Our Journey to Change

Progress on our improvement journey

Respect

Compassion

Responsibility



Our Journey to Change



Tees, Esk and Wear Valleys
NHS Foundation Trust

- CITO went live
- CQC prosecutions / sentencing
- New co-created complaints procedure went live
- SI backlog cleared
- OJTC consultation and refresh underway

- New structure and governance goes live – inc 2 x new care group boards (mirror ICBs) & increased in clinical leadership posts (Apr)
- Ongoing inspections and intense scrutiny: ALD inspection; Merseycare review; SIS & CAMHS re-inspection – re-rated RI
- MDs for care groups, Exec Medical Director & , Assistant Chief Exec recruited
- 1st in UK to employ Lived Experience Directors
- Closed culture tool development (all wards)
- New Chair appointed
- IST diagnostic

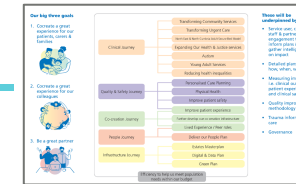


- COVID-19
- New CEO appointed
- Our Big Conversation
- GGI review commissioned



2024

2023



2022

2021



2020

2019

- Environmental investment cont'd inc Oxyhealth
- Co-creation Boards established.
- Governance review
- Advancing our Clinical Quality & Safety Journey
- PSIRF/LFPSE
- Accountability Framework
- New Chief Nurse (May)
- Our Journey to Change launched (May)
- Developed strategic journeys
- S29A AMH & PICU, SIS & CAMHS
- Structure consultation
- GGI report & recommendations
- Integrated Performance Report developed
- QA schedule implemented
- 5 new Executive Directors started + new NEDs
- Board development programme
- Closure of West Lane Hospital

CQC inspection

Dec 2021

	Safe	Effective	Caring	Responsive	Well-led	Overall
Specialist eating disorders service	Requires Improvement	Outstanding	Good	Good	Good	Good
Specialist community mental health services for children and young people	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement
Community mental health services with learning disabilities or autism	Good	Requires Improvement	Outstanding	Good	Good	Good
Community-based mental health services for older people	Good	Good	Good	Good	Good	Good
Mental health crisis services and health-based places of safety	Good	Good	Good	Good	Good	Good
Wards for people with a learning disability or autism	Inadequate	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Inadequate
Forensic inpatient or secure wards	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Long stay or rehabilitation mental health wards for working age adults	Requires Improvement	Good	Good	Good	Good	Good
Wards for older people with mental health problems	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement
Acute wards for adults of working age and psychiatric intensive care units	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement
Community-based mental health services for adults of working age	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement

Oct 2023

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1 Why we do what we do

We want people to lead their best possible lives.

2 What people have told us about the sort of organisation we were in 2020

We have a lot to be proud of, yet we don't always provide a good enough experience and at times let down those who use our services, their carers and their families.

The most important way we will get there is by living our values, all of the time



Respect

- Listening
- Inclusive
- Working in partnership



Compassion

- Kind
- Supportive
- Recognising and celebrating



Responsibility

- Honest
- Learning
- Ambitious

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We will co-create safe and personalised care that improves the lives of people with mental health needs, a learning disability or autism, involving them and their carers as equal partners. We will listen, learn, improve and innovate together with our communities and will always be respectful, compassionate, and responsible.

3 The kind of organisation we want to be

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We are committed to three big goals for the next five years

Goal 1

To co-create a great experience for our patients, carers and families, so you will experience:

- **Outstanding** and compassionate care, all of the time.
- **Access** to the care that is right for you.
- **Support** to achieve your goals.
- **Choice** and control.

Goal 2

To co-create a great experience for our colleagues, so you will be:

- **Proud**, because your work is meaningful.
- **Involved** in decisions that affect you.
- **Well led** and managed.
- That your workplace is **fit for purpose**.

Goal 3

To be a great partner, so we will:

- Have a **shared understanding** of the needs and the strengths of our communities
- Be **working innovatively** across organisational boundaries to improve services.
- Be **widely recognised** for what we have achieved together.

Your opinions are important to achieve our goals. Get Involved

Our big three goals

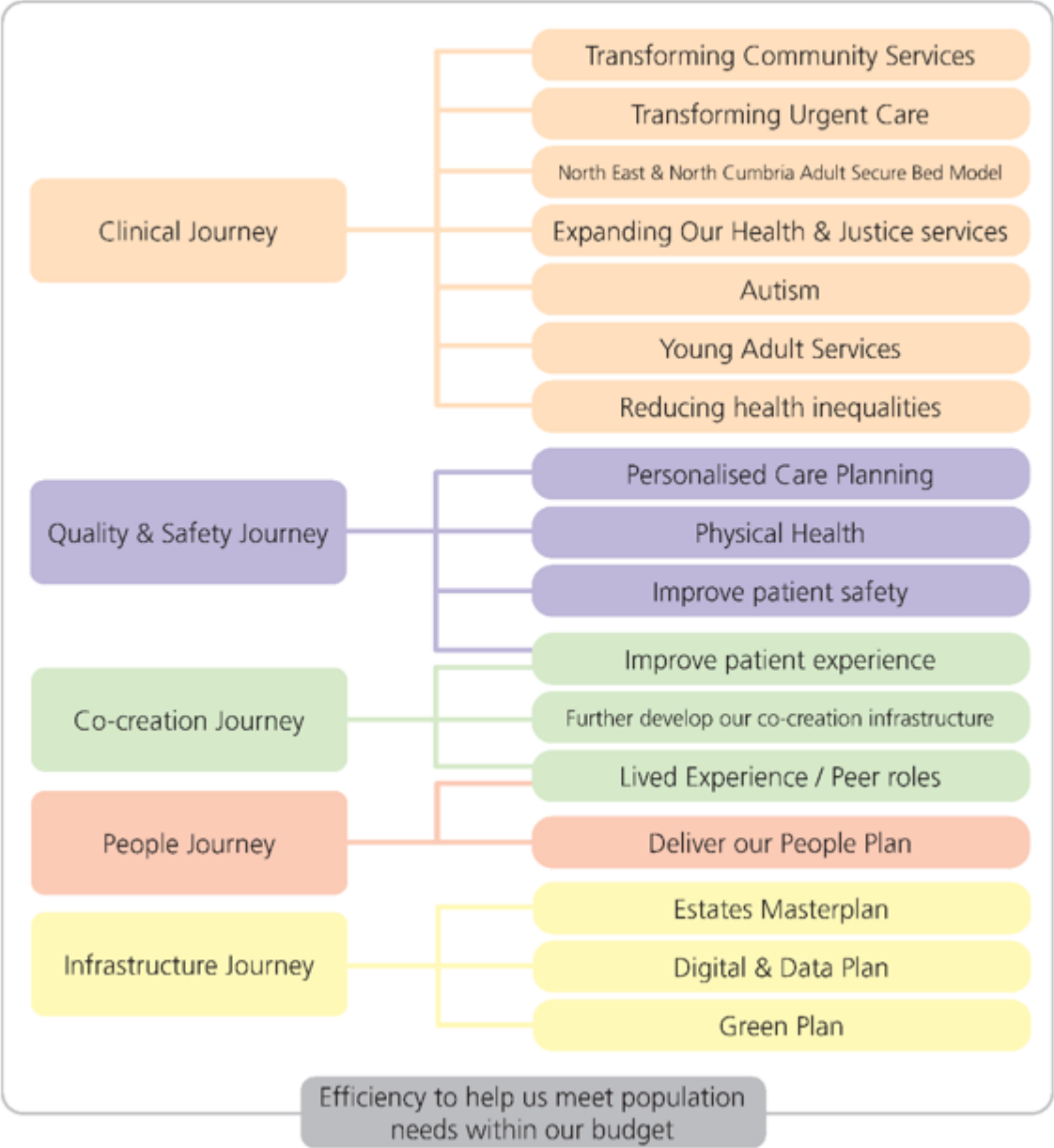
1. Cocreate a great experience for our patients, carers & families



2. Cocreate a great experience for our colleagues



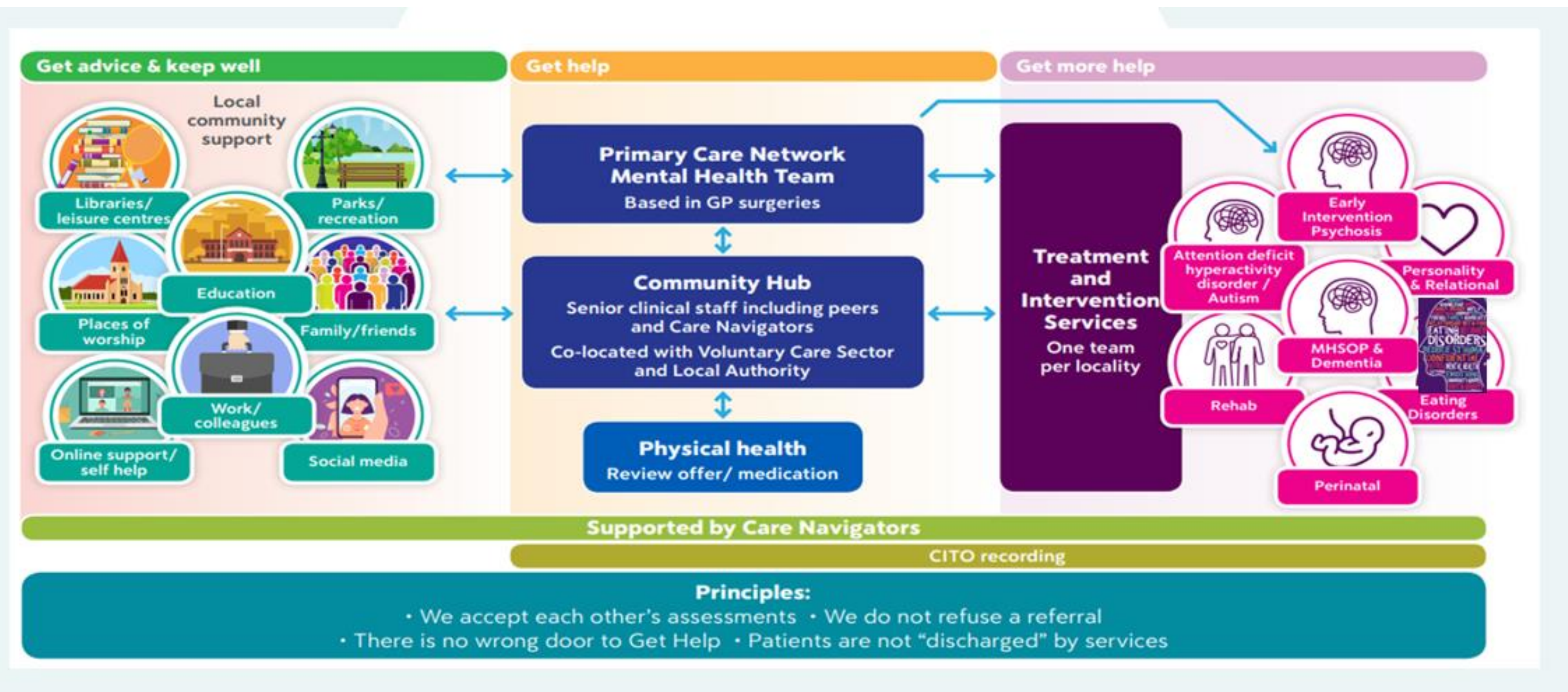
3. Be a great partner



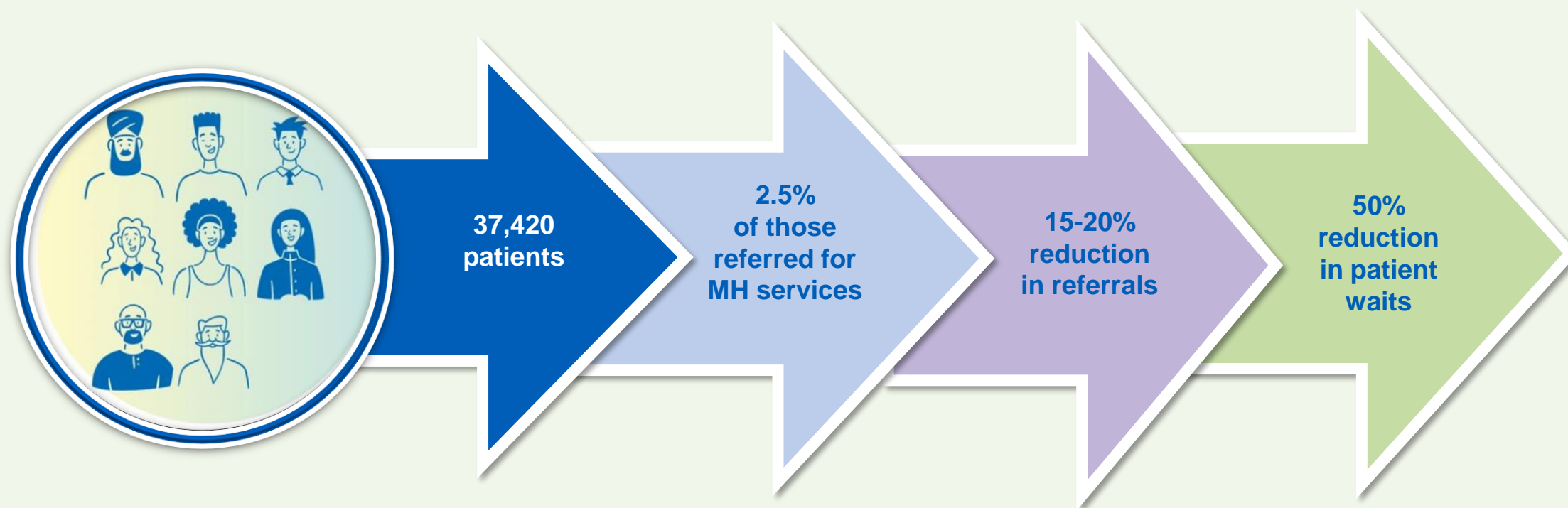
These will be underpinned by:

- Service user, carer, staff & partner engagement to inform plans & gather intelligence on impact
- Detailed plans (why, how, when, who)
- Measuring impact, i.e. clinical outcomes, patient experience and clinical safety
- Quality improvement methodology
- Trauma informed care
- Governance

Community Mental Health Transformation (CMHT)

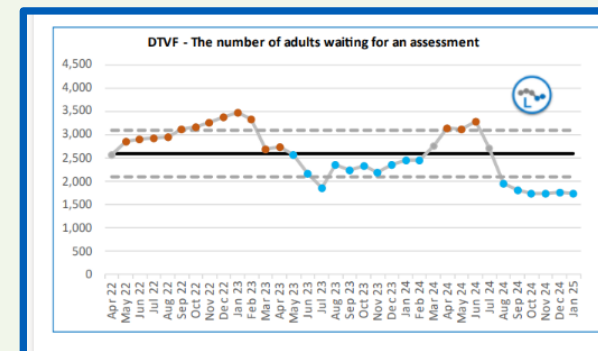


CMHT: impact and benefits



Primary Care investment makes sure that patients' needs are being met at the earliest point of entry.

- 37,420 patients seen within primary care by TEWV MH Nurse practitioner or Mental Health and Wellbeing Practitioners.
- Only 948 (2.5%) of those patients were referred into secondary care services
- 15%-20% reduction in secondary care referrals (Graph 1).
- At a time when we expected secondary care MH referrals to increase (Pandemic impact on Mental Health and Wellbeing).
- 50% reduction in patients waiting for assessment: (January 2023 = 3,500 to January; 2025 = 1,600).



Independent assurance



Tees, Esk and Wear Valleys
NHS Foundation Trust



Our 2024 Big Conversation

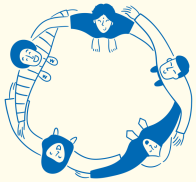
What's going well?

- Cohesive Executive Team
- Values-led decision making
- Restructured org + governance
- Risk approach (BAF)
- Addressed regulatory must dos
- SI backlog cleared
- Roseberry Park settlement
- Reduced agency staffing
- Improved recruitment and retention
- Place and influence in the system
- Trainee medics rate us in top 10
- NHSE send people to us to learn about turnaround
- Co-creation – it's a good thing
- Peer workers
- Lived Experience Directors
- Reduced Out of Area admissions
- Adult learning disability service and service model turned around
- Leadership development
- Some of our worst processes have improved
- Recognition of the one page / simplicity of Our Journey to Change framework and strategic direction and key content, especially values and goals

Cross-cutting themes that TEWV needs to respond to:



It's time to address the Clinical Model - implement deep systemic transformation.



Foster an open and collaborative culture.



Enhance digital and data competence - invest in better technology.



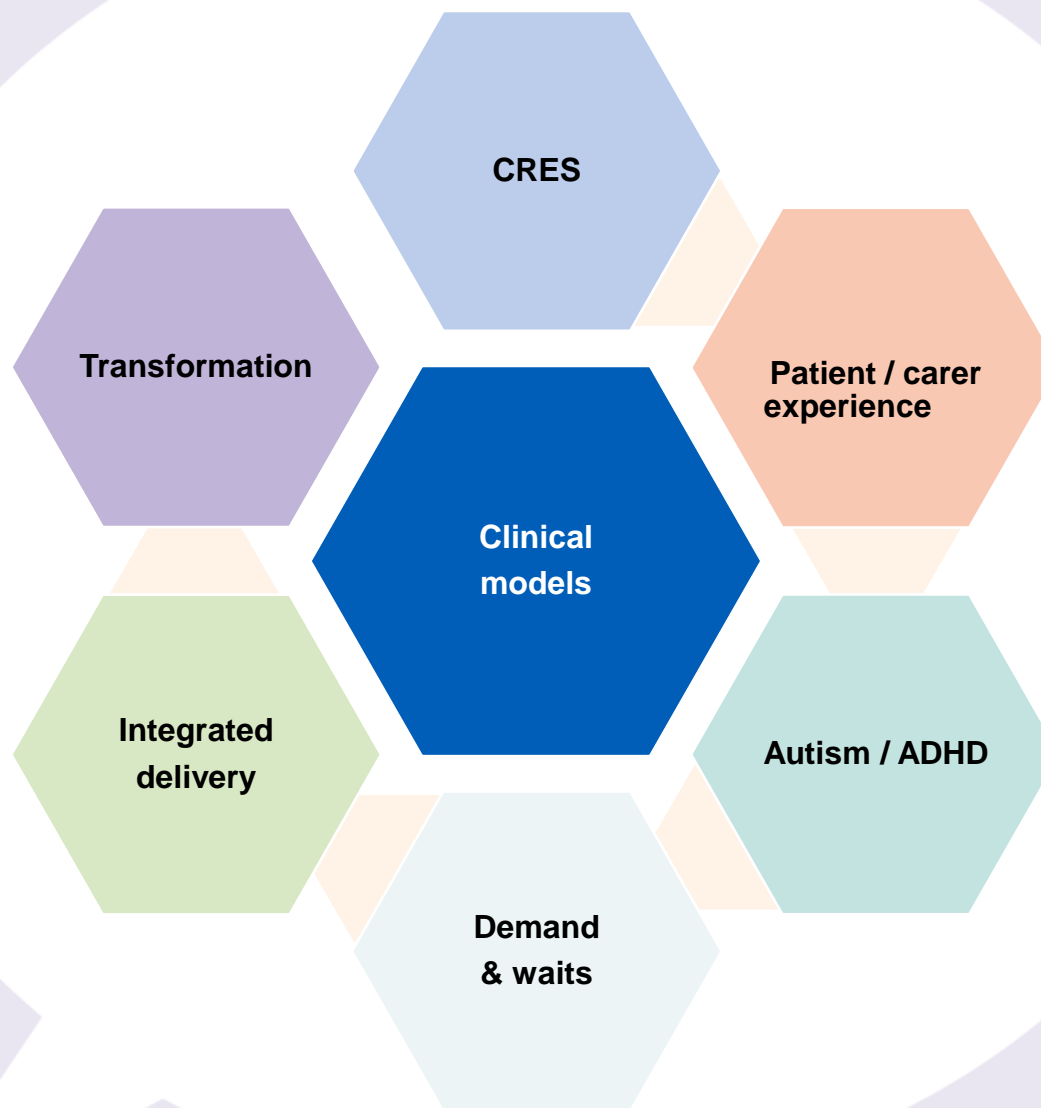
Strategic resource allocation and management.



Prioritise compassionate, patient-centred care.



Areas of ongoing focus



Our future

- Refresh Our Journey to Change with clear strategic focus with tangible outcomes, shaped by our Big Conversation.
- Specialist provider working with others to provide high quality care based on emerging clinical models.
- Working in partnership to deliver integrated services across the system and improve population health.
- Anchor institution and role in our communities.
- Support delivery of 10-year health plan and 3 shifts.
- Continued community mental health transformation – increasing focus on neighbourhood integration.
- Focus on early intervention and prevention and support the most vulnerable.
- Listen and involve patients, carers, staff and partners to improve our services.
- Rebuild public confidence and trust.





**Thank you –
any questions?**

