



2013 - 2014

ANNUAL REVIEW



NAVIGO

A LOOK BACK

from our
Chief Executive
and Chairman

It was always going to be hard work and take us to new areas of practice and new ideas when we all decided to offer to run the local services together as a social enterprise. The three years of our first contract have now been completed and have certainly provided plenty of all of that.

More for less has been the mantra in public services and NAViGO has had to contend with significantly less resource and greater need, seeing more people than ever while making the changes required to be the new organisation. The organisation that would offer people who use services, carers, staff and the local community even more say in the way things are done and our priorities. The organisation that would offer the highest possible quality services and be prepared to seek new and novel solutions where old ways of approaching things do not work. The organisation that would try to offer a more accountable and different way of offering public local services, where staff would provide nothing short of services which they would be happy for their own family to have too should they need them, where we are able to control their shape. In short a service where 'we' did things together and where people could be proud to be a part of it.

Bold aims indeed, from a service that not so many years back was failing by many measures and innovations, where present, were patchy.

So what then has happened? Well it's never complete of course, nor is everything perfect, many things just keep on developing, but a few of the highlights that offer a view are below.

In terms of staff since becoming NAViGO we have had numerous top scores in the national NHS survey, this year a staggering 65% of all scores were top in the survey. Sickness is down roughly half of what it was pre NAViGO and top scores again for staff saying they would use services for their own family, in fact 20% above the national average. Still though, as we have said before, we won't rest until that is 100%. It is our organisation and if it is not good enough, what are we doing to make it so? Some of these issues are of course not entirely in our control, we are sometimes asked to provide things we do not feel are the best solution, but we must continue to try to influence.

In terms of quality of services since becoming NAViGO, all CQC inspections have been passed on all categories with many supportive comments. Four of our services are royal college AIMs certified as Excellent. We have won six national awards as well as numerous other regional and local ones. We have had over 100 groups and visitors from other services and both staff and people who use services are now often invited to present and give views on a variety of topics up and down the country. Our Respect Training now encompasses supervising large mental health trusts, councils, schools and many other services nationally and internationally, designed and approved with people who use the services it is truly an example of 'us' together.

In terms of employment targets and accommodation we also continue to do well nationally. Targets of course do not tell the whole story and it is about each individual each time and trying to ensure our staff are both skilled enough to meet need and committed enough to go the extra kilometre!

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This year we have also concentrated a great deal more on working with partners in the general hospital and community, trying to help with the whole 'health economy' to offer new answers to the pressure on resources right across health and social care. These will need new approaches to maintain and enhance quality. We will need to do some things differently over time, looking at complex care with partners and meeting need in different ways and reducing reliance on hospitals and institutions. Other determinants that influence quality of life and good health also require more attention and we have opened further retail outlets and training to assist people gaining new skills and options. Areas like these and People's Park provide new settings for people and to be close to the public and we will be doing more of that sort of thing. Also we need to offer more older people's solutions and Saturday and Sunday clubs are good examples of these. Things that go beyond just treatment and help people to get on with their lives and recover.

The other thing we pride ourselves on is not just doing the 'contract requirement' well but doing things cleverly, freeing resources to do other social good. Over the years we have saved and then invested in turning houses into flats via our own training scheme and then letting these to people in need of suitable accommodation through our charity The Gardiner Hill Foundation. We have also refurbished a dementia café and street scene for our older people's area, begun dyslexia assessments, supported individuals into education and aspirational schemes and many other areas.

We are a public service, for the local community and anything we save by working smarter goes straight back to do local good. We have also supported other social enterprises, given advice, time and guidance to needful mental health services in Antigua and Macedonia. Staff have offered much of their own time and we have raised considerable resources through charitable events and now remarkable differences have begun to show in both areas. We have also managed to bring vital resources into our area via grants, such as the Burdett Trust, our specialist eating disorder services and offering training and consultancy for others.

So much has been done that we can feel our efforts are worthwhile. However there is much still to concentrate on. Another three year contract has been achieved to do this and objectives for the next year have been set again with members of staff and community. Resources are tighter than ever and still some areas require further remodelling as we have discussed as priorities with people who use services, so that we can offer within resources what is possible and what people want. We don't get it all right yet but we are trying very hard and listening and most of all we are doing it together.

Finally we have voted, voted like no other mental health organisation. Elected board members from staff and community, surplus votes, sickness scheme changes and many others. Voted on very real things. This year you can even vote on the leadership of NAViGO and the continuance or not of the present Chief Executive.

We keep trying to make things more responsive and better and making it a great place to work also. Keep helping us to do that.

Grateful thanks to all our members, staff and supporters who make special things possible.



Kevin Bond
Chief Executive



Tom Hunter
Chairman

251
compliments
about
our
services

75%

of staff agree that if a friend/relative needed treatment they would be happy with our standard of care

FACEBOOK FOLLOWERS 1,753

NUMBER OF
SERVICE USERS SEEN
SINCE WE BECAME
NAVIGO IN 2011

13,6

2 NATIONAL
AWARDS

4,023
hours a month
in Tukes training

£2,566,000
SURPLUS
MADE



4

small grants
awarded

265

service users
through the
WHISe
programme

93%

of service users
said they had
**trust and
confidence**
in the staff
member they saw

790

man hours
to paint
an ice arena

65%

national top scores in
2013 NHS Staff Survey

4

SERVICES
ACCREDITED AS
EXCELLENT



670



92.3%

of our service users on CPA
in settled accommodation

361

STAFF
MEMBERS



COMMUNITY
MEMBERS

260

191

people
in to
jobs
since
Tukes
began
10 years
ago

86%
percentage
of service users
seen by
Crisis Service
within two hours

£76,170

saved in hospital
admissions through
Improving Access to
Psychological
Therapies (IAPT)
for people with
Chronic Obstructive
Pulmonary Disease
(COPD)

3

YEARS
SINCE WE
BECAME

NAVIGO

OUR KEY ACHIEVEMENTS

▲ THREE MORE YEARS

▲ We secured our second three year contract from local commissioners,
▲ securing the future of NAViGO's services for the local community.



EXCELLENT SERVICES

The Community Mental Health and Memory Service was accredited as excellent by the Royal College of Psychiatry.



OUTSTANDING STAFF SURVEY

National top scorers in 65% of all categories



TOP PERFORMING IN EMPLOYMENT

Nationally NAViGO is in the top quarter of all mental health providers submitting data to the Information Centre as part of the Mental Health Minimum Dataset with 9% of service users on CPA in paid employment.



RESTORATION FUNDING

Tukes took over the running of People's Park and the Floral Hall, securing over £26,000 in Big Lottery funding to help with the restoration project.

INNOVATION CHAMPIONS

Chris Payne, the Senior Operational Manager of the Community Mental Health Team (CMHT) was named Innovation Champion at the Medipex 2013 NHS Innovation Awards for the CMHT's pioneering health and wellbeing work with service users.



BEST SERVICE AWARD

NAViGO was named the "Best Service" at the National Government Opportunities (GO) Excellence in Public Procurement Awards 2014-15.



More information about all of the above achievements and much much more can be found within the NAViGO collection.

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THE FINANCIAL PICTURE

In 2013/14 our financial picture is very healthy and we have been able to quite significantly add to our reserves as a result of additional resources that we were able to bring into the organisation towards the end of the year. This windfall of resources gives us the freedom to invest now to make us savings or extra income further down the line. It should be noted however, that the reduction in public sector finances continues and this will inevitably have impacts on our current and future contracts. We have delivered this strong position while delivering almost £1m of further efficiency savings on top of the £2m+ that we made in our first two years.

To achieve this, we have again continued to reduce management and bureaucracy where possibilities have arisen, we have again reduced the spend on service users being treated out of area and have made savings by using our estate more efficiently and effectively.

2014/15 again challenges us to make significant and wide ranging savings to balance the books. We have planned for this and are ready to achieve the requirements, and with the help of our staff and service users, we are confident that we can achieve this.

After these first three successful years of trading we have set the organisation on firm foundations which will enable us to meet the challenges head on.

In these demanding financial times we need not to think about what we stop doing, rather we need think creatively and look to expand our service provision to generate new income so that we can further develop our organisation as one we are continually proud to be a part of.

WHAT WE OWN

cash
£3,024 k



other assets
£2,075 k



total
£5,099 k

WHAT WE OWE

our creditors
£2,033 k



tax payable
£500 k



total
£2,533 k

OUR SURPLUS

what we own
£5,099 k



what we owe
£2,533 k



surplus
generated
£2,566 k

THE NAViGO COLLECTION

Detailing all of our achievements throughout 2013-14 from all our services as well as where we are heading next...

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RECOGNISING SOCIAL ENTERPRISE GO AWARDS

NAViGO was named the “Best Service” at the National Government Opportunities (GO) Excellence in Public Procurement Awards 2014-15.

The GO awards recognise progress in “commissioning, procurement and public service delivery” and NAViGO topped ten other organisations to collect the Best Service Award.

NAViGO has previously won a number of national awards, including The Guardian Public Service Award 2011, The Phillip Baxendale Fellowship Award and Mediplex Champion Award.

NAViGO was delighted to be recognised in this way. Since 2011 when NAViGO first came into being, we have strived to deliver services our families would be happy to use and Awards like this go a long way to confirming the quality of care that we provide.

THE BIGGER PICTURE

NAViGO beat off competition from some big national names, including BT, to be named Best Service, which only confirms what we know here in Grimsby, that we offer outstanding services to the people of North East Lincolnshire and that we place quality at the heart of our organisation, delivering award winning services in partnership with our local community.

Despite cuts to public funding, we have continued to not only deliver core services to North East Lincolnshire, but through smarter working, have managed to substantially increase what is on offer to our community.

Grahame Steed, managing editor of GO and lead judge, commented: “Once again the National GO Excellence in Public Procurement Awards have demonstrated the depth and breadth of talent and innovation across the sector. The 2014-15 awards have set a new benchmark, with finalists showcasing some genuinely outstanding initiatives and advancements.”

This year’s winners included some of the country’s leading innovators and competition at the awards was strong with a number of major NHS health trusts, public procurement and commissioning groups, city councils and large conglomerates also nominated in each category.



ACUTE SERVICES

WHERE ARE WE GOING NEXT?

- >> The focus for this year is to develop the range and delivery of therapeutic activities delivered at Harrison House.
- >> Looking at the way we currently deliver acute services and considering ways we could deliver it differently responding more effectively to the needs of service users.
- >> 2014 will see the Lodges go through the full re-accreditation programme with AIMS (accreditation for Inpatients mental health services). As we are already accredited as Excellent we must ensure we maintain this.

WHAT DO WE DO?

Our inpatient service is for working-age adults experiencing more severe or long-term mental health problems who can benefit from a period of specific care, treatment and support to recover from illness.

Based at Harrison House, Peaks Lane Grimsby, inpatient services are provided in a purpose-built, state-of-the-art facility designed to support the needs of privacy and dignity. A great deal of care and attention has been given to developing this site to best meet the needs of service users.

Staff work closely with service users and carers to ensure they provide care in the least restrictive environment possible. This is based on a strong philosophy of encouraging and delivering home treatment, where staff will care for individuals both within the lodges but also in the community to ensure continuity of care during the acute phase of an individual's illness.

WHAT DID WE ACHIEVE?

- >> Brocklesby Lodge became an Enhanced Care Unit with a designated staff team.
- >> Ellie Walsh, Senior Operational Manager, attended a master class at Rethink and gave a presentation on 'Therapeutic Inpatient Care'. NAViGO was identified as an example of best practice by Marion Janner of Star Wards.
- >> Acute Psychology began running psychology based groups five mornings a week at Harrison House.
- >> Shortlisted for the National Positive Practice Awards in Mental Health 2013 in the Innovative Services in Mental Health category. Also shortlisted for the Independent Healthcare Awards 2013 – Laing&Buisson.
- >> Difficulties with recruiting qualified staff have led to positive links being built with Hull University and this has led to a positive recruitment drive which supports the growth and development of qualified staff.
- >> Continued to work closely with the local Police to improve relationships and to drive down the number of Police detentions under Section 136 of the Mental Health Act which has been identified nationally as an area of concern and need for improvement.
- >> Suzanne Brown (Clinical Lead) co-facilitated the DBT skills group for professionals and Carrie Morwood (Clinical Lead) is co-facilitating the DBT skills group for service users.



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BEING THE BEST WE CAN BE: STAR WARDS / WARD STARS

Despite the enormous pressures of time, finance etc. facing hospital staff, it is still possible for changes to be made today which would improve patients' quality of time. This is the philosophy which led Marion Janner to create Star Wards, to share good practice when it comes to what can be achieved in in-patient care.

Marion is a champion of the care provided at Harrison House, NAViGO's acute in-patient service, and has visited our organisation on numerous occasions to advise staff and take away ideas that we have to spread the word about how activities can benefit service users.

The focus for the coming year is to develop the range and delivery of therapeutic activities delivered, with Star Wards help.

This is part of a wider push within Acute to be awarded 'The Full Monty' accolade from Star Wards, recognising a commitment to develop the best possible services at

Harrison and it is hoped that with Marion's help that NAViGO will soon be able to add this honour to our ever-growing list of achievements.

Acute will also be focusing on a new initiative, Ward Stars, a national validation/professional development scheme for Nursing Assistants (NAs), recognised nationally in the Keogh / Francis report as the people who spend the most time with service users in all areas of inpatient care.

NAViGO has signed up to be part of this and have already commenced the process which focuses on key themes of therapeutic inpatient care. It offers an opportunity for NAs to be acknowledged for their significant contribution to service users inpatient experience and treatment outcomes, to feel validated and appreciated through feedback and certificates and to gain a sense of achievement for undertaking such a challenging, diverse and rewarding role.

THE BIGGER PICTURE

We have always maintained a service user focus and place a great deal of importance on the environments we create for our services to run fluidly around our buildings. Star Wards is an extension of this, offering a more rounded service in our in-patient lodges.

A wide range of activities / therapies that people can access is extremely important and with Star Wards help we can build on existing provision to get to Full Monty status.



ASSERTIVE OUTREACH TEAM

WHAT DID WE ACHIEVE?

- >> The Assertive Outreach Team became a more streamlined service as part of the developments to our recovery services, Springboard.
- >> The Assertive Outreach Team alongside their Community Springboard colleagues are now successfully ensuring that complete packages of care are delivered to all our service users in line with their care plans and wishes.

WHERE ARE WE GOING NEXT?

- >> The Assertive Outreach Team will gain a new staff member to enable the team to respond better to the requests of the service users, enabling them to follow their care packages and to be available when required.
- >> The dual diagnosis team within AOT is joining the North and North West Dual Diagnosis Group based in Leeds to enhance the knowledge base and to network with other services within this remit.
- >> NAViGO is moving towards ensuring that our service user base is within our cluster groups and that we encourage transfers to the Community Teams at the appropriate times.

WHAT DO WE DO?

The Assertive Outreach Service provides care and support to people over 18 who are experiencing severe mental health problems along with difficulty in engaging with services.

This is a specialist service that works assertively with those who find it difficult to access mental health services, or do not keep their appointments, to the extent that their mental health is at risk of worsening.

The service is flexible which means people who feel uncomfortable in accessing services can still receive help and support.

The service works with people in their own environment, or a place the person feels happy to meet, to persuade them to keep connected to mental health support services. We sometimes use housing departments, police stations, social security offices and inpatient units as meeting places.

However difficult it may be, the team endeavours to stay in frequent contact with the person needing support, to build a trusting relationship with mental health services. Assertive Outreach Team members can also visit or accompany people when they use other services.



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RISING STARS

In 2013, NAViGO launched the Rising Stars programme to help develop and nurture talented individuals from across the organisation. Staff from across all sections of NAViGO were invited to apply to join the yearlong development programme, enshrining NAViGO's commitment to developing excellent services by developing excellent staff.

The Rising Stars programme included master classes, access to senior managers, mentoring, project work, personalised assessment and development planning as well as external courses such as a three day resilient leader programme.

Each Rising Star undertook a project over the course of the year that would help develop and enhance NAViGO's service provision, culminating in the candidates sharing their projects with the organisation in early 2014.

Following on from the success of this inaugural programme, more Rising Stars will be sought later in the year.

- > Amy Charlton: Macedonia - NAViGO's links in Europe
- > Lisa Denton: Recording keeping - a whole systems approach
- > Laura Hammond: Discovery programme – resource packs for clinicians
- > Stuart Harris: E-rostering
- > Joanne Keen: Biofuel – responding to the green agenda
- > Dr Aamer Sajjad: Service development - autism assessment clinic
- > Rebecca Smith: Accessing support – App for Open Minds

Providing our staff with opportunities for progression was also reflected in the staff survey results with 60% of staff agreeing that there are opportunities to develop their careers within NAViGO compared to 46% nationally, placing NAViGO as the highest scoring organisation for this question.

THE BIGGER PICTURE

It is important to recognise talent within all areas of our organisation and give individuals the help and support they need to develop their skills and knowledge to help further our services. The Rising Stars programme has had an extremely positive impact on not only those who participated but NAViGO as a whole through their innovative projects.



COMMUNITY MENTAL HEALTH

Making the Pieces Fit

WHAT DID WE ACHIEVE?

>> Advanced Care Team NASH: The NASH Team launched in Spring 2013 to focus on advanced and highly complex mental health care needs. The team focus on supporting people to positive outcomes where challenges have been present in other areas of the health and social care system in the past.

>> Chris Payne, Senior Operational Manager of the CMHS, was named Innovation Champion at the Medipex 2013 NHS Innovation Awards.

>> The CMHS introduced an innovative and award-winning health and wellbeing improvement service to support mental health service users living with long-term mental health issues.

The new Wellbeing and Health Improvement Service ('WHISe') compliments the treatment given by the CMHS and aims to address the physical and holistic needs of people.

>> The Direct Access service was fully introduced to improve access times to care coordinators and process requests for services more efficiently.

WHAT DO WE DO?

NAVIGO's CMHS offers new patient assessment which helps to determine 'whole care' need. For those who have severe and/or enduring mental health and social care needs and as a result there may be complex range of services required, we develop a tailor made package of care and provide a community nurse or social worker to coordinate and support the care plan and recovery process.

The CMHS also offer wellbeing clinics to support people with mental health problems with wider health and wellbeing improvements (see next page).

WHERE ARE WE GOING NEXT?

>> The CMHS are being redesigned to focus on specialist care and 'whole person' approaches to mental health in the community. This values the concept that any person with mental health needs should be offered care (or access to care) for all associated needs not only mental health.

>> Reforming into two larger localities allowing us to offer a broader range of choice for service users in terms of staff and skills and help manage contingency much more effectively when cover is required for absent staff.

>> Developing staff to provide specialist therapy training in several key areas, non-medical prescribers and the introduction of advance practitioner roles.

>> Chris continues to speak at local and regional venues promoting and marketing the service developments as keen interest grows in the WHISe initiatives.

>> New Ways of Working will be fully implemented this year seeing our clinical staff such as consultants focus on their expert role and outpatients will

IMPROVING QUALITY IN PHYSICAL HEALTHCARE

The Community Mental Health Services have made significant progress over the last few years in responding to the physical health needs for those who suffer with severe and complex mental ill-health such as Schizophrenia and Bi-Polar Disorder.

Chris Payne originally piloted an initiative in 2011 with the HOPE CMHT (led by Jayne Stones) to explore whether a radical change in what are primarily mental health focussed services was needed. He wanted to support the concept that 'whole person' i.e. care that values all elements of an individual needs such as physical health, lifestyles, social care choice and control was better for all-round care and also led to better mental health too as a result.

On the back of the success of this pilot, Chris developed the service further and rolled it out across North East Lincolnshire eventually re-launching the service in Jan 2014 now as the rebranded WHiSe (Wellbeing and Health improvement

Services) believing...it's time to WHiSe up! WHiSe offers all service users under the Care Programme Approach – CPA a whole person, (sometimes called holistic), health and wellbeing assessment and much quicker access to treatment and support where problems have been found.

CMHS are now also specifically set up to focus on early detection of the serious illness that is known to be higher with severe mental illness sufferers, such as diabetes, coronary heart disease (CHD), chronic obstructive pulmonary disease (COPD) and cancers and also support positive lifestyle choices (i.e. Smoking cessation, healthy eating, exercise, alcohol moderation etc.).

We have uncovered and referred for treatment high cholesterol, high glucose and also more surprisingly acute appendicitis which resulted in life saving surgery and also a person who was having a serious stroke.

THE BIGGER PICTURE

NAViGO services do not stand still. We are constantly striving to improve the quality of life for those who use our services and these developments in our community teams will have a far reaching impact not just locally but also potentially on a national scale. The Medipex Award confirms that NAViGO doesn't just talk about innovation, we put it into practice.

RESULTS

- > 70% of service users have been offered or attended a wellbeing assessment.
- > 68.8% of service users who attended had one or more physical health problems most of which were not known about.
- > 44% of service users had a BMI check, of those 70% had a BMI above 25 or below 18.5 which is considered in the unhealthy range
- > 30% of service users who had a blood pressure reading recorded had high blood pressure
- > 96% of service users rated the experience good or very good
- > 96% rated the assessment as a positive experience.



EARLY INTERVENTION IN PSYCHOSIS AND TRANSITION SERVICE

WHAT DID WE ACHIEVE?

- >> The Early Intervention Team have been working with Mental Health Promotions at North East Lincolnshire Council to develop mental health/psychosis teaching tools for secondary schools.
- >> There has been an increase in Transition cases received from CAMHS to the Early Intervention Team.
- >> The team completed three periods of the carers education and support sessions in 2013, which has received positive feedback and reported as valuable by carers and staff.

WHERE ARE WE GOING NEXT?

- >> We are looking at the clinical tools we use to measure outcomes and exploring which tools that as clinicians we feel offer a greater insight into our service user's experience.
- >> Rebuilding our links with CAMHS, post the changes in contract. As a team we are aware of the challenges of not having specific CAMHS support for identified under 18's who have a potential psychotic illness. As a team we want to move forward and offer the best service to our service users within North East Lincolnshire.
- >> To keep our links with the Local Early Intervention in Psychosis network, which is a great resource for exploring national policy change and a peer supervision.

WHAT DO WE DO?

The Early Intervention Team work with young people aged from 14 – 35 years old who have or may be experiencing their first episode of psychosis.

When someone is unable to distinguish between reality and their imagination, this is called psychosis.

The early signs of psychosis can be indistinct and hardly noticeable. Friends and family are often the first to notice that something isn't quite right - even though they may not know exactly what the problem is.

The main purpose of NAViGO's service is to help young people resolve some of the emotional and psychological difficulties they experience and to help them get on with their life again as soon as possible.

The team is made up of three nurses, two social workers and a team administrator. The team also have the services of a consultant psychiatrist for one session per week.

Within our service we offer health promotion and advice to other services and facilities for young people. Through the use of assessment, psycho social interventions, social inclusion and an assertive outreach approach to maintaining contact, the team work to ensure that the young person is able to set goals and aim towards having as full a future as possible.



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FORENSIC SERVICE

WHAT DID WE ACHIEVE?

- >> The Forensic Service was nominated as the lead service for Yorkshire and The Humber, giving NAViGO one of only ten such teams in the country.
- >> NHS England extended funding for NAViGO for the additional work the Forensic Service undertakes within the police cells and North East Lincolnshire custody suite. The team were also asked to look at setting up a South Humber wide service to include both North and North East Lincolnshire.
- >> NAViGO have commenced a 24hr Forensic Liaison and Diversion Service which includes on-call services (for advice only at present) from 4pm to 8am Monday to Saturday and 8am to 8pm Sundays and bank holidays. This is being reviewed on a monthly basis to see if this needs to be enhanced in any way to cover all eventualities for this service.

WHERE ARE WE GOING NEXT?

- >> The Forensic Liaison and Diversion Service is in discussion with NHS England around setting up a South Humber wide service to include North Lincolnshire as well as North East Lincolnshire and it is hoped that a decision around this will occur in the near future.
- >> The team will expand staffing wise to ensure that the South Humber service will be able to maintain the same level of service as the one already ongoing in North East Lincolnshire.
- >> The team has now got a base within the court and police cells as well as the one within Harrison House and the Follow Up Team and Duty Forensic Practitioner will be based here along with Probation and DiP colleagues. This will enable a more fluid relationship within the GOLD service.

WHAT DO WE DO?

This service offers specialist assessment; care and treatment to offenders aged 18-65 who are experiencing a mental health problem.

The Forensic Service provides a police and court liaison service as well as an offender follow up service which assists and enables offenders to follow advice from either the courts or professionals within the Grimsby Offender Liaison and Diversion (GOLD) team. It also provides social supervision to offenders with mental health problems, as directed by the ministry of justice.

The Forensic Service Team includes nurses and social workers who can work with people in a special hospital, secure unit or prison setting to assess their mental health needs and provide necessary advice to the authorities. The service also supports people within the community and puts appropriate safety measures in place.



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GARDINER HILL FOUNDATION

WHAT DID WE ACHIEVE?

- >> Educational grants were issued for various training purposes including a British Horse Society Instructor Course and local art and mixed media qualifications.
- >> GHF was awarded a Certificate of Achievement in recognition of their commitment to learning from the National Institute of Adult Continuing Education as part of Adult Learners' Week 2014.
- >> Almost £9,000 was donated to GHF by the Santander Foundation to fund new IT equipment and functional skills training for vulnerable adult learners with Dyslexia who also have underlying mental health issues in North East Lincolnshire.

It has been proven that there are higher incidents of Dyslexia among the mental health service user population.

- >> New tenants were found for the properties managed by Gardiner Hill on behalf of NAViGO, giving members the opportunity to find affordable accommodation locally.

WHAT DO WE DO?

The Gardiner Hill Foundation is the preferred charity of NAViGO. It was established to enhance and enrich the lives of people with mental health problems and promote good mental health.

The charity takes its name from a local doctor, Dr Robert Gardiner Hill, born in Louth, who championed the right of people with mental health problems in the 1800s.

WHERE ARE WE GOING NEXT?

- >> Gardiner Hill, in partnership with NAViGO, are looking to develop more housing opportunities to add to the existing five tenancies that are available to staff and community members.
- >> The Foundation is continuing to accept grant applications for training and educational courses and welcomes applications from all members.
- >> The Foundation is hoping to run larger scale fundraising events such as the Summer Ball which will hopefully become an annual event.



Gardiner Hill Foundation

enhance and enrich the lives of people with mental health problems



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STAFF SURVEY RESULTS

OUR STAFF GIVE THEIR VIEWS ON THEIR ORGANISATION

Another year as NAViGO and another year of impressive National Staff Survey results. As a provider of NHS services, NAViGO is required to undertake a yearly staff survey.

The NHS Staff Survey is recognised as an important way of ensuring that the views of staff working in the NHS inform local improvements and input in to local and national assessments of quality, safety, and delivery of the NHS Constitution.

As a Community Interest Company owned by both staff and service users, NAViGO places a great deal of importance on the results of the National Staff Survey as it is an opportunity for all our staff to express their opinions on how the organisation is run.

Official results published in February 2014 showed that NAViGO were one of the

highest performing social enterprises in the UK.





However, here at NAViGO we set up to change the way mental health works and always aim higher, being top in itself is not enough. Services we would be happy for our own families to have is our goal and until all our staff are happy to say that about all aspects of our service, we naturally have much more work to do. Currently, 75% of our staff agree, 15% higher than the national average and up 12% since we became a social enterprise, however we will not be happy until this is 100%.

That is why NAViGO have a membership of not only staff but service users too, to put the people who know our services best right at the heart of our development.

THE BIGGER PICTURE

We are extremely proud of our high scores. Year on year our staff show higher rates of compassion, commitment and understanding of what we require. These results place us as one of the top organisations in mental health nationally and we will continue to aim bigger and better next year.

RESULTS

- 
- 
- > National top scorers in 65% of all categories
 - > NAViGO scored above the national average in all 15 service user experience questions
 - > 78% agreed they were able to deliver the service user care they aspire to compared to 64% nationally
 - > 74% agreed NAViGO senior managers are committed to service user care compared to 53% nationally
 - > 67% of staff agreed that all staff involve service users in decisions about their care and treatment, a massive 23% higher than the national average
 - > 73% of staff would recommend us as an organisation to work for, an impressive 28% higher than others nationally
- 
- 

MEMBERSHIP REPS: COMMUNITY

WHAT DID WE ACHIEVE?

- >> Attended numerous meetings and events across the whole range of NAViGO services to represent the views and opinions of community members.
- >> Got involved with the staff induction to explain the role of the community reps to all new NAViGO starters.
- >> Attended national conferences to talk about service user involvement at NAViGO.
- >> Contributed to World Mental Health Day and the information stands that were held as part of the day.
- >> Maintained links between the membership and the Independent Forum.

WHERE ARE WE GOING NEXT?

- >> Staff and Community Reps have been paired up to visit all teams over the next year.
- >> Continue to encourage active engagement and ownership of the organisation.

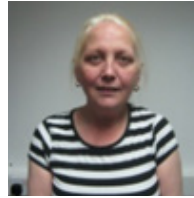
WHAT DO WE DO?

Our four Community Membership Representatives get involved with a wide range of things across the whole of NAViGO including articulating the views of NAViGO community members on the Membership Board and at other meetings and events within the local community.

They are elected by the community members to act as the voice of the membership, alongside their staff colleagues, to ensure that the membership is at the heart of all decisions NAViGO makes.

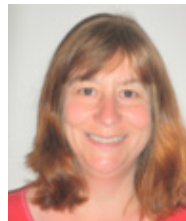
YOUR COMMUNITY REPS

>> SHARON WILLIAMS



Call: (01472) 342172

>> SAM O'BRIEN



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Email: sam.ob@live.co.uk

>> PHIL CARTER



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MEMBERSHIP REPS: STAFF

YOUR STAFF REPS

>> MEL BEE



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>> JIM MATHIAS



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>> JANINE SMITH



Call: (01472) 302515
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>> SUE BRANNAN



Call: (01472) 302515
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WHAT DO WE DO?

Our four Staff Membership Representatives get involved with a wide range of things across the whole of NAViGO including articulating the views of NAViGO staff members on the Membership Board and at other meetings and events within the local community.

They are elected by the staff members to act as the voice of the membership, alongside their community colleagues, to ensure that the membership is at the heart of all decisions NAViGO makes.

WHAT DID WE ACHIEVE

- >> Email account established allowing staff to contact reps with any suggestions, concerns, innovative ideas.
- >> Regular feedback to all staff members after Membership Board.
- >> Staff Reps now part of NAViGO induction to promote the membership to all new starters.
- >> Staff Reps sit on a variety of meetings to ensure a staff view is represented, these include financial governance, horizon planning, AGM and clinical governance.

WHERE ARE WE GOING NEXT?

- >> Staff and community reps have been paired up to visit all teams over the next year
- >> Continue to encourage active engagement and ownership of the organisation

OLDER PEOPLE'S MENTAL HEALTH

WHAT DID WE ACHIEVE?

- >> There were some major changes to our Older People's Services in 2013-14, with the closure of The Willows site.
- >> A new conservatory and café opened in Konar Suite thanks to surplus grant funding from the 2012 AGM.
- >> The Konar Suite also underwent a transformation thanks to grant funding from the 2013 AGM.
- >> The range of psychosocial interventions offered to people with dementia has been widened to include additional cognitive stimulation therapy, reminiscence groups, life story work, and memory management.
- >> The Community Mental Health and Memory Service (CMHMS) was reaccredited as 'Excellent' for the second time, the highest level of achievement offered by The Memory Services National Accreditation Programme (MSNAP). The accreditation was awarded in two areas; the provision of assessment and diagnosis of dementia, and the provision of psychological interventions for dementia.
- >> Range of events throughout the year to promote the work of the service and raise awareness of dementia and mental health in old age. These have included World Mental Health day, Dementia Awareness Week, presentations at national conferences, intergenerational events in local schools and colleges.


WHERE ARE WE GOING NEXT?


- >> Meeting the national recommendation of increasing the rate of dementia diagnosis within North East Lincolnshire to 67%, NAViGO is currently at 49%.
- >> Looking at creative ways of meeting the requirements of the dementia strategy, including Home from Home scheme and possibility of permanent care options.
- >> Utilising volunteers within the service supported by the appointment of our Engagement Worker and how this can link with personalisation.

WHAT DO WE DO?

The Community Mental Health and Memory Service (CMHMS) treats people who have mental health needs and/or memory problems and supports them to live in their own home or a care home. Staff have the specialist knowledge and skills to meet the complex needs of both the service user and their family and/or carers.

The Acute Mental Health and Memory Service (AMHMS) provides services to people who need more intense assessment, treatment and support than can be provided by the community teams. Services can be provided in service users own homes (Home treatment) or in our in-patient unit (Konar Suite). Inpatient admission is only considered when other options, such as home treatment, community support and respite cannot meet the needs of the individual safely.

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Acute
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 Community: The Eleanor Centre,
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Second Avenue, Grimsby

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PROVIDING EXCELLENCE FOR OLDER ADULTS

April 2014 saw NAViGO's memory service accredited as Excellent by the Royal College of Psychiatry for the third year.

The Memory Services National Accreditation Programme (MSNAP) works with services to assure and improve the quality of memory services for people with memory problems / dementia and their carers. It engages staff in a comprehensive process of review through which good practice and high quality care are recognised and services are supported to identify and address areas for improvement. Accreditation assures staff, service users and carers, commissioners and regulators of the quality of the service being provided.

The accreditation was awarded in two areas of practice; the provision of

assessment and diagnosis of dementia, and the provision of psychological interventions for dementia.

In testament to the accreditation, a service user's daughter contacted the Grimsby Telegraph to thank the memory service for all their help after their father was diagnosed with Alzheimer's.

The family, whose mother had recently died, praised the Memory Service on the care they provided their father, the reminiscence sessions they organised and the referrals to two social centres where their father now visits regularly to meet friends and take part in activities. The Memory Service also arranged for the service users' daughters to go on a course which provided support on how to care for a relative who has Alzheimer's disease.

THE BIGGER PICTURE

NAViGO is committed to providing high quality care to the older people within our local community and believe that excellent services should be the standard. This accreditation confirms our dedication to offering the type of service that we would be happy for our own families to use and sits alongside two other "Excellent" awards for our acute inpatient facility.



OPEN MINDS

WHAT DID WE ACHIEVE?

- >> Open Minds became part of the IAPT Payment by Results (PbR) pilot in spring 2013 to map our own service and performance against the planned outcomes and provisional tariff for IAPT PbR. This is benchmarked against other pilot sites and offers a valuable opportunity to prepare for PbR.
- >> Kristina Fletcher, Senior Operational Manager, was invited to present a paper at a national IAPT PbR conference in Manchester on our learning and experience from being a pilot site for IAPT PbR.
- >> Kristina Fletcher had an abstract accepted by the British Association for Behavioural and Cognitive Psychotherapies (BABCP) and was invited to present a paper on the Chronic Obstructive Pulmonary Disease (COPD) project at the BABCP National Conference at Imperial College, London.
- >> A pilot took place with the Cardiac Rehabilitation Specialists and Heart Failure Nurses at Diana Princess of Wales Hospital to take referrals as an extension of the COPD project to treat people with other long term conditions. This worked well and has now been successfully incorporated into the COPD service so that we now routinely take referrals from the cardiac teams.
- >> The National Audit of Psychological Therapies (NAPT) showed some extremely good results for NAViGO, particularly around patient experience which was significantly higher than the national average and also on waiting times and clinical recovery.

WHERE ARE WE GOING NEXT?

- >> Plans are being discussed to extend and develop the COPD/cardiac service to other long term conditions to start a pilot in the near future to inform a business case to extend and develop the service.
- >> Discussions taking place with large employers around providing employment support services directly and the possibility of providing stress management within the workplace.
- >> Continuing work around promoting Healthy Aging to increase referrals from people over 65, making Open Minds more accessible and appealing for this age group. We have linked with partner services such as Admiral Nurses, the Alzheimer's Society and Older People's Collaborative to build awareness and look at overcoming barriers people may face in attending.

WHAT DO WE DO?

Open Minds provides talking therapies for people over 16 who are experiencing mild to moderate common mental health problems such as stress, depression and anxiety.

Open Minds encourages self-referral so anyone can walk into our Grimsby branch to receive information about the service and get an appointment for an assessment, providing people with quick access to NAViGO services.

Open Minds offers a choice of information, groups and one-to-one appointments that can be accessed when you are referred or self-refer.

Open Minds also has an Employment Specialist.



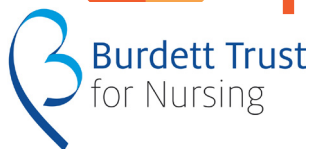
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7-9 Osborne Street, Grimsby
Cleethorpes branch
13-15 Grimsby Road, Cleethorpes



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IMPROVING ACCESS TO PSYCHOLOGICAL THERAPIES FOR PEOPLE WITH COPD

NAVIGO's Improving Access to Psychological Therapies (IAPT) service was awarded a two year grant in 2012 from the Burdett Trust to develop integrated pathways for people with chronic obstructive pulmonary disease (COPD). Up to 67% of people with COPD experience depression and anxiety. This psychological co-morbidity can increase hospital admissions and significantly reduce quality of life.

In line with evidence for talking therapies in long term conditions, pathways were developed for assessing and treating depression and anxiety; integrating cognitive behavioural therapy (CBT) with acute and community COPD services. In addition to individual CBT, group sessions on depression and anxiety have been delivered as part of the Pulmonary Rehabilitation (PR) programme.

During the second year the services were extended to take cardiac referrals as well as providing input to the cardiac rehabilitation groups.

326 people have been referred for individual CBT and a further 254 attended the group sessions for pulmonary and cardiac rehabilitation groups.

Translation of the actual reductions into estimates of savings equates to a minimum of £76,170 based on Hospital and Community Health Services (HCHS, 2010/11) estimates.

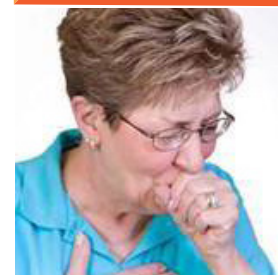
Projections of future savings have been estimated for the next three years and forecast a significant increase in savings. Additional funding has been secured from the Burdett Trust until the end of September 2014 and by the CCG.

THE BIGGER PICTURE

NAVIGO is constantly striving for opportunities to work smarter to help further develop our services with our service users in mind. The COPD project is a fantastic example of how we can apply our own research to reduce hospital admissions and increase the quality of life for those using our service.

RESULTS

- > 86% completing one to one CBT therapy have achieved clinically reliable improvement for depression and anxiety.
- > 63% significant improvement on overall measure, which includes mental state, functioning and physical COPD symptoms.
- > 49% significant improvement in physical symptoms.
- > 66% significant improvement in functioning i.e. overall quality of life.
- > Statistically significant reduction in avoidable hospital admissions following CBT intervention as well as a significant reduction in bed days.
- > Statistically significant reduction in A&E attendances.



PSYCHOLOGY

WHAT DID WE ACHIEVE?

- >> Autistic Spectrum Conditions (ASC) assessment and diagnostic service is now established and funded by the CCG following its initial year of operation. The service has been well received by service users, referring agencies and stakeholders.
- >> Clinical pathways to community psychology have been significantly refined to ensure appropriate referrals are being made and clear expectations for services are there for service users and our colleagues. This has improved efficiency and also reduced waiting times for assessment and treatment. Further work is continuing to ensure these ongoing improvements.
- >> The Personality Disorder Partnership has been given a permanent home at the Eleanor Centre and resources to provide groupwork for service users with complex and serious mental illness will also be provided from this resource.
- >> Recruitment of psychologists into the Older Person's Mental Health service and Memory Clinic, Acute Psychology, Eating Disorders and Community Psychology have allowed for further consolidation and delivery of Psychology services.

WHERE ARE WE GOING NEXT?

- >> A plan to remove community psychology waiting times by end of Summer 2015 has been approved and will be set in motion this summer. The aim is to ensure we have no waiting list in the North East Lincolnshire area for the first time in almost 30 years.
- >> Development of evidence-based therapy delivery into all areas of NAViGO is being supported by the opportunity for senior clinicians to undertake substantive training in evidence-based therapies, following which they will be able to receive supervision and enhance their practice of these treatments.

WHAT DO WE DO?

The Psychology Service has a primary role of providing high-quality assessment and formulation of service user's psychological and mental health problems.

For mental health difficulties we provide evidence-based treatments as recommended by NICE to reduce distress associated with these disorders.

We also supplement this work with additional neuropsychological assessments of cognitive functioning and clarification of diagnostic issues and personality as necessary.

In addition discussions about clinical and research governance, the appropriateness of treatments and the evidence-base for specific disorders, as well as opinions on complex and difficult cases is also provided.



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RESPECT

TRAINING SOLUTIONS

Ethical approaches to the prevention & management of aggression/violence

WHAT DID WE ACHIEVE?

- >> RESPECT received national acclaim as part of the Government's Positive and Safe initiative looking at reducing the need for restrictive interventions.
- >> Heavily involved in developing national guidance, Positive and Proactive Workforce, following on from this as part of Skills for Care. Sam O'Brien (Community Representative) sat on the national steering group to represent NAViGO and service users in the development of the guidelines.
- >> RESPECT was directly mentioned in the Mind report, looking at acute inpatient care, as an exemplar of best practice.
- >> A new Instructors package has been developed.
- >> A new contract was won with the Scottish Mental Health Association meaning that RESPECT is now used in every part of the United Kingdom.

WHAT DO WE DO?

RESPECT training is aimed at producing the safest, most effective and ethical solutions to preventing and managing behaviours that challenge.

Designed with service user consultation and approved by service user and carer groups, the purpose of the training is to put support, rather than control at the core of all interventions, ensuring that the least restrictive options are used.

RESPECT is now used in numerous different types of settings from our own services to educational facilities as well as across the world with all services in Antigua and Barbuda using RESPECT techniques.

WHERE ARE WE GOING NEXT?

- >> Bespoke programmes are being designed for Dementia with a subgroup of Senior RESPECT leaders working on the development of the techniques.
- >> A national service user forum, based in Sheffield is being established.



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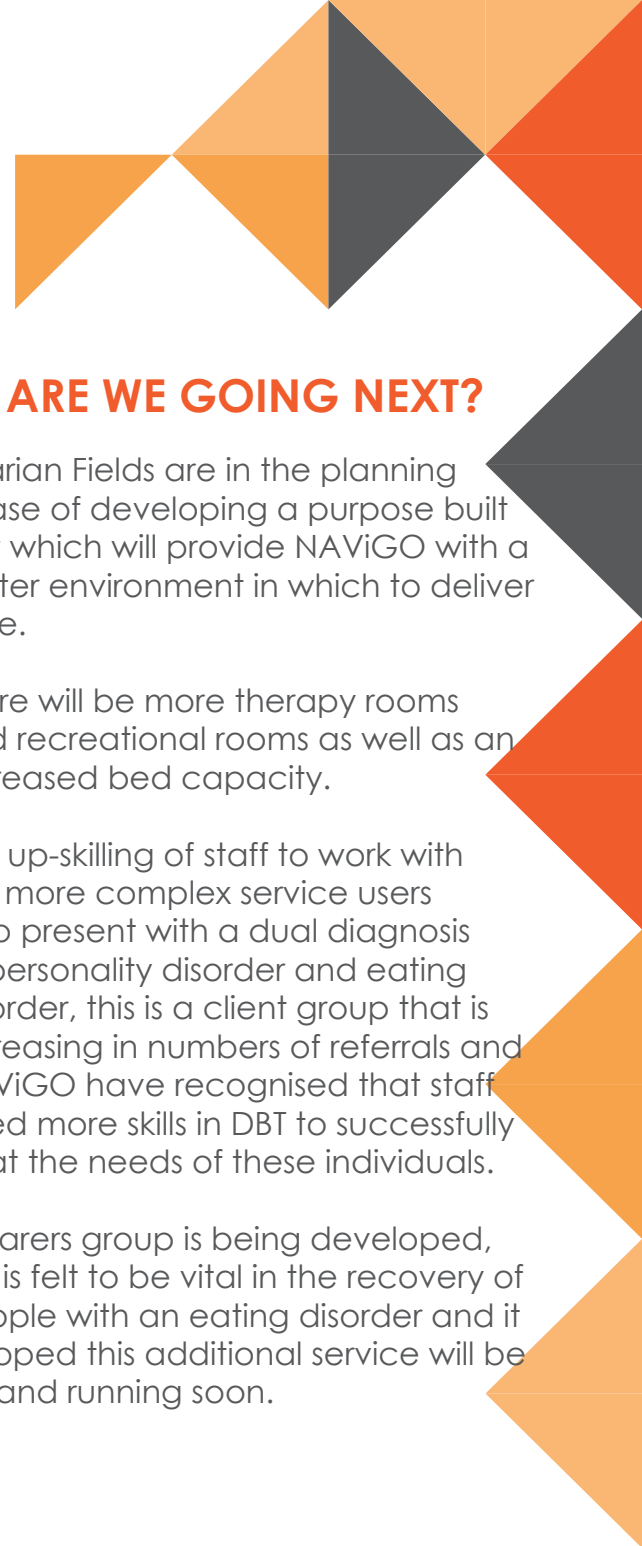


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Rharian Fields



WHAT DID WE ACHIEVE?

- >> Following an extremely successful initial trial period, Rharian Fields became a permanent service within NAViGO and has gone from strength to strength.
- >> Plans are now underway to develop the Eating Disorder Service to enable NAViGO to support more individuals.
- >> Rharian Fields took part in Eating Disorders Awareness Week to help raise awareness and understanding of these serious mental health illnesses and to challenge stereotypes and stigmas. Numerous events took place across NAViGO including a silly sock competition and a charity car wash.
- >> The team were nominated by their service users for the Team of the Year at the National BEAT awards. They were shortlisted to the top three teams in the UK. This was a significant achievement for such a new and relatively small service.

WHERE ARE WE GOING NEXT?

- >> Rharian Fields are in the planning phase of developing a purpose built unit which will provide NAViGO with a better environment in which to deliver care.

There will be more therapy rooms and recreational rooms as well as an increased bed capacity.
- >> The up-skilling of staff to work with the more complex service users who present with a dual diagnosis of personality disorder and eating disorder, this is a client group that is increasing in numbers of referrals and NAViGO have recognised that staff need more skills in DBT to successfully treat the needs of these individuals.
- >> A carers group is being developed, this is felt to be vital in the recovery of people with an eating disorder and it is hoped this additional service will be up and running soon.

WHAT DO WE DO?

NAViGO's Eating Disorder Service, Rharian Fields offers a multi-disciplinary and comprehensive provision to individuals suffering from complex eating disorders that require the assistance of a specialist service.

Our specially designed inpatient unit has five beds, the small nature of our unit means we are able to offer a highly personalised level of care with a high staff to client ratio.

Wherever possible we try to care for clients on an outpatient basis with individual treatment to help maintain their day to day life and routine, however if there is not a significant improvement in the symptoms the team will look at either a combination of individual and family work, day care or inpatient care.



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(FORMERLY RECOVERY AND HOMELESSNESS)

WHAT DID WE ACHIEVE?

- >> There were a number of changes to NAViGO's Recovery Services in Spring 2014. The Recovery Team rebranded itself with a name change of Springboard with the team moving towards a more rehabilitation based service. The Springboard Team moved into three areas Springboard Rehabilitation (Hope Court) Springboard Community and Springboard Housing (formerly the Homelessness Team).
- >> The Hub and Spoke Housing Initiative was launched in partnership with Shoreline Housing to help service users having difficulty in securing leases. NAViGO has nominations rights for a number of Shoreline properties to help service users following on from Springboard. NAViGO has two tenants in Hub and Spoke properties.
- >> Revamp of accommodation at Hope Court to offer Springboard Rehab tenants better environments.
- >> Springboard Housing now offer the YMCA tenants a weekly drop-in service to support the tenants.

WHAT DO WE DO?

- >> The Springboard Team is an initiative which provides a comprehensive service to those people who are no longer in the acute phase of their illness but are in need of help to progress towards socially inclusive independent living. Interventions take place along the continuum of rehabilitation to recovery.
- >> The Springboard Rehabilitation service draws upon the expertise of an experienced and diverse multi-disciplinary team working alongside Rehab support staff based at Hope Court.
- >> Hope Court is a 24 hour staffed service and is a 13 bed rehabilitation unit which aims to deliver intensive, high quality rehabilitation and recovery to individual tenants. It is not seen as long term accommodation with the aim being to provide high quality assessment and structured goals directed rehabilitation, treatment and recovery.

WHERE ARE WE GOING NEXT?

- >> Further development of the Hub and Spoke Housing Project, with at least two more properties planned with identified new tenants.
- >> Dr Gierynski to be consultant to all Hope Court tenants with regular two weekly appointments slots at Hope Court. All Hope Court tenants to have CPA care co-ordination support from Springboard Rehabilitation Team.
- >> There will be a number of changes to the Springboard Community Team based on changes happening within the wider personalisation agenda.



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TRAINING > CATERING > HORTICULTURE
CLEANING > PROPERTY > RETAIL

WHAT DID WE ACHIEVE?

- >> In Spring 2013 Tukes moved into floral hall at People's Park, opening both the café and greenhouse to the public.

A number of successful events have taken place in the park and it has been given a new lease of life by the horticultural team.
- >> We were recognised for our success by being invited to the House of Lords for a reception held by Lord Knight of Weymouth and UKOnline.
- >> This followed being appointed as a funded 'Specialist Centre' (Employment/Disability) for UKOnline in April 2013, having delivered computer courses over the previous 12 months. This was built on the back of support offered in 2012 by £4,000 from NAViGO's surplus grant scheme.
- >> Tukes have hosted and participated in a number of local events/fun days to promote services to the general public
- >> Tukes was awarded over £26,000 by the Big Lottery Fund to renovate services at People's Park as voted for by local residents. The money was used to increase local community activity and cohesion, provide an indoor cafe and run accredited horticultural training courses.
- >> Tukes Property Services redecorated Grimsby Ice Arena, an army of 44 people spent a total of 780 man hours painting the arena, this included just one staff member and even the Chief Executive Kevin Bond leant a hand!
- >> 2013 saw Tukes celebrate its tenth birthday, over the ten year since Tukes first began, 191 people have been helped back in to employment, over 360,000 hours of training and work experience have been undertaken and 1462 qualifications achieved.
- >> Tukes continued to develop its trading arm with the official opening of a mini market in the autumn.

WHERE ARE WE GOING NEXT?

- >> Develop a stronger retail arm, including the development of an online shopping facility.
- >> Tukes will continue to develop and grow the educational opportunities available to members and also the wider public.
- >> Further development and investment in volunteers and apprenticeship opportunities.

WHAT DO WE DO?

Tukes provides training, skills development and work experience in real working environments for people who are socially excluded due to mental health problems.

Tukes is NAViGO's highly innovative employment and training scheme, providing training and employment opportunities to people who have little or no previous training, qualifications or work experience due to mental health problems.



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BIG LOTTERY FUNDING: BIG IDEAS AT PEOPLE'S PARK

In Autumn 2013, local ward councillors allocated NAViGO money for the restoration of the run down glass houses in the floral hall, part of People's Park, which NAViGO took over in the Spring. Tukes also successfully bid for grant funding through Lincolnshire Community Foundation and The Big Lottery, who awarded Tukes over £26,000 to restore the glass houses and develop a host of community based activities suitable for the whole spectrum of North East Lincolnshire residents.

The successful bid had local support and was voted for by readers of the local Grimsby Telegraph newspaper.

The award meant NAViGO could provide an indoor café, an all-weather children's activity area, accredited horticultural training courses, educational school trips, a luncheon club and mother and toddler groups.

Four schools already have visits planned throughout the Summer, both educational

and recreational and two afternoon tea sessions have been held for the older members of the community to enjoy the reinvigorated space.

The People's Park project has helped to breathe new life into one of Grimsby's most famous landmarks as well as providing a whole range of educational opportunities for Tukes members.

The café within the park adds to a growing number already run by Tukes throughout the local area, offering people catering experience and training. While the greenhouses allow people to put their green fingers to work, developing the horticultural services within Tukes.

Tukes are passionate about helping people to gain both qualifications and employment and People's Park is now another string to NAViGO's bow to help people increase the experience and knowledge they need to help them find work.

THE BIGGER PICTURE

As a Social Enterprise, NAViGO wants to sit at the heart of the local community. The People's Park project has allowed NAViGO to give back to the people of North East Lincolnshire, restoring a beautiful park to its former glory while also providing numerous opportunities for Tukes members to gain experience in new areas.



INFRASTRUCTURE: CORPORATE AFFAIRS

WHAT DID WE ACHIEVE?

- >> Development of the Staff and Community Representative roles.
- >> Increased promotion and marketing of NAViGO as a whole through attending numerous community events – who could miss our orange gazebo?
- >> Introduced horizon scanning to look for future business opportunities and potential tenders as well as external funding which NAViGO could apply for.
- >> Appointed four new MHA Associate Hospital Managers.
- >> Numerous successful CQC inspections.
- >> Supporting the introduction of personalisation and how NAViGO meets this new challenge.
- >> Each year the team execute a very successful AGM and produce the annual review for NAViGO, last year's AGM was rated as 5 out of 5.

WHAT DO WE DO?

The Corporate Affairs Team cover a wider range of roles within NAViGO and offer support to all services to ensure that all services run smoothly from a business point of view.

Safeguarding, CQC, governance, compliancy reporting (i.e. RIDDOR), legal affairs including the Mental Health Act all sit within Corporate Affairs, alongside communications, both internal and external, business support and looking after the membership.

The team also provide support to the Gardiner Hill Foundation and the CIC Board as well as facilitate both the small and large grant processes.

WHERE ARE WE GOING NEXT?

- >> Assisting all services with rebranding and developing their marketing materials alongside the introduction of individual service logos.
- >> Review of all leaflets and documentation across all services to ensure all information that is provided to our service users is of a high quality, clear and understandable.
- >> Launch of the new, improved intranet as well as a review of our external website.
- >> Any changes to the MHA Code of Practice will be implemented across all services.
- >> Supporting changes as NAViGO moves towards offering services as part of personalisation.



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INFRASTRUCTURE: FINANCE

WHAT DID WE ACHIEVE?

- >> Improved a number of systems to make finance processes more streamlined and accessible for staff.
- >> A successful VAT inspection was conducted by HMRC.
- >> As with each year, a great deal of time and effort was put into producing the annual accounts, within an extremely tight time scale, to reflect the financial position for 2013/14.
- >> Staff training has been high on the agenda with a number of staff completing industry accredited training including The Association of Accounting Technician's (AAT) and Chartered Institute of Management Accountants (CIMA) training schemes.

WHERE ARE WE GOING NEXT?

- >> A new reporting and monitoring system will be launched to make it easier for managers to access budget information. The dashboard that will be rolled out is much more user friendly and will enable managers to access their budgeting information much more easily and quickly.
- >> The way in which finance information is reported to the CIC Board will also be reviewed. Financial reports will now be taken to Board on a quarterly basis.

WHAT DO WE DO?

The Finance Team look after all aspects of NAViGO's finances.

This ranges from everyday finance tasks such as paying invoices to managing the overall budget, some £22 million, to make sure that our services are able to run and there is enough money to sustain the services that we offer.

As a social enterprise, working within our contracted budget is crucial as we hope each year to generate a surplus which can in turn be reinvested back in to service development to provide additional support for our local community.



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INFRASTRUCTURE: PERFORMANCE

WHERE ARE WE GOING NEXT?

- >> NAViGO will be upgrading the incident and accident reporting system - Datix for the first time in May 2014. The upgrade encompasses changes following staff feedback making Datix more user-friendly and also incorporating mandatory national reporting requirements.
- >> Preparations have started on the mobile working project, ensuring NAViGO increase clinical time to care by equipping care coordinators with mobile devices to enable them to record on Silverlink without having to return to base.
- >> Working with clinical teams to make NAViGO a paper-free organisation.

WHAT DO WE DO?

The Performance Team look after and manage a diverse range of tasks to support all services across NAViGO, including Datix, Silverlink, clinical coding, clinical audit, data quality and generating reports to support service development/research/audit/resource planning as well as completing numerous data returns which we are required to provide by the Government.

These include data on the quality of the services we provide, feedback from service users on the effectiveness of the care and treatment they receive, as well as feedback from clinicians on the effectiveness of care and treatment service users have received, to name just a few.

The team also monitor the performance of all areas within NAViGO and work with managers to look at ways in which services could be developed / improved based on the data gathered.

WHAT DID WE ACHIEVE?

- >> Lisa Denton completed a record keeping project as part of Rising Stars, evaluating current systems by conducting a staff survey and a National Health Litigation Service Authority (NHSLA) audit. Outcomes include: making changes to Silverlink (£38,000 was secured from the local commissioner), updating and creating guidance and policy, delivering training and also securing £120,000 for replacement mobile devices.
- >> Completed the NHSLA audit, which records if all notes and documents recorded electronically are clear, concise and recorded in a timely and consistent manner in line. The team also facilitated nine clinical audits.
- >> Created a new quarterly newsletter, in line with the Berwick Report recommendations, sharing information on the quality of services, what we do well, what we can improve upon and to share best practice across services.
- >> Created a new report to give a rounded view of what is happening in services in NAViGO, used in services to highlight trends and facilitate change.
- >> Each year, Team produce the Quality Account detailing priorities for NAViGO in terms of quality and reviews how we have performed against the previous targets set.
- >> Facilitated two successful upgrades to the Electronic Patient Record (EPR), one of which saw the EPR change branding from MARACIS to Silverlink.
- >> Supported the Open Minds service in taking part in the IAPT Payment by Results (PbR) pilot, ensuring data quality and submitting national data.
- >> The Team assisted in producing the national and local CQUINS, ensuring NAViGO receive extra funding from the local commissioner to provide services.



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INFRASTRUCTURE: WORKFORCE AND DEVELOPMENT

WHAT DID WE ACHIEVE?

- >> Phased role out of E-Learning commenced across the organisation to help staff develop their learning opportunities. Statutory/Mandatory training days amalgamating training into three days.
- >> RESPECT Training was reaccredited by BILD for another three years and has been part of the consultation process for positive and safe national approach. Met with Norman Lamb who has banned prone restraint.
- >> NAViGO entered into an exciting partnership with the Princes Trust to run a programme called "Get into" aimed at 16 to 25 year olds, supporting local people in to education and employment.

WHERE ARE WE GOING NEXT?

- >> Equipping the IT suite to improve accessibility to e-learning.
- >> Apprenticeship strategy working with Skills for Health/Skills for Care on developing our own apprenticeships including an exciting new role which we will pilot.
- >> Health and Well-being of the workforce: we took part in smoking cessation day and are planning a number of events over the next year.

WHAT DO WE DO?

Workforce and development make sure the organisation has the right people with the right skills and qualifications in the right places in the organisation at the time needed to deliver services we would be happy for our family to use.

The team undertake workforce planning which includes predicting number of Qualified Nurses, Social Workers etc NAViGO will need in the next five years.

Succession planning, looking at key posts in the organisation, thinking about the future workforce what will they need to deliver is also part of workforce and development. A degree takes three years, so does a professional qualification so it is important to identify these needs early on.

The team is available to advise and support all employees on the following areas:

- > Recruitment- whole process
- > Casework
- > Welfare
- > Further information and guidance
- > Occupational health
- > Payroll forms
- > Payroll
- > Bank



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