



2014 - 2015

ANNUAL

REVIEW



NAVIGO

WE LIVE IN INTERESTING TIMES!

from our Chief Executive and Chairman

Where to start? How do you begin to summarise a year like this one? There is so much going on, so many pressures and challenges to surmount, yet as always so much good work, clever solutions and successes. A colourful vibrant year, in which perhaps fittingly, NAViGO became the main sponsors of Grimsby pride 2015. We are all about trying to give people a 'fair go,' no matter what is disadvantaging them. We work to challenge the stigmatisation and marginalising of any groups of people, therefore taking the pride in sponsoring Grimsby Pride seemed quite fitting. To be chosen ahead of other much bigger organisations is very flattering too.

Ok, so let's put away the whistles; stop dancing now and have a think about the year.

It has been the hardest yet. Perhaps even harder than setting up our organisation in 2011. More and more people are needing and wanting our help (activity has been going up 11% each year over recent times), however we are given less and less funds from our main commissioners (as always year on year real money down, some £800,000 this year not counting all the extra cost we absorb). We even had to pay for the specialist treatment of some people out of area, as we do not have enough facility locally following changes in our contract. This has resulted in NAViGO not achieving a surplus for the first

time despite all our efforts, a result that was largely out of any of our control. As always we are expected to do more with less.

Sounds like a really awful year, yet we won three more significant awards with our dementia services rightly being recognised by LaingBuisson, CMHCs by Medipex and Open Minds is a finalist this year. Overall the whole organisation was also named by The Health Service Journal as a National Top 10 NHS Place to Work. Think about that, top 10 in the country, top 10 of all NHS provider organisations and us a small quirky organisation in a far flung place! Well done to all especially on that. They've even had to change the rules this year so we are excluded from the list altogether following 'feedback' (only health trusts and CCGs can be considered now), as it is clear that being structured to be more accountable, to both the local community and staff is a better way of doing things!

And this is not all, you have continued the move forward - four services are rated 'Excellent' with the Royal College of Psychiatrists, 95% of people rated positive on friends and family test and 96% felt safe and supported. We also achieved top scores in the in-patient confidential survey and confidential NHS staff survey with a staggering 65% response rate.

NAViGO has new services too. Remember we talked

about a better way of caring for older people with confusion no matter what the cause? Making an adapted environment for local people with physical illness who fare badly in traditional DGH ward environments? A service with an in-reach outreach community team integral? Where the carer can be admitted with the person, and where their independence and dignity would be put top of the hierarchy of need? Well, with our partners in NLaG NHS trust it is here. A truly novel service opened officially by Professor Young, the National Lead for Care of the Elderly (yes we noticed the irony too!), who said it was the best he had seen. This scheme is a testament to people's perseverance and flexibility. Many predicted it would never happen and was too aspirational. We are proud to say that nothing is too aspirational for NAViGO.

Then there's the new eating disorder unit which is in for planning permission finally. Great design, agreed to be built on the Diana Princess of Wales Hospital site, again so we can work with our partners NLaG NHS trust in ensuring physical care expertise is close at hand. In the meantime we are building three extra beds onto the present unit ready by December that can be reused to update our Older People's Mental Health Services; when the new facility opens and eating disorder beds move. We have also spent a lot of time with Humber NHS trust

exploring partnerships and sharing expertise in younger peoples services and indeed we are providing community eating disorder experts to help with caseloads in areas 'over the bridge' in darkest Yorkshire and they are returning fully in tact! Partnerships both locally and wider feature strongly in our work this year. This year we also signed as founder members with partners NLaG NHS trust and Care Plus social enterprise, to form a joint organisation called 'Together'. The new organisation aims to better facilitate things and reduce boundaries in schemes that require all our inputs and skills.

We are currently completing on our purchase of the garden centre too. The date forecast sadly is the end of the month, just outside of the AGM, but all the preliminaries are done. We are working with the staff there positively and developing new partnerships around this. New employment, training opportunities and more direct trade and services to our local community, that's the NAViGO way. Traditional problems, better solutions.

Hope Court has also had a bit of a makeover and changes in emphasis. The Forensic Team and Assertive

Outreach have gone into new facilities in the town centre and our subsidiary NAViGO Extra is now really starting to work and get to grips with things, offering human centered individual support which rates very positively with people who use the service. The 'brain bus' (the Grove) mobile group facility that you voted for as the surplus scheme has arrived and is in use, as is the holiday caravan from our charity the Gardiner Hill Foundation, available to people who use services, carers and staff, for a cost effective holiday break.

Finally, though we could highlight much more, our wider relationships helping to change and influence the face of things too, have progressed. We have carried on helping Demir Kapija in Macedonia and real changes are seen now. A further visit from one of their senior staff took place and we are planning a Christmas trip with resource and expertise, to which you have all contributed in so many events. We also support 43 organisations now from large NHS trusts to schools and council services with our ethical 'RESPECT' training and this has even been taken Nigeria to assist there by one of our partners.

We have nearly 800 members despite having to constantly refresh the community membership to keep it equal to staff membership, people keep coming and applying to join every month. Many representatives have to step down this year as they have done their stint, they have made a mammoth contribution to NAViGO and we thank them, but what's great is loads of people have put themselves forward to take up that baton and carry it on further.

We are so proud to be NAViGO, so proud to be among people who really want to make a difference, but let's keep the focus on doing everything we can together to make services here better. Let's find the staff who aren't members and ask them to join, let's find the 4% of folk who didn't feel supported fully and ask if that's changed now, or what we need to do to make it right if still not.

Above all let's carry on doing what we think is right together, no matter how hard that is. It keeps us out of mischief and helps us write the review every year at very least!

Massive thanks to all as always, you are so NAViGO.



Kevin Bond
Chief Executive



Tom Hunter
Chairman

320

compliments
about
our
services



81%

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



FACEBOOK FRIENDS

603

NUMBER OF
SERVICE USERS SEEN
SINCE WE BECAME
NAVIGO IN 2011

15,7

9 NATIONAL
AWARDS

90%

percentage of crisis
contacts seen within
2 hours

43

PROPORTION OF PEOPLE WHO
HAVE ENTERED IAPT TREATMENT
WAITING 18 WEEKS OR LESS



6

small grants
awarded

265

service users
through the
WHISe
programme

91%

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

70%

Percentage of service users with HoNOS

65%

national top scores in 2014 NHS Staff Survey

4

SERVICES ACCREDITED AS EXCELLENT



670



96%

Percentage of service users who answered "yes" to the safe and supported question on the Patient Experience Survey

389

STAFF MEMBERS



COMMUNITY MEMBERS

362

43

organisations trained by NAViGO in RESPECT

95%

percentage of service users who answered positively in the friends and family test

£76,170

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

4

YEARS SINCE WE BECAME

 NAViGO

OUR KEY ACHIEVEMENTS

^ SOCIAL ENTERPRISE OF THE YEAR 2014

^ We won Social Enterprise of the Year in September 2014 in the annual
^ Social Enterprise Yorkshire and Humber Awards.



INTRODUCING THE GROVE

On February 5 The Older People's Mental Health Service Team unveiled their latest innovation, winner of the 2014 large grant scheme, The Grove. The Grove stands for Group Room Outreach Vehicle. It offers itself as a mobile therapy room that provides a space for the team to hold groups and activities for service users in the local community.



OUTSTANDING NHS STAFF SURVEY 2014

National top scorers in 65% of all categories



LAINGBUISSON SPECIALIST CARE AWARD

In March NAViGO became winners of the LaingBuisson Specialist Care Award for Excellence in Dementia Care. The Konar Suite was celebrated as one of the most innovative and effective practices within healthcare and for being an outstanding environment for service users with dementia.

HOME FROM HOME

On August 18 NAViGO, in partnership with NLaG NHS Foundation Trust, held the opening ceremony of the new Home from Home unit. Home from Home is an innovative in-reach out-reach model that aims to care for and treat older people who are confused or living with other symptoms of dementia and in need of acute general hospital care, meeting all their needs regardless of the cause.



GARDINER HILL, THORPE PARK CARAVAN

The Gardiner Hill Foundation has partnered with Thorpe Park to offer a deluxe caravan to NAViGO service users and carers from April 2015.



ANNUAL REVIEW 2014-15

NAViGO ATTENDED THE WORLD CONGRESS FOR PSYCHIATRIC NURSING IN CANADA

NAViGO Community Mental Health Services (CMHT) attended the World Congress for Psychiatric Nursing in Alberta, Banff, Canada from May 20-22 to showcase the multi award winning Wellbeing Health Improvement Service (WHiSe).



INNOVATION CHAMPIONS

The Community Mental Health Team (CMHT) won the Medipex NHS Innovation Award 2014 in the Mental Health and Wellbeing category for the CMHT's pioneering health and wellbeing work with service users.



TOP TEN BEST PLACES TO WORK IN HEALTHCARE 2014

The Health Service Journal announced NAViGO was in the Top Ten Best Places to Work in Healthcare, whilst also being the only social enterprise in the top 10 rankings!

NAViGO SUPPORTED PRINCE'S TRUST

12 local jobseekers from the Job Centre had a placement across many service areas within NAViGO as part of The Prince's Trust Scheme. The Prince's Trust aims to help those who are in or leaving care, facing issues such as homelessness or mental health problems, or have been in the criminal justice system by offering them work, education or training.



OUTSTANDING MENTAL HEALTH INPATIENT SURVEY MANAGEMENT REPORT 2014

NAViGO Health and Social Care CIC have been highlighted as one of the highest performing mental health care organisations in the UK after The Mental Health Inpatient Survey, in conjunction with Quality Health and Care Quality Commission, revealed their latest survey results in November 2014.

FROM NAViGO TO MACEDONIA

On a three day trip Macedonia, five members of NAViGO staff managed to train 48 staff members in a hospital in Demir Kapija, Macedonia, basic RESPECT and Physiotherapy training. Not only that, but in support of the trip service users, staff and partner organisations all donated items or money to raise over £1000. This enabled us to take much needed clothes, toys, and medical items on the visit.

THE FINANCIAL PICTURE

2014/15 was our most challenging year to date in terms of finance, due to Government austerity measures particularly in respect of Adult Social Care, we had significant further efficiency savings to achieve on top of previous years and whilst we largely managed to achieve the savings we were set, other issues outside of our control (largely a significant increase in out of area placements which we have to fund), resulted in us making a loss for the first time in our history as an organisation.

The efficiency savings we achieved in 2014/15 again came from a number of areas, namely; increasing income in our Eating Disorder services, savings through changes in service provision particularly in Older Peoples Services, Business Rate Relief we were able to apply for as a Not for Profit organisation and continued reduction of management and bureaucracy.

2015/16 again challenges us to make significant and wide ranging savings to balance the books. We have planned for this and are on our way to achieving the requirements although yet again we are facing unprecedented pressure on Out of Area Treatments. With the help of our staff and service users, we are confident that we can achieve the required savings and put the organisation back on the front foot.

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 from ventures such as Eating Disorders and the new Garden Centre so that we can further develop our organisation as one we are continually proud to be a part of.

WHAT WE OWN

cash
£1,999 k



other assets
£2,505 k



total
£4,504 k

WHAT WE OWE

our creditors
£2,458 k



tax payable
- k



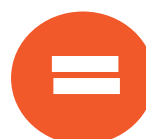
total
£2,458 k

OUR SURPLUS

what we
own
£4,504 k



what we
owe
£2,458 k



surplus
generated
£2,046 k

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Detailing all of our achievements throughout 2014-15 from all our services as well as where we are heading next...

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ACUTE SERVICES

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 with 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.

WHERE ARE WE GOING NEXT?

>> Following on from the Suicide Prevention Strategy Group links have been made with 'Developing Healthier Communities'. The aim is for nursing assistants within Acute to receive training in order to deliver groups in Positive Steps to Emotional and Mental Wellbeing and for a group of male staff to be involved in the Wolf Project, targeting males at risk of suicide.

>> After a busy year on Brocklesby Lodge it has been agreed to upgrade some of the fixtures and fittings to a higher specification. Careful consideration has been given to these changes and the environment will continue to look as homely as it does now.

>> The team aim to continue improvements on the crisis service by developing joined up pathways to other service areas including local community based services.

>> The Acute Administration team will be working towards the Mental Health Act Certificate in September 2015. They now provide support to the Mental Health Act office and via distance learning through Northumbria University will be able to fulfil this role to their full potential.

WHAT DID WE ACHIEVE?

>> Under the Royal College of Psychiatrists' Accreditation for In-patient Mental Health Services (AIMS), both Pelham and Meridian Lodges were re-accredited as "Excellent" in their third full cycle of the accreditation scheme.

>> The Systemic Family Therapy Service continues to run successfully at our Acute site. The SFT Service has been running in a consistent manner since Jan 2009. A questionnaire completed last year by referrers from the last five years brought very encouraging results, with 90% saying they would use the service again and 90% saying they would recommend the service to others.

>> The Acute Service team have continued the work initiated with colleagues from Humberside Police in the summer of 2014. It has created a very positive working relationship that will benefit those living with mental health problems in the area who may become involved with the police.



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>> Nursing assistants within the team have successfully achieved their Wards Stars! The initiative led by Star Wards aims to encourage and celebrate great practice on mental health wards. Seven of the pieces of work submitted by the Acute staff are being used in an article that will be printed in the Health Care Journal for Health Care Assistants.

>> The Acute service is now a member of the Positive Practice in Mental Health Collaborative, a breakthrough initiative which recognises excellence in mental health services.

>> The Acute admin team completed a review of the crisis and triage paperwork which led to an objective of becoming paper light in 2015. We have successfully reduced the crisis and triage documents and will continue with the improvements.

>> SEQUOIA COMMUNITY

In November 2014 members of the team travelled across the world to LA to complete the initial Mentalization Based Therapy training with the Anna Freud Centre.

Following on from this, the team have continued to develop their skills in Mentalization by visiting and experiencing other therapeutic communities and have used this to develop a pathway for the Sequoia Community. Most recently, the staff completed the second part of the training and are now qualified as Mentalization Practitioners.

The new service, known as the Sequoia Community, will be available Monday-Friday, four days a week for service users with a diagnosis of borderline personality disorder. It is launching this September 2015 and will be one of the team's priorities for the upcoming year. The service has also joined the Community of Communities with the Royal College of Psychiatrists, with the aim of going through the accreditation process.

ASSERTIVE OUTREACH TEAM

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. This includes the use of housing departments, police stations, social security offices and inpatient units as meeting places.

WHERE ARE WE GOING NEXT?

- >> The team are aspiring to work closer with the Community Mental Health Service and Acute inpatient areas to add further benefits to joint working.

WHAT DID WE ACHIEVE?

- >> Throughout the year the team has had many student nurses and social workers joining the team. The feedback has been consistently positive about the learning environment and work experience gained and it is always a pleasure for the team to offer guidance to those in the process of qualifying.
- >> The Assertive Outreach Team can now be found in new premises on New Street in Grimsby. So far the new location is proving to be useful for service user engagement due to being closer to other service areas and the local community.
- >> As a result of the positive work that AOT have achieved this year there have been several service users successfully discharged from lengthy Community Treatment Orders. The team continue to keep hospital admissions and recalls for AOT service users at low levels.
- >> The year staff members have begun Reiki training alongside others who are studying to become nurse prescribers. Both achievements will be a great benefit to the team.



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COMMUNITY MENTAL HEALTH

WHAT DID WE ACHIEVE?

- >> The community services were reconfigured into two larger locality teams from the previous four teams. The services were remodelled to focus on holistic health and social wellbeing with an emphasis on prevention, integration and working more efficiently in partnership with primary care and other providers for better outcomes for service users.
- >> The service continues to be the top service in the Yorkshire and Humber region for supporting physical health care within the mental health setting.
- >> This year the Community Mental Health Team and WHISe presented to the International Congress for Psychiatric Nursing in Canada which was very well received.
- >> The team supported and worked to create the new intergrated Single Point of Access and helped to enable a smooth transition.
- >> The team were awarded by the Care Coordinators Association (cca) with a Good Practice Award 2014 for Excellence in the Care Process.

WHAT DO WE DO?


The Community Mental Health Team 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 Community Mental Health Service also offer wellbeing clinics to support people with mental health problems with wider health and wellbeing improvements.

- >> The team are also winners of the Medipex NHS Innovation Award 2014 in the Mental Health and Wellbeing Category for the WHISe program.

WHERE ARE WE GOING NEXT?

- >> The team aim to integrate the CPA process with the adult social care process to minimise paperwork and have a truly single assessment process.
- >> There are plans to introduce a better more accessible service (called one+2) for those referring to a psychiatrist or non-medical prescriber when a medication review and/or diagnostic appointment is indicated.
- >> The team aims to develop the carers assessment function in the SPA team to improve access to statutory assessments for all eligible carers.
- >> The team are aiming to develop a clinical skills training package for supporting clinical staff to assess and care for people's holistic mental health and social care needs.

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(WEST) DN33 3JF

EARLY INTERVENTION IN PSYCHOSIS AND TRANSITION SERVICE



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.

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 continue to offer regular support and training sessions as requested to Grimsby and Franklin College.

>> A positive working and engaging relationship has been established with our colleagues in CAMHS. Together this year the teams have achieved getting a process in place to monitor potential referrals to Adult Mental Health Services.

WHAT DID WE ACHIEVE?

>> The team successfully completed training and information sharing with 6th Form at Tollbar Academy.

>> An invitation was accepted to present at Caistor Grammar School in their mental health awareness week which was a huge success.

>> Three members of the team completed a Behavioural Family Therapy course and there are families actively engaging in this process currently.

>> With a successful application for a small grant of £1500 we have bought health monitoring equipment.

>> Members of the team have been promoting At Risk Mental State (ARMS). It has been incredibly successful with raising awareness and the service has had an influx of referrals. ARMS identifies those at risk of developing psychosis or schizophrenia.

WHERE ARE WE GOING NEXT?

>> An objective includes the team becoming trained in key skills for wellness targets (including refreshers in phlebotomy for some team members).

>> The team will continue to maintain and strive for improved outcomes for the young people we support.

>> Continued engagement with the community alongside clinical work.

>> This year the team will be working hard to attain the very tight government targets.



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NAV.EITReferrals@nhs.net



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3-7 Brighowgate,
Grimsby, DN32 0QE

GOLD: FORENSIC SERVICE

WHAT DO WE DO?

The GOLD Forensic Team is the new name for the Forensic Mental Health Team. GOLD stands for Grimsby Offender Liaison and Diversion. GOLD is a specialist team working with Mentally Disordered Offenders in a variety of settings. The team work with people who have offended or have a propensity to offend as a result of their disorder or disability.

The three main roles are:

1. CPA care coordination and case management of individuals who are detained under Part Three of the Mental Health Act (1983) or who are conditionally discharged 37/41 or CTO service users.

2. Court Liaison and Diversion. Funded by NHS England we identify individuals in police custody or at court with a mental illness and sign post to an appropriate treatment or support service. The GOLD follow up team can offer short term support or brief intervention to support this.

3. We offer NAViGO representation at MAPPA and MARAC (including advice regarding Clare's and Sarah's Law) and offer specialist Risk Assessments for risk of violence, stalking and sexual offending.

WHAT DID WE ACHIEVE?

- >> After being chosen as part of a pathfinder site for the NHS England Liaison and Diversion project two years ago the team have gone from strength to strength. The Liaison and Diversion model now has 50% coverage of the scheme in the UK and by next year there is a national plan for 75%.
- >> The team have been successful this year in supporting the discharge of two service users from 37/41 conditional discharges. This has meant a successful transition from forensic services into main stream mental health services - a difficult process successfully managed.

WHERE ARE WE GOING NEXT?

- >> This year will see the team grow with new members recruited from the Youth Offending Service. The team aim to develop the Liaison and Diversion Service into an all age service inclusive of children and young people who would not normally qualify for the service. This is an exciting opportunity for learning and development and it will be incredibly positive to be able to transfer skills to the Youth Offending Service. This will lead to improvements in interagency work whilst also enabling to develop as a Diversion Service.



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GARDINER HILL FOUNDATION

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 illness 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 illness in the 1800s.

WHAT DID WE ACHIEVE?

>> Grant applications have been received and approved for a variety of purposes during the year, including accommodation grants for home furnishings, top-up payments to avoid service users experiencing financial hardship, education grants, a dyslexia assessment program and awards for social events to support the work of NAViGO.

>> In the past year, over £20,000 was raised, granted or donated to the charity - a wonderful achievement.

>> The charity also received funds on behalf of NAViGO in respect of rehabilitation services and some of this money was expended in the year to improve the facilities at Hope Court, a rehabilitation facility operated by NAViGO.

>> Another significant purchase in the year was a static Caravan at Thorpe Park in Cleethorpes, designed to provide subsidised holidays for those people covered by the charity's objectives.

WHERE ARE WE GOING NEXT?

>> The charity continually looks to expand publicity and marketing around the levels and types of grants available and is always looking to increase the volume of applications received and processed as finance dictates.



Gardiner Hill
Foundation

enhance and enrich the lives of people with mental health problems



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MEMBERSHIP REPS: COMMUNITY

WHAT DID WE ACHIEVE?

- >> Community membership questionnaire: 93 responses were received in the third survey (2013 - 24 responses and 2014 - 53 responses). This was then presented at the staff and members day (February 2015) and Membership Board (March 2015). It will also be presented at the Senior Managers meeting to identify what lessons can be learnt regarding best practice and improving services. 95% of respondents would rate NAViGO services good to excellent and recommend to friends and family.
- >> Email account established allowing community members to contact reps with any suggestions, concerns and ideas:
nav.communityreps@gmail.com.
- >> Community Reps sit on a variety of meetings to ensure community members are represented, including clinical governance, horizon planning, complaints monitoring and Membership Board.
- >> Regular engagement with service users and carers at various meetings, including Hope Court and Older Peoples Services.
- >> Successful carers day trips to Skegness!

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.

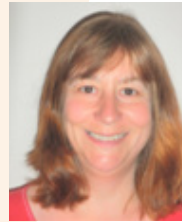
They are elected by the community members to act as the voice of the membership, alongside their staff colleagues, to ensure that the membership is at the heart of decisions NAViGO makes. Representatives serve a 2 year term and this year sees all of the rep positions being open for election.

PREVIOUS COMMUNITY REPS

>> SHIRLEY CARTER



>> SAM O'BRIEN



>> PHIL CARTER



ACKNOWLEDGMENTS

Sharon Williams 1962-2014: Sharon had been with Tukes since 2009 and was a well-known and popular member and Community Representative. Sharon achieved so much whilst at Tukes and her loss to us is great.

NEW COMMUNITY REPRESENTATIVES 2015

The new Community Representatives that will stand from October 2015 are Marie Fitzgerald, Julie Salt, Jo Grenney and Mick Chase.

MEMBERSHIP REPS: STAFF

YOUR STAFF REPS

>> MEL BEE



>> JIM MATHIAS



>> JANINE SMITH



>> SUE BRANNAN



WHAT DID WE ACHIEVE

- >> Continually offered support in the organisation of events throughout the year including the staff Christmas party, promotional and sponsored events.
- >> Amended the disciplinary procedure to allow for directoral review. This will help shorten or fast track this stressful process for the benefit of all involved.
- >> Continued to offer support to NAViGO members to help them resolve issues and be better informed about NAViGO's various policies and procedures.
- >> Regular feedback to all staff members after Membership Board.
- >> 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.

NEW STAFF REPRESENTATIVES 2015

The newly elected Staff Representatives that will stand from October 2015 are Janine Smith (Senior Manager, Older People's Mental Health), Mel Bee (Assistant Practitioner/ Student Nurse OPMH), Liz Scott (Senior Nursing Assistant, Rharian Fields) and Katrina Ferry (AMHP, Harrison House).

WHAT DO WE DO?

Our four Staff Membership Representatives get involved with a wide range of things across the whole of NAViGO. This includes 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 decisions NAViGO makes. Representatives serve a 2 year term and this year sees all of the rep positions being open for election.

OLDER PEOPLE'S MENTAL HEALTH

WHAT DO WE DO?

OPMHS is made up of four key areas:

>> Community Mental Health and Memory Services (CMHMS)

- Dementia assessment and diagnosis
- Dementia treatment and interventions
- Dementia complex case management

>> Acute Mental Health and Memory Services (AMHMS)

- Konar Suite (10 inpatient beds)
- Home Treatment and Crisis

>> Specialist Teams

- Carer Support Team
- Dementia Engagement
- Therapies Team
- Functional Team
- Training and Development
- Care Home Liaison

>> Home from Home Service (working in partnership with Northern Lincolnshire and Goole Hospitals NHS Trust)

- Home from Home (30 beds, 15 in A1 DPOW and 15 in service users own homes, including residential care)
- General Hospital Liaison

WHAT DID WE ACHIEVE?

- >> Home from Home became fully operational, with the official opening being led by Professor John Young, National Clinical Director for Integration and Frail and Elderly Care for NHS England. Feedback from service users and carers is tremendous.
- >> Konar Suite family and friends test has remained at 100% for the full year.
- >> Konar Suite won the LaingBuisson Excellence in Dementia Care Award and were shortlisted for the Health Service Journal Safety Award.

WHERE ARE WE GOING NEXT?

- >> The team aim to re-model the use medical resource across the service by reviewing the memory pathway, looking at shared care arrangements with primary care and embedding psychology within the service.
- >> There are plans to introduce the Newcastle Model into care home liaison to improve the management of behavioural and psychological symptoms of dementia.
- >> Future objective to improve timescales for dementia diagnosis and engagement in psychosocial Interventions.
- >> The team will continue to engage volunteers in dementia care to support meaningful occupation and combat loneliness and isolation.
- >> The team will continue to raise awareness of dementia and continue to offer training to enhance understanding and improve care.
- >> Aim of demonstrating the effectiveness of Home from Home and ensure future funding and commissioning.

Community
(01472) 625832

Acute
(01472) 302515

Home from Home
(01472) 874111

Community: The Eleanor Centre,
21 Eleanor Street, Grimsby

Acute: The Gardens, The Cedars,
Second Avenue, Grimsby

Home from Home: A1 Ward,
DPOW, Scartho Road, Grimsby



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- >> The Functional Team have secured an allotment at the fire station for their service users.
- >> The team have added complementary therapies to our therapies team and now have a Reiki master Practitioner and a Sleep Therapist.
- >> The service is now running a range of group interventions including Bernie's club, NELLES, Cognitive Stimulation Therapy, Photography, Memory Management for Mild Cognitive Impairment.
- >> Within Older People's services we are now supporting 1051 people with dementia and 114 service users with functional mental health needs.

Home from Home

In 2104 the preparation for Home from Home began in earnest and on August 18 NAViGO CIC, in partnership with NLaG NHS Foundation Trust, held the opening ceremony of the new Home from Home unit that has replaced Ward A1, Diana Princess of Wales Hospital, Grimsby. We had the pleasure of welcoming Professor of Elderly Care from NHS England, John Young, who officially declared Home from Home open.

Home from Home is an innovative in-reach out-reach model that aims to care for and treat older people who are confused or living with other symptoms of dementia and in need of acute general hospital care, meeting all their needs regardless of the cause. It provides cutting-edge healthcare in a purpose built area that aims to support maintaining independence by offering a truly person-centred service.

The unit is like no other in that there is true integration in the delivery of general and mental health nursing. Home from Home will provide the best quality care whether that be in the comfort of their own homes or a homely, purpose built, hospital environment. There will be a shared caseload of 30 people at any one time, 15 in-beds and 15 out in the community. The environment will be designed to reflect a true home from home; this will allow the service users the freedom and space to carry out everyday activity in a homely environment, whilst also reducing any anxiety or concerns.



OPEN MINDS

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 the 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 a service user is referred or self-referred.

Open Minds also has an Employment Specialist.

- >> Based on the excellent outcomes for the long term conditions service a business case was developed and submitted to the CCG to make the service permanent and to expand and develop it to include other long term conditions (diabetes to begin with) and into primary care within the most deprived practices. The business case was approved by the CCG for recurrent funding from April 2015 (£900,000 was approved over 3 years) and the team has now recruited additional staff which has doubled the size of the team.
- >> The long term conditions service has been nominated for a Medipex Innovation award in the GP and Primary Care category.

WHAT DID WE ACHIEVE?

- >> Following a review of the service by the national IAPT team, an action plan (and associated marketing strategy) was developed and implemented in order to improve and streamline pathways and increase referrals into the service to meet the national 'access' target. The team worked incredibly hard to achieve the target and managed to meet and exceed it in Quarter 4, earning themselves £100,000 incentive monies from the CCG.
- >> The team has expanded service delivery into a number of different community areas including work with local employers, delivering services within the children's centres, within Age UK, the local college and are currently planning direct input into perinatal maternity services.

WHERE ARE WE GOING NEXT?

- >> The team aim to create a sustainable marketing strategy in order to continue to promote Open Minds.
- >> To continue to provide a high quality service whilst developing the service and endeavouring to meet the targets.
- >> Streamline current processes to increase efficiency, including refining pathways and implementing a new clinical system.
- >> Expand and develop the Long Term Conditions Service in line with the business case approved by the CCG.



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Cleethorpes branch
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PSYCHOLOGY

WHAT DO WE DO?

Psychology as a whole aims to provide evidence-based therapeutic treatments to all adult service users with serious mental health problems at step 4 of the stepped model of care, within a timely and respectful manner, focussing upon reducing the distress experienced by clients and to liaise with colleagues and relatives/carers in attaining this.

The team provides Psychological input and support to the local Community Mental Health Teams in North East Lincolnshire and provide high quality assessment, care and treatment to service users referred to the Psychology service and work within ethical guidelines set by Health Care Professionals Council (HCPC).

The service also includes Psychological support and guidance to staff within the Adult Community Mental Health Teams.

WHAT DID WE ACHIEVE?

- >> The historical waiting list inherited by NAViGO and a major obstacle to delivery of appropriate and speedy therapy to service users has been a major objective over the previous 10 months. Since January 2015 there has been no waiting time for new referrals. A joint project between NAViGO and the CCG has reduced the waiting list client numbers, totalling almost 300 to 70 cases at the time of writing, and it is envisaged they will all be seen before the end of 2015.
- >> A fully evidenced DBT Service to build upon the achievements of and replace the Personality Disorder Partnership, is currently being worked on and will be fully functional in 2016.

WHERE ARE WE GOING NEXT?

- >> Although the team are almost there, the treatment of the last person on the waiting list will ensure that after almost 30 years North East Lincolnshire service users will no longer to wait for psychological assessment and therapy.
- >> The DBT service will be operationalised and accredited by DBT British Isles, which will address the needs of Dependent Personality Disorder cohorts.
- >> Further psychological service development into Eating Disorder, Specialist, Early Intervention in Psychosis and Adult Acute services will be a major focus for the year ahead.
- >> A plan to develop an evidence-based model for suicide assessment and treatment in line with the rapid availability of psychological therapy is to be prioritised.



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Grimsby



RESPECT Training Solutions

WHAT DO WE DO?

RESPECT training is aimed at producing the safest, most effective and ethical solutions to preventing and managing behaviours that challenge. RESPECT training solutions has two arms, it provides the mandatory requirement for all mental health staff to receive training in the management of aggression and violence and has a business arm in terms of providing training for other organisations across the UK and abroad .

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 services in Antigua and Barbuda using RESPECT techniques.

WHAT DID WE ACHIEVE?

- >> The team have reviewed all the programmes and continue to develop our training based on research and feedback from participants.
- >> A dementia focussed programme has been developed and this is being rolled out to the specialist nursing homes as well as being delivered with our own staff in Older Adults services.
- >> Sheffield Mental Health Trust remain actively involved nationally spreading the message that change can be achieved.
- >> The team continue to actively promote service user involvement and one of our expert's experience has been involved at a national level in shaping the future of training.
- >> The team are in the process of developing a DVD which gets the service user message across to other organisations who may not be as far on their journey of involvement.

WHERE ARE WE GOING NEXT?

- >> The team have a target income to achieve in terms of contracts and new business.
- >> Ensure that RESPECT is compliant with all government recommendations and the reviewed NICE guidance regarding management of aggression and violence and the Positive and Safe report.



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Rharian Fields

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.

WHAT DID WE ACHIEVE?

- >> Our main achievements as a team are patient outcomes. Their success stories drive the motivation of the team, enhance morale and satisfaction at work. The reason why we have the patient outcomes we do, is due entirely to the passion and motivation of every team member. All members of the team are highly valued for their differing skills, personality and knowledge this creates a very supportive and loyal team which in turn has a positive effect on patient outcomes.
- >> The alternative therapies provided to carers has been very successful and appreciated by those that have accessed this.
- >> The team shortlisted for the Specialist Eating Disorder Team of the Year and were in the final 3 in the UK, this was a great achievement due to the fact that the service is very small and fairly new compared to other teams nominated.
- >> The team were recently were awarded an Excellent rating in our QED review by the Royal College of Psychiatrists.

WHERE ARE WE GOING NEXT?

- >> The development of a purpose built unit is well underway which will provide NAVIGO with a better environment in which to deliver care and the facilities to offer our service to more people living with eating disorders. There will be more therapy rooms and recreational rooms as well as an increased bed capacity.
- >> There is an objective for all staff to have achieved a specialist qualification in eating disorders within the next 2 years.



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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.

Hope Court is a 24 hour staffed service and 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. The aim being to provide high quality assessment and structured goals directed rehabilitation, treatment and recovery.

WHERE ARE WE GOING NEXT?

- >> With the support of the RESPECT team Hope Court has become a pilot site for Positive Behavioural Support plans with encouraging staff involvement.
- >> There are plans to develop closer partnerships within specialist teams to offer a range of drop ins for our service users, to enhance the care and experience for service users. These will include Rethink, Community Advice Network, cooking on a budget, basic skills and many more. The large area downstairs has been converted into the 'Hope Court Hub' which will provide a room for these activities, as well as meetings and training, and will also have its own small kitchen and toilets which will be a real benefit to the staff and service users there.

WHAT DID WE ACHIEVE?

- >> The team have been working extensively with the service users at Hope Court, there have been a number of service users moved to the service from locked rehabilitation placements, low secure as well as from their own homes. Not only have we managed to save a considerable amount of money for NAViGO but we have also managed to support service users within their local area, and have been successfully moving people on towards independence, in an area that is familiar to them and closer to their family and friends.
- >> The team are focused much more on healthy lifestyles, supporting service users with their diet, exercise, smoking cessation and support around substance misuse and alcohol consumption - to name a few. The 3 health champions within the team and are taking part in the 'Healthy Places Award'.



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TUKES

TRAINING > CATERING > HORTICULTURE
CLEANING > PROPERTY > RETAIL

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 illness.

Tukes aims to improve the quality of life for people with mental health illness. It also aims to enable people to gain new skills, increasing confidence, self-esteem and motivation and counteract social exclusion within the labour market.

WHAT DID WE ACHIEVE?

>> Tukes Property Services have increased their public profile and training opportunities for Tukes members by working in partnership with a large local housing organisation. So far the members have carried out full refurbishment works including kitchen/bathroom installations, garden clearance, fencing, damp proofing works etc to approximately 100 properties.

>> Tukes have taken on the cleaning and catering of Home From Home, this generated more employment opportunities within Tukes.

>> Tukes were awarded a short contract by the Department of Work and Pensions to provide Educational and Employment related support to those experiencing mental health illness in Skegness, Mablethorpe and Louth, the scheme has been a huge success with over 50 people supported to date.

WHERE ARE WE GOING NEXT?

>> The team are incredibly excited to be purchasing a new venture which will allow us to provide another positive public presence. The long term developmental ideas for the site will see this transform into a family friendly day out, increased retail space and a one-stop-shop for all property/grounds maintenance needs.



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INFRASTRUCTURE: CORPORATE AFFAIRS

WHAT DO WE DO?

The Corporate Affairs Team encompasses a number of functions that serve to assist service areas with business support and development.

Team responsibilities vary considerably but the main functions include;

- Business Support (internal and external).
- Legal and Governance (including safeguarding, CQC & compliance reporting).
- Project Management/ raising awareness and information sharing.
- Membership Development and Rep support.
- Communications (Internal & External).
- Engagement Activity.
- Event planning & facilitation.
- Bids, Awards and Tender writing.

- >> To look at engaging with the staff group and members using diverse range of methods.
- >> Investigating near misses and disseminating lessons learnt more proactively.
- >> Preparation for new style CQC inspection.
- >> Development of CAMHS Eating Disorder service.

WHAT DID WE ACHIEVE?

- >> Each year the team execute a very successful AGM and produce the annual review for NAViGO.
- >> The team has made progress in engaging isolated groups, supporting them through membership activities.

- >> The process for the election of Membership Representatives has been refreshed this has served to create new energy around the membership. 8 new reps will be elected this year.
- >> The team continues to network and build relationships not only internally but with external bodies to raise the profile of NAViGO and work in partnership.
- >> The Care Act 2014 was successfully implemented with bite-size awareness sessions delivered to a large proportion of staff
- >> There have been to a number of successful internal and external events that have been supported and facilitated by the team including World Mental Health Day, Health and Wellbeing, Carers Events

WHERE ARE WE GOING NEXT?

- >> Work is already underway to develop the NAViGO website and intranet.
- >> Continue to find new and innovative ways to develop the membership.
- >> Continue the development of branding of service publications.
- >> The team will be carrying out Duty of Candour updates.
- >> The team has recently been involved in developing a Youth Forum for members aged 16-24. The group will meet monthly and will ensure that young people have a distinct voice in the organisation.



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INFRASTRUCTURE: PERFORMANCE

WHAT DO WE DO?

The Performance Team provides information reports and analysis from Silverlink and Datix for the whole of NAViGO as well as providing information to commissioners and statutory bodies such as the Department of Health and the Care Quality Commission. The team also supports Clinical Audit and the production of quality reports. The objective of the Performance team within the service is to support NAViGO in continuous quality improvement and enhancement of service user experience.

WHERE ARE WE GOING NEXT?

- >> Inpatient and community applications to link with Silverlink.
- >> Application Training.
- >> Integration of clinical systems.
- >> Clinical audit reporting to the board and action plan monitoring.
- >> Serious incident reporting and action plan monitoring.
- >> Outcome reporting by worker/team.
- >> Presentations to front line clinical staff and a greater presence at operational team meetings.
- >> Data warehouse development and in-house training.
- >> Systems training efficiency – online training, set sessions, new training forms.

WHAT DID WE ACHIEVE?

- >> We were successful in securing monies from the Nursing Technology Fund (£472,000) to develop applications which link to the clinical record and support service users to self-manage their care. The objective of this funding is to release time to care and to improve record keeping enhancing service user safety.
- >> The team were winners of the Chairman's award for Excellence at the AGM 2014 in recognition of support to operational teams in achievement of CQUINs and contractual obligations and development of the balanced scorecard to furnish the Board with relevant information used to assess whether the organisation is achieving objectives set by the Membership Board.
- >> Helped to secure 100% of Commissioning for Quality and Innovation (CQUIN) funding available to NAViGO from its commissioners by supporting operational teams to devise processes, monitor these processes and produce evidence of achievement. This in turn helps to enhance the quality of services being delivered. For example, over 95% of discharge summaries reached GP practices within 24 hours of the service user being discharged from inpatient care.
- >> Developed windows in the clinical system (Silverlink) to emulate NAViGO specific paperwork to cut duplication of processes e.g. scanning of paper records.
- >> Enhanced clinical engagement and shaping of the clinical system by setting up clinical and administrative workshops and user groups aimed at trouble shooting issues with the clinical system, sharing knowledge and best practice and suggesting improvements to the system.



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INFRASTRUCTURE: WORKFORCE AND DEVELOPMENT

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 own family to use.

The team undertake workforce planning which includes predicting the 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 and what will they need to deliver is also part of workforce and development.

WHAT DID WE ACHIEVE?

- >> Both the Workforce and Training teams have spent time on data cleansing the Electronic Staff record (ESR) and Oracle learning management system (OLM) to improve the accuracy of the data. This work is complete.
- >> The team's Occupational Health Nurse has been kept very busy this last year with new recruits health screening, (50 in Home from Home) flu vaccination campaign, smoking cessation campaign supporting staff's Health and Wellbeing and sickness review.
- >> The training team have been extremely busy ensuring the information on OLM is correct, booking staff on courses, rolling out e-learning, booking travel and accommodation, preparing statistics

out e-learning, booking travel and accommodation, preparing statistics and reports etc.

- >> The training team have been busy sorting out the delivery of training and sourcing new training for staff particularly around clinical skills.
- >> The team delivered additional inductions as requested, both for NAViGO Extra and Home from Home, proving their flexibility in responding to changing service needs.
- >> Another fantastic Princes Trust 'Get into Healthcare programme'.
- >> Five interns attended from Franklin College to gain experience across NAViGO and NAViGO Extra.

WHERE ARE WE GOING NEXT?

- >> To ensure Statutory and Mandatory training at 85% compliance.
- >> To continue work towards reducing Sickness below 3%



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INFRASTRUCTURE: FINANCE

WHAT DID WE ACHIEVE?

- >> A new reporting system has been created for more effective budget monitoring.
- >> Staff member development includes a congratulations to a member of the team who has completed ATT Level 3 and a congratulations to a team member who completed the CIMA Management Level.

WHERE ARE WE GOING NEXT?

- >> The team are looking to develop more effective treasury management (cashflow) due to large projects.
- >> Work is already underway to reduce spending by pooling spending power and rationalising the number of suppliers.

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 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 into service developments to provide additional support for our local community.



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STAFF SURVEY RESULTS

OUR STAFF GIVE THEIR VIEWS ON THEIR ORGANISATION

As an NHS provider NAViGO are required to undertake an NHS staff survey every year.

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 2015

show that NAViGO remain one of the highest performing social enterprises in the UK, with average scores sometimes leaping ahead of the national average.

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, 81% of our staff agree, 21% higher than the national average and up 16% on last year's results.

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.

National top scorers in

65%

of all categories



91%

of service users said they had the confidence in nurses



service users are treated with respect and dignity

98%

PERCENTAGE OF STAFF MEMBERS WHO SAID THEY WERE HAPPY WITH THE QUALITY OF CARE THEY WERE GIVING

92%



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NAViGO Health and Social Care CIC (formerly North East Lincolnshire Mental Health Services), trading as NAViGO, is a not for profit Social Enterprise providing services to the NHS and beyond.



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