

# ANNUAL REVIEW

2015-16



# LETTER FROM THE CHIEF EXECUTIVE

## **A REVIEW OF THE YEAR**

You will forgive me for a slightly more personal tone I hope, in this, my final report, as I shall be leaving. Following some 15 years of running the services in different forms locally, from failing services to the admired ones we have now, it has been hard for us all, but my pleasure to be with you on that journey. I remember when we set up NAViGO, the hopes we had, and the results we have achieved have largely justified all the effort, I hope you would agree.

2015-16 has been the hardest year yet. More and more people are accessing our services (at least 7% more each year for the last five years) and funds available to us have been much less year on year in tandem. Last year commissioners (North East Lincolnshire Clinical Commissioning Group) committed 1% of their total funds less than the national average on mental health (equalling more than £2m). As such, a great deal of emphasis has been placed on maintaining the breadth of services we have and trying to ensure quality is also maintained.

## **SUCCESS IN ADVERSITY**

Despite the challenges with funding, we still managed to achieve well above average results in the NHS Staff Survey 2015, while some pressures are beginning to show in our staff group. We are also Mental Health Inpatient Survey top scorers in some categories, we are listed in the Sunday Times Top 100 Not for Profit Organisations and achieved yet more ratings of 'Excellent' with the Royal College of Psychiatrists (RCPsych) Accreditation of Inpatient Mental Health Services ratings (AIMS).

We must acknowledge though that to keep services at the level we have locally, we have again run a deficit. This uncertainty was reflected in our staff survey to some extent and more assertive contract discussions have taken place to address this.

Changes were made to the management structure reducing this further still, by integrating our Community Services with Open Minds to provide a more cohesive community service and reducing costs. This also streamlined processes and removed barriers to accessing services and created better pathways.



I remember when we set up NAViGO, the hopes we had, and the results we have achieved have largely justified all the effort, I hope you would agree.

KEVIN BOND | CHIEF EXECUTIVE



Alongside this, there have been changes in the infrastructure to provide a more integrated team approach to support the treatment and care teams.

The majority of people who are entering Improving Access to Psychological Therapies (IAPT) are receiving treatment quickly and waiting six weeks or less for more complex interventions. The Early Intervention in Psychosis & Transition Service has also achieved person centred outcomes for all of their service users within 18 weeks of referral (in line with the new NICE guidelines).

### DEVELOPING PARTNERSHIPS

There have been several partnership schemes developed. Our Grimsby Offender Liaison & Diversion (GOLD) service has been developed in order for us to work with young people from the age of criminal responsibility and we are developing a wider model across the south bank with partners at the request of NHS England and we have achieved new funding to support this. In tandem a new scheme to support prisons is being developed with City Healthcare CIC Hull.

We have also worked in partnership with the local Northern Lincolnshire and Goole Foundation Trust (NLaG) to develop Home from Home, an innovative in-reach/out-reach model that cares for and treats older people who are confused with any cause and in need of acute general hospital care. It provides cutting edge healthcare in a purposely refurbished area that aims to support and maintain independence by offering a truly person centred service.

Service users have the freedom and space to carry out every day activities in a homely environment and relatives can stay with the person being cared for. The unit was opened by Professor Young, National Clinical Director for Frail Older People and Integration, who commented that it was the best he had seen.

### NEW TREATMENTS AVAILABLE LOCALLY

In our Acute Services we have received wonderful support, hugely positive commentary and encouragement from 'Star Wards' an external charity aiming to improve



standards in acute mental health areas. Many of our staff members have gained standards required in Support Worker Roles and added to our previous accreditations. We also reshaped and opened the Sequoia Community initiative to support people with longer term difficulties that require an individual approach. We have also made four further beds available at Rharian Fields, our Specialist Eating Disorder Unit.

Transcranial Magnetic Stimulation (TMS) is now a NICE recommended treatment following all the research we have supported for many years, this is a wonderful achievement locally. Thus extending existing opportunities and the variety of treatment and providing another activity which assists in funding local services and reinvestment.

We are currently considering how we can spread availability of this treatment and also support future expansions both regionally and nationally.



810

FACEBOOK FRIENDS 

1121

TWITTER FOLLOWERS 

679

COMPLIMENTS ABOUT SERVICES

96%



POSITIVE ABOUT OUR SERVICES ON THE FRIENDS AND FAMILY TEST

389

STAFF MEMBERS

362

COMMUNITY MEMBERS

PERCENTAGE OF SERVICE USERS IN SETTLED ACCOMMODATION



100%



OF USERS REFERRED TO EIT WAITING TWO WEEKS OR LESS FOR TREATMENT



ORGANISATIONS

39

TRAINED BY RESPECT



NUMBER OF SERVICE USERS SEEN SINCE WE BECAME NAViGO IN 2011



We have been continuing our efforts to reduce stigma locally and developments have been made this year to engage younger people through partnership working with the Grimsby Institute, Franklin College, North East Lincolnshire Council's (NELC) Youth Parliament, Engagement Workers and also through the establishment of our own Youth Forum.

Tukes, our employment and training scheme, took ownership of the Grimsby Garden Centre, which now provides employment placements and training opportunities for people and roots NAViGO back into the community with a central hub, slowly raising the profile of mental health and reducing stigma further. All this, whilst working as a business, with any 'profits' generated going straight back into local services.

### **MEMBERSHIP AT OUR HEART**

NAViGO continues to endeavour to be accountable to the local population and has a membership of over 750 staff members, people who use the service and carers, all of whom have equal voting rights. The membership set the objectives, vote representatives onto the Boards and can appoint, or indeed remove senior figures, including the Chief Executive and Chair. Jointly managing services is unique and precious and continues to drive much of what we do.

On a wider basis, NAViGO have continued, despite the local difficulties, to offer support to the Demir Kapija hospital in Macedonia and indeed have gained an international grant to help with the reform of the institution, by improving the environment and changing practice. Our staff have given much time and also raised funds to support this. We also continue to support the public services of Antigua, at their government's request. These wonderful initiatives enrich our staff members too.

With many top national scores, benchmarked against other NHS providers and top quartile indicators; NAViGO is a very successful organisation, but does not rest on these achievements and continues to work with the population and its membership to develop more bespoke solutions to local issues. As always, we have been visited by many other health providers and the comments have been very flattering indeed.

### **TIME TO SAY GOODBYE**

Finally this will be my last year as Chief Executive and I will be stepping down in August 2016. I am immensely proud of what has been achieved in the five years of NAViGO and also pleased to say that as I leave, the service is largely in very good order and there is a new Chief Executive ready to take the reins straight away. The results of our CQC inspection confirm that the quality of services that we provide is exceptional.

The only really big problem that exists would appear to be with fair resourcing for care and treatment of people with mental health problems. This is a national problem, that is magnified even more locally and has meant everyone has had to work even harder this year, mostly to maintain the services we already have. NAViGO is trying to address this inequality and convince the CCG of the need for equitable treatment and is hopeful of positive results, after a period of uncertainty, in terms of resource.

I formally thank everyone for their wonderful, truly remarkable efforts to transform services to what they are today. From a failing service to what we have now that is the envy of many is an amazing turnaround in those years. People are what make NAViGO and when we have truly done things together, staff, people who use services, carers and local community, the results have been a real joy to see. Many of our staff, members and volunteers give their all and are true public servants and I am proud to have known you. You have brought about a small revolution in mental health that has been noticed by many. Be proud, walk tall.

With that in mind, please, please continue together in that vein and I wish you a long and prosperous future.

It has been my pleasure to serve you all.

Farewell.



Kevin Bond

# LETTER FROM THE CHAIRMAN

TOM HUNTER

I am pleased to introduce the 2015/16 annual review of NAViGO. This report looks back over the 12 months ending 31 March 2016 and outlines some of our successes and achievements over the last year.

These achievements would not have been possible without the hard work of our staff, members, carers, and volunteers. They are the lifeblood of the organisation, and it is the relationship between them within NAViGO's unique operating framework which enables us to achieve far more than traditionally run organisations.

This is the sixth annual review I have had the pleasure to recommend to you and once again the report demonstrates a wide range of successes and progress within our services against a backdrop of ever tighter financial constraints, despite our vigorous efforts to improve the share of resources allocated to mental health services both locally and nationally.

We continue to see more people year on year, we achieve well above average results in all of our satisfaction surveys, once again have received several national awards which recognise the quality of services we provide, and have just received an excellent CQC Report following an inspection of our services.

Much of what NAViGO has achieved in the past six years can be attributed to the leadership of the organisation by our outgoing Chief Executive, Kevin Bond.

Kevin has not only been the driving force in establishing NAViGO as a unique social enterprise, but has been responsible for the transformation of mental health services locally from failing services to the excellent range of services which are now in place.

The local community owes a great debt of gratitude to him for his vision in designing services which put the user at the centre of everything we do, and his determination in transforming the unsatisfactory services which were in place when he arrived here 15 years ago.

I am sure you would wish to join with me in thanking Kevin for his outstanding contribution to the improvements of our local service and wish him well and as much success in his next venture.

We are extremely fortunate that Kevin will be succeeded as Chief Executive by Jane Lewington (subject to a Membership vote at the AGM), who may be well known to many of you.

Jane has been associated with NAViGO since its inception having been a Non-Executive Director for the past six years. Jane comes to us with vast experience as a Chief Executive in the NHS having been the Chief Executive of North East Lincolnshire Primary Care Trust (PCT) for ten years, and played a leading role in securing the resources to transform our mental health services during that time.

We look forward to working with Jane in the future who will I am sure continue to maintain and develop the unique culture of NAViGO and the services we provide.

I am pleased to present and recommend to you the Annual review of NAViGO for 2015/16.



Tom Hunter  
Chairman



These achievements would not have been possible without the hard work of our staff, members, carers, and volunteers.

They are the lifeblood of the organisation.



# A LOOK BACK AT OUR 2015 AGM

## CHAIRMAN'S AWARD WINNERS 2015



JACQUI ELLIS



EARLY INTERVENTION



JONNY AND NEIL



MARC WOODS



The stands were brilliant! Talks, speakers were excellent. Staff were friendly and supportive.

AGM FEEDBACK



Excellent choice of guest speakers. Very interesting, emotional and entertaining all at the same time!



First speakers very moving – I felt like that in one time of my life



# THE FINANCIAL PICTURE

SIMON BEETON



2015/16 was again another challenging year in terms of finance, yet again we had significant further efficiency savings to achieve on top of previous years and while we largely managed to achieve the savings we were set, another significant increase in out of area placements caused us additional financial pressures specifically in relation to Enhanced Dementia placements and resulted in us only being able to declare a small profit in the year.

The efficiency savings we achieved in 15/16 again came from a number of areas, namely; continued and further significant reductions of management and bureaucracy, additional income through trading at the new Garden Centre and increasing the number of TMS treatments we undertake as well as not replacing posts that either left the organisation or retired.

We also did use some of our reserves in conjunction with some borrowing to purchase a new capital asset: The Grimsby Garden Centre. The Board took this decision with the express intention that The Garden Centre would be able to generate sufficient income to repay the borrowing and make a significant contribution to our overall finances on an annual basis. This scheme has huge potential to not only develop the range and quality of our services, but also to help our financial position in the medium to long term.

2016/17 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 and are in discussions with our main contractor, North East Lincolnshire Clinical Commissioning Group (NELCCG) about how we ease the pressure on this issue. With the help of our staff and service users, we are confident that we can achieve balance again in 16/17 and work towards putting the organisation back on a firm financial footing so we can plan for the future in confidence.

At our best we are an organisation that thinks creatively and we need to continue to do so in order that we can further develop our organisation as one we are continually proud to be a part of.

## WHAT WE OWN

cash  
£ 1,128k



other assets  
£ 4,783k



total  
£ 5,911k

## WHAT WE OWE

our creditors  
£ 3,816k



tax payable  
£ 0



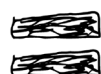
total  
£ 3,816k

## OUR SURPLUS

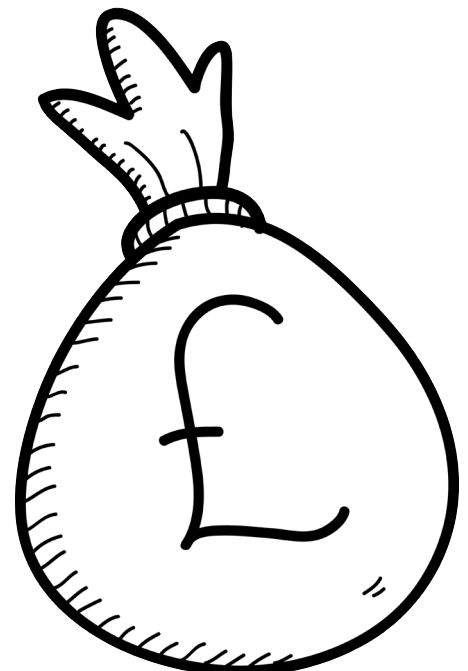
what we own  
£ 5,911k



what we owe  
£ 3,816



total  
£ 2,095k





# GOOD

Acute wards for adults of working age

GOOD  
✓

Wards for older people with mental health problems

GOOD  
✓

Community-based mental health services for adults of working age

GOOD  
✓

Community-based mental health services for older people

GOOD  
✓

So where do these results place us nationally? The CQC themselves have told us that we should be very pleased with our results and that it is hard to compare us to independent organisations given the fact they are usually much smaller than NAViGO (usually only inspected for one service) and that we should instead compare ourselves to mental health trusts of a similar size which is how they have assessed us.

And how do we compare to other mental health providers? 55% are rated as either inadequate or requires improvement. And locally the majority of health providers who have been inspected by the CQC require improvement.

Good is excellent and we are extremely proud of these results. When you think back to how services here in North East Lincolnshire were historically, the journey we have been on to get us to the point that we are now is phenomenal.

As well as the common themes which were highlighted in the report, we must also celebrate the fact that Konar / home treatment were awarded an outstanding rating in the well-led category. The report spoke of teams focused on delivering a high level of care and that "staff felt positive about the work they did to improve the lives of others."

We have been given some actions to follow up and we know that there are areas that we can improve on. Again, the CQC said we should be really pleased to only receive three provider actions as most providers usually have actions in double figures. The actions highlighted have already been resolved with new processes put in place.

The ratings are now displayed in all our locations as well as on our website and the CQC website where you can also download and read the full reports should you wish to do so.

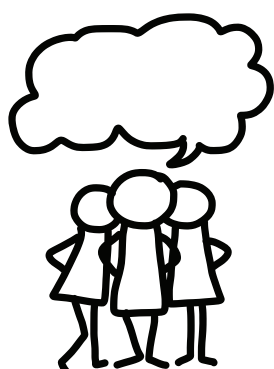
# PUTTING YOU AT THE HEART OF OUR SERVICES

## MAKING CHANGES TO ENHANCE OUR SERVICES

Older People's inpatient areas are looking to install light sensors to show movement in bedrooms, this may be a key factor in reducing the number of slips, trips and falls.

Slips, trips and falls have unfortunately continued to increase throughout the year and accounted for around 20% of all incidents.

We pride ourselves on having developed bespoke environments which contribute to the overall well-being of our service users and so we are always looking for new opportunities to utilise technology to help improve the safety of some of our most vulnerable service users.



## EDUCATING AND SHARING

The Older People's Hospital Liaison Team have been working in partnership with Northern Lincolnshire and Goole Hospital Trust to increase awareness of dementia and improve practice within acute care settings.

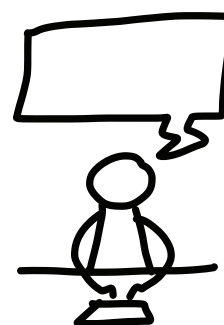
## SHARING INFORMATION

Acute's morning 'Huddle' is a 15 minute meeting every day at 9am with as many people on site attending as possible to quickly identify any issues, from staffing, changes in service user's risk to meeting service user's needs.

It is held in a circle and everyone stands allowing for great communication, it's also strictly time limited to ensure effectiveness.

## WORKING SMARTER

Changes to computer systems have streamlined the process of sending discharge summaries to GPs to make it more simple meaning that letters can be sent out much quicker, even if they are sent outside of normal working hours.







Thank you for all the support you are giving to me. I'm sure 2015 is going to be my year! I wouldn't have come as far as I have if it wasn't for you all.



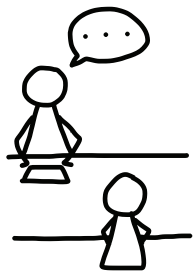
SERVICE USER | ADULT ACUTE



### SERVICE DEVELOPMENT

New element to the Crisis Service.

Every day a Senior Nursing Assistant is the designated "meeter and greeter" for anyone presenting to Crisis, becoming the front visual face of acute and supporting service users as they check in at Harrison House as well as improving data collection.

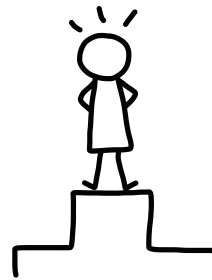


### LISTENING TO YOUR FEEDBACK

All feedback generated about both our services and us as an organisation through surveys that we conduct is fed through a

process to ensure that any issues identified are dealt with immediately.

Action plans are produced following all surveys conducted and regular PALs meetings are held to build on your views, feeding back into service development.



NAViGO was named the **highest scoring** organisation **in the country** in 30% of all questions asked in the 2015 Inpatient Survey

1

NAViGO was rated **number one** in the country for:

- Overall level of care received
- Helping service users keep in touch with their families
- Trust, respect and confidence in our Psychiatrists
- Involvement in decisions about care and treatment
- Privacy when discussing care and treatment

INPATIENT SURVEY 2015

# TRANSCRANIAL MAGNETIC STIMULATION

At the forefront of latest treatment and interventions



## WHAT IS TRANSCRANIAL MAGNETIC STIMULATION (TMS)?

TMS is a painless, non-invasive stimulation of the human brain.

It uses magnetic fields to stimulate nerve cells in the brain to improve symptoms of depression. TMS is typically used when other depression treatments haven't been effective.

## NICE APPROVAL

NAViGO has been at the forefront of research regarding the application of TMS, with a focused approach on a treatment for mood disorders.

In December 2015, the National Institute for Health and Care Excellence (NICE) formally recommended TMS as a treatment for depression.

NICE provides national guidance and advice to improve health and social care and is independent of Government, but accountable to the Department of Health (DoH).

This means TMS is now recognised as an NHS treatment and NAViGO is one of only three providers in the U.K. However NAViGO is unique in utilising EEG guided bespoke treatment.



Dr Colin Robertson,  
who runs the TMS centre,  
demonstrating the machine

We are extremely pleased to have been part of the development of such a cutting edge treatment.

# NOW A NICE RECOMMENDED TREATMENT

## THE TECHNICAL BIT

The NAViGO TMS centre carries out research using the brain imaging methods of quantitative electroencephalogram (QEEG) spectra, Independent Component Analysis (ICA) and Low Resolution Tomography (LORETA) to identify the fundamental biology implicated in a person's mental disorder. This involves recording the natural electrical activity in a person's brain, using an electroencephalogram (EEG) and identification of the nature of events which occur in the brain using event related potentials (ERP).

The TMS Centre analyses the QEEG and ERPs using ICA and LORETA in order to identify particular patterns of anomalous brain activity, which we know are associated with mental disorder, characterising each person investigated. These anomalous patterns are known as QEEG phenotypes.

Through identifying each person's phenotype, it is possible to predict how best to treat that person with TMS.

Ebony had experience anxiety and low mood since childhood and struggled to find any solution before having TMS:



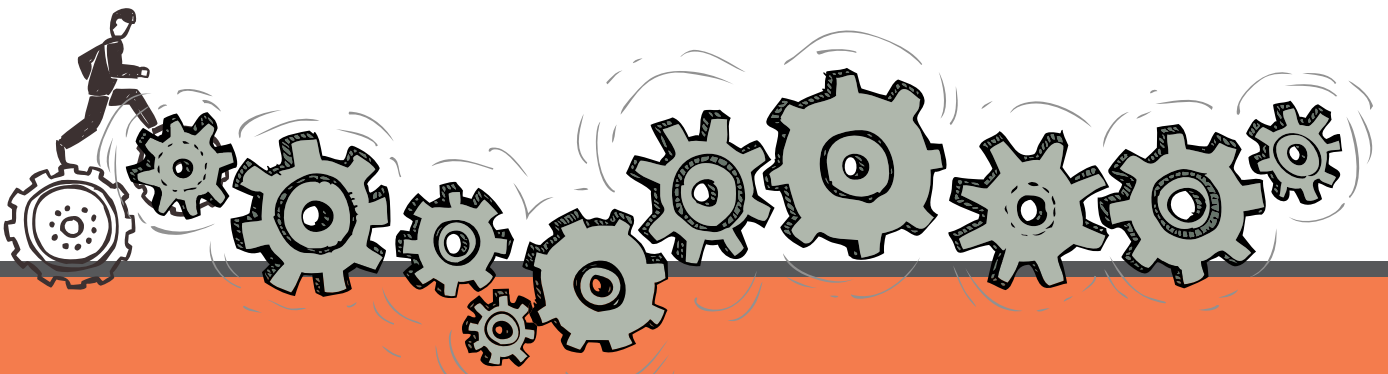
When I sat with Colin for my initial consultation and he said we can actually sort this, it was the first time someone had said they could do something for me without resorting to medication and that I wasn't responsible for the way I was feeling; he had the power to help me.

The treatment itself was painless and in fact I went straight back to work after having a treatment. I also liked that it was an intensive course (one treatment every few days) as it meant I saw results very quickly.

Before TMS I could go from 0 to 100 miles an hour in a second, now everything has slowed down and I am able to cope better with situations which might have previously made me anxious, everyone around me has noticed a change in me for the better. I used to feel I was constantly in fight or flight mode and now I feel calm for the first time in 20 years. I've not had a single panic attack since my treatment, before I was having one probably every couple of months and now I haven't even thought about it.

TMS has changed everything in my life: my personal life, my work and beyond and it has given me a brighter future.





## Delivering effective services to meet your needs

### ACCESSING OUR SERVICES IN THE COMMUNITY

We brought together our Community Services with Open Minds under one management to provide a more cohesive and accessible package removing previous barriers to services. This has created better pathways between Psychology, Open Minds and the traditional Community Services.

### THE RIGHT SUPPORT WHEN YOU NEED IT

Mental Health Act Managers visiting service users on Community Treatment Orders (CTO's), extending their current role from inpatients, giving more people an impartial person to speak to about their care.

### PERSON CENTRED OUTCOMES

Early Intervention in Psychosis & Transition Service has been able to achieve person centred outcomes within 18 weeks of referral for all but one service user, in line with the new National Institute for Health and Care Excellence (NICE) guidelines.



*I was treated as an individual... I was listened to at all times and never judged*



### PROVIDING THE SERVICES YOU NEED: **WHEN** YOU NEED THEM

The majority of people entering IAPT treatment (Open Minds) are now waiting six weeks or less to access the more complex interventions that they need.

### PROVIDING THE SERVICES YOU NEED: **WHERE** YOU NEED THEM

The Assertive Outreach Team and Forensics Team moved in to New Street Chambers to make the services more central and easier for people to access.

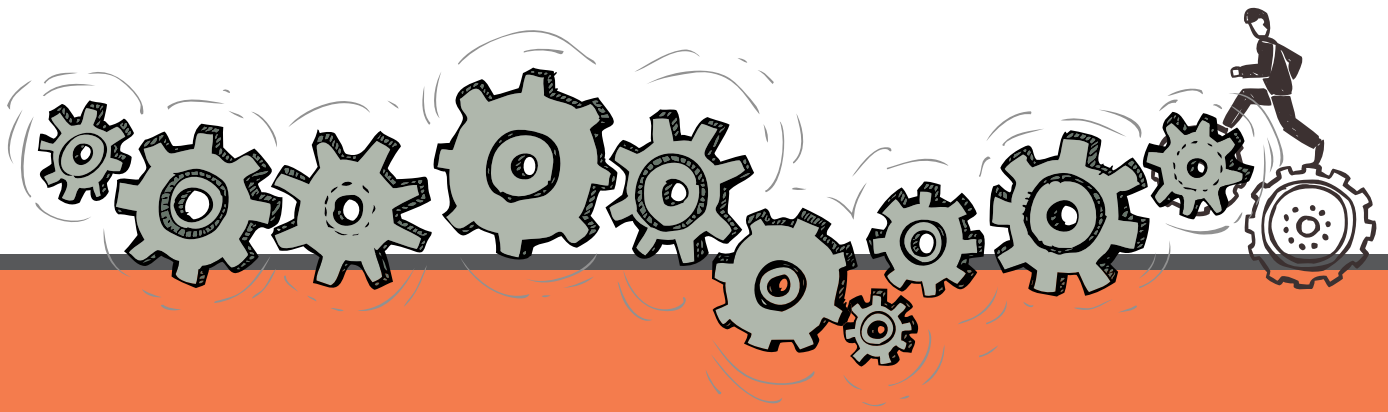
### LOOKING AFTER YOUR WIDER HEALTH

Hope Court now have a Health and Fitness Engagement Worker who is qualified as a personal trainer and gym instructor delivering the 'Whise up at Springboard' programme which commenced late last year.

### WIDER ENGAGEMENT WITH SERVICES

Development of the GOLD service in order for us to work with young people from the age of criminal responsibility, 10 years.





## → GOLD (GRIMSBY LIAISON AND DIVERSION)



# 1

### WHAT DOES THE GOLD TEAM DO?

A Court Liaison and Diversion service is available to offer advice and guidance to offenders throughout the court process. The team identify individuals in police custody or at court with a mental illness and signpost to an appropriate treatment or support service. The GOLD follow up team can also offer short term support or brief intervention to support this to ensure that people access the right help and support where required.

# 2

### HOW DO THEY SUPPORT PEOPLE?

The main aim of the service is that offending behaviour should improve, however there are also wider benefits to the service user with regard to building self-esteem, assistance with substance misuse etc.

The service works with some of the most vulnerable people in society at a point in their lives where they need extra help and support and we are pleased that more people will now benefit due to the growth of the service.

# 3

### WHAT'S CHANGED?

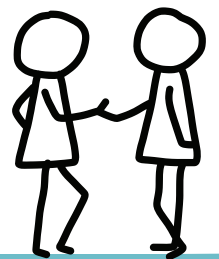
As part of ongoing national developments, NAViGO has been awarded additional funding to broaden the geographic scope of the existing service, now providing services in North Lincolnshire as well as extending the age range of the service, now encompassing support for offenders from the age of 10 (legal responsibility).

The service has grown and developed since it was first established and now has a very wide remit, not just focusing on those with mental health illness, but anyone who has any vulnerability within the criminal justice system, working with homeless people, women, young people etc.



## G.O.L.D

GRIMSBY OFFENDER LIAISON & DIVERSION  
a NAViGO specialist team



⚡ *If it wasn't for the Gold Team I don't know where I would be now* ⚡



# NAViGO OFFICIALLY NAMED ONE OF THE TOP EMPLOYERS IN THE ENTIRE COUNTRY IN THE SUNDAY TIMES 100 BEST ORGANISATIONS

# F

February 2016 saw NAViGO placed at number 72 out of 925 in The Sunday Times 100 Best Not-For-Profit Organisations to Work For.

This ranking was purely based on staff surveys which makes the result even more special.

The feedback we received from The Sunday Times was extremely positive with it being rare for a newly competing organisation to be placed so highly within the overall rankings.

Our inclusion in such an elite list of top companies reflects the way in which the people at NAViGO feel about our organisation.

Our staff are an integral part of our service, indeed without them we wouldn't be able to provide such high quality care for our local community.

Thank you to everyone who made this achievement possible and for your continued support in making NAViGO what it is.



Working for NAViGO is a dream come true, the organisation encourages passion, creativity and puts care of everyone at the centre.

One day all healthcare will be delivered this way.



STAFF SURVEY FEEDBACK

# 72 / 925





 SAID IF A FRIEND OR RELATIVE NEEDED TREATMENT THEY WOULD BE **HAPPY** WITH THE LEVEL OF CARE NAViGO PROVIDES

**two thirds**

 **4 out of 5** SAID THEY ARE SATISFIED WITH THE **QUALITY OF CARE** THEY GIVE TO SERVICE USERS

 OF OUR STAFF LOOK FORWARD TO COMING TO WORK: THAT'S 10% MORE THAN THE NATIONAL AVERAGE FOR THE UK

**two thirds**

**85 in 100** SAID THEIR PDR / APPRAISAL HELPED THEM TO IMPROVE THE WAY THEY DO THEIR JOB: OUR HIGHEST EVER SCORE IN THIS AREA

 **8 in 10** ARE ENTHUSIASTIC ABOUT THEIR JOBS



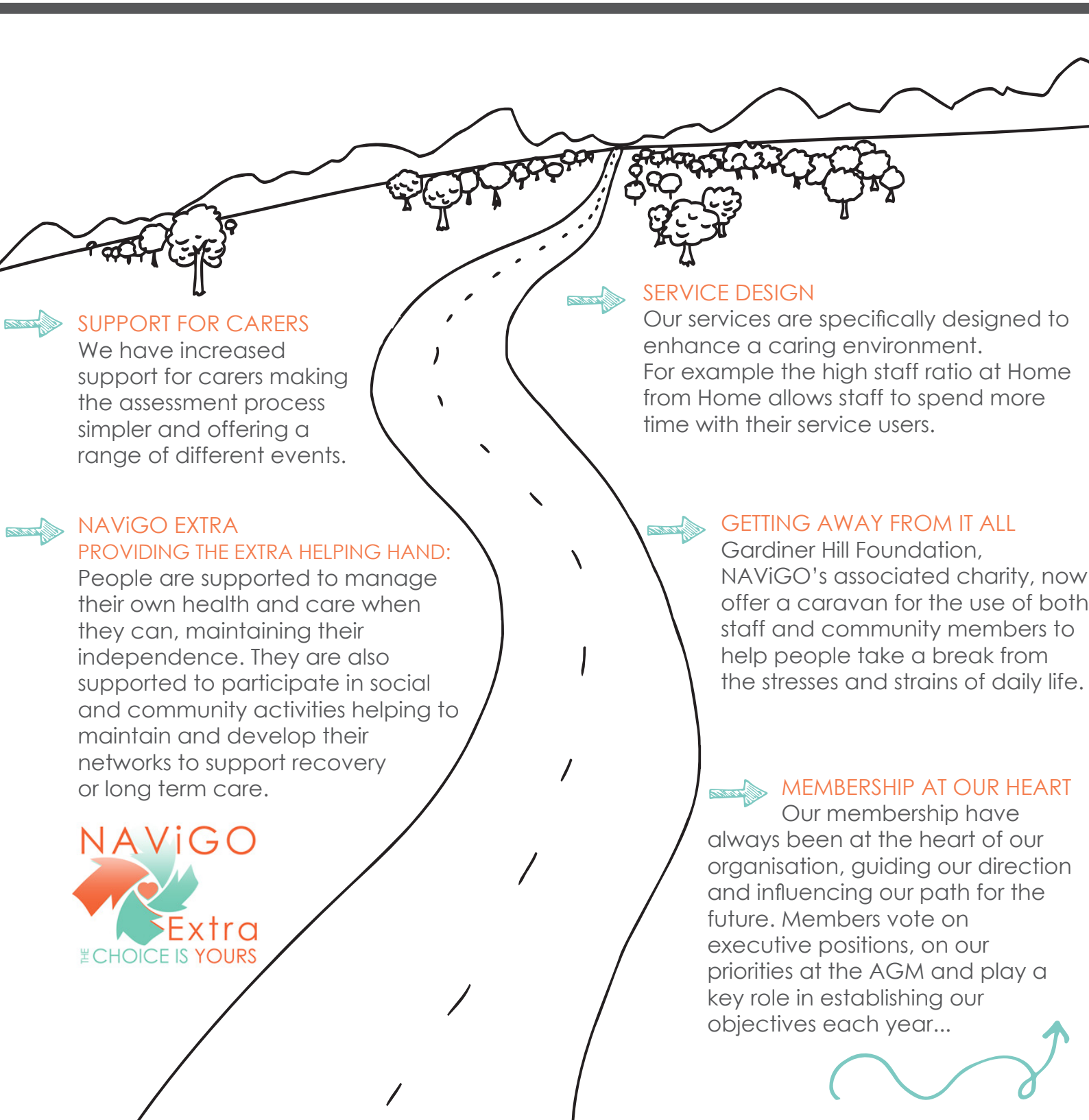
IN **79%** OF ALL QUESTIONS ASKED IN THE STAFF SURVEY NAViGO SCORED **HIGHER THAN THE NATIONAL AVERAGE**



Our 2015 staff survey results also reflect how our staff view us as an organisation. As always there is room for improvement but this is because we set the bar so high and are not happy to accept anything but the best for both our staff and service users.

NAViGO beat **853** other organisations to be ranked at number **72**

# GOING THE EXTRA MILE



➔ **SUPPORT FOR CARERS**  
We have increased support for carers making the assessment process simpler and offering a range of different events.

➔ **NAVIGO EXTRA**  
**PROVIDING THE EXTRA HELPING HAND:**  
People are supported to manage their own health and care when they can, maintaining their independence. They are also supported to participate in social and community activities helping to maintain and develop their networks to support recovery or long term care.



➔ **SERVICE DESIGN**  
Our services are specifically designed to enhance a caring environment. For example the high staff ratio at Home from Home allows staff to spend more time with their service users.

➔ **GETTING AWAY FROM IT ALL**  
Gardiner Hill Foundation, NAViGO's associated charity, now offer a caravan for the use of both staff and community members to help people take a break from the stresses and strains of daily life.

➔ **MEMBERSHIP AT OUR HEART**  
Our membership have always been at the heart of our organisation, guiding our direction and influencing our path for the future. Members vote on executive positions, on our priorities at the AGM and play a key role in establishing our objectives each year...





Thank you for everything you have done for me.  
 Thank you for treating me as a friend and not as a patient and inspiring me to do things I never thought I could...you got me out of my shell.



SERVICE USER | OLDER ADULT COMMUNITY SERVICES

# DID WE ACHIEVE OUR GOALS?

A LOOK BACK AT OUR 2015 - 2016 OBJECTIVES



Objective 1: We need to ensure compassion is core to our service delivery



Exceeded targets in all areas regarding compassion in service delivery which is measured by positive responses to the Friends and Family test and Patient Experience Survey.

Objective 2: We will embed the 5 CQC principles throughout NAViGO to improve our service delivery still further



The CQC inspection rated our services as "Good". We know there is always room for improvement and we will continue to strive for excellence.



Objective 3: We will continue to provide and improve support to carers within NAViGO



All carers assessed within 28 days. Development of engagement activity. Support groups and activities are well received with new groups at Harrison House.

Objective 4: We will actively promote NAViGO locally



Partnership working across teams and externally to enhance our profile within the community. Engaging with young people through Grimsby Institute, Franklin College and NELC's youth parliament. Constantly promoting all the positive work that NAViGO does.

Objective 5: We need to continue our policy of creativity within our models of care



Home From Home has exceeded targets and is receiving wide recognition and positive feedback from service users and their families. National interest in the model is growing.

Development of the Sequoia Community at Harrison House for service users predominantly with a diagnosis of personality disorder.

# HOME FROM HOME

From standard, stark acute ward to a true home from home environment providing the wrap around care that our service users need

**O**lder people with confusion and delirium require specialised treatment above and beyond what can be provided on standard hospital wards which often only address their immediate acute medical needs.

Recognising this, NAViGO joined forces with the local general hospital, Diana Princess of Wales, to develop a more individualised service, Home from Home, improving the care for service users by focusing on the mental health and holistic needs of both the users and the family as a whole.

Home from Home combines physical/mental health care for elderly people in a bespoke environment.

*I always thought that this innovative project could leave an indelible stamp on the future NHS, and towards this end, I trust that it would continue to prosper and benefit the people we serve.*

**I** always thought that this innovative project could leave an indelible stamp on the future of the NHS.

DR JAY | DECEMBER 2015

## THE DETAIL

Designed to reflect a true home from home; allowing users freedom and space to carry out everyday activity in a homely environment, whilst reducing anxiety or concerns.



Clinical equipment removed from corridors and bedrooms:  
less clutter and less invasive



Homely design:  
minimising clinical feel



Seamless integration between acute and mental health care



Design allows carers/family to stay during in-patient admissions, assisting recovery



Individual en-suite rooms for all in-patients



Open space to allow people to retain independence and also wander which is often a feature of dementia



Numerous seating areas, including seats placed along corridors to help with rehabilitation



Not only helps the elderly in the most effective way possible but also helps to ease the increasing pressures on hospital beds



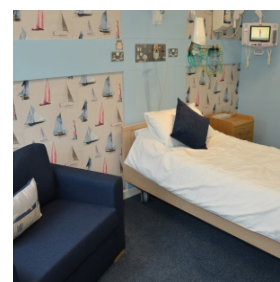
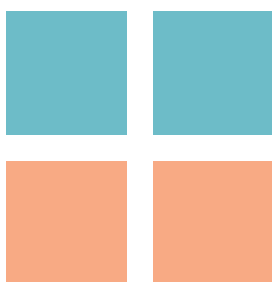
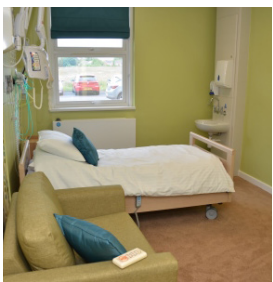
In reach / out reach: community staff have an office base within the unit to allow cross over of staffing for continuity of care



You provide a caring, nurturing environment where everything has the service user at the heart of all interventions.



FAMILY FEEDBACK | HOME FROM HOME



Innovation is at the heart of every service that NAViGO provides. This has been ingrained further into our organisation as one of our 2015/16 objectives:

**OBJECTIVE: SERVICE DEVELOPMENTS**

Continue good practice of innovation in service delivery models and seek out new areas in which to grow, develop and improve.



Paul Harrison @MoorbankPaul · Jan 23

I visited NAViGO Home from Home in NE Lincs. This is how a hospital stay should be for people with dementia

@alzheimerssoc @NAViGOCARE @



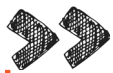


# ENGAGING WITH YOU: THE HEART OF OUR ORGANISATION

## Developing support and engagement within our organisation

### CARERS ENGAGEMENT AND INCLUSION

NAVIGO is making continued efforts to develop the support and engagement we offer our carers. We understand the impact that the caring relationship has on the well-being of the carer and strive to respond by engaging carers to have their say, raising awareness and working in partnership in our endeavour to involve, inform and engage.



#### WHAT HAVE WE ACHIEVED?

Recruited a carers assessor.

Developed carers calendar and information guide.

Developed a feature in our community magazine giving information and updates to all carers who are a member of NAVIGO.

Quarterly Carer's mail out to ensure all carers registered on Silverlink are in the know.

Carer's Steering Group designed to involve carers and enable them to shape with us the support we offer.

Internally, an Integrated Carers Development Group has been established to streamline all of the support we offer our carers across the organisation. This group will support the development of carer champions across the organisation and encourage a 'carer aware' NAVIGO.

A number of successful carer's events this year including; The Great NAVIGO Bake off, The bike-a-thon, a Christmas meal at our very own garden centre, as well as dance classes, access to discounted therapies, tea and cake and more.

#### FUTURE DEVELOPMENTS

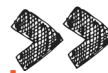
Training of frontline staff in "carer awareness".

Introduction of a corporate carer welcome pack.



### ENGAGING WITH OUR WORKFORCE

Understanding our workforce and how our employees feel has always been, and continues to be, highly important to us.



#### WHAT HAVE WE ACHIEVED?

NHS Staff Survey.

Best Companies Survey.

Comprehensive staff engagement activity including, focus groups, 1:1 sessions and attendance at team meetings to understand what is important to our workforce and where we can improve.

The exit interview process has been developed to include face to face meetings to better understand the reasons for employees leaving or transferring internally to other teams.

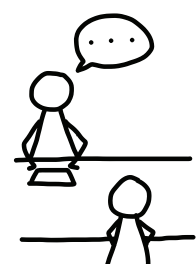
An exercise was undertaken to understand the core values we expect employees within our organisation to possess. This has enabled us to develop a values based recruitment toolkit, to ensure we are recruiting individuals with the right values for NAVIGO.

Continued efforts to recruit departmental champions in order to improve channels of communication up and down the organisation

#### FUTURE DEVELOPMENTS

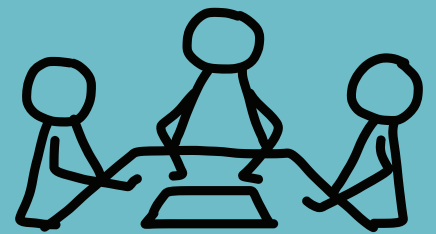
Refocus of the Horizon Scanning Group to include sharing of 'Bright Ideas', Spotlight on our teams, business development and recruitment, retention & reward.

Continued development of the NAVIGO News to share information with our teams.





# WHO IS SHAPING OUR FUTURE?



## THE CIC BOARD



**Kevin Bond**  
Chief Executive



**Tom Hunter**  
Chairman



**Simon Beeton**  
Director of Finance



**Aamer Sajjad**  
Medical Director



**Jane Lewington**  
Business and Health Skills Non-Executive Director



**Janine Smith**  
Staff Representative and Non-Executive Director



**Mick Chase**  
Community Representative and Non-Executive Director



**Kathryn Lavery**  
Non-Executive Director

## THE SENIOR MANAGEMENT TEAM



**Julie Gray**  
Head of Corporate Affairs



**Michael Reeve**  
Associate Director of Operations



**Amanda Simpson**  
Senior Operational Manager of Eating Disorder Services



**Richard Watson**  
Head of Workforce, Training and Development



**Ellie Walsh**  
Senior Operational Manager of Acute Mental Health



**Janine Smith**  
Senior Operational Manager of Older People's Mental Health



**Kristina Fletcher**  
Senior Operational Manager of Adult Community Mental Health



**Martin Newton**  
Senior Operational Manager of Specialist Teams



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[www.navigocare.co.uk](http://www.navigocare.co.uk)

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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in a different format?

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[info.navigo@nhs.net](mailto:info.navigo@nhs.net)