

New ways of working

The Trust has been reviewing its leadership and organisational structures to ensure that its managerial arrangements do not get in the way of providing effective services and empowering staff to make a difference in the way it supports service users.

Area directors have been appointed in each primary care trust/local authority area to provide a senior local point of contact to improve accountability and to help resolve any area issues. The senior management decision making process has also been streamlined with a single Trustwide management group replacing a number of decision making tiers.

Discussions have also taken place about possible changes to the strategic business unit structure as part of efforts to decentralise decision making. As a result, a range of issues have been identified and more formal engagement is taking place across the Trust to refine ideas for new ways of working.

Questions being considered are the relationships of AWP's management structures to the delivery of clinical pathways, whether strategic business units should be reduced in number, how local services can be more locally owned, how consistently high clinical standards can be delivered across the Trust, leadership and clinical involvement as well as improving the effectiveness of corporate support services for operational services.

As well as internal engagement on these changes, commissioning groups, PCT clusters and service user and carer groups will be approached for their comments on the merits of the changes in relation to their commissioning requirements.

Continues on next page

Welcome

AWP is changing. Just over a month ago, the Trust published its 'Fit for the Future' action plan, designed to improve the culture of the organisation, introducing a more decentralised leadership style, strengthening the clinical voice, improving staff, service user and carer engagement and increasing local service accountability.

Updates on the action plan are published with the monthly Board papers at www.awp.nhs.uk

The Trust Board is committed to being more open and transparent, empowering staff and ensuring that service users and carers are always at the heart of what the Trust does. The Trust is committed to consistently delivering high quality services.

This is the first of a monthly briefing, designed to keep everyone with an interest in the work of the Trust up to date with progress. If you have any views on this issue or on what you would like future updates to include, please email feedback@awp.nhs.uk



Paul Miller, interim chief executive

Continued from front page...

The Trust Board at its September meeting will approve the new structure to enable a formal HR consultation process to be undertaken.

At the same time the Trust is reviewing its corporate support services to identify where organisational or location changes may be needed in the light of strategic business unit changes, as well as identifying where savings may be made. This may result in corporate directorate structures changing and once proposals are identified full staff consultation will take place. The aim is to implement any changes as soon as is practically possible - ideally by the end of the calendar year.

Strengthening clinical engagement

The role of professional council has been strengthened within the Trust, giving it a key influential role in helping to shape change across the organisation. Its role is designed to ensure its views are sought by the Trustwide management group before decisions are made.

Heads of profession are now joined on the Professional Council by clinical directors and a clear work programme has been established to maximise their input and to help prepare a clinical engagement framework which will be considered by the Board in September.

As part of that process, staff across the Trust have been invited to take part in an online survey designed to identify how clinical involvement in Trust business can be improved.

A clinical systems group has been established to ensure that all new IT systems and approaches meet clinical need and are designed to benefit the support provided to service users. The impact of this group will be seen later this month (September) when an upgrade to the clinical records system RiO is rolled out.

Let's Get Engaged!



Working together to improve involvement in mental health

August saw the start of a series of meetings being held across the Trust to capture the views of the public, service users, carers, staff and voluntary groups about the way AWP engages with those we support and those who have an interest in mental health services.

Multiple sessions on 10 different dates in different localities are being run to identify what could be done better and how involvement could be strengthened.

Continues on next page

Page 2

IN BRIEFS

Listening and learning

Staff across the Trust have been asked in a survey for their opinions on patient safety issues, medical error and adverse incident reporting in their area of work. Feedback will influence future work, resulting in more effective services.

mmagik*

AWP has launched a new club drugs service aimed at lesbian, gay, bisexual, transgender (LGBT) and student communities in Bristol. These communities represent a large and emerging client group currently underserved by mainstream drug services.

Called mmagik* (after methadone, MDMA, amphetamines, GBL, ice, ketamine), the service will use outreach and social media to raise awareness and encourage healthy choices.

www.mmagik.co.uk/

Contract success

As part of its efforts to boost access to psychological therapies, NHS Bristol has appointed AWP-led LIFT Psychology Bristol to provide support and interventions for adults with common mental health issues such as stress, depression, anxiety and low mood.

Lift's role will be to assess patients, help them to navigate the system, offer self help courses and onward referral. Lift Psychology already provides a highly regarded and award winning IAPT service in Swindon and Wiltshire.

<http://lift.awp.nhs.uk/>

The meetings follow last year's commissioning of the National Survivor User Network (NSUNS) to undertake a review of service user involvement. This was as a result of concerns over the level, frequency and timeliness of service user involvement. The report highlighted ways that the Trust undertakes involvement, noting good practice but suggesting some improvements.

The 'Let's get Engaged!' sessions (see www.awp.nhs.uk for details) is one of a number of Trust initiatives as it develops its new engagement and involvement strategy. As part of Fit for the Future, Board meetings are now held at clinical sites across the Trust to make it easier for people to attend. Board members meet service users and receive feedback and presentations from front-line clinicians. This helps focus the Board members on what is important to service users, carers and clinicians.

The next Board meeting is in Weston-super-Mare at the Coast Resource Centre on 26 September.

Sharing best behaviours

The Trust will shortly introduce an online paperless system to replace current annual appraisals and annual objective setting, designed for staff to agree with their manager, practical personal and professional development opportunities which will support them in providing specialist care to service users.



The new system, Inspire, focuses attention on how individuals expect colleagues to behave towards one another, service users, carers and visitors to the Trust.

The change in approach is a major step in dealing with historic problems surrounding staff morale and appraisals and in helping to transform the culture of the Trust so as to empower staff to make a positive difference to their working environment and the way they support service users.

Inspire enables everyone to compare their performance and their development needs against a number of core behaviours which apply across the organisation, from the most junior to the most senior member of staff, as well as to Board members.

The behaviours that will be expected of all staff have been identified through a series of staff workshops and currently all staff are being asked to comment on these before they are finalised later this month (September). Details of the draft behaviours under discussion are available at www.awp.nhs.uk.

Partnering

AWP has teamed up with Avon and Somerset Probation Trust, Avon and Somerset Constabulary and HMP Bristol to launch an innovative approach to managing high risk offenders in Bristol.

Called Integrated Response: Integrated Services – IriS, will work to manage high risk offenders who are already in the community but where offender management challenges and engagement can make reducing their risk of re-offending more difficult.

Violence, anxiety and coping

The first of a series of events for staff working with potentially violent service users is being held this month (September) as part of AWP's work to ensure sharing of lessons from homicides and serious incidents. This flagship event will include a presentation from campaigner Julian Hendy, whose father Philip was killed by a service user in 2007.

Other speakers will include Dr Julian Walker who will discuss psychological approaches for working with potentially violent services users. Workshops will look at case examples and issues around risk management.

PEAT scores

AWP achieved 'good' and 'excellent' scores in virtually all the 2012 national patient environment action team (PEAT) scores published in July. PEAT is an external assessment of the accommodation, patient facilities and food provided in our wards. AWP was strongest in the 'privacy and dignity' category, with 12 'excellent'

CQC publishes two reports

Reports into AWP community and inpatient services were recently published by the Care Quality Commission following routine inspections.

Callington Road inpatient services were given a clean bill of health, with the hospital meeting the essential standards inspected. During their visit, inspectors spoke with staff, service users and relatives, receiving many positive comments. Inspectors concluded that “patients were cared for and treated by staff who had an understanding about the different complex mental health needs and the impact this had on all aspects of their lives.”

Having visited 11 community teams in Bristol, South Gloucestershire, B&NES, Swindon and North Wiltshire, the inspectors concluded that four of the five essential standards inspected were not being met and this could have a ‘moderate’ impact on people using the service.

The community inspections took place midway through the implementation of the planned service redesign, involving more than 700 staff and 30 teams. As a result of the safety transition actions put in place as part of the implementation, many of the issues highlighted had been identified by the Trust in advance of the inspection and actions were already in place to deal with these issues. In one team, the inspectors raised a safety alert as they were concerned about the number of cases where a new care coordinator appeared not to have been appointed but following investigation by the Bristol Safeguarding Board, they are content at the steps taken by the Trust.

Most people spoken to however by the inspectors were happy with the service they received and praised staff.



and two ‘good’ scores. In the ‘environment’ category five ‘excellent’ scores and seven ‘good’ were achieved.

For the third category, ‘food’, service users in rehabilitation shop for themselves and prepare their own food as part of their recovery and are classified as self-catering. Of the remaining 11 sites, 10 achieved ‘good’ scores whilst the overall score for the food service provided to inpatient services on the Southmead site was assessed as ‘acceptable’.

Nursing care good enough for my family

A new three year Trust nursing strategy has been approved, guided by the Government’s three main principles (freedom, fairness and responsibility) and the Energise for Excellence framework.

This is a quality framework for nursing and midwifery that aims to support the delivery of safe and effective care, creating positive patient and staff experiences that build in momentum and sustainability. The strategy details a number of service user and staff indicators that will be used to measure success. These will include assessment of competencies of nursing staff and also results of service user and staff surveys.

The strategy, which will impact upon all registered nurses and unregistered nurses working in the Trust, will be officially launched at the 5th AWP Nursing Conference on 8th November 2012 when Michelle Mello, National Implementation Director for Energise for Excellence, will be a keynote speaker.