Driving improvement

Individuals who have made a difference in mental health trusts
Luke Carter, Mental Health Nurse, Care Home Liaison Team, Avon and Wiltshire Mental Health Trust

Cheryl Wallace, Registered Manager at Osbourne Court, Stoke Gifford, Bristol

Together, Luke and Cheryl have shown how carefully coordinated planning of care for people living with complex dementia, results in the individual staying in their home rather than experiencing upsetting admissions and avoiding costly hospital stays.

Cheryl manages Osbourne Court, a 58-bed residential care home delivering care to individuals living with the whole range of dementia; from early onset fronto-temporal Lobe to advanced Alzheimer’s disease, including palliative care to end of life.

Luke is the assigned mental health nurse to support the home. For over two years, Luke has supported Cheryl in her care of residents through detailed planning of their care, advising on medication strategies and behavioural analysis. Detailed care plans involving home staff, occupational therapies and families are written to ensure the best outcomes for the residents.

Local GPs, liaise closely with all decisions and conduct annual reviews with all families. When required at crisis periods they willingly attend reviews with families to ensure all are informed and fully engaged.

This cooperative approach, based on an effective combination of NHS community services from Avon and Wiltshire Mental Health Trust, and a proactive GP surgery working with a capable home manager, has undoubtedly been key to preventing many upsetting and costly admissions.
Brenda Hardy, Healthcare Support Worker Domestic Assistant, Wells Road Centre, Nottinghamshire Healthcare NHS Foundation Trust

As well as doing her own job to a high standard, Brenda supports patients to complete programmes in cleaning skills, which play an important part in their recovery.

The Wells Road Centre provides low secure inpatient services to adult men and women with a mental disorder and for men with a learning disability.

Brenda supervises an individual patient to carry out and learn industrial cleaning skills over a 10-week period. The second patient that completed the programme is now ready to move on to an advanced cleaning skills programme, again with Brenda’s support. Brenda has demonstrated a caring, supportive but no nonsense approach and a sense of humour, which patients have really responded well to. The patients have worked with her cooperatively and been able to demonstrate that they can have a positive relationship in a work context. This is an important part of their recovery.

Brenda understands the importance of work in someone’s recovery and how much a patient can benefit from carrying out a work role and being valued for their contribution. She has demonstrated that she believes in their capacity to make improvements and move forward in their lives, and this has changed their sense of belief in themselves.

There was a significant change in one patient in particular through Brenda’s supervision of the cleaning work skills. This person became more confident and started to open up and be more interactive. Previously he had hardly communicated and had very low self-esteem. By being taken seriously as a fellow worker, he has developed a greater sense of self-worth and pride in himself.
David Grigson, Volunteer, Cawston Park Hospital

David has worked as a volunteer at Cawston Park, coming in every week for the last seven years. He has worked alongside the activities department, helping to coordinate sessions at the hospital that aim to build the functional skills of the service users. These sessions include animal feeding, woodwork, and art sessions.

David's contribution to the patients and staff has been very significant. He has given his time and shared his expertise to help improve care. He has acted as a mentor and role model to many staff and patients. He has also advised the board on ways to improve services and been involved in many improvement initiatives.

David is 78 years old and in February this year, he decided to retire.
Debbie Edwards, Learning Disability Acute Liaison Nurse, Derbyshire Healthcare NHS Foundation Trust/Derby Teaching Hospitals NHS Trust

Debbie works across all departments to help the hospital to understand the needs of patients with a learning disability.

The parents of adults with a learning disability value her help tremendously; one mother said she couldn’t describe the relief when she saw Debbie waiting to meet her and her disabled daughter on arrival at 7am for an operation. Debbie provided support all through the day and ensured that reasonable adjustments were in place to help the patient deal with the operation and aftercare.

She supported the mother and ensured she was comfortable, knew what was happening and had breaks. This is a typical day for Debbie where much of her work is in establishing the individual pathway for the patient.
Donna Bradford, Service Manager, Rehabilitation, Lincolnshire Partnership NHS Foundation Trust

Donna has used the Triangle of Care initiative to make a massive change to the way the trust treats and engages with carers.

The Triangle of Care is a set of national standards to help healthcare organisations ensure that carers get the information and support they need to be involved effectively in the way their loved one is cared for. Donna led the initiative, establishing a team of carer leads throughout all inpatient services. As a result of Donna’s persistence, hard work and inter-agency working, the trust now has educational materials for staff, information packs for carers, carer support groups, and wards that are recognised for including carers.

Donna has established a regular group for carers who support their loved ones living with mental health conditions. One of the members of the group said: “Donna gives so much to other people in her own time. Being a carer is so difficult and sometimes it can bring you down, but when I’ve met Donna everything has changed for better. She has made me feel special as if I was a member of the family. She opened up her arms to us all offering support, compassion and grace. The sun started to shine in my life once more, and she helped all of us believe that, together, we could manage the bad times. The group she leads is truly remarkable.”
Emma Anderson, Community Support Worker, County Dementia Outreach Service, Gedling Community Mental Health Team, Highbury Hospital, Nottinghamshire Healthcare NHS Foundation Trust

Emma is positive in her approach to dementia care. She will advocate for person-centred care and on the benefits of care homes using life history to gain understanding of patient and to aid care planning.

Part of the community support worker job is role modelling with care staff, which has been very beneficial for care home staff. They have had someone coming in and working with them to support the patient within the care home and Emma has had to be creative in her approach. An example of this is her approach to a resident who had severe challenging behaviour and who was being nursed 1:1 within his bedroom 24 hours a day. With Emma working with the patient and care home staff, following recommendations from the occupational therapist, and Emma role modelling with care staff, the patient was able to be nursed outside of his bedroom and going into communal areas, and started engaging in occupation and activity with care staff.

Emma will research relevant information for patients in her spare time, looking at their interests, and has looked at using tablets and apps to improve quality of life and engage them in occupation and engagement.
Julie Smalley, Clinical Nurse Manager, Sheffield Health and Social Care NHS Foundation Trust

Julie helped transform Forest Close in Sheffield from a long-stay inpatient ward to a discharge and recovery ward, supporting people to live independently.

Forest Close had been a residential mental health service for many years. Service users often stayed there for extended periods, separated from their family and friends. Julie led a team of nurses to help redesign the ward to focus on rehabilitation.

Designing the new service involved a significant cultural shift to working closely with service users, putting them at the heart of care. It was important to Julie that her staff learned to focus more on “what makes someone tick”. She helped develop a range of training programmes to support her staff – including training to help staff work better with carers.

Supported by the Forest Close senior team, Julie connected with peers at other successful rehabilitation services to identify best practice which she brought to Sheffield. She also worked closely with the local authority to understand the challenges and practicalities of independent living.

At the heart of the redesign was a desire to build a sense of hope and to support service users to “feel and recognise that they can do things for themselves.” Music therapy, occupational therapy and training staff in Positive Behaviour Support all played a role in building the resilience and confidence of service users, helping them to gradually take more responsibility for themselves.

Despite a large workload and competing priorities, Julie remained passionate about providing a high-quality care service at all times. She made sure that her team were getting “the basics of care right” despite the transformation.

She has seen the biggest change in the way her staff and the services users now relate to each other – it is very collaborative and much more of a two-way therapeutic partnership.

The impacts of the transformation at Forest Close are inspiring. Julie has seen many service users who have been discharged and successfully regained their independence: “people who have spent up to 20 years living in the ward, are now in their own flats.”
Paula Jelly, Veterans Lead, Lincolnshire Partnership NHS Foundation Trust

Paula has been tireless with her contribution to Veterans Mental Health Services for Lincolnshire. She has been at the forefront of developing a new bespoke mental health service, without which many ex-service personnel would undoubtedly not receive the care they deserve.

She has created strong links with veterans' charities and other services, enabling serving personnel and veterans to have a seamless transition and access to mental health services.

At the heart of all Paula's endeavours is a deep sense of duty and care towards patients suffering from mental health problems. In her practice, she puts special emphasis on care, compassion and commitment.

Over the last two years, Paula has promoted the Armed Forces Covenant locally and has been a key influencer behind Lincolnshire Partnership NHS Foundation Trust signing up and committing to support those who served the country.
Rupal Panchal, Senior Cognitive Behaviour Therapist/Operational Lead and Maggie Galbarczyk, High Intensity Trainee CBT Therapist, Wellbeing Matters, South Staffordshire and Shropshire Healthcare NHS Foundation Trust

Rupal and Maggie have been working together on adapting graphic representations of Cognitive Behaviour Therapy (CBT) formulations to meet the needs of people with visual impairment.

Wellbeing Matters Tamworth offers support to people with mild to moderate mental health problems such as depression, anxiety, phobia, obsessive compulsive disorder and trauma. One treatment is CBT, which is used to break down a problem into manageable parts to focus on within treatment. This process is called formulation. Many people find it helpful to do this using diagrams or graphic representations, which can be a problem if a person has a visual impairment.

Initially, Rupal and Maggie’s goal was to find a technique that would enable Maggie to learn CBT formulations and their graphic representations and to be able to apply them in her clinical practice.

Because Maggie is completely blind, they ensured that the models of CBT formulations were fully tactile but also took into consideration the needs of potential future practitioners and clients with various degrees and types of sight loss.

Maggie and Rupal researched and used colour contrast, lighting and magnification and have used Braille stickers and even a glue gun to create raised lines and arrows.

Maggie says, “This work has really helped me to develop a mental image of the diagrams so I can guide my clients through them. I need to build up the full picture in my mind rather than viewing the whole diagram at once”.

Mental health
Bridget Ingamells, Clinical Nurse Specialist, Learning Disability Service, Rampton Hospital, Nottinghamshire Healthcare NHS Foundation Trust

Bridget’s role in the National High Secure Learning Disability Service has been instrumental in the progress of the service. She has successfully adapted dialectical behaviour therapy specifically for men with a learning disability. Her "I Can Feel Good" manual was published in 2014 and is used not only throughout the trust, but nationally and internationally, to great effect.

She has been involved in helping to create person-centred plans and the HART (Health and Recovery Tool), helping to embed recovery in the culture of the learning disability service. She has produced and runs courses for the Recovery College. She also encourages patients to become co-writers and co-facilitators in the Recovery College, helping to boost the confidence of many people who may have spent most of their lives being stigmatised.

She also helps to facilitate on and off-ward recovery activity groups with patients, using all different media such as art projects to promote a sense of wellbeing, recovery and hope.
Hayley Slater, Team Coordinator, Crisis Resolution and Home Treatment, Lincolnshire Partnership NHS Foundation Trust

Hayley manages a large multidisciplinary team within a highly stressful and often complex clinical arena.

Since coming into post she has offered a calming influence with exceptionally strong and confident leadership. Her team has faced numerous challenges over the last few years with new initiatives, including mental health triage car, going through the process of Home Treatment Accreditation Scheme, and placing mental health crisis nurses in the Lincolnshire Police’s control room. Hayley has always included her team in the development and reviews of these programmes, which promoted a strong sense of ownership for the success of them all. In recognition of the team’s significant contribution to the wellbeing of the community in Lincolnshire, they received an award from The High Sheriff of Lincolnshire.

Hayley has an ‘open door’ policy and always makes time for her staff. One member of her team said, “She makes Lincoln Crisis Team what it is! Hayley has supported me during a very difficult time in my professional career and I have found her incredibly sensitive and wholly caring, which for me is the epitome of an inspirational leader.”

Hayley has helped to craft a safer and more productive team and has changed the whole team’s dynamics for the better. She is also patient-focused, often aiding staff with patient interaction at difficult times. She encourages all staff to reach their maximum potential, offering opportunities and inspiring them to achieve their best.
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