

Tavistock and Portman NHS Foundation Trust

Quality Report

The Tavistock Centre
120 Belsize Lane
London
NW3 5BA

Tel: 020 7435 7111

Website: www.tavistockandportman.nhs.uk

Date of inspection visit: 24 - 25 November 2016

Date of publication: 01/02/2017

Core services inspected	CQC registered location	CQC location ID
Specialist psychological therapy therapies	The Tavistock Centre	RNK01
Other specialist services (Gender identity development service)	The Tavistock Centre	RNK01
Specialist community mental health services for children and young people	The Tavistock Centre	RNK01

This report describes our judgement of the quality of care at this provider. It is based on a combination of what we found when we inspected, information from our 'Intelligent Monitoring' system, and information given to us from people who use services, the public and other organisations.

Summary of findings

Ratings

We are introducing ratings as an important element of our new approach to inspection and regulation. Our ratings will always be based on a combination of what we find at inspection, what people tell us, our Intelligent Monitoring data and local information from the provider and other organisations. We will award them on a four-point scale: outstanding; good; requires improvement; or inadequate.

Overall rating for services at this Provider

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive?

Good 

Are services well-led?

Good 

Mental Health Act responsibilities and Mental Capacity Act/Deprivation of Liberty Safeguards

We include our assessment of the provider's compliance with the Mental Health Act and Mental Capacity Act in our overall inspection of the core service.

We do not give a rating for Mental Health Act or Mental Capacity Act; however, we do use our findings to determine the overall rating for the service.

Further information about findings in relation to the Mental Health Act and Mental Capacity Act can be found later in this report.

Summary of findings

Contents

Summary of this inspection

	Page
Overall summary	4
The five questions we ask about the services and what we found	5
Our inspection team	6
Why we carried out this inspection	6
How we carried out this inspection	6
Information about the provider	6
Areas for improvement	7

Detailed findings from this inspection

Mental Health Act responsibilities	8
Mental Capacity Act and Deprivation of Liberty Safeguards	8
Findings by main service	9

Summary of findings

Overall summary

We have given an overall rating to Tavistock and Portman NHS Foundation Trust of good. We have rated the three services that we inspected as good.

- At the last inspection in January 2016, we rated the specialist community mental health services for children and young people and other specialist services (gender identity development service) and as good in all areas.
- At the last inspection in January 2016 we rated specialist psychological therapy services as good in

four of the five domains including caring, effective, responsive and well-led. We rated safe as requires improvement. During this inspection we found that the trust had addressed the three issues leading to this rating and therefore changed the rating of safe to good. The issues from the January 2016 inspection were the use of crisis plans, risk assessments and management plans and having a separate waiting area for people under 18 at the Portman Clinic.

Summary of findings

The five questions we ask about the services and what we found

We always ask the following five questions of the services.

Are services safe?

We rated safe as good because:

- Following the January 2016 inspection, the trust had successfully addressed three issues that caused us to rate the safe domain for specialist psychological therapy services as requires improvement.
- The Portman clinic had a separate waiting area for children and young people.
- The trust had successfully implemented the use of crisis plans.
- Risk assessments and risk management plans were in place for patients.
- Fire alarm testing was taking place regularly at the Portman clinic and furniture was no longer obstructing fire exits.

However:

- At the Portman Clinic staff did not keep up to date records of contact with external agencies or record their signature on written records of sessions.
- Staff at the Portman were not aware of a written policy for sharing information with external agencies.

Good



Are services effective?

At the last inspection in January 2016 we rated effective as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services caring?

At the last inspection in January 2016 we rated caring as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services responsive to people's needs?

At the last inspection in January 2016 we rated responsive as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services well-led?

At the last inspection in January 2016 we rated well-led as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Summary of findings

Our inspection team

Team Lead: Natalie Austin-Parsons

The team comprised two CQC inspectors and one specialist advisor, a consultant clinical psychologist with experience of working in forensic services.

Why we carried out this inspection

We undertook this inspection to find out whether The Tavistock and Portman NHS Foundation Trust had made improvements to their specialist psychological therapy services since our last inspection in January 2016.

When we last inspected the Tavistock and Portman NHS Foundation Trust in January 2016, we rated the service as **good** overall, with the key question of safe in specialist psychological therapy services rated as **requires improvement**. We issued a requirement notice and told the trust it must make the following actions to improve:

- The trust must ensure that patients have personalised crisis plans that reflect their individual circumstances and ensure these are up to date. These must be kept where they can be found quickly by all staff.

- The trust must ensure that children and young people have a separate waiting area from adults at the Portman clinic in order to maintain their safety.
- The trust must ensure that all patients, particularly at the Portman clinic, have a comprehensive risk assessment completed and a risk management plan detailing how risks are being managed or mitigated. These must be kept up to date.

These related to the following regulation under the Health and Social Care Act (Regulated Activities) Regulations 2014:

Regulation 12 Safe care and treatment

How we carried out this inspection

To fully understand the experience of people who use services, we always ask the following five questions of every service and provider:

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

Before the inspection, we reviewed information that we held about specialist psychological therapy services. This

information suggested that the ratings of good for effective, caring, responsive and well led, that we made following our January 2016 inspection, were still valid. Therefore, during this inspection, we focused on those issues that had caused us to rate the service as requires improvement for safe.

During the inspection visit, the inspection team:

- Looked at the environment of the Portman Clinic.
- Looked at 110 treatment records of patients.

Information about the provider

The Tavistock and Portman NHS Foundation Trust provides specialist mental health services for adults and children across several London boroughs. In total the trust has more

than 25 services including outpatient and community services. The gender identity development service for children and young people under the age of 18 is a national

Summary of findings

service. The trust has an international reputation in respect of the provision of specialist psychological therapies and in delivering training and education at undergraduate and post-graduate level in psychotherapy, family therapy and child and educational psychology.

The trust has an annual income of around £41 million and achieved a financial surplus of £544,000 in 2015. The trust employs 578 staff, of which 440 are clinical staff. Staff provide mental health care and treatment for more than 6000 adults and children each year. The trust provides a number of educational services, specialist drug and alcohol services, and services delivered in partnership with other agencies, such as the family drug and alcohol court and the provision of clinical expertise to a pain clinic at a local acute hospital. We did not include these services in the inspection.

The trust has one main site, the Tavistock Centre. In addition the trust provides services from 22 other community sites. The services provided by the trust are organised into two directorates. Each has a directorate lead who is also a trust board member. The trust has two locations registered with CQC, one of which is the gender identity service based in Leeds. The Tavistock Centre has been inspected four times since registration in 2010, in January 2012, March 2013, March 2014 and January 2016. The first three inspections found the trust compliant with essential standards, now known as fundamental standards, for all areas inspected. The inspection in January 2016 found areas for improvement in the safe domain for specialist psychological therapy services.

Areas for improvement

Action the provider SHOULD take to improve

- The trust should ensure that all patients who meet the trust definition of needing a crisis plan have one in place.
- The trust should ensure staff undertake and record risk assessments for every patient.
- The trust should ensure staff at the Portman Clinic record their signature on written records of sessions.
- The trust should ensure there is a clear policy about information sharing with external agencies and that staff are aware of this policy.

Tavistock and Portman NHS Foundation Trust

Detailed findings

Mental Health Act responsibilities

Not assessed during this inspection.

Mental Capacity Act and Deprivation of Liberty Safeguards

Not assessed during this inspection.

Are services safe?

By safe, we mean that people are protected from abuse* and avoidable harm

* People are protected from physical, sexual, mental or psychological, financial, neglect, institutional or discriminatory abuse

Summary of findings

Our findings

Safe and clean environment

- Since the last inspection in January 2016 the trust addressed concerns about fire safety practice at the Portman Clinic. Staff carried out and recorded weekly fire alarm tests and fire exits were clear.
- Since the last inspection the trust had ensured there was a separate waiting area for young people at the Portman Clinic. This addressed the concerns about risks of a shared waiting room from the last inspection. The new young people's waiting room was bright, well maintained and welcoming. We saw this in use during this inspection.

Assessing and managing risk to patients and staff

- Staff recorded formal assessment of risks in case notes. There was a record of a formal risk assessment in 97 of 99 records we reviewed across all five services. The trust were made aware of the two patients without a formal risk assessment. Since the last inspection the trust had delivered risk assessment training and audited case notes, however improvements were still needed to ensure staff completed and recorded risk assessments consistently.
- We found some examples of poor record keeping at the Portman Clinic. For example, staff did not always sign their case note entries or note an assessment of risk status after each session. Staff were not aware of a policy for the sharing of information with external agencies. Staff did not record how decisions about what to share with external agencies were made.
- The trust had successfully introduced the consistent use of crisis plans. The trust had created a clear crisis plan document, incorporated this into the electronic record system and defined which patients needed one.

Are services effective?

By effective, we mean that people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

Summary of findings

Our findings

At the last inspection in January 2016 we rated effective as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services caring?

By caring, we mean that staff involve and treat people with compassion, kindness, dignity and respect.

Summary of findings

Our findings

At the last inspection in January 2016 we rated caring as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services responsive to people's needs?

By responsive, we mean that services are organised so that they meet people's needs.

Summary of findings

Our findings

At the last inspection in January 2016 we rated responsive as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services well-led?

By well-led, we mean that the leadership, management and governance of the organisation assure the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture.

Summary of findings

Our findings

At the last inspection in January 2016 we rated well-led as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.