

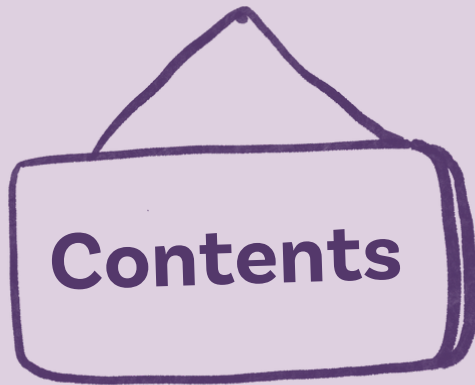


Our quality accounts

2022/2023

everyturn.org





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Quality statement

We're delighted to present our 2022/23 quality accounts. For Everyturn Mental Health, this has been a year of significant improvement and transformation, all centred on integration and quality.



Rosemary Granger
(she/her)
Chair of Trustees



Adam Crampsie
(he/him)
Chief Executive

From our modest beginnings as an NHS charity in 1986, we have expanded significantly to become a national provider to the NHS. Most recently, we fully rebranded the organisation, moving from Mental Health Concern to Everyturn Mental Health. This involved more than just changing our name; it involved unifying all aspects of our organisation under a single brand identity, to make it easier for people to use our services and get the help they need.

Throughout 22/23, Everyturn Mental Health has worked in partnership with the North East and North Cumbria ICB (NENC ICB) to enhance our services and develop new, high-quality services for communities across the North East.

The launch of our Community Mental Health Support Service with Cumbria, Northumberland, Tyne and Wear (CNTW) NHS Trust is testament to our strong partnership based on quality. Through this service, we have worked to reduce CNTW's waiting lists, with outstanding results. This service was shortlisted for the prestigious HSJ Partnership Awards, for 'Best Mental Health Partnership with the NHS'.

During 22/23, we delivered the second year of our organisational 'Shaping our Future Strategy', with great success. Through this strategy, we aim to become the voluntary, community and social enterprise (VCSE) provider of choice for the NHS, partnering with other charities and providers to deliver high-quality integrated outcomes. Through 22/23, we really saw this take shape, achieving our goals for internal and external integration, expanding our reach, and producing high-quality results and social value.

22/23 was also a year of investment for Everyturn Mental Health. Between April 2022 and March 2023, our estates department led the transformation of our three older adult services, at a total cost of £1.45 million. This transformation means our physical premises now match the high quality of the care we provide.

We also invested heavily in our people this year. We became a Real Living Wage Employer, launched new colleague benefits to help with the cost of living, and invested significantly in our learning and development offer. This led to Everyturn winning several awards, most notably becoming one of the UK's Top Workplaces for Women.

In 23/24, we will continue our investment in our estates and people, along with significant investment in our digital infrastructure. Over the next two years, we will replace all our clinical management systems with best-in-class systems that fully integrate with the NHS, across NENC ICB, to improve our quality and outcomes.

We will also prioritise the full implementation of the new Patient Safety Incident Reporting Framework (PSIRF), as part of our wider Patient Safety Strategy.

The coming year will also see us deliver an ambitious project to measure our impact on the people and communities we support. We'll further develop our quality outcome measures and metrics across all services, including working with commissioners and Trusts to implement Patient Reported Outcome Measures (PROMs) for all our services.

We would like to personally thank our amazing colleagues, who go above and beyond every day to ensure no one struggles alone with their mental health. Our dedicated and highly-skilled workforce shows compassion and excellence in everything they do.

Rosemary Granger



Commissioner Statement from North East and North Cumbria Integrated Care Board (NENC ICB)

North East and North Cumbria Integrated Care Board (NENC ICB) is committed to commissioning high quality services from Everyturn Mental Health and takes seriously the responsibility to ensure that patients' needs are met by the provision of safe high-quality services and that the views and expectations of patients and the public are listened to and acted upon. The ICB welcomes the opportunity to review and comment on the 2022/23 Quality Account for Everyturn Mental Health.

Firstly, the ICB acknowledges that this has been another challenging year, as the NHS continued its recovery following the pandemic. The ICB would also like to extend their sincere thanks to Everyturn Mental Health and their staff for the commitment and dedication demonstrated throughout these difficult times and for ensuring that patient care continued to be delivered to a high standard.

The commissioners have worked collaboratively with Everyturn Mental Health and would like to thank them for the high levels of flexibility they continued to deliver during 2022/23 and for their support in responding to system pressures.

The report provides a good description of the quality improvement work undertaken by Everyturn Mental Health and an open account of where improvements in priorities have been made.

The ICB welcomes the significant progress made with quality priority to further invest in the estates portfolio and registered services. This included improvements to the 24-hour adult nursing service, which saw the opening of two crisis houses and compliance improvement works across the supporting housing properties.

It is positive to note the extensive refurbishment work undertaken in the three older adult services to improve the environment and ensure these are dementia friendly and psychologically informed. The work planned to improve the outdoor spaces to provide service users with an accessible, engaging, and sensory garden is an excellent initiative.

The ICB acknowledges the excellent progress made with the quality priority to integrate community services with NHS Talking Therapies (IAPT) to create seamless pathways to improve outcomes. This required a full organisational rebranding and bringing together of Mental Health Concern and Insight IAPT to create Everyturn Mental Health. The ICB recognises the extensive steps taken to obtain feedback from a wide range of stakeholders, including NENC ICB, on

the direction of the brand identity. The ICB congratulates Everyturn Mental Health for creating a nationally recognisable brand which reflects their mission to be an innovative charity partner of the NHS and social care system.

The ICB welcomes the significant work undertaken in the quality priority to invest in people to create high performing teams. This is evidenced in the 2022 colleague survey results and by being awarded the CIPD North East Excellence in Health and Wellbeing Award, UK Top Workplaces for Women, and EW Inclusive Culture Award. These awards are all excellent achievements.

It is positive to note the excellent approach to learning and development opportunities for staff through leadership programmes, apprenticeships and expanded training opportunities. It is acknowledged that the pandemic and cost of living crisis had a significant impact on staff and the comprehensive approach to supporting staff and promoting their health and wellbeing, including becoming a Real Living Wage Employer, is to be commended.

The ICB recognises the significant progress made with the quality priority to fully develop the crisis offer to deliver sub-acute crisis care in conjunction with local Mental Health Trusts. This included the development of three Safe Havens in partnership with Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (CNTWFT) and delivering the Together in a Crisis (TIAC) services in conjunction with NHS clinical teams.

It is positive to note the successful launch of England's first Distress Brief Intervention (DBI) pilot service in Derwentside in October 2022, with 70% of the residents supported reporting reduced levels of distress. The ICB supports the continued commitment to build on and maintain the working relationships with referrers and partnership working with the two Mental Health Trusts.

The ICB acknowledges the progress made with the quality priority to launch the 'Journey to outstanding' programme across all registered services with the aim of achieving outstanding Care Quality Commission (CQC) ratings. This included all registered services undertaking a self-assessment against the six key domains to provide a baseline and identifying areas where improvements could be made. The ICB looks forward to hearing the outcome of the work planned for 2023/24 and supports the next steps outlined in the report.

The ICB acknowledges Everyturn Mental Health's commitment to quality governance including their Quality Governance and Assurance Framework, which gives clear direction for ensuring that quality governance and continuous improvement is a priority at all levels within the organisation. It is positive to see the processes in place under Freedom to Speak Up for employees to raise any issues or concerns both internally and externally via a 24-hour confidential whistleblowing service. It is noted that in 2022/23 two members of staff raised concerns with the Freedom to Speak Up Guardian during 2022/23 and no colleagues used the external service.

The ICB supports Everyturn Mental Health's commitment to continuous service improvement via their annual quality review and audit programme. It is acknowledged that due to the pandemic audit activity was largely remote however, onsite audit reviews resumed in 2022/23, with 200 audits and five whole-service quality reviews completed. The ICB looks forward to hearing the outcomes of the 2023/24 audit programme and any learning identified, via established reporting mechanisms.

Everyturn Mental Health continues to demonstrate that robust procedures are in place to manage and learn from clinical and non-clinical incidents and it is positive to see the examples of learning from incidents included in the report. During 2022/23 a total of three serious incidents were reported involving patient falls. The ICB is assured that robust processes are in place to investigate serious incidents and monitor any recommendations or actions to ensure that these are implemented in a timely way. The commissioners look forward to working in partnership with Everyturn Mental Health on their implementation and transition to the national Patient Safety Incident Response Framework (PSIRF) and fully supports that this is taken forward as a quality priority in 2023/24.

The ICB commend the proactive approach in seeking, listening, and responding to feedback from service users and carers. It was particularly heart-warming to read the case studies included in the report and the positive outcomes that were achieved. It is noted that further work is to be undertaken to develop new and meaningful reporting for service users and carer feedback across all services to help inform development. The ICB therefore fully supports that this is taken forward as a quality priority in 2023/24.

It is noted that Everyturn Mental Health successfully completed the Data Security and Protection Toolkit in 2021/22 and the score was 'Standard Exceeded'. The 2022/23 assessment is due for submission by the end of June 2023, and it is positive to note the confidence that all mandatory standards will be met.

The ICB welcomes the five quality priorities set for 2023/24 and considers that these are appropriate areas to target for continuous evidence-based quality improvement and link well with the commissioning priorities. The ICB can confirm that to the best of their ability the information provided within the Annual Quality Account is an accurate and fair reflection of Everyturn Mental Health's performance for 2022/23. It is clearly presented in the format required and contains information that accurately represents Everyturn Mental Health quality profile and is reflective of quality activity and aspirations across the organisation for the forthcoming year.

The commissioners look forward to continuing to work in partnership with Everyturn Mental Health to assure the quality of services commissioned in 2023/24.



Richard Scott

Director of Nursing (North), NENC ICB

June 2023



About us

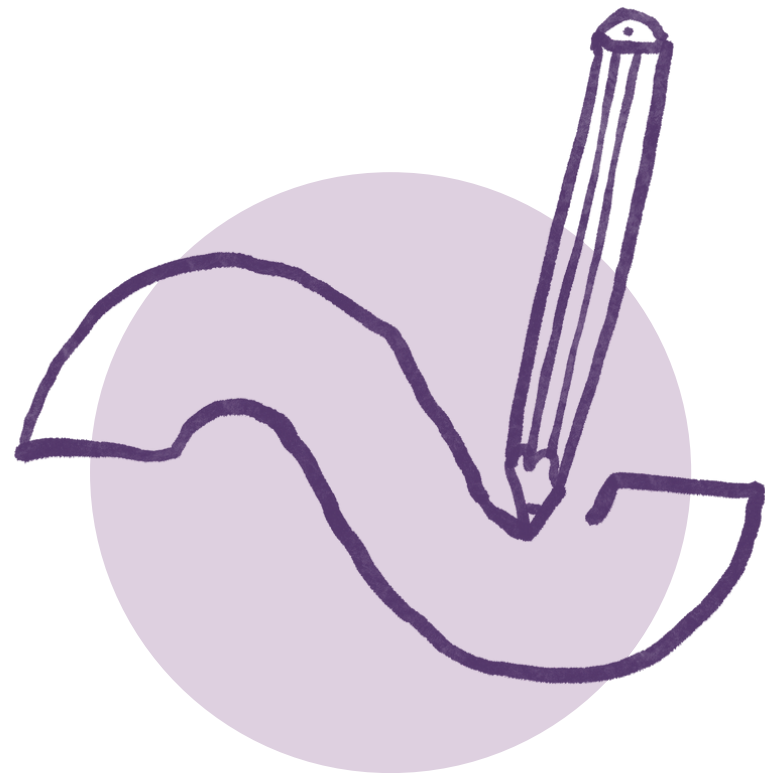
Everyturn Mental Health is a non-profit with nearly 40 years' experience of supporting people with complex mental health needs. We're here so no one has to struggle alone.

Our mission is to provide high-quality, integrated mental health and wellbeing services across the country, predominantly on behalf of the NHS and local authorities.

Our services include a wide range of community teams supporting primary care and secondary care, including crisis support, 24/7 specialist nursing units for people with serious functional mental health needs or complex dementia, and NHS Talking Therapies.

As a non-profit, we continuously invest in our frontline services to make them as effective as possible. We're committed to delivering high-quality care, to support the needs of our local population and our partners.

Underpinning everything we do are our organisational values of innovation, compassion, accountability, respect, and excellence.







Everyturn Mental Health is a national partner to the NHS. Our unique place as a non-profit means we can innovate and act as an extension to the NHS.



High-intensity specialist care

Lower-intensity support



Dementia services



24-hour CQC registered high-acuity services

For dementia and older person's functional mental health.

Housing and 24-hour nursing care



24-hour CQC registered services

Rehabilitation services for adults and older adults taking their first steps away from hospital or forensic services.



Supported housing services for people with serious mental illness

Providing houses and specialist mental health support.

Community and wellbeing services



Crisis services working in partnership with Trust crisis teams

Meeting psychosocial needs contributing to mental health crisis in the community.



Link workers and peer support workers

Delivery of community mental health transformation.

NHS Talking Therapies & employment services



Talking therapies & employment services

Integrated NHS Talking Therapies model with community mental health framework.

Updates on our 22/23 quality priorities



Priority 1: Further investment in our estates portfolio and registered services

Dementia and older adult 24-hour nursing

Between April 2022 and March 2023, our estates team led the transformation of our three older adult services, at a cost of £1.45 million. Across the three premises, our goals were:

- To bring the premises up to the high standard of the care provided by our colleagues. We wanted to improve the premises' overall look and feel, creating a safe, welcoming space for the people we support and our colleagues. We delved into the details, even ensuring that the new paint colours were dementia-friendly and psychologically-informed.
- To make critical upgrades to safety systems, including fire alarms, nurse call systems, and fire compartmentation. Across the project, a total of 300 fire doors were replaced.

We're now focusing on the garden spaces. Accessible, engaging, sensory landscaping plans are underway at all three sites, due to be completed in summer 2023.

24-hour adult nursing

This year, we were proud to open two crisis houses at Coalway Lane, providing an alternative to acute hospital admission for people experiencing mental health crisis. The refurbishments also allowed the co-location of our supported housing colleagues. More improvements are planned for Coalway Lane, subject to funding.

At Jubilee Mews, we replaced the fire alarm system and all windows. More improvements are planned to upgrade the kitchens and bedrooms.

Supported housing

We've made compliance improvements across our properties, with all having new Electrical Installation Condition Reports and remedial works commissioned.

A full appraisal of our service model is underway, to be supported by an estates improvement/disposal options appraisal.



Priority 2: Integration of our community services with NHS Talking Therapies (IAPT), creating seamless pathways to improve outcomes

Joining together the things that matter is one of our strategic pillars. To support our aim to create seamless pathways across our services, that fully integrate into the wider healthcare system, we have rebranded our organisation.

Everyturn Mental Health now has a simple brand structure, bringing together Mental Health Concern and Insight IAPT. For our partners, this has created a nationally-recognisable brand which reflects our mission to be an innovative charity partner of the NHS and social care system. For the people we support, it creates a single 'front door' to getting the help they need, making sure no one struggles alone.

In 2022, we gathered feedback from over 300 stakeholders, including people who use our services and their families, colleagues, commissioners, and partners.

We held colleague workshops in Newcastle, Peterborough, and Nottingham; conducted 1:1 interviews with key NHS partners; and circulated surveys to gather people's views on the direction our brand identity should take.

Everyone's feedback informed our name, visual identity, and accessibility considerations (such as typeface and colour palette).



Priority 3: Investing in our people to create high-performing teams

We're proud that our focus on this area has been recognised by the following awards:

- CIPD North East Excellence in Health and Wellbeing Award, 2022
- UK Top Workplaces for Women, 2022
- EW Inclusive Culture Award, 2022

Our 2022 colleague survey also shows how we've improved our people's experience in a range of ways, including:

- 81% agreed that their leader showed a sincere interest in them as a person: +10% from the previous year.
- 84% agreed that leaders clearly explain the organisation's strategy and how we'll deliver it: +13%.
- Our investment in a new benefits package in 2022 meant that 66% of our colleagues agreed that their benefits were special and unique: +13%.
- 79% of people feel safe to speak up - the first time we have included this in our colleague survey.

Leadership Programme

This launched in 2022 for all managers. It was developed to complement our strategy and values, focusing on topics including coaching, giving feedback and difficult conversations, and exploring leadership styles using DiSC personality profiling.

Leaders who took part scored the programme an average 9.5/10 for suitability of content and likelihood of recommending. We'll launch a 'Step Into Leadership' programme later in 2023.

Learning and development

An area of significant focus and investment has been apprenticeships, developing a prospectus of over 70 course opportunities.

We're now spending 100% of our apprenticeship levy fund each month. This includes a nursing apprenticeship, which is undertaken as an internal progression opportunity.

We have also improved and expanded our training on safeguarding, first aid, trauma-informed care, and managing challenging behaviours.

Priority 4: Fully develop our crisis offer to deliver sub-acute crisis care in conjunction with our local mental health trusts

We've taken significant steps to integrate sub-acute crisis care with CNTW and Tees, Esk and Wear Valley (TEWV) NHS Trusts' services.

We developed three Safe Havens with CNTW and North East and North Cumbria ICB, to be launched in 2023, as well as delivering our Together in a Crisis (TIAC) services in conjunction with clinical NHS teams. We currently have seven crisis teams operating across the north east, working closely with CNTW and TEWV clinical crisis teams.

We also launched England's first Distress Brief Intervention (DBI) pilot service in Derwentside.

We've also strengthened our robust TIAC referral pathways across the NENC IBC footprint, continuing to provide a service that's a well-known and accessible alternative to clinical crisis.

In line with Priority 4, we've built on our well-established relationships with referrers (e.g. primary care, street triage, crisis resolution and home treatment teams, psychiatric liaison teams) and maintained close relationships with acute teams.

To get the best out of our commitment to partnership working, we've been working closely with CNTW to gain access to mental health records on patient records systems. This is already in place with our TEWV partnership, which has ensured the right information is shared and recorded, supporting high-quality service provision.



Distress Brief Intervention (DBI) service

In 2022, we were commissioned to deliver England's first DBI pilot programme Derwentside and County Durham. This two-year, innovative service provides compassionate, problem-solving support for around 14 days, with daily contacts.

Specialist, non-clinical support has also supported people to resolve their distress and develop new skills and connections in their local community. Our relationships with TEWV services (crisis, psychiatric liaison and access teams), as well as GP practices, police, and ambulance services, have been crucial to this pilot's early success.

Between October 2022 and April 2023, our DBI service supported 76 Derwentside residents, 70% of whom reported reduced levels of distress, which has increased their resilience and helped to maintain good mental health.

Crisis house

Commissioned by Gateshead ICB and launched in July 2022, the crisis house is closely integrated with CNTW's crisis resolution and home treatment team (CRHT) and has a key position on the urgent care pathway.

We provide clinically-supported, 24-hour, short-stay beds in a community setting as an alternative to acute hospital admission. Our brief, preventative support helps to restore the person's ability to function, emerge from a crisis in a calmer state of mind, and with a plan in place to use their skills to manage any future distress.

Between July 2022 and March 2023, the service supported 19 people through crisis, with successful positive outcomes and avoiding acute hospital admission.



Priority 5: Launch 'Journey to outstanding' programme across all registered services, aiming to achieve outstanding Care Quality Commission (CQC) ratings

In November 2022, we assessed ourselves on our progress on clinical governance against six key domains:

- Service user and carer feedback
- Service user safety and incident management
- Improvement, implementation, and lessons learnt
- Risk management
- Audit
- CQC regulation

We used a maturity matrix, outlining different levels of implementation relating to clinical governance. These ranged from basic meeting of requirements, up to exemplar or best practice level.

We found firm progress in a number of areas and created a roadmap for improvement and reaching exemplar. Central to our roadmap is our journey to achieve outstanding CQC ratings.



Progress to date

Our registered services conducted a self-assessment against the five key CQC rating questions (safe, effective, caring, responsive, well-led). This gave us a baseline and enabled us to look at areas we could improve on.

Understanding the qualities of 'Outstanding' care is at the heart of our work, so we developed a programme of discussions and ongoing awareness.

A new process for supporting services to gather evidence to capture our work beyond 'Good' is in development, including new tools to gather feedback and monitor compliance.



Next steps

Planning is underway for 23/24, in preparation for the CQC's changes to its regulatory model and the introduction of the single assessment framework.

We're developing a programme of compliance reviews, to complement our existing audit and quality review programme.

This will include on-site reviews, to inspect and gather information and feedback covering the new six categories:

1. People's experiences
2. Feedback from colleagues and leaders
3. Observations of care
4. Feedback from partners
5. Processes
6. Outcomes of care

Clinical and quality governance



Our governance structure

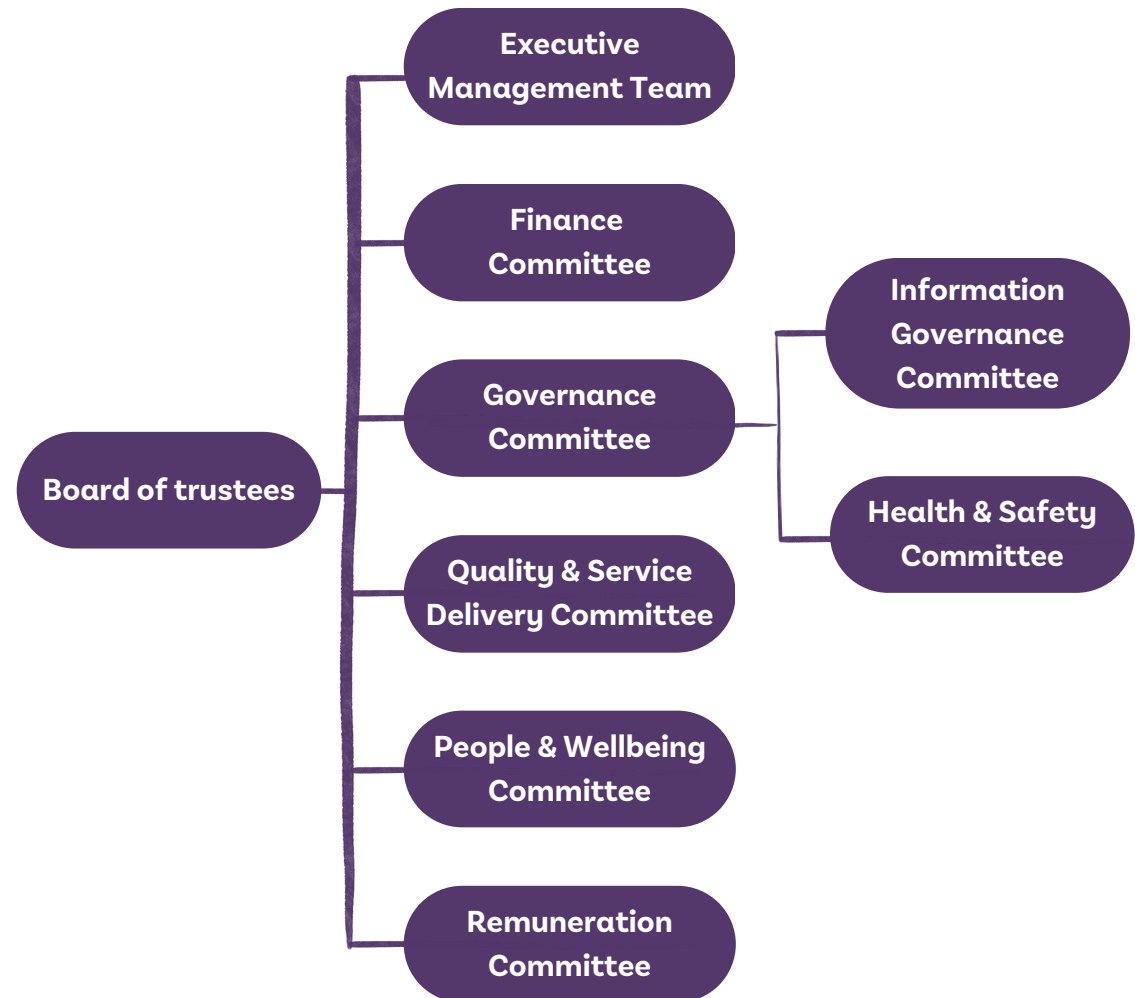
We're governed by our board of trustees, whose members have a wide range of experience and diverse backgrounds. They meet formally bi-monthly.

Our governance structure is aligned with the Charity Governance Code. Our five board committees are:

- Governance Committee
- Quality and Service Delivery Committee
- People and Wellbeing Committee
- Finance Committee
- Remuneration Committee

The chairs of the committees are experienced trustees and terms of reference are reviewed annually.

The board of trustees and executive team annually review their own performance. During 2022, an independent board effectiveness review was also undertaken.



Our approach to quality governance

Our executive lead for quality improvement and quality governance is our Chief Operating Officer. Our Quality Governance and Assurance Framework is at the heart of our approach to governance. It outlines the systems and process for quality management, improvement, and the continued development of quality governance.

The framework also gives clear direction and a vision for how we deliver high-quality, safe services. It outlines how quality governance is organised as part of a whole-system approach to improving standards, and protecting the people we support from unacceptable standards of care.

To integrate our approach, the framework draws together the following key strategies and policies:

- Strategic Plan
- Corporate and Organisational Governance Policy
- Service User Involvement Strategy
- Risk Policy

Our combined clinical, operational, and governance roles provide leadership for quality. We routinely track quality indicators in our integrated performance reports, which are reviewed by teams, services, and the board.

Quality indicators include service user surveys, infection prevention and control performance, serious incidents, safer staffing, pressure ulcers, complaints, and safeguarding.

Care Quality Commission (CQC)

The CQC is the independent regulator of health and social care services in England. All our residential services are registered and inspected by the CQC. Within the past 12 months, there have been no inspections of our services, though ongoing monitoring off-site has continued. Our current CQC ratings are:

Alderwood: Good

Briarwood: Good

Coalway Lane: Good

Jubilee Mews: Good

Pinetree Lodge: Good

Freedom To Speak Up

We encourage and support our colleagues to raise issues or concerns verbally (in-person, over the phone, or via Microsoft Teams) or in writing (via email, letter, or an anonymous incident form).

We encourage colleagues to raise issues with their line manager first, as concerns can often be resolved at this level. We know that some colleagues may not feel comfortable taking this route, so they can also choose to speak to:

- Any manager/leader in their department
- Freedom To Speak Up Guardian
- People Team
- Any senior manager or executive

We also have a confidential, external whistleblowing service. This provides 24-hour access for colleagues to report matters securely and confidentially.

During 22/23, two colleagues spoke with the Freedom to Speak Up Guardian about concerns they had. No colleagues used the external service.



Clinical audit

Our annual quality review and audit programme measures our compliance with best practice standards, and promotes continuous service improvement. Audit results are reviewed by our Quality and Service Delivery Committee.

In 22/23, around 200 audits took place across our registered services, supported housing, and community services. Audit standards included:

- Capacity and restrictive intervention
- Medicine management
- Care needs planning
- Assessment and risk

In recent years, our audit activity has been largely remote due to the COVID-19 pandemic, but our on-site reviews resumed in 22/23.

We completed five whole-service quality and service reviews, which include a range of activity and practice, including governance and leadership, safeguarding, and colleague training. They help us to measure whether our services are safe, effective, caring, responsive, and well-led.

As part of our learning from a serious incident review, we introduced a new moving and handling audit. We initially carried this out at Pinetree Lodge, then rolled it out across all our older adult services.

Audit results were very positive. We identified a number of action areas, including weekly cleaning schedules of equipment and consistent sharing of information between team members.



Learning from incidents and Duty of Candour

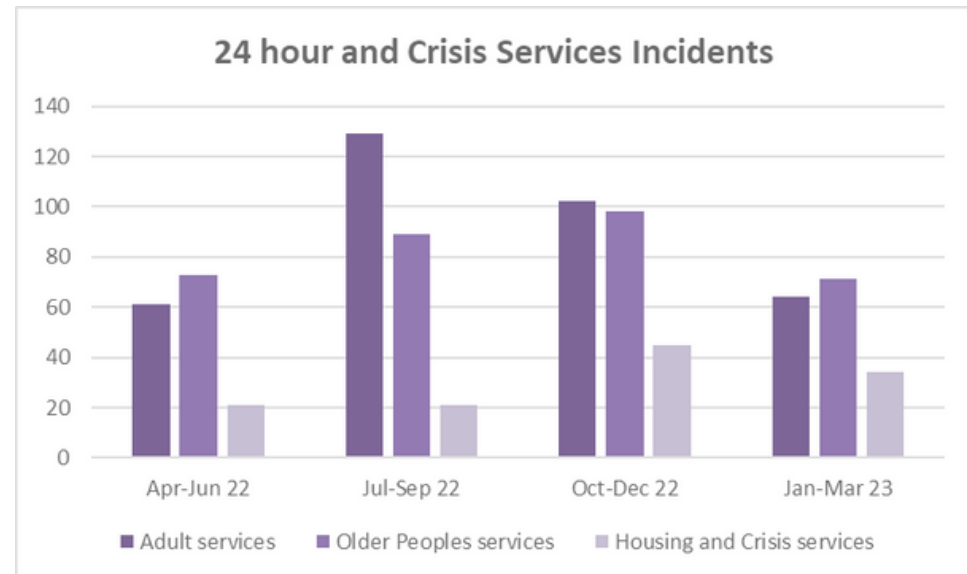
We use our incident information to understand why incidents happen and to help us improve or make changes.

The NHS considers high levels of incident reporting by organisations to be a sign of a positive reporting culture, where colleagues feel confident to flag when things haven't gone right. During 22/23, we had 809 incidents reported, the majority of which resulted in no or low harm to individuals.

There were three incidents last year when residents of our older adult homes experienced a fracture from a fall, which is classed as a serious incident. In line with NHS requirements, a thorough review was carried out by colleagues trained in undertaking serious incident reviews.

We're committed to being honest and transparent with the people we support, and their carers and families. Whenever an incident occurs, we inform all concerned as soon as possible, giving our sincere apologies. For serious events, we keep families involved and inform them of findings from reviews.

When we identify any learning, we share it with all our services. We do this through regular newsletters, good practice notices, and email briefings. We audit that teams and services are discussing incidents and learning.



Examples of learning from incidents over the year have included:

- Following an incident involving a hoist, a new risk assessment was completed and training repeated using a pictorial guide, as the hoist had been a new model. The learning was shared across all services that use hoists.
- Care when using lap belts with wheelchairs was highlighted. Instructions were issued for services to ensure residents' moving and handling care plans include details of positioning, and awareness of the possibility of residents putting their thumbs/fingers in the loops.
- A new quality standard for medication support plans was developed to improve record-keeping.
- Following an increase in incidents involving aggressive and self-harm behavior, we launched a new Clinical Risk Panel. The panel ensures that senior leaders oversee cases where risk is high. The panel seeks assurance regarding individualised care and support planning, multidisciplinary working, and supporting colleagues by sharing best practice.

Data Security and Protection Toolkit

Our overall score for 21/22 was 'Standard Exceeded'. Our 22/23 assessment is due to be submitted by the end of June 2023 and we're on track to meet all mandatory standards.

By meeting all standards, we're demonstrating that we have safe and secure processes in place to protect the sensitive personal information that we process. It shows that our colleagues have completed training in areas such as confidentiality and information security, and that we carry out our legal duties under the Data Protection Act 2018 and GDPR.

Responding to safety alerts

The Governance and Quality Team co-ordinate and monitor our safety alert process and ensure that any relevant patient safety alerts issued by NHS England/Improvement (NHSE/I) are disseminated to appropriate clinical teams to ensure that we are already compliant, or highlight actions needed to ensure we become so.

Complaints management

Our complaints policy and toolkit outline our approach to receiving valuable feedback and information from the people we support, and their carers, about the services we provide. This ensures that we keep a person-centered approach.

10 complaints from Everyturn's services were received during 22/23. This is a slight increase on the previous year's seven and includes complaints resolved informally at service level. The categories of complaints we received were care and support (3), attitude/behaviour of colleagues (4), environmental/antisocial behaviour (3).

All responses and remedial action was completed within our timescale of 25 days. Examples of learnings from our complaints include:

- Ensuring the remit of our community services is made clear to the people we support.
- Improvements to our on-call management processes, ensuring colleagues are clear when to escalate concerns out of normal office hours.
- Importance of early and thorough communication with family members.
- Revisiting of consent to share information with family members, where the person supported has declined.



Infection prevention and control



At the start of 22/23, the transition of Covid was underway. Our services already had robust control measures in place and all services continued to respond to changes in the transition of not only Covid but other infectious diseases. The organisation continued to have strong links with Community Control of Infection Lead (COL).

Overall, our infection rates were relatively low throughout the year. Within our 24-hour services, colleagues followed Government advice, continued to wear personal protective equipment, and maintained our increased cleaning schedule.

Control of infection and environmental audits

All 24-hour services continued to conduct control of infection audits, which were reviewed by our governance team as part of a regular monitoring process.

15 audits were conducted by COL nurses and actions for improvement in areas included hand hygiene, repairs to tiling, and cleaning of skirting boards.

Similar to the previous year, an ongoing theme in adult services was supporting service users to maintain their own environments. In addition to our rota of assisted thorough cleans, a role of cleaner/housekeeper has been introduced to help maintain high standards of cleanliness.



**Performance
outcomes of our
CQC-registered
services**



24-hour adult nursing services

Recovery-focused outcomes are at the core of our specialist adult services. We use 'domains' to define recovery and measure each person's journey by using outcomes within each domain, with a narrative and score on the Recovery Star, capturing key milestones and evidence of our services' effectiveness.

We're particularly proud that 21 people with complex mental health needs and challenging behaviours were admitted to us in 22/23, as an alternative to acute hospital admission. 10 people being discharged to their homes or more independent accommodation.

Our services are an integral part of the care pathway, offering hope for services users with serious mental health problems without the need for extended acute hospital stay.

Jack is 20 and has diagnoses of autism and anti-social personality disorder. Jack experienced significant and complex trauma during his childhood, and he had difficult relationships with family, peers, and professional staff.

Known to Children's and Young People's Services since he was 8, Jack has had lots of contact with mental health services, emergency services, and the police.

Jack was supported by our crisis bed service at Coalway Lane when he was in mental health crisis and his behaviours become challenging - including violence, aggression, and substance abuse. Having supported Jack out of crisis, our team agreed to extend his stay, recognising his vulnerabilities, risks, and relapse indicators.

Jack has now stopped using substances and has good relationships with his care team and the people around him. He feels his life has changed for the better, and he is hopeful for his future in independent living, with strategies and relationships in place to support him.

24-hour older adult nursing services

One of the key measures of success of our older adult nursing services is avoiding the need for people to be admitted to acute hospital. We work with people who have complex mental health needs and related behaviours, predominantly with dementia. We help people to move back to living in their communities, even if they have come to us from hospital

We have a high occupancy of our longer stay dementia unit, so we've focused on a maximum 12-week mental health assessment for people with dementia. The people we assess would usually need to be admitted to hospital because of the complexity of their needs and behaviours.

We're proud that 22 people were discharged from our older adult services to their own homes, or to less intensive care facilities, this year. This significantly reduced pressure on essential acute inpatient services, demonstrating our services as a key part of the core pathway.

Marjorie came to one of our older adult nursing services from hospital. She only wanted to leave us if she could live on her own, back in her community. This had been a concern to her consultant, because of Marjorie's mental health complexities and because she had lived in hospital for several years.

Our nursing team worked closely with Marjorie and her care coordinator, which meant that we're now able to plan to support Marjorie's move to community living.

Marjorie is in the process of visiting suitable places to live and is looking forward to returning to her local community.



**Performance
outcomes of
community &
crisis services**



Together in a Crisis (TIAC)

In 22/23, TIAC continued to work alongside NHS crisis teams and home treatment teams, providing wrap-around support to people experiencing crisis due to social and practical issues. In October 2022, we launched England's first Distress Brief Intervention (DBI) service, which provides 1:1 support for up to two weeks for anyone experiencing emotional distress.

Our referrals

TIAC and DBI made excellent progress in 22/23. They received 4,277 referrals and had 67,138 contacts with people in crisis. 100% of our referrals were triaged and assessed within 24 hours of referral, and 100% of people started support sessions within five working days.

Of those who began treatment with us, 78% of people completed 12 weeks of support, and reported a positive improvement in their mental health.

Many people access either NHS or our own crisis services. Our data shows that people aged 25-54 years are most likely to access our services, with the most common age range being 25-34 years. 53% of our clients are female, 46% are male, 0.5% are trans, and 0.2 are non-binary.

It's really important to us that we deliver services that are accessible to all who need our support and we continuously work to improve all aspects of the service.

Area	Service	People supported
Northumberland & North Tyneside	TIAC	1,189
South Tyneside & Sunderland	TIAC	765
Newcastle	TIAC	649
Tees	TIAC	919
Derwentside	DBI	76

Together in a Crisis outcomes

We're here to provide high-quality services, and we always want to ensure people feel their mental health has improved after working with us.

To ensure we're achieving high standards for the people we support, we use a series of wellbeing measures called the Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS). This measures outcomes including improvements in mental health, family, social relationships, housing, finance, and alcohol and substances.

The average improvement in WEMWBS scores for our clients is 12-15 points, which is a significant improvement in mental health.

We have exceeded our targets for referrals and have continued to improve the service, so it meets the needs of those who require our support.

Feedback from our clinical colleagues is very important to us. In 22/23, we conducted a staff experience survey to understand the impact TIAC Teesside was having for our clinical TEWV colleagues. The TEWV Crisis Team's feedback included:

- 100% felt they had a good understanding of TIAC's role within the crisis pathway.
- 100% felt the TIAC partnership had improved discharge process and quality.
- 90% felt joint appointments with TIAC case workers were helpful.
- 96% felt the TIAC partnership had released clinical capacity.



Community mental health 1:1 services

During the last 12 months, our highly-trained community mental health teams continued to work in partnership with Hospital Trusts, GP practices, and local authorities to support people who have complex mental health issues or serious mental illness (SMI).

This year, 3,892 people were supported by our community 1:1 mental health services, with 37,544 individual contacts made.

We deliver our specialist non-clinical mental health services because we know that life can be very tough and want to support people so they don't have to go through those challenges alone. We understand the challenges that statutory services continue to face, so we work closely with specialist teams, acute hospitals, and GPs to get people the right treatment at the right time.



Similarly to the previous year, we have worked with people whose mental health is being affected by social issues (housing, money, relationships) or emotional issues, and did not necessarily require support from a nurse or doctor. Each Link Worker team has supported around 100 people per year, with support lasting for between 3-9 months.

Our Waiting List Initiative service continued to expand this year, with 520 people supported. We also were shortlisted for 'Best Mental Health Partnership with the NHS' in the prestigious HSJ Partnership Awards.

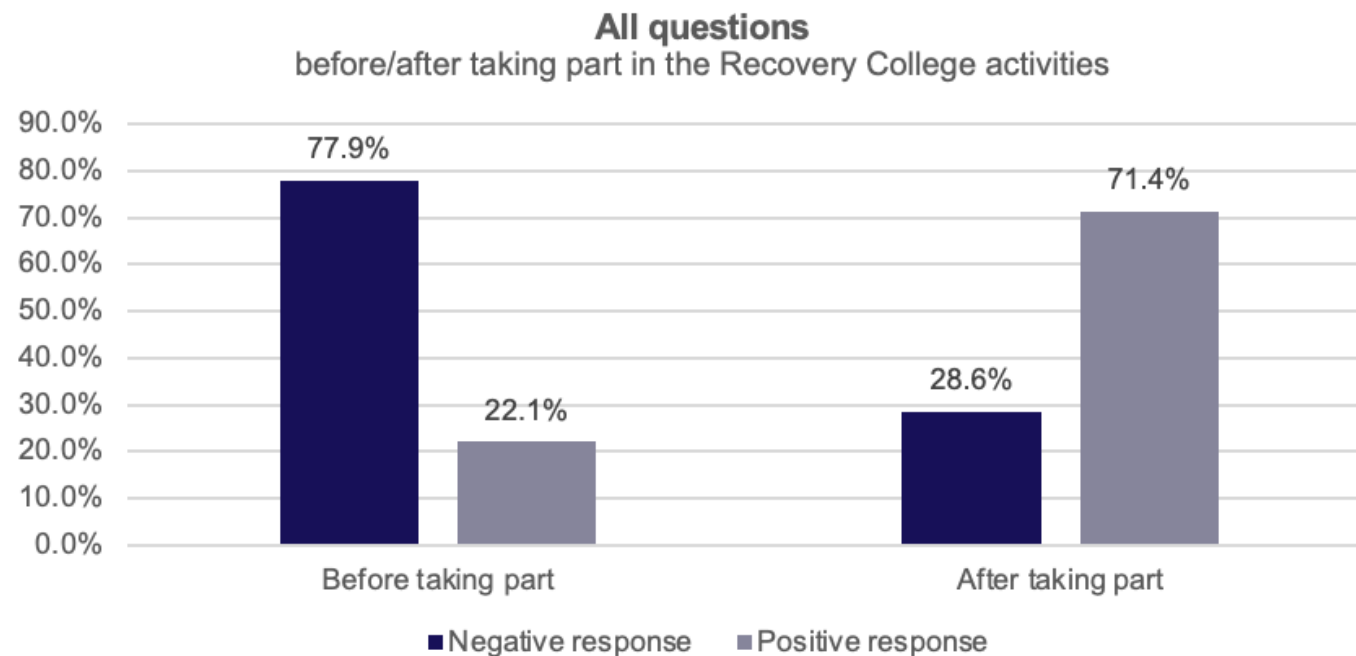
We continue to work in partnership with Trusts to refine our offer and meet the growing need across the country. Our Waiting List Initiative service currently operates South Tyneside, Sunderland, and Gateshead. In 23/24, our service will expand into Newcastle and North Cumbria.

Recovery colleges

Northumberland Recovery College and Kind Mind Community in South Tyneside have continued to go from strength to strength. This year, they have seen significant growth, with 1,343 students enrolled to date. We have continued to provide community-based, accessible group and one-to-one support.

Our recovery colleges support hospital discharge, reduce the risk of re-admission, and reduce the frequency of clinical intervention, by providing proactive activities which work to keep people well.

Each person accessing our recovery colleges completes WEMWBS at the start and end of their journey with us. The data table below is an example of our impact in Northumberland.



VCSE Mental Health Alliance

We're proud to continue to lead the Northumberland VCSE Mental Health Alliance, a strong, community-based partnership of 21 voluntary, community, and social enterprise organisations.

In 22/23, we acted as a pivotal conduit between the Mental Health Transformation Board and VCSE partners. The strong governance framework we introduced for the Alliance in 2021 has allowed us to allocate funds in 22/23, including contracts and grants across the county.

Over the past 12 months, we have also funded eight mental health-based projects delivered by community organisations. This has allowed us to draw on the rich assets and strengths of local community providers to enhance clinical care, and give wraparound support for people with mental health conditions.





**Experiences of the
people we support**

The impact of our services

The following case studies illustrate the impact of the support our colleagues provide. Names and identifying details have been changed for privacy.

Adult nursing services - Paul's story

Paul is in his mid-fifties. He came to one of our adult nursing services, after he was discharged from an acute inpatient ward. When Paul arrived, he was unkempt, was suspicious of our team, and spoke very little. He had a diagnosis of paranoid schizophrenia and a history of delusional beliefs and auditory hallucinations.

There was little information around Paul's background, but his history included extended periods of homelessness, and alcohol and substance misuse. He had also been detained under the Mental Health Act, having living homeless for a few years before being admitted to hospital.

Paul also had a history of disengaging from services and unreliably taking his prescribed medication, which had a negative impact on his mental health.

When Paul first came to us, he described some delusional beliefs and within the first few weeks he went missing from the service - returning several days later after being found by the police.

Since Paul has been with the service, there's only been one incident of him going missing. His self-care has improved, and he's beginning to build relationships with our team.

Paul now goes out for walks, letting our colleagues know when he's leaving the unit and when he's likely to be back. He also goes food shopping and cooks for himself.

Our team initially supported Paul to attend his medical appointments, but he's now able to attend them independently. Paul's delusional beliefs have significantly reduced and his self-care and living skills are hugely improved.



Recovery colleges - Claire's story

I was informed about Northumberland Recovery College by a peer support worker from the crisis team. I was so nervous and very anxious to walk into my first group: Craft and Chat at Briardale House, Blyth.

You welcomed me into the group, as did all of the wonderful ladies in the group. They are all so generous with their time, crafting experience, and even the materials I needed. Such a great group.

I now also attend, when my anxiety allows me to, Deeper Dance at Pegswood and the monthly Book Club at Alnwick - which has introduced me to another lovely group of ladies, but also to new genres of books and authors. I loved them all.

Best of all, and most beneficial to me and all who attend, I joined the Happiness and Meditation group on Friday at Being Woman, Lintonville Workspace in Ashington. This group has changed my life. It opened my awareness, heart and soul, to a different way of looking at my life.

For 95% of the time, I use everything I have learned in this group to change how I respond to triggers that damage me. The group leader is truly an absolute miracle worker. She has been put on this earth to teach and save us I'm sure!

Since attending the classes, I have completely changed my life - it has actually saved my life. I have learned so many new things in all aspects of life, met so many people I now count as new friends, and I can now cope, for the majority of the time, with my mental, emotional, and physical health.

Even when feeling 'off', I can go to any of the groups and end up laughing and chatting and realising I'm not alone. I've never had that before in my life. I'm now in the position of really looking forward to attending the classes.

Northumberland Recovery College has really been the best thing about being so desperately at a suicidal point last year. You have lifted me out of despair, given me wings and allowed me to fly. My deepest, most heartfelt thanks to you all .



**I know there are people
around who inspire me,
help me, and actually we
all care about each other.**



Older adult nursing services - Geoff's story

Geoff is in his late seventies and has a diagnosis of schizoaffective disorder and mood fluctuations. He's subject to Deprivation of Liberty Safeguards (DoLs), with a condition that he lives at one of our older adult nursing services. Geoff saw this as a restriction on his freedom, which meant he was sometimes verbally and physically aggressive towards our colleagues and his fellow residents.

Geoff sometimes went out accompanied by colleagues, but when it came time to return to the service, he sometimes refused and became aggressive. On several occasions, this unfortunately led to his family or police being contacted to help to encourage him to return.

After speaking to Geoff about this, he was very clear that he felt he was not trusted, and wanted the opportunity to 'prove himself' to others and himself. We created a plan, with risk and capacity assessments, to give Geoff more independence. The plan included positive risk-taking, but with a clear plan in place if the team needed to encourage or bring Geoff back to the service.

Since the plan was implemented, Geoff now goes out to socialise, meet with family and friends, and go for meals and drinks - all of which involve him independently using public transport. Geoff has been returning to our service with no issues, and he engages well with our team and the other residents.

Geoff now feels he has the freedom he wanted. He's been reflective about the ways he behaved in the past and is proud of what he's proven to others. As a result, our team's anxieties about positive risk-taking have reduced, which has led to them having a closer rapport and better engagement with Geoff.





**Our colleagues
and their wellbeing**

Following the launch of our wellbeing strategy in 2021, we have continued with our rounded wellbeing offer. We have also focused significantly on financial wellbeing, in line with colleague feedback and the cost-of-living crisis.

- We became a Real Living Wage Employer, which saw over 100 colleagues receive an increase in pay.
- We launched Wagestream, a financial wellbeing app that provides financial coaching, a savings tool, and early draw-down of earned salary. We have around 130 active users and £35,000 has been drawn down since February 2023.
- We launched a free will-writing service to all colleagues and held workshops on the importance of wills.
- We ran numerous financial wellbeing workshops, including managing pensions and savings. Our events in 2023 have already been attended by over 200 people.
- We introduced charge cards to reduce reliance on claiming expenses.

We also continued our focus on physical and mental health, through:

- Regular online mindfulness sessions, available to everyone.
- Focused events such as nutrition month, a steps challenge, and more.
- On-site health checks, including blood pressure and cholesterol.
- Promotion of the Headspace app, which is free to everyone as part of our Vitality wellbeing benefit.

In our 2022 colleague engagement survey, 80% of colleagues agreed that we actively promote mental and physical health as an organisation – an increase of 21% from the previous year.



Our quality priorities for 2023/24



Priority 1

We will fully implement the new Patient Safety Incident Reporting Framework (PSIRF), as part of our wider Patient Safety Strategy.

We have been preparing for PSIRF over the past year, attending workshops, liaising with commissioners across our service areas and reviewing published guidance. During 23/24, we will:

- Roll out a new service user safety incident framework, in line with the requirements of PSIRF, to all services.
- Further develop our processes for identifying and sharing learning from incidents and complaints.
- Develop our triage process for incidents that have been categorised as moderate or above.

Priority 2

We will create a data-informed culture across all services, using our data analytics.

- We will roll out our data warehouse and insight visualisations for all services, with real-time service user data for our colleagues.
- We will create a data-informed culture across services, to ensure that care is based on high-quality information.
- We will create visualisations and dashboards for commissioners, linked to clinical and performance data.

Priority 3

We will replace our clinical management systems with industry-leading products

- We will complete our migration of MHC+ to our new fully integrated bed/clinical management system to improve our care.
- We will complete the migration of our community services onto a new clinical management system, to deliver greater impact.
- We will seek to fully integrate our clinical management systems with NHS systems (Trusts, GPs, etc.) for integrated care.

Priority 4

We will further develop our adult nursing services and supported housing.

- We will complete our strategic review into our supported housing offer, enhancing the care and support we offer.
- We will develop our adult nursing services, working in collaboration with CNTW to create hospital step-down services.
- We will work in partnership with housing associations to deliver high-quality, clinical services to their residents.

Priority 5

We will further develop our quality outcome measures and metrics across all services.

- Working with commissioners and Trusts, we will implement Patient Reported Outcome Measures (PROMs).
- We will develop new, meaningful reporting for service user and carer feedback for all services, to inform our development.
- We will develop social value and sustainability reporting for commissioners, in line with the NHS Green Plan.



Everyturn Mental Health

2 Esh Plaza
Sir Bobby Robson Way
Newcastle upon Tyne
NE13 9BA

T: +44 (0)191 217 0377
E: enquiries@everyturn.org

everyturn.org

Everyturn Mental Health is the trading name of Everyturn (charity number 519332)
and Everyturn Services Ltd (company registered in England & Wales, number 4391008).