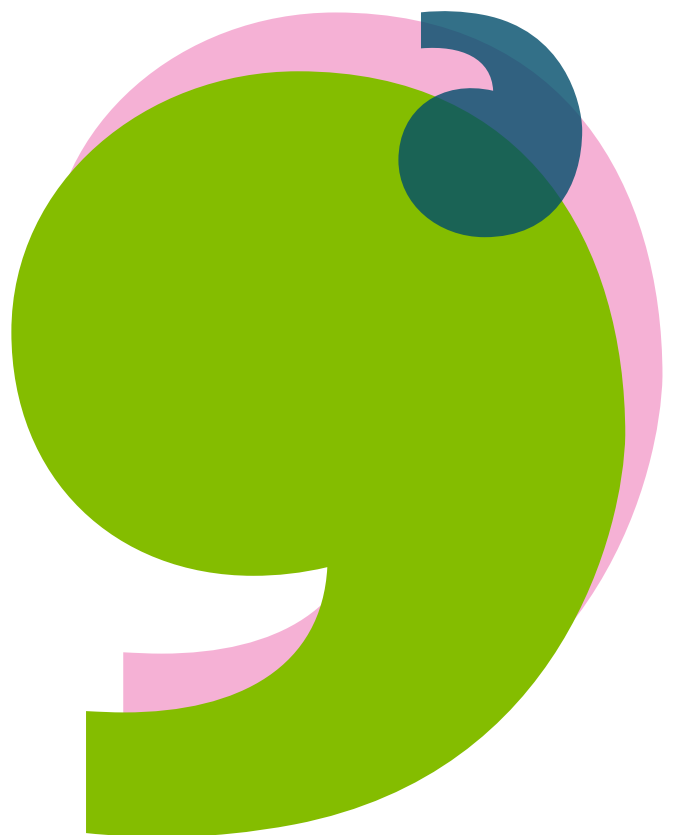


Enter and View report

The Elms Day Hospital, Banbury

November 2019



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1 Introduction

1.1 Details of visit

Details of visit:	
Service Address	Day Hospital, The Elms Clinic, Horton Hospital, Banbury, OX16 9AL
Service Provider	Oxford Health NHS Foundation Trust
Date and Time	28 th November 2019 11:00 – 16:00
Authorised Representatives	Jeanne Humber, Brian Allan
Contact details	01865 520520

1.2 Acknowledgements

Healthwatch Oxfordshire would like to thank the service provider, patients and staff for their contribution to the Enter and View Programme.

1.3 Disclaimer

Please note that this report relates to findings observed on the specific dates set out above. Our report is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed at the time.



2 What is Enter and View?

Part of the Healthwatch Oxfordshire programme is to carry out Enter and View visits. Healthwatch Oxfordshire representatives carry out these visits to health and social care services to find out how they are being run and make recommendations where there are areas for improvement. The Health and Social Care Act allows local Healthwatch authorised representatives to observe service delivery and talk to service users, their families and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies. Enter and View visits can happen if people tell us there is a problem with a service but, equally, they can occur when services have a good reputation - so we can learn about and share examples of what they do well from the perspective of people who experience the service first hand.

Healthwatch Enter and Views are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit, they are reported in accordance with Healthwatch safeguarding policies.

In addition, if any member of staff wishes to raise a safeguarding issue about their employer, they will be directed to the CQC where they are protected by legislation if they raise a concern.

2.1 Purpose of Visit

To engage with patients to understand their experience of attending the Day Hospital at the Elms including activities and support, as well as to hear about experiences of wider mental health support.

To get a staff perspective on working at the Day Hospital.

To observe how the project operates and provides its services.

2.2 Strategic drivers

During 2019, Healthwatch Oxfordshire looked at patient and service user experiences of mental health services. We wanted to hear what is working well as well as where things could be improved. We visited a range of providers, starting with inpatient acute care, moving on to community-based care and then looking at voluntary sector provision.

2.3 Methodology

A series of meetings and introductory emails allowed us to make contact with the relevant manager for the Day Hospital. Through contact with her a date was agreed for us to visit the day hospital.

When we arrived we were given a tour of the building. We were fortunate to have The Ash room booked out for our visit so we based ourselves there to hear from staff and patients within a confidential space. We did also talk with some patients in the main lounge / meeting room. Using aide memoire sheets, we asked broad questions about what it was like using the service, whether patients felt respected and what their wider experience was of mental health services in Oxfordshire. We heard from three patients and we also heard from two staff members.

2.4 Summary of findings

- The Day Hospital sits within the Elms Clinic building which is where community adult mental health services are based.
- We received very positive patient feedback about the Day Hospital.
- The relaxed atmosphere and approach of staff was low key and respectful.
- The building was uncomfortably hot with windows having to be left open in order to make the temperature feel bearable.
- The physical health care needs of patients are also met by the day hospital
- Despite experiencing a 50% budget cut in recent years, the team appeared to still provide a very good service.
- Out-of-date computer hardware was having a severe impact on staff productivity and time management.

2.5 Results of visit

The Elms Day Hospital (DH) provides the opportunity for adult patients experiencing acute mental health symptoms who would benefit from additional input by attending a four-week rolling programme of group and 1:1 support. People can be referred from a range of sources such as inpatient settings, their Care Co-ordinators, and AMHT assessment or treatment teams. On the day of our visit the caseload was 11 patients with no waiting list. The team tries not to turn people away, so will split the groups in two if necessary but will not exceed 20 patients.

The physical health of patients is also monitored with there being both a male and female physical health lead within the team. A monthly health clinic is held for all patients taking place in the two clinic rooms within the building.

The day hospital building was built as a house in the 1860s and is an amazing building. It is well maintained and appears to have a number of original features such as the mosaic tile floor. The day hospital is on the ground floor, and each room appeared accessible for patients. There was adequate space for patients with four 1:1 meeting rooms, an art room and a main group room which were all named after trees. The space for staff was more limited with a small shared office, there was also a staff kitchen. There is a lovely atmosphere within the day hospital and we were made to feel very welcome.

Within the main lounge / meeting room there is a sink and kettle in order to make drinks. The Day Hospital receives a weekly delivery from Waitrose of various items close to sell by date to assist with avoiding waste. These items, such as bread, cakes, and vegetables can be selected by patients attending to take home and use. The Day Hospital also has delivered a weekly supply of fresh fruit which is accessible to patients on a daily basis whilst attending groups.

Patient transport for those living in Oxfordshire is provided by South Central Ambulance Service (SCAS) to enable hospital attendance. Northants also provides a transport service to facilitate Day Hospital attendance for those living out of Oxfordshire, though within Northants. There have been difficulties regarding the reliability of the transport, particularly following a change to the eligibility criteria, which appears to have a greater focus on physical health needs, as opposed to mental health. This is currently being explored by AMHT managers.

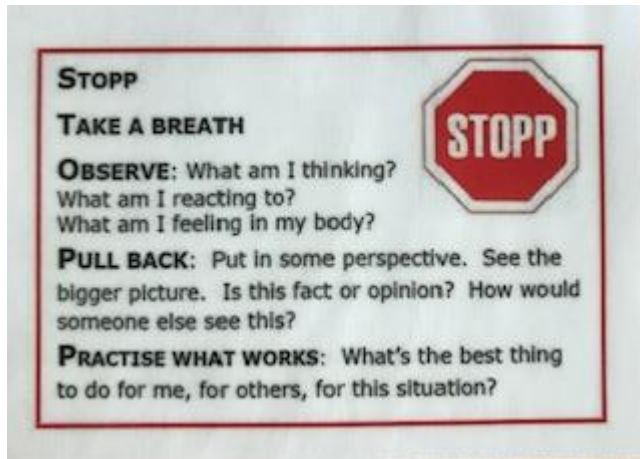
Available Information

Entrance to the unit is via an intercom buzzer system at the main Elms front door. Each patient is individually welcomed upon arrival.

At the initial care planning appointment each patient is given a folder for their four-week programme. The folder contains a Personal Recovery Plan booklet, information on day hospital ground rules, day hospital activity programme listing the CBT based groups which are held daily, a clinical outcomes measurement tool (CORE 10) (to be measured at beginning and end of the four weeks) and the I Want Great Care feedback form. There are also handouts given following each group for patients to keep and assist with reflection following each group session. There is also information about Mind Peer Support groups running in the local area, plus the latest term courses for the Oxfordshire Recovery College. We were pleased to see an invitation to carers to make an appointment to be further involved in the care of their loved one as well as how to access support for themselves. Following the care planning appointment, a start date is then confirmed with a discharge goal date in order to work towards. The folder also contained a laminated card with the contact details of the North and West Oxfordshire AMHT, Day Hospital, out of hours



support plus numbers for Oxfordshire Mind and the Samaritans. We felt the addition of the laminated, credit card sized **STOPP** card in the pack was a great idea for giving practical tips during difficult situations:



There was a lot of information available including how to make a complaint. We also saw information about advocacy, support for veterans, keeping fit, and healthy eating. A patient feedback box was available and there was a feedback board, but it appeared to be dated 2018. Plenty of patient work is on display. There isn't a staff photo board but there is a names board in the main lounge room so patients know who their allocated worker is for the day.



Patient Feedback on the Day Hospital

- Patients gave very positive feedback about the Day Hospital.
- We heard how the staff were both friendly and professional and took a relaxed approach.
- We heard how useful the help and information provided was and how it has really helped patients to think about things in their lives.
- Patients appreciated having a safe and confidential space in which to talk and hear from others.
- We heard how important the service was for helping patients to believe they are worth something and providing a space where they could be themselves.
- Patients did tell us they would like more than two full days a week, and also would like the day length to be extended, although they did not want this to negatively impact the staff.

Activities

- The day hospital runs a four-week programme consisting of two full days and three half days. Each day starts with a 'meet and greet' session from 11am - 11.30, except on Tuesdays when the session starts at 1pm.
- Attendance at every group session is not obligatory, but where patients miss a session and would like to catch up, there is opportunity to do so. They are also offered the hand-outs from the missed session should they wish.
- PALS (Patient Advice and Liaison Service) visits the Day Hospital once a month.
- Regular 1:1 with named clinicians take place
- Morning group sessions are focused on cognitive behavioural skills based groups such as Mindfulness, Well-being, Anxiety Management, Mood Management and WRAP (wellness recovery action planning)
- Two days a week due to there being two groups held there is a lunch break. Patients are given vouchers worth £4 to use at the hospital cafeteria in order to have something substantial to eat.
- Afternoon activities are more low-stimulus based such as art or creative focused, with the option of also attending Mind on alternate Thursdays with a staff member. This is with the aim to facilitate familiarity and assist with longer term supportive links.



Staff Feedback

- We heard how close knit the team were who did their best to help each other out.
- We heard that team members had a real sense of belonging akin to a family.
- We heard that the empathy and understanding demonstrated by staff was one of the best things about working at the Day Hospital.
- We did hear how staff vacancies and sickness could be problematic, but some excellent sessional workers made a massive difference.
- As well as staffing levels, other challenges faced by the team included resources, money and transport.
- Transport was a major stressor for staff, and we heard that sorting out transport issues for patients was a priority.
- Computers and IT were problematic with work on the computer taking a very long time. This appeared to be in relation to a software update (Windows 10) on PCs that were not suitable. We heard it was quicker to physically walk upstairs to deliver a message instead of sending an email. Three of the staff PCs were very slow.
- The day hospital, assessment team and treatment team work very closely together within their model of care, with a couple of sessional DH staff moving to the assessment team to help the team with supportive follow up sessions. This is following successful recruitment of permanent staff members to Day Hospital.
- Peer support workers were a welcome addition to the team and were fabulous.
- Staff felt that they were listened to and their views valued by managers with some excellent examples of innovative and effective practice from the team.
- We heard that Oxford Health was a good trust to work for with a huge focus on gathering staff feedback.
- Each Tuesday morning was set aside for a staff meeting, support and learning session. Complex Needs-based supervision / guidance was offered plus guests from external organisations are often welcomed to talk about the service they run, e.g. Combat Stress, Restore.
- Insufficient parking for staff was an issue and double parking often takes place.
- Due to its location, the building is quite isolated and there was some concern about staff safety, especially when being the first to arrive or last to leave during the hours of darkness.

2.6 Additional findings

The integration process of psychological therapy and AMHT has taken too long. Waiting lists for psychological therapy have improved but are still lengthy.

Wait for the Complex Needs Service is very long with a high proportion of patients seen at the Day Hospital having a strong link to the Complex Needs Service. As a result of this the weekly 10-session Mentalization Based Therapy (MBT) group was set up and is facilitated by a team member of the Complex Needs service and AMHT staff member. The course has currently been running for approximately 18 months and is a hugely valuable resource. Staff facilitating the group have also developed and standardised referral criteria.

The role of the embedded Mind worker within AMHT is greatly valued as being very resourceful and knowledgeable and any DH patients can be referred to them in order to get support on signposting.

We saw some excellent work with the production of four booklets to give information and guidance on issues such as Depression, Anxiety, Self-esteem and Managing Strong Emotions. The DH Manager, an Occupational Therapist and psychology research student spent one year developing these booklets. Now they have been passed by the trust communications team they are available trust wide. They are designed to be worked on over four sessions between a patient and clinician, with some additional homework to be carried out by the patient. The team received two nominations for the trust Recognition Awards for these.

2.7 Recommendations

- Staff photo board - this was discussed and a plan to have a new staff photo board was already in place.
- Share good practice of STOPP card countywide.
- Keep feedback board up to date.
- Oxford Health NHS Foundation Trust to invest in the infrastructure of its IT systems within its community-based mental health provision
- Reduce costs and waste by finding a way of turning down the heating at The Elms.
- Ensure staff safety risk assessments cover lone working when being the first or last to use the car park during the hours of darkness.
- Ask South Central Ambulance Service to make available the access criteria for transport for patients with mental health needs.



2.8 Service provider response

It was a pleasure to be visited by Healthwatch Oxfordshire and to receive such positive comments which we will share with our team.

We also greatly appreciate the recommendations offered. Feedback enables us to continually develop and improve our services.

A review is under way at the Day Hospital to allow us to identify the best and most appropriate way of shaping the service taking patient and staff views into full consideration.

Waiting times remain a challenge for all mental health services as demand rises.

The team has been working alongside psychology to facilitate the recent integration process which has been lengthy though moving forward in a positive direction.

We have recently successfully recruited into the day hospital team following a period of support to facilitate our working with regular qualified sessional workers.

We are most fortunate to have peer support workers within our team, one based within our day hospital and one based within Witney community team. Both are a huge asset because of their lived experience and offer additional insightful support to those clients we work with.

Answering the recommendations in turn:

Staff photo board: We aim to discuss further whether having a team photo board would be helpful and will await feedback from staff as we are aware of the potential positives and negatives.

STOPP card and feedback board: We will look at seeking the trust's view of adopting the card countywide and will work to address any outdated material on the feedback board.

IT: The trust's Information Technology department is aware of our issues and has been working hard to address them. While many glitches resulted in the upgrade to Windows 10, which has now concluded, we understand an investment in upgrading equipment is to be announced shortly.

Heating: The Elms is a Victorian building adapted to serve as a community mental health setting. Many of the old-style Victorian radiators within rooms are not fitted with thermostatic valves which makes temperatures challenging to control. Our estates team, which also leads on sustainability, is investigating a cost effective and environmentally way forward. As a trust we are committed and have made significant progress in reducing our overall carbon footprint.



Lone working: Our building is isolated, and we are mindful of the need to ensure the trust's Personal Safety and Lone Working Policy is adhered to. Risk factors which relate to lone workers are addressed through risk assessment and the implementation of appropriate control measures to ensure lone workers are at no more risk than other workers. We will seek if further work and team training is required.

Transport: We recognise difficulties around transport can be stressful for our patients at a time where their attendance should have a positive therapeutic value rather than negative impact. Fortunately, we have now received a copy of the eligibility criteria for transport from South Central Ambulance Service which help us explore how best to address the difficulties.

We are pleased to receive such positive comments and helpful recommendations which we will share within our team as we continue to move forward with our service.

