

Partnerships in Care

Half year statement 2011

Focus: Further enhancing quality & consistency

Partnerships in Care (PiC) offers the largest independent network of secure mental health hospitals and facilities in the UK. We have over 25 years of experience caring for men and women with complex mental health needs and specialise in:

- Mental illness
- Personality disorders
- Learning disabilities
- Brain injury rehabilitation

Highlights

Length of stay improved on previous two years

Dr Quazi Haque appointed as Group Medical Director

PiC South East region wins HSJ Efficiency Award

North West developments enable all-female service at Arbury Court

Wortham ward at Kneesworth House refurbished to offer new therapy-led locked rehabilitation male service

New 11 bed locked rehabilitation service at Kemple View opened for male patients

PiC North West hospitals receive RAID® centre of excellence award



Strategy

In early 2011 we increased the focus of our strategy through the development of workstreams to review and enhance key areas of work. Our drive to ensure we have the data and knowledge to continually reduce our length of stay and refine care pathways and pricing is essential for us to meet the needs of commissioners. We have also carried out further work to standardise practice and processes across the Group.

Quality focus and outcomes

At the start of the year, we reviewed our pricing structure to deliver standardised prices across our services. Our prices now include standardised 'inclusives' for all hospitals and standard volume rebates. This increased clarity and transparency is generating positive feedback from our customers. We will continue to look at opportunities for care pathway pricing; analysing our average length of stay will assist this work.

Analysis into our length of stay data will help us improve on this important outcome measure. Our independent report into the length of stay from 2008 showed that full patient stays decreased from over 22 months (22.6 months in 2009; 22.7 months in 2010) to just over 20 months in the first half of 2011. Whilst we continue to analyse the details and implications of this data, it is clear that the length of stay reduction over time was more pronounced amongst particular groups of patients (e.g. men, and all patients with a mental illness).

We published our second Quality Account report at the end of June 2011, in line with new guidelines. This report sets out our priorities around patient experience, safety and effectiveness for 2011/ 2012. The high level focus on these priorities can only help us ensure our continued focus on them.

We continue to develop a much more consistent approach to clinical processes and documentation. In March, we implemented a Referral and Assessment Report in a common format. This gives commissioners and their referrers a formal document which fully incorporates good practice. We have had very positive feedback from some of our most demanding commissioners and we will be auditing the form's use later in the year. Also in terms of standardisation, we are currently finalising new documentation and practice associated with the Care Programme Approach (CPA) process, and have developed timeline framework documents for many of our services.

Appointments

We were delighted to announce the appointment of Dr Quazi Haque as the new Group Medical Director for Partnerships in Care. Dr Haque joined in June, ensuring a smooth handover from Dr John Taylor, who has now retired.

Dr Haque joins from Priory Secure Services, where he has been a Consultant Forensic Psychiatrist and Medical Director since 2004. During his time at the Priory he implemented innovative and effective quality and safety systems across Priory hospitals and operationally advised on the development of comprehensive mental health services within the Priory Group.

Dr Haque has been clinically and academically involved in several UK and international advisory committees that have steered the development of mental health services within forensic, civil and criminal justice settings. He is an Executive Advisor to the Royal College of Psychiatrists Quality Network for Forensic Mental Health Services, a clinical lead for Outcomes for the Department of Health Forensic QIPP programme, and also an Honorary Lecturer at the Department of Forensic and Neurodevelopmental Sciences, Institute of Psychiatry, London.



Dr Quazi Haque appointed as Group Medical Director.



North West developments enable all female service at Arbury Court.



PiC South East region proud winners of the HSJ 'Workforce Efficiency' Award.



Kneesworth House opens new therapy-led locked rehabilitation service.

Service developments

North West developments

We are delighted to be able to offer an all female service at Arbury Court. Permission was granted by the North West Secure Commissioning Team (NWSCT) earlier this year to transfer the Long Term Medium Secure (LTMS) male service to The Spinney after a thorough consultation with patients, relatives and carers had been completed.

The changes enable Arbury Court to have a second medium secure ward for women, allowing patients to be admitted from the waiting list. It will also create four additional low secure beds. The new 15 beds will also allow repatriation of staff who wish to return from The Spinney.

Also in September, a new 11 bed locked rehabilitation service at Kemple View opened where male patients can practice the skills required for independent living. Oakwood ward provides a comfortable and homely accommodation and is suitable for patients who need to practice or enhance their skills further to enable them to live successfully in community settings.

Kneesworth House

A new therapy led locked rehabilitation service for men opened at Kneesworth House in September. Wortham ward has recently been refurbished, and the model of care uses restorative activities that focus on the strengths and abilities, not the illness and symptoms.

RAID® Centre of Excellence

In March, PiC was the first healthcare provider to get whole hospital recognition for the RAID® Centre of Excellence Award from the Association of Psychological Therapies (APT). Both The Spinney and Kemple View have received the award from APT for successful training and implementation of this highly respected approach to staff/patient interventions in secure care.

RAID® (which stands for Reinforce Appropriate, Implode Disruptive) is a comprehensive approach which teaches staff a philosophy and practice not only to deal with challenging

behaviour when it occurs, but also to prevent it by tackling it at source. It is widely recognised as the industry standard for setting and reinforcing positive behaviours.

The RAID® approach helps secure hospitals achieve a relentlessly positive and empowering approach; this ties in well with the Recovery Model that PiC embraces. At PiC hospitals, the focus on empowerment of patients as well as staff is key to ensuring successful outcomes.

Health Service Journal (HSJ) Efficiency Award win

We are delighted to announce that staff in our South East region won the award for Workforce Efficiency at the recent HSJ Efficiency Awards. This was due to their Red Amber Green (RAG) Risk Management System, which is a dynamic risk assessment and management framework that responds to fluctuations in risk. It is a collaborative tool that enables working with patients when possible and encompasses the use of the ward environment. It also replaces the use of zonal observations on the wards.

Electronic patient records (CAREnotes)

CAREnotes Stage 2 Clinical Records pilot has now successfully taken place and the following will be developed within the system:

- a universal assessment process
- integrated patient based care and treatment plans
- a patient's meaningful week process

It is anticipated that the rollout of Clinical Records to all hospitals will be completed in 2012. Other projects, Hours Entry and Income Processing that are a part of Coldharbour Acute and Mental Health Hospital Enterprise System will also commence later this year.



Recovery Star developments

Our clinicians continue to be involved in key forums in their fields. Staff across our learning disability services are working with 'Triangle Consulting' and several other NHS and independent providers to develop a version of the Recovery Star suitable for patients with a learning disability, known as 'Life Star'. The pilot commenced in July in which Life Star will be offered to all patients and the initial feedback from our staff and patients involved has been that it is much easier to use than other versions. Patients who were not completing the standard Recovery Star due to its complexity have been engaging in the Life Star Pilot. It is hoped that Life Star will be available by the end of the year.

IT development

Earlier this year the IT Data Centre was moved in-house to provide greater control and a more efficient and cost effective service.

Events

We were pleased to have held several successful events this year including a seminar at the National Training Centre in which Professor Chris Webster, Toronto, presented on 'Structured Professional Judgement' focussing on Risk Assessment, Management Developments and Research. Professor Webster's role in the development of risk assessment has been fundamental to practice. Katie Bailey, PiC North West, also gave an insightful presentation on 'Links between risk assessment and management within PiC North West secure services'.

Corporate responsibility

Our hospitals, the care and employment they provide continue to be at the heart of the communities we serve.

Our investment in apprenticeships continues and this year we were proud to announce the first 'achiever', who as a consequence has now successfully applied to University to study a degree in Nursing. Ayodele Akinrele joined Arbury Court as an apprentice after eight months of unemployment after leaving school.

Our partnership work with the charity sector has continued throughout 2011. A great example can be seen at Oaktree Manor which has established strong links with Autism Anglia, hosting a joint Autism Seminar in early 2011. Both parties are in the process of setting up a joint local Learning Disability/Autistic Spectrum Disorder forum in the area with the aim to provide information and support for people with autism, their families, carers and professionals. Oaktree Manor and Autism Anglia are also looking into potential fundraising events to support the charity.

Outlook

With an expectation that the NHS reduces expenditure by over £20 billion between 2011 and 2014, we as key providers to the NHS must expect to work with our NHS clients to help them through this period. We have set ourselves realistic financial and operational targets that properly reflect the changing world in which we operate and will continue to build our reputation as a high quality provider of care.

Our strategy going forward will continue to build on the strengths that have put PiC at the forefront of delivering specialist secure psychiatry. Our engagement with commissioners in piloting their new care pathway work ('shared pathway') for patients will be an excellent opportunity to help drive the new pathway and shape future patient standards and expectations.

For further information please visit our website:

www.partnershipsincare.co.uk

Email us on info@partnershipsincare.co.uk

Or call our head office 020 8327 1800

020 8327 1900

Central Referrals 0800 218 2398

Partnerships in Care

2 Imperial Place

Maxwell Road

Borehamwood

Hertfordshire WD6 1JN

Registered in England Number 05409563


Partnerships in care
Changing lives for the better