

Quality Account

Step One


2019-2020



Your future starts here

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*"I was given kindness, care and
compassion as soon as I arrived.
Things are still fragile but there is
light now. There's no way I could
have got through this without the
help and support I received"*

Person using Granvue



1. Statement from the Chief Executive

I am delighted to present our Quality Account for 2019-20 which I hope you will find interesting. We have continued to develop our strategy to ensure high quality delivery of our services and introduce additional projects to support new income sources for the future.

Step One activities during 2019-20 remain within Health, Social Care and Employment Services specialising in Mental Health support services. It continues to receive an annual block contract from NHS Devon CCG with

a large number of spot contracts purchasing for social support services.

Over the past year, Step One worked with over 700 people across our wide range of specialist provision in Devon. During our annual survey, 91% of respondents stated that they would recommend Step One to friends and family if they needed similar support. People described the staff as being sensitive, caring and showing compassion as well as being skilful, knowledgeable and well trained.

*“With the support that we have provided,
Step One is now the benchmark for all other
providers worked for in Devon”*

*Comment from a Social Worker
for a Step One Service User*

Our annual staff survey provided Step One with a wealth of feedback with 68% of employees contributing to the feedback. Whilst this was slightly lower than last year, the results have confirmed where we are doing well and

where we need to improve. Over 90% of all responses were positive or neutral with no significant changes to last year's responses and 82% of respondents would recommend Step One as a place to work.

The most helpful part of the survey were the comments received enabling us to recognise the areas to focus on moving forward which we have identified as:

- improving communication
- workplace resources
- learning and development
- increased opportunities for progression.

All of these are now business plan and quality priorities for us moving forward.

The transition to the new Crisis House at Granvue was completed on schedule and within budget at the start of the year and Step One also retained an overall Good CQC rating for our hospital at Cypress.

In response to the exceptionally high number of people having to be admitted to beds out of the area we worked with our commissioners and successfully implemented a reconfiguration of our Acute Service provision at Cypress and Granvue. This means that Granvue now provides beds for delayed discharges at Cypress and the service overall is now treated as an 18 bed provision. This was mutually beneficial for both the charity and our commissioner as it ensures that we have higher occupancy at Granvue whilst at the same time addressing the issue of delayed discharges and freeing up much needed hospital beds for Devon Partnership Trust.

Also at Cypress, we are extremely proud, pleased and grateful to have been left a substantial legacy to be committed to improvement of care and treatment at the hospital. This will go a long way to helping more of our staff become qualified as nurses and towards improving certain aspects of the building to help our service users enjoy the space even more.

The community team supports people in Devon, who have autism spectrum conditions, learning difficulties, mental health concerns or a dual diagnosis, to live more independently. The team's services continue to receive high volumes of referrals from Devon Partnership Trust and Devon County Council. During this year



*Team practicing video call
just after lockdown*

they provided people in Devon and Torbay with an average of 800 support hours each week.

Utilising our specialist knowledge and experience in Mental Health we began to work with local businesses to train employees in mental health awareness by delivering our Mental Health First Aid courses. Additionally, we adapted this training to deliver a 'Let's Talk' session through our CFO3 project at Dartmoor Prison.

We are very proud to acknowledge the graduation of our first qualified Associate Nurse at Step One. This programme of training and investment in our staff is essential to the quality of the work we do.

On page 49 we outline our priorities for Quality Improvement for 2020-21 where we seek to define and embed the qualities

and principles we have identified as key to excellent quality delivery.

Our commitment to further improve our reputation for quality has continued to be challenged by our well-established Quality Committee who hold us to account to ensure scrutiny of our practice and quality standards. We are proud of our open and

transparent
culture and drive
for continuous
improvement.

Ellis Rainsford
Chief Executive



2. Statement from the Board of Trustees

Once again, the Board of Trustees is pleased to endorse and support Step One's Quality Account for 2019-20. It sets out the real progress made over the past 12 months, emphasised and endorsed by feedback from clients, client's families, service partners and commissioners, and staff.

The added focus brought about through the implementation of an enhanced quality and improvement process is proving insightful and valuable. It enables the identification of issues and areas for improvement in a measurable way; it encourages greater openness and discussion on errors,

issues and risks to patients, clients and staff, to service delivery and to overall performance. Added together, it is creating an environment of continuous monitoring, challenge, correction and improvement.



Susan Sutherland
Chair of Trustees

The Board of Trustees maintains its attention on monitoring and governance of quality through the Quality and Improvement Committee, chaired by, and with active Trustees' involvement. We look forward to continuing to work with Eilis and her team on the next year's quality priorities, as part of the delivery of quality services by Step One and the overall outcomes for the people it works with, their friends and families.



Robert Williams

Quality & Improvement Committee

3. About our services


Step One supports people to manage their mental health, achieve employment goals and live more independently.

People's challenges and needs are often varied and linked. Difficulty finding employment can affect mental health and vice versa. If a person reaches a mental health crisis, they may not be able to live independently. Autism spectrum conditions are unique to individuals but can affect how people engage with the world around them and can be isolating.

Step One services include:

- CFO3 – Support for people in Devon who are in the criminal justice system to reintegrate into the community.
- Granvue – Crisis and step-down service in Devon to support people on the acute care pathway.

- Cypress Hospital – Short-stay hospital in Devon for people who are in or recovering from a mental health crisis.
- Torbay Peer support – activities and courses for people aged over 50 (in partnership with Ageing Well Torbay) to help them to stay connected and well during later life.
- Community support – one-to-one support for people in Devon who have autism spectrum conditions, learning difficulties, mental health issues or a dual diagnosis.
- Supported living – we offer supported living services in South Devon for people with mental health issues to live more independently.
- Thriving Workplace – developed in September 2019 to help employers become more aware of mental health issues in their workforce and train their employees so they too are more aware. (During the COVID pandemic, this service has been re-aligned to current needs and is now known as Be Well @ Step One to enable us to reach more people and communities.)



"He normally struggles and often cancels and does not engage, but recently he has made full use of sessions and has even gone out to the shop which is something he never does. S is so good it's like she has magical powers"

Enabling Service User's parent



Our services have continued to develop.

This year's highlights also include:

- Opened Granvue, our new crisis house, on the 8th April 2019.
- Carried out detailed planning for the COVID pandemic and implemented it as part of Business Continuity updates.
- Supported Living and Community Support reviewed their models of delivery and the structures and resource needed to support more people and to improve governance to ensure high quality provision.
- The CFO3 project was praised by the Shaw Trust for their positive and creative approach for the 'Let's Talk' support group in Dartmoor Prison.
- Congratulations went to a CFO3 case manager who received an award for 'best compliance' from the Shaw Trust following nominations from other providers on the contract.
- The Thriving Workplace (Be Well @ Step One) project launched and staff attended

networking events, published articles in local business magazines and delivered training both internally and to local businesses.

- Torbay Peer Support Project launched its wellbeing courses for the Torbay community in addition to a well-attended range of social activity groups.
- We agreed a pilot with DPT to provide practical social support for people whilst they wait for specific clinical support.

"May I please thank you and your staff: we thought your staff were courteous, most professional and exemplary in every respect. Exemplary staff come from excellent leadership...."

Person using Cypress hospital

Number of people who used our services in 2019-20:

SERVICE	NUMBER OF PEOPLE SUPPORTED
Cypress	104
Granvue	61
Devon Community Support	106
Devon Supported Living	6
Torbay and South Devon Community Support	45
Torbay and South Devon Supported Living	13
Torbay Peer Support Programme	132
CF03	251
Thriving Workplace	48
TOTAL	766

"Step One employs over 100 staff"

In 2019-20, we worked closely with:

Devon Partnership NHS Trust

Devon Clinical Commissioning Group

Devon County Council


Her Majesty's Prison and Probation Services

Shaw Trust

Torbay and South Devon NHS Trust

Ageing Well

Nuco Training and Mental Health First Aid England



"They have been extremely helpful and supportive both during the course and the support in between sessions. They are well trained, skilled and knowledgeable in mental health. Everyone involved in the service has been respectful and kind to me. I have learnt to be kinder to myself thanks to them."

Torbay Peer Support Project Service User



Step One's vision, mission and values

Our Mission

We support people with disabilities and mental health issues to take control of their future and fulfil their potential.

Our Vision

- People and communities have the capacity and resilience to manage their health and wellbeing.
- People have access to, and choice between, effective alternatives for support.
- People are supported to live as independently as possible and are assets in their community.

Our Values

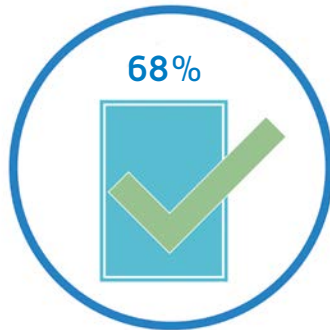
- We respect individual needs and aspirations.
- We are proud of our differences.
- We show courage and persistence.



766 People supported
by Step One




91% of people would recommend
Step One to friends and family if
they needed similar support.



68% of staff responded to the Step
One staff experience survey



Two new services



*"The enablers are friendly and likeable.
The support from Step One has helped me
grow as a person. My goal was to be more
independent and the support has helped me
with that. I am now able to get on the bus
and go to public places with less anxiety"*

Person using the Enabling Service



Our commitment to quality

We continue to uphold our commitment to quality and in 2021 we will:

Be known for high quality, innovative, creative and responsive services that work positively for people and their communities.

Have innovative pilot schemes with evidence-based practice and rigorous data.

Be the 'go to' organisation for commissioners, people in our community, research and innovation, and provider partners.

Have a proud, energised, skilled and confident workforce with the capabilities and capacity to innovate in our chosen areas.

“The group assists in many ways, with help, love, laughs, empathy and a safe space. Staff here are caring and empathetic. I couldn't ask for more.”

Person using Torbay Peer Support

4. Our priorities for improvement in 19-20 and what we did

Brief interventions for alcohol and tobacco use

Smoking and harmful alcohol use together are estimated to lead to over 100,000 premature deaths each year. Preventing ill health by quitting smoking and drinking less alcohol can reduce:

- the burden on the NHS
- premature mortality and morbidity
- health inequalities

As part of tackling this, we have trained and supported staff in our bed-based services to offer brief interventions, including asking short screening questions, brief advice on the benefits of drinking less or how best to stop smoking, and where appropriate referral to specialist services.

We have re-designed our physical health screening tools to include smoking and alcohol assessments, guidance for referral for smoking cessation support and the Alcohol use disorders identification test consumption (AUDIT C) scoring.

As a result of these changes we now routinely:

- screen people for level of alcohol consumption
- give people who consume alcohol at increasing or higher risk levels brief advice on the harm and benefit of cutting down
- refer people with possible alcohol dependence for specialist assessment and treatment
- screen people for smoking status
- give people who smoke advice on the best ways to improve their chances of quitting
- refer people who smoke for specialist support and offer stop smoking medication.

Embedding our '5 Principles'

Following on from the development of our '5 Principles', we set out a programme of staff focus groups to enable us to consult with as many people across the organisation as we possibly could. Initial feedback from a cross section of staff identified that the language we had used in our 'Statement of Approach' did not promote the collective understanding of what we do across the entire organisation.

We recognised that the 'Statement of Approach' and the '5 Principles' we had introduced in the previous year had not



been developed in as a collaborative a way as we had hoped and as such did not engage with our staff and services. We agreed that we needed to re-evaluate how we can better define our shared purpose, to describe our organisation's culture and identity.

Supporting and developing staff in skills-based interventions

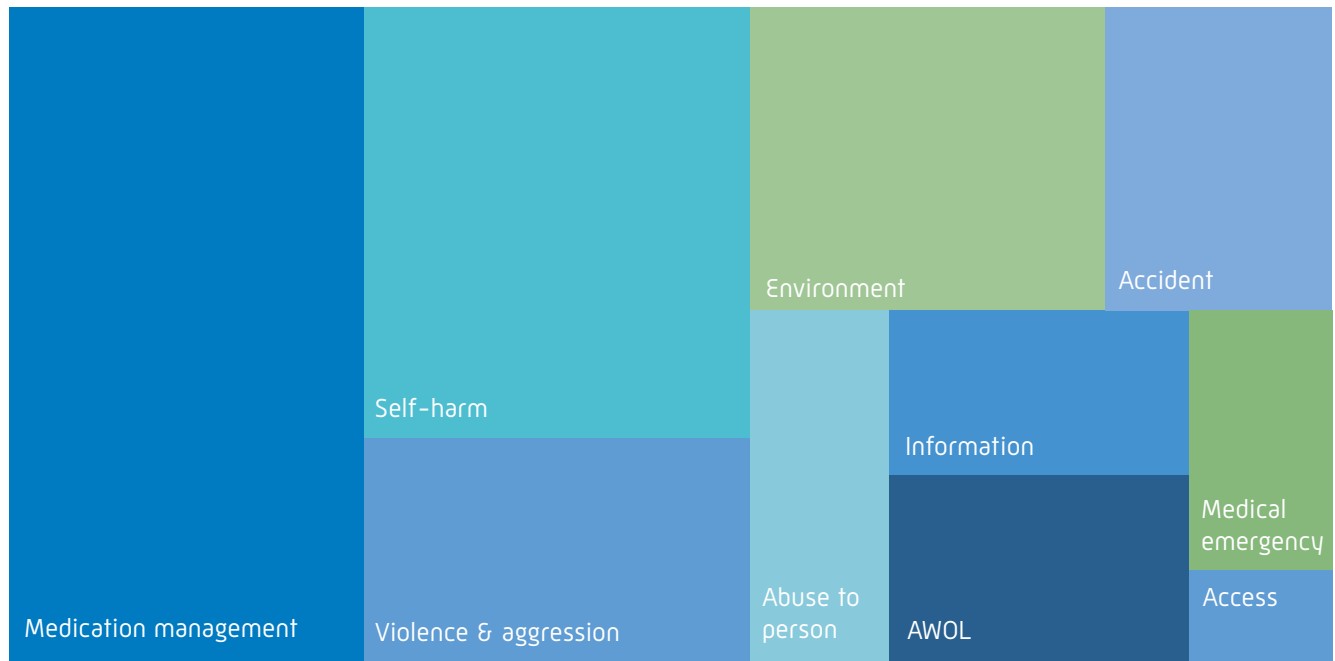
We have introduced new training to help develop staff and to offer a range of practical interventions training that best support people in their recovery. In addition to our mandatory training programme, during 2019-20 we have provided specialist mental health training including:

- Mental Health First Aid
- Applied Suicide Interventions Training (ASIST)
- Suicide Awareness (SAFE Talk)
- Hoarding
- Transgender
- Drug and Alcohol
- Eating Disorders
- Personality Disorders
- Autism

As well as accessing external expert mental health training, in 2019-20 we invested in having our own trainers and had our own courses accredited by First Aid Awards/Ofqual, Nuco and Mental Health First Aid England. We are now able to offer this specialist Mental Health First Aid training to all our staff as well as the wider community.

5. Reviewing the quality of our services

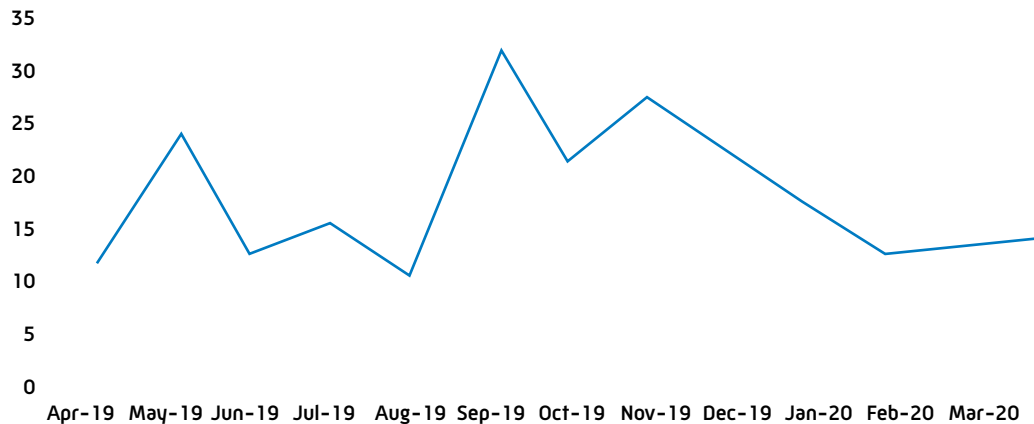
Safety



The most significant incident trends this year:

- Increased incidents relating to how we manage people's medicines were identified and during 2019-20 we undertook a full medication management incident root cause analysis review. While only three incidents (5%) caused low levels of harm, we wanted to understand why medication management incidents were happening and whether there were any trends with certain types of incidents.
- We produced a comprehensive report with recommendations, as a result we have made changes to our systems and processes to help support the nursing staff at Cypress in this practice.
- Self-harm was the second largest category with an increase in eight incidents from 2018-19. All but one episode of self-harm resulted in low or no harm. We regularly review the training needs for staff so that they are provided with the skills to support people who use self-harm as a way of coping with emotional distress.

- The number of violence and aggression incidents remain similar to last year, 2018-19 (n=29) and 2019-20 (n=28). Of these incidents, all resulted in low or no harm. All episodes are monitored to review the effectiveness of local risk assessments and support plans and ensure that staff have the right skills for interventions to prevent and manage aggression.



The majority of incidents resulted in no or low levels of harm. One accident resulted in moderate harm and met the threshold for Health & Safety Executive (HSE) RIDDOR reporting. A full investigation of this incident was undertaken to identify the root cause and provide recommendations, which were reported to the Board and form part of our cycle of continuous improvement.

Learning from incidents is shared within teams, during clinical supervision, in post-incident debriefs, and through the Quality Assurance Framework.



Effectiveness

In 2019–20 we reviewed the way we carry out service reviews to monitor effectiveness. A Quality Assurance framework for service reviews was developed for an ongoing cycle for monitoring and reviewing key areas to ensure a regular assessment of the service and improvement priorities.

We created a dashboard with different quality areas within the services. The dashboard indicates whether each area is fully compliant, partially compliant or non-compliant. The areas (with sub-sections) include:

- Incidents
- Internal audits and action plans
- External audits and action plans
- Risk Register and H&S Risk Assessments
- Service User feedback
- Staff feedback
- Business and operational compliance
- Service improvement plans.





Our internal audits include:

- Support records audits
- Medication audits (both internal and externally by the Devon Partnership Trust Lead Pharmacist)
- Environmental ligature audits
- Infection control audits
- Health & Safety audits
- Information security audits
- Safe staffing audits.

We also monitor the effectiveness of our services by asking people who use them the impact that the service has had on them. In 2019/20, people described:

What difference has Step One's support made?



Experience

164 people who used our services returned a survey in 2019-20. This is a response rate of 23%

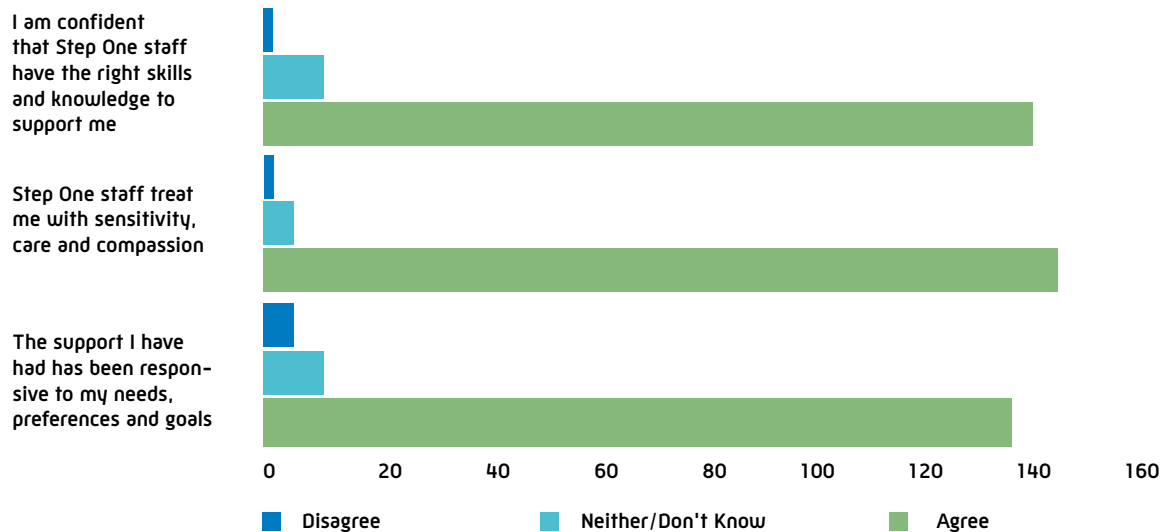
FRIENDS AND FAMILY TEST

SERVICE	LIKELY TO RECOMMEND?
Step One	91%
NHS Mental Health	76%

* NHS Mental Health Trusts data is from Q2 2019-20 n=26,452 surveys (Q4 2019-20 results not available at time of report)

<https://www.england.nhs.uk/publication/staff-friends-and-family-test-fft-data-quarter-2-2019-20/>

Step One Survey Responses 2019-2020



We ask people to comment about the reason why they gave their answers, people told us:

- Staff demonstrated use of the skills necessary in supporting people like myself. All staff have a great understanding of how to help me.
- My two enablers know a lot about autism and my needs and understand my strengths and weaknesses.

- The staff have the right skills and knowledge to support my son. I wouldn't have been able to cope without them.
- Staff are very professional and well trained.
- Staff treated me with respect and kindness at all times.
- My son has visibly improved mentally and physically since being supported by Step One.
- They have taught me new ways and strategies on all aspects of life and to be more positive than I was before.
- They have supported all my needs and have made me so much more confident.
- Step One has given me hope.

Many people highlighted that Cypress was extremely hot last summer, the service has taken action to implement a heatwave plan so that the building is better equipped for hot weather.

People receiving community support commented about wanting more flexibility with the support hours and appointment times. The service has reviewed how support hours are allocated which gives people the opportunity to request their preferred time and day of support.



"I have 100% faith in your team they are very competent, caring and professional and manage the support of what can be very challenging and complex very effectively"

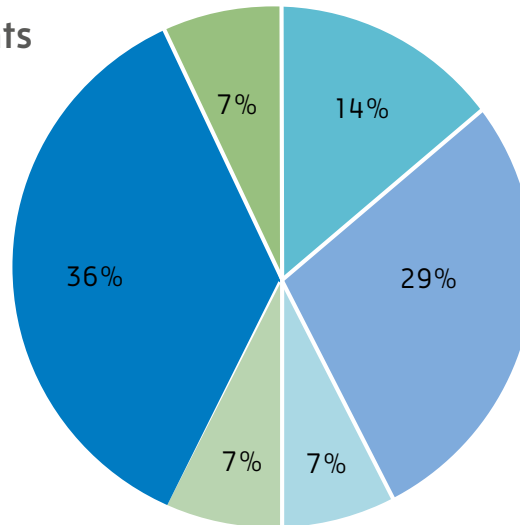
Community Mental Health Team Care Coordinator

Concerns and complaints

The organisation received 14 complaints in 2019-20 from people receiving support from Community Services, Cypress and Granvue. Concerns and complaints are dealt with by frontline resolution where the service manager can resolve the complaint within three working days. If this is not successful, or the complaint requires independent investigation, the service or complainant escalate this to the Quality Assurance team.

Concerns and complaints themes

- Access to service
- Communication
- Confidentiality
- Environmental
- Quality of support
- Staff conduct



Nine complaints were dealt with by frontline resolution; five were escalated to the Quality team for investigation.

Individual services and teams discuss complaints and their learning; the Performance and Quality Group also reviews these, so that we can share learning across the organisation.



CQC Registration Inspection

Cypress Hospital retains its Good rating in all five domains.



Overall rating for the service	Good	●
Are services safe?	Good	●
Are services effective?	Good	●
Are services caring?	Good	●
Are services responsive?	Good	●
Are services well-led?	Good	●

"A wholesome team with resilience and good hearts. I have thrived at their love, felt safe, nurtured, listened to. Many walk the walk too; I am glad to have been at Cypress. It's great to have mixed with so many people- everyone is kind to each other. So thank you from the bottom of my heart- lifesavers."

*Person using Cypress Hospital
Community Mental Health Team Care Coordinator*

Staff experience

The response rate for the 2019 Staff survey was 68% (this compares with 48% for the NHS 2019 Staff Survey).



How likely are you to recommend	Recommend	Not Recommend
Step One - as a place to work	81%	8%
NHS - as a place to work	63%	17%
Step One - as a place to receive support	83%	5%
NHS - as a place to receive care	81%	8%

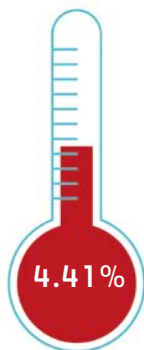
This survey provided Step One with a wealth of information with almost 70% of employees contributing to the feedback. Over 81% of the respondents would recommend Step One as a place to work and more than 90% of all responses were positive or neutral with no significant changes to last year's responses. The most helpful part of the survey were the comments from staff enabling us to recognise the areas to focus on moving forward which we have identified as improving communication, workplace resources, learning and development and increased opportunities for progression.

An action plan to address these issues has been produced.





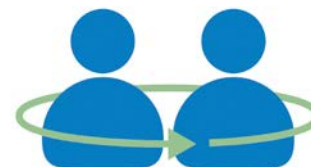
The sickness absence rate for Step One in 19-20 was 2.5%



Sickness absence rate for NHS South West region was 4.41% (data is from last 12 months available published by NHS Digital – April 2019 – March 2020)




The average monthly staff turnover rate for Step One in 19-20 was 3.9%



Staff turnover in mental health trusts is 13.4% (NHS: The national retention programme: two years on)

https://improvement.nhs.uk/documents/5519/trend_in_mental_health_turnover_rates.PNG





"The staff are all approachable, well trained, easy to talk to and willing to listen. They have always been sensitive to my situation and treated me with care and compassion. Being here has allowed me to take some time and think about things."

Person using Granvue crisis house

Data quality and security

In June 2019 Step One achieved Cyber Essentials Plus accreditation. The NHS Digital Data Security Standard confirms that this helps in both achieving and demonstrating a managed data security plan. The Cyber Essentials accreditation covers the basics of cyber security in an organisation's corporate IT system and implementation of these controls can significantly reduce the risk of a cyber-attack. The key controls for Cyber Essentials are boundary firewalls and internet gateways, secure configuration, access control, malware protection and patch management.

Ensure a process of continual improvement to our reporting and quality of data

Thresholds have been established and improved reporting of results, KPIs and a quality dashboard, which is shared and analysed by the management team, ensures reliable information can help inform future improvements. The Quality committee, which has now been in existence for 2 years, is well established and continues to ask us challenging questions and hold us to account to provide adequate resolution to any issues.



This year we have:

- Rolled out Hive software training (provided by Torbay and South Devon NHS Foundation Trust) which has brought about associated improvements to training completion rates.
- We have increased the accessibility of the complaints process, i.e. increased feedback channels, and greater awareness and promotion.
- Formalised Cypress and Granvue Standard Operating procedure to ensure governance around the commissioning partnership with DPT.
- Carried out our annual review of our Business Continuity Plans.
- Refined medication and incident management practices and processes.

These improvements continue to provide the Quality Assurance and Improvement Committee essential data to monitor the quality of our services.

Of people who used our services, 34% completed and returned an Equality and Diversity monitoring form in 2019-20 (an increase from 14.8% received in 2018-19). We will continue to encourage our service users to complete the forms to enable us to gather more evidence of our diversity and inclusivity thus ensuring that we meet our Public Sector Equality Duty.

“Equality, diversity and inclusivity at its best. I was treated as an individual with needs, which were addressed, preferences listened to and goals discussed. I came back to life and enthusiasms.”

Person using Cypress hospital

"The best part of being on the programme was having a case manager that I could actually talk to, that has a positive outlook and can see the bigger picture and always find ways to overcome any obstacles. It was good to know that this support was there for me."

*Person receiving CFO3 (HM Prison and Probation Service)
support within Plymouth Community*

6. Our priorities for quality improvement in 2020-21

The key priorities for the charity in 2020-21 will be ensuring client safety, clinical effectiveness and subsequently our client experience. To support these areas we will focus on a number of key initiatives.

Incident Management

We will focus on re-designing our incident summary reporting to support improving how we monitor the themes and number of incidents by type and by service. This will enable us to refine our processes for reviewing incidents to ensure appropriate actions have been implemented. Subsequently, this will

improve service manager oversight to sign off incidents when identified, with the outcome being that actions are completed and Step One is able to ensure patient safety continues to be our principal focus.

Staff Skills & Development

Without our staff, we would not be able to deliver our services so successfully so we will embark on a workforce development review project to focus on our key assets. This will enable us to continue to provide an effective clinical service as we look to identify skills-based training courses to support filling any knowledge gaps in specialist

skilled roles. This will be alongside our development of a staff skills training programme and investment in progression opportunities for key roles e.g. Nurse Associates, Nurse Prescribers. It will also help us to assess areas for Step One to focus on to ensure staff retention and development opportunities are identified.

Digital Technology

To support improvements to quality, safety working conditions, flexibility and efficiency, we will look at a programme of improvements for

our IT systems. This will include improving access to partnership organisation's care notes systems and identifying digital service user record systems and enable the charity to work smarter whilst looking to other future developments. To achieve this we will implement digital pilots across services which will help us to assess the best systems to help us to achieve our strategic goals and improve our auditing ability thus supporting other priorities such as clinical effectiveness.

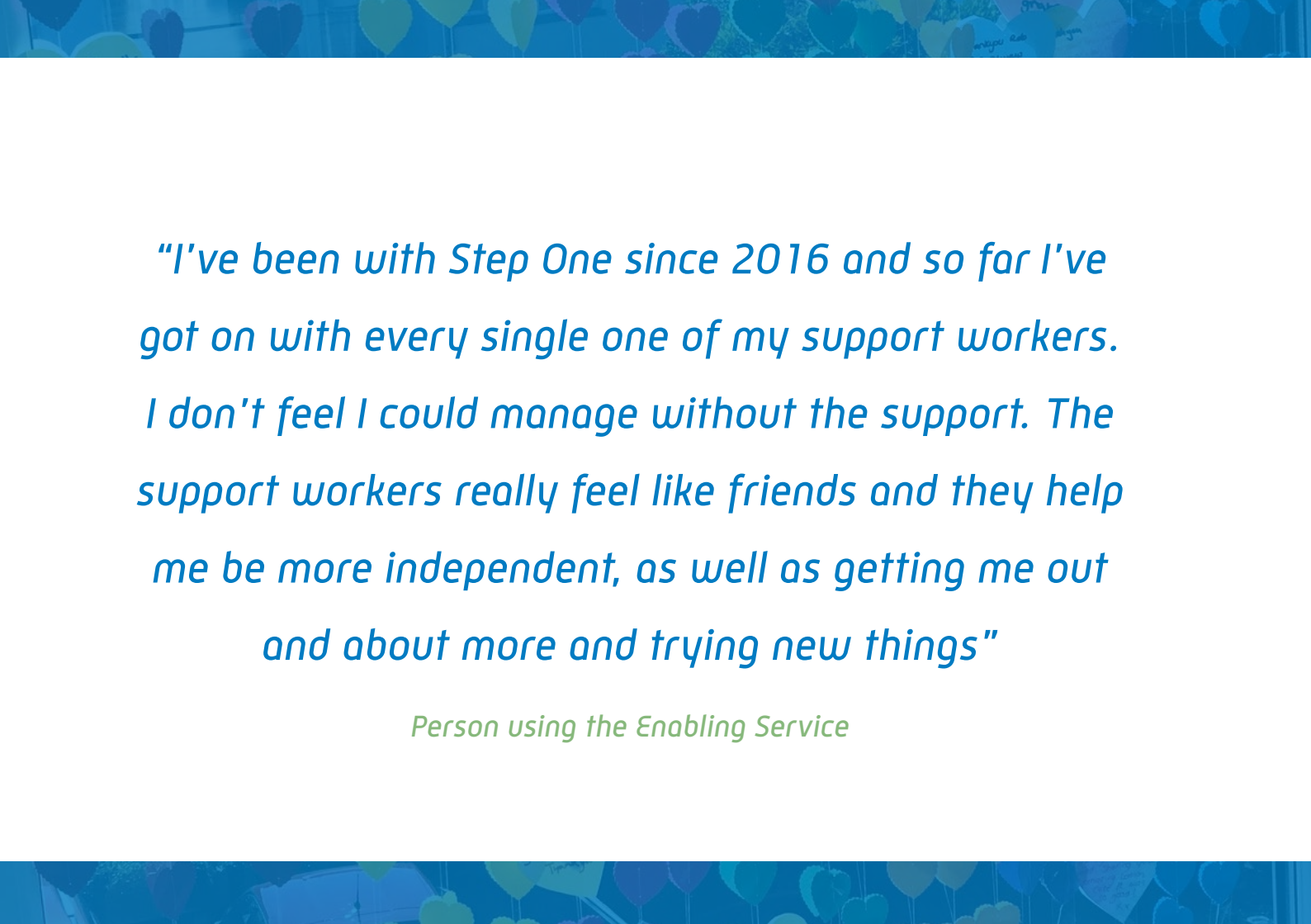


Improving Feedback

Alongside improving our digital technology, we will also explore innovative methods of dissemination and analysis of the feedback regularly received from service users and their carers. Internally, improvements in dissemination and analysis will support the cycle of continuous evaluation and improvement, as feedback is shared within the organisation on a regular basis. Feedback received from service users and carers will be acknowledged as we develop channels to promote comments received more frequently within the wider community.

We will be monitoring the impact of Covid-19 throughout the lifecycle of these projects.





"I've been with Step One since 2016 and so far I've got on with every single one of my support workers. I don't feel I could manage without the support. The support workers really feel like friends and they help me be more independent, as well as getting me out and about more and trying new things"

Person using the Enabling Service

7. External statement from a partner provider

"I had a meeting with A and M the Senior Probation Officers for Torquay National Probation Service today. The feedback about C and M was staggering in the fact that they are so pleased with them. According to management, practical interventions are getting done so much more, the SOC workers have a regular presence there, and they loved seeing the Traffic Management Course being run there. One of the managers mentioned a complex case that he has been following for the last 5 years in HMP Exeter and Torquay community. This person has historically been part of the vicious cycle but SOC were able to put him through the Traffic Management Course and get him a job! They were really impressed by this. From all of us at the prime we just want to congratulate you and say thanks so much for a job well done."

Supply Chain Manager HMPPS CF03 South West

8. External statement from the CCG

This statement is delayed due to the Covid pandemic and will be added when available.



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