



The Five Values Report



First Response Service and The Sanctuary

Cambridgeshire and Peterborough

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Summary of five Values:

The SUN Network's Five Values are the result of a project whereby The SUN consulted with mental health service users, to find the top five values they would like to see delivered by mental health services across Cambridgeshire and Peterborough. After consultation, the following five values were chosen:

 **Empathy**

 **Honesty**

 **Inclusion**

 **Personalisation**

 **Working Together**

A focus group then worked together on what these five values mean. Once that was decided, the focus group worked together on creating a way to evaluate services against the 5 values.

Two members of the focus group then co-delivered training for peer assessors who now work with the SUN Network to evaluate mental health services.

Summary of The First Response Service

The First Response Service (FRS) is a Crisis Care Response service that covers all age groups within Cambridgeshire and Peterborough and is accessed via GP's, social care professionals or voluntary organisations, and self-referral on NHS 111 option 2. It is a 24 hour 365 days a year service. The phone lines are managed by a team of trained mental health professionals who will support you through your crisis, referring, signposting and in cases of urgent support, sending team members out to carry out an assessment.

Summary of The Sanctuary

The Sanctuary is a mental health crisis support service that was introduced to provide a safe place for people in mental health crisis to go as an alternative to presenting at A&E. The contract is hosted by CPSL Mind (formerly by Mind in Cambridgeshire) and there are Sanctuary's at Cambridge and Peterborough with outreach in Huntingdon. It is open 365 days a year between the hours of 6pm and 1am. The current capacity is 3 people at any given time. Access is

through the First Response Service (FRS) by dialling NHS 111, self-referral is available.

The concept is that people can be supported through their crisis by trained staff and peer support workers in a non-clinical relaxing environment where the visitor can be signposted to appropriate services, just sit and talk, or just sit with someone. Client autonomy is promoted.

The consultation completed by The SUN Network prior to the Sanctuaries being operational, whereby we asked what service users would like the Sanctuary to be and look like and what they would expect from staff was taken on board in its entirety to provide a warm supportive and safe environment.

Brief Introduction:

For the purpose of this report, Lois Sidney and Anne Wigglesworth from the SUN Network and peer assessor Nicky Jewell visited the Sanctuaries in Cambridge and Peterborough, spent a day at the FRS service based in the Newtown centre and spoke with service users. The report will be delivered in two parts to denote the two different services.

The Five Values Report – FRS Service

For the purpose of this report we were able to speak with 7 FRS staff and 11 service users. Worthy of note is that all the service users that participated were moderate to frequent attenders, we were unable to capture those that had single or low use of the service.

Methods and Procedures:

The 7 members of staff that we spoke with had worked for FRS between 5 and 10 months. (The service went 'live' in September 2016.)

The staff have a triage model that they utilise to ensure consistency of service and the team rotate through 11 hour day and night shifts. Other contributions to maintaining consistency of service, were team meetings, training, sharing

best practice, shift co-ordinators, supervision, service user feedback, and care plans created for frequent callers.

There was a mixed response when we asked staff about the service values and a general consensus that they were a work in progress, however, the values mentioned were Compassion, Respect, Patient Centred, Collaboration, Dignity, Inclusion, and Honesty.

Staff's own personal values in regards to their work were Empathy, Collaboration, Respect, Communication, Honesty, Autonomy, Compassion, Empowerment, Kind and Personalisation.

The staff stated that they try to establish what the service user needs so they can offer as many options and choices about the support available whilst being honest about service limitations and service user expectations. Signposting and referring where necessary, sometimes completing the referral themselves, although it was acknowledged that this didn't always promote autonomy, it was sometimes deemed appropriate.

Staff felt that a personalised service was crucial due to everyone experiencing crisis in a very different way.

There was a clear complaints policy for service users, and the limitations of confidentiality were explained to service users.

Meeting the needs of service users and the five values:

Staff considered honesty important and felt that as a team they were very honest with service users, even if it wasn't what the service user wanted to hear. They were all very empathic with regards to how the service user must be feeling. They felt it was important to work together, including the service user in all decisions and including family, carers and other services where necessary, several staff members mentioned the importance of carers and family members and the value their knowledge of the service user had in terms of working together. Personalisation was considered a staple value for staff due to the nature of the service and everyone's individual experiences of crisis.

Staff explained policies, procedures, and advocacy to service users if it felt needed or was requested.

Environment and staff support:

The Newtown centre is a temporary base as the FRS will be moving to Hinchingsbrooke once work is completed on their new premises. Staff felt that the service manager was approachable and that the support for staff had started out as strongly promoted but had somehow got a little lost along the way. Information for staff support was available, for example a poster on the wall advertising a counselling service. There has been the introduction of a check in at shift start to see that staff are ok, however, some staff felt that they would not feel able to say that they didn't feel ok, and believed that there was an element of support that could be improved although they were not sure how. There was acknowledgement that 11 hour shifts supporting crisis can be very stressful and tiring. The band 7's were described as working in different ways meaning shifts operated slightly differently, although staff saw a positive to varying strengths for the benefit of the team and band 7's now have meetings to ensure consistency in delivery of service.

Staff felt that the service actively encouraged employment of people with lived experience of mental health.

We asked the staff to rate the service based on the SUN Networks service user 5 values and the ratings given are as follows:

(4 Star rating)

Value	Star Rating			
	1	2	3	4
Honesty			**	*****
Working Together			*****	**
Empathy			**	*****
Inclusion		*	*(3½)*	****
Personalisation			****	***

The staff were very honest and comments supporting their given ratings include:

-  We are always very honest
-  We could work better with other agencies

- 🌀 We are slightly limited with personalisation as we use the same triage model for everyone
- 🌀 There can be an element of desensitisation to suicide and suicidal calls and empathy is affected
- 🌀 It's important to include family/carers if possible as they have valuable information about the service user
- 🌀 There can be a bit of a script, so personalisation doesn't always happen as well as it could
- 🌀 I really love this job. I get such a good feeling knowing I have helped someone – help is out there, there is no need to suffer alone
- 🌀 It can be hard to really capture the essence of what is going on over the phone

Service User Feedback:

We met with 11 service users for the purpose of this report. They had all been accessing the service since inception.

Participants:	Male:	Female:
11	2	9

Area of residence:	
Cambridge:	5
Peterborough:	2
Huntingdon:	1
Waterbeach:	1
Ely:	1
Wisbech:	1

The service users that we met with were asked a range of questions designed to explore their thoughts around the FRS and how it met their needs.

Ways that the service met the individual needs were as follows:

- 🌀 They are always there
- 🌀 It is confidential
- 🌀 Caring
- 🌀 They listen
- 🌀 Staff are respectful and compassionate
- 🌀 They can de-escalate my emotions so that I am able to think clearly
- 🌀 They offer me an alternative to going to A&E
- 🌀 I can access the Sanctuary
- 🌀 Staff actually sometimes remember me
- 🌀 Staff understand I am scared
- 🌀 I felt staff were emotionally robust enough for me to share distress that I hide from my own family
- 🌀 Face to face, FRS are very good
- 🌀 Worked at my pace
- 🌀 There are some brilliant, brilliant staff there.

None of the participants were aware of any policies but were happy to ask if needed. The same with advocacy.

All the participants felt that the service was confidential. The majority considered the staff to be respectful, and compassionate. They understood that notes were kept, although were not aware of what was written. The majority felt that their carer/family were able to be involved should the service user require it. 8 of the 11 felt that they were offered choices and options, the other 3 were not aware of any options or choices.

7 of the 11 felt that the service was clearly explained to them, and 9 felt that work was completed at their pace. 10 of the 11 had been signposted or referred to other services that could help.

When asked what could improve or how did the service not meet the needs of the service user, the following comments were offered:

- 🌀 It's hard to get through sometimes and you get stuck in a loop or cut off
- 🌀 I feel blamed
- 🌀 It was awful, I am too scared to call them again at the moment
- 🌀 I expected immediate help, but was told I had to wait 24 hours
- 🌀 It feels scripted – not personalised
- 🌀 I can tell by their tone if they are busy

- 🌀 I was expecting a call back and it never happened, when I phoned to ask why they hadn't called back, I was told they hadn't said that they would and they were irritated with me
- 🌀 I am fearful of making a complaint in case I am not given the service anymore
- 🌀 Depends who answers the phone as to whether they show understanding
- 🌀 I don't want to ring them, I wish there was another way to get to the Sanctuary without them involved, I just go back to A&E
- 🌀 Over the phone doesn't work. They can't see you pacing around, just because I sound ok, it doesn't mean I am
- 🌀 I am confused, do I ring NHS 111 option 2, or my GP?
- 🌀 Compliance is seen as being ok
- 🌀 Telling me to make a cup of tea, go for a walk or watch TV is patronising
- 🌀 I feel they are gatekeeping

The Five Values Report: The Sanctuary

The Sanctuaries are very calm and welcoming with warm thick carpets and comfortable seating. The walls are painted in a relaxing pastel hue and The SUN Network's 5 values canvases are displayed on the wall. It is far from a clinical setting. The staff were very welcoming.

Methods and Procedures:

We spoke with 4 members of staff for the purpose of this report. Length of service ranging from 9 months to 13 months. 2 from Peterborough and 2 from Cambridge. The staff were all aware of the 5 values of the service which are the SUN Networks 5 values:

- 🌀 **Empathy**
- 🌀 **Inclusion**
- 🌀 **Personalisation**
- 🌀 **Working Together**
- 🌀 **Honesty**

The staff's own values reflected the 5 values with Honesty, Working Together and Empathy mentioned by all. Other personal values included: Valuing client autonomy, Adaptable, Patience, holistic client led service.

Care plans/ Case notes:

Staff do not keep case notes or care plans at the Sanctuary.

Meeting the needs of service users and the five values:

Due to the service being a Crisis service, all staff were able to give numerous examples of when they had supported someone through a crisis. The staff delivered a very personalised approach as everyone's experience of crisis is a very individual one. The staff all utilise the 5 values within their work and have the utmost empathy for the visitors. Visitors are offered a drink and are listened to. Where appropriate they are signposted to other services and community activities/groups. As far as is possible, visitors can have a choice of who they receive support from, for example requests for a male/female member of staff. Staff take their shoes off within the Sanctuary to further add to the relaxing homely feel.

Policies are either displayed or readily available on request.

Confidentiality is maintained by keeping no case notes, a separate drive on the computer, if risks are identified and info has to be shared, then it is done so in front of the visitor after obtaining their consent/knowledge.

Staff will ask the visitor what it is they need and shape the service around that, explaining the limitations of the service.

Visitors are invited to select a red, amber or green token to offer feedback at the end of their visit.

Environment and staff support:

All the staff felt that the physical environment was appropriate for delivery of service, although at Cambridge there was less opportunity for privacy due to the layout of the space, Peterborough has smaller break out rooms available.

All staff agreed that the décor and furniture of the rooms was ideal, particularly as they were co-designed with service users.

Staff felt that the service actively encouraged employment opportunities for those with lived mental health experience.

Staff all felt supported by management and each other. They felt they were offered varied and appropriate training some of which is mandatory, and that if they felt they needed training in a specific area, they could ask, although budget constraints did affect further training opportunities.

The staff rated the service 4/4 stars for all 5 values with one member of staff giving 3/4 stars for Personalisation.

Further comments from staff:

-  I feel honoured to be working for this kind of service, long may it continue.
-  Would like to see a Sanctuary in Fenland.
-  I love the service, I knew it would work, very satisfying job.
-  I wish there had been a service like this available when I needed it, I would have definitely used it.

Service User Feedback:

We were able to speak with 11 visitors to the Sanctuary. 9 female and 2 male, visiting both Sanctuaries. Age range 22- 57 years.

9 of these visitors had visited more than once and 2 visitors had attended once.

All visitors agreed that the Sanctuary offers a safe and comforting environment that helps to alleviate the feelings of being in a crisis. Reasons for accessing were given as:

-  Being dropped from other services (secondary)
-  Loneliness
-  Benefits, money and debt
-  Considering self-harm
-  Long term psychological influences

All were aware that no case notes were being held on them and felt that confidentiality was maintained and staff showed empathy and respect.

All felt that it was clearly explained to them what the service was and what it could offer them. How long they could stay and how frequently they could visit. They all considered that they were able to make their own choices as to how they spent their time at the Sanctuary.

10 of the 11 had been signposted to other services and one of the 11 didn't feel confident enough to contact another service.

Most of them were aware of their right to advocacy.

All three thought the staff were adequately trained and knowledgeable within their role, and comments about staff were as follows:

- 🌀 They are amazing
- 🌀 So kind and caring
- 🌀 The Sanctuary is the best mental health service I have received - Outstanding
- 🌀 I felt really listened to and understood
- 🌀 They made me feel safe
- 🌀 They are angels – lifesavers
- 🌀 I have suggested their service to a few friends who experience mental health difficulties. I have found the staff friendly, caring and helpful. Also just having the space to be able to do what I want knowing that I'm in a safe environment takes pressure off me when I need it so I am ready to leave feeling more ready to face things and keep myself safe.

6 of the 11 had heard of The SUN Network through the Sanctuary.

The only concern expressed by the visitors was the difficulty they sometimes had in accessing either because the Sanctuary was full, or they were not referred through by FRS.

Comments from the Sanctuary visitors book are as follows:

Feb 2017

- ⊗ After 10 minutes here I immediately felt better much less distressed and calmer. It's a very calm space. Can I add you to my back up plan so I know there's somewhere safe to go? (first visit attendance)
- ⊗ Just the fact I have been here as Mind makes it much more relaxing, I like it here. (first visit attendance)
- ⊗ You really do a great job here. Minds Sanctuary staff and S2R support workers are the best mental health support I have known (Repeat attender)
- ⊗ It's really nice here – it's been really nice to talk to someone (first visit attendance)
- ⊗ If Mind had supported me when I was younger, I would be ok now (repeat attender)

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- ⊗ No one listens no one cares except you guys (repeat attender)
- ⊗ This place has helped me come so far in my recovery... if it wasn't for this place I might not have made the year. It's really made a difference to me. I feel like I'm not alone (repeat attender).
- ⊗ You are the only service that is actually here (repeat attender)
- ⊗ I'm glad you are here. I have stayed at the Haven before... this is the first place since there like it (first visit attendance).
- ⊗ I told them that they couldn't do anything to help me but it was wrong. Coming here has helped... its good it exists I didn't know about it until tonight (first visit attendance)
- ⊗ You guys are amazing (repeat attender)
- ⊗ I never knew this place existed, but you've really helped put things in perspective, I may be back but hopefully not (First Visit attendance).

Conclusion:

There was an acknowledgement amongst staff and service users of a gap in GP knowledge of the service, its purpose and what it can offer and this potentially causes confusion amongst service users, with GPs surgeries incorrectly informing them what the service can offer, for example, counselling, or someone to see them there and then, or that they can report straight to the Sanctuary without going through FRS. Staff are having to manage unrealistic expectation which creates disappointment in both service users and staff. It

was also a concern that GPs often refer a patient that is already within a mental health service and the GPs seem not to be aware. There was confusion amongst service users about NHS 111 option 2, The ARC and GP surgeries and who they should be contacting.

Staff felt that the capacity of The Sanctuary was not enough and it would be beneficial to have more equitably placed Sanctuaries across the patch. There was concern from service users and staff surrounding inappropriate referral into the Sanctuary to alleviate pressure on current services, for example as the waiting list for counselling services can be long, people were referring into The Sanctuary and obtaining ongoing 'counselling' from the staff there.

There was also regard given to Sanctuary referral. Service users could ring during the day and be put on the list and then manage their crisis until 6pm, and others that phoned after 6pm were told The Sanctuary was full, and at present there seemed no fair way of prioritising need, a seemingly impossible task.

It was clear that both staff and service users are impacted by the many changes that are occurring with the bedding in of the new service, but it is appreciated that every change is intended to improve the service user experience and offer an effective and efficient service, and on the whole, the feedback reflects that this is a valuable service, and with 1500 referrals in May 2017 identifying that it is much needed and utilised. The service was very much considered to be in its infancy, with a general understanding that it was still feeling its way and subject to changes. The staff within the service were dedicated to delivering the best possible service and all were very insightful with regards to service limitations and the potential to improve. There was a sense of great teamwork and support within the team, with everyone working together in a high pressured environment to ensure that the service grows and develops and learns from feedback offered. This is a very important service fulfilling a crucial role within mental health crisis care.

Recommendations:

The FRS service on the whole is doing fantastic work, but there are themes emerging as a result of our evaluation and we would like to recommend the following:

-  The 'script' element of triage assessment be reviewed to allow a more conversational assessment of the service user

- ⊗ Consideration be given to the feasibility of 'face-timing' or 'skype' calling to enable the tele-coach staff to see the person to obtain a more accurate picture
- ⊗ A robust GP surgery awareness campaign be promoted to ensure correct knowledge of the service is given to service users
- ⊗ Staff wellbeing be revisited frequently as 11 hour shifts in crisis care is highly demanding and stressful, and empathy burn-out is a possibility as is diminished staff resilience levels
- ⊗ Attention be given to the issues of being cut off when calling NHS111 option 2 or not getting through to a member of staff

Star Rating

The SUN Network 5 Values peer assessors have awarded the **First Response Service** 3 stars for their work in the field of Mental Health Crisis Support.



The SUN Network 5 values peer assessors have awarded **The Sanctuary** 4 stars for their work in the field of Mental Health Crisis Support.



1: ☆	Inadequate: Does not meet the requirements of the client. Is not of an acceptable standard. Significant improvements need to be made to meet the clients' needs. Requires another visit.
2: ☆ ☆	Satisfactory: Meets minimum requirements of clients' needs. Improvements could be made.
3: ☆ ☆ ☆	Good: Positively serving clients well. Meets all requirements.
4: ☆ ☆ ☆ ☆	Outstanding: Highly effective, meets all clients' needs and provides exceptionally well.