



**QUALITY
ACCOUNT** | **2023
2024**

Contents

| | | | | | | | |
|--------|---------------------------------------|--|----|--------|---|--|----|
| PART 1 | 1 | About Us | 5 | PART 2 | 2 | Culture and Workforce | 25 |
| | | About Elysium Healthcare | 6 | | | Diversity, Equity and Inclusion | 26 |
| | | Our values | 7 | | | Health and wellbeing of our people 2023 - 2024 | 28 |
| | | Board statement on quality 2023 - 2024 | 8 | | | Freedom to Speak Up | 30 |
| | | Our objectives | 10 | | | Investment in and developing our workforce | 31 |
| | | Our divisions | 12 | | | Revalidation for Nurses | 36 |
| | | Elysium Healthcare in Wales | 16 | | | Revalidation for Doctors | 36 |
| | | Provider collaboratives | 16 | | | | |
| | | NHS partnership working | 17 | | | | |
| | | Our locations | 18 | | | | |
| | | Our acquisitions | 19 | | | | |
| | Our new services | 19 | | | | | |
| | Sustainability | 20 | | | | | |
| | Statement of assurance from the Board | 21 | | | | | |

| | | |
|--------|--|----|
| PART 3 | Quality | 39 |
| | Our Quality Framework | 40 |
| | Governance | 42 |
| | Review of performance | 45 |
| | Mortality surveillance and prevention | 46 |
| | Patient safety incident statistics and PSIRF | 47 |
| | Data quality | 47 |
| | Data security and protection toolkit | 47 |
| | Clinical specifications | 48 |
| | Participation in National Clinical Audits (NCAs) and PROMs | 50 |
| | Participation in contractual audits | 50 |
| | Use of CQUIN (Commissioning for Quality & Innovation) | 51 |
| | Department of Health core quality account mandatory indicators | 52 |
| | Improving our services through peer-review | 52 |
| | Creating a culture of improvement | 54 |
| | Driving improvements through the sharing of good practice | 60 |
| | Quality Improvement (QI) | 60 |
| | Research | 62 |
| | Regulator statement | 64 |
| | Regulation and inspection | 65 |

| | | |
|-----------------------------------|--|----|
| PART 4 | Experience | 69 |
| | Service user experience | 70 |
| | Evaluating care | 71 |
| | Patient Reported Outcome Measures (PROMs) | 73 |
| | Corporate Experts by Experience | 75 |
| | Service User Advisory Group | 75 |
| | Service user involvement and co-production | 76 |
| | Real work opportunities for service users | 77 |
| | Complaints | 77 |
| | Mission Fit | 77 |
| External Reviews for 2023/2024 QA | 78 | |







About Us

PART

1

About Elysium Healthcare

We are an independent sector provider of specialist health and care services which are commissioned by the NHS and Local Government authorities across England and Wales.

Our hospitals and care homes provide a range of services to enable people with complex and often long-term conditions to access the expert care they need. We work as a true partner with our colleagues in the health and social care sector to identify needs and deliver local services to local people through Integrated Care Boards.

Our partnership working provides specialist and niche services for both adults and young people. In addition, we provide beds to support the NHS's acute mental health and Psychiatric Intensive Care Unit national capacity.

Elysium is owned by Ramsay Health Care, a global healthcare operator employing more than 89,000 people at more than 500 sites across Australia, Asia, Europe, and the UK.

Ramsay opened their first site in 1964 which was a psychiatric clinic in Sydney, Australia.

Their business has since grown to include more than 70 mental health facilities and community services in Australia, France, and Sweden. Elysium provides the specialist care provision in the UK.

The Ramsay Health Care motto "People Caring for People" was developed over 25 years ago and has become synonymous with Ramsay Health Care and the way it operates its business. Ramsay's values are closely aligned with our own and are a critical part of the way we must go about our daily operations to meet the expectations of all our stakeholders.

Our values



Our values were created in partnership with those we support, their families, and our people. We all voted and decided together which values we hold most dear and which ones unite us all. Our values are standards which we will uphold each and every day.

Kindness -

in everything we say and do

Integrity -

being honest and doing the right thing

Teamwork -

working together to deliver great care and outcomes

Excellence -

being outstanding at what we do

Board statement on quality 2023|2024



Joy Chamberlain
Chief Executive Officer



Dr. Quazi Haque
*Chief Medical Officer
and Executive Operational Director*

Our Quality Account for 2023-2024 demonstrates our continued drive and commitment to provide compassionate, safe and evidence-based care. We also continue to further develop our pathway of services so that people can access the right care, at the right time, in the right place.

The quality of the care we deliver is based on the strength and openness of our leadership and the skill and commitment of our people. We are proud of our workforce and remain dedicated to caring for their health and wellbeing and investing in them as individuals, so they stay with us for their entire career.

As we close our Quality Account statement, we would like to express our continued commitment to the delivery of safe, effective, and well-led care. We believe that everyone has the right to be treated with respect and dignity. Compassionate care is central to everything we do.

The Board is satisfied that the data presented here is of a high quality and that it evidences our seventh full year of operation.



Our objectives

Our strategic priorities are laid out in the Elysium Strategy 2023 – 2028 and are supported by corporate and local operational implementation plans. They will be reviewed annually to ensure they are still relevant and a priority.

Best CARE

- 1 To improve service user safety, including:**
 - ▶ Deploying temporary staff safely and effectively
 - ▶ Improving connections between services and the local health system
 - ▶ Effective safeguarding practice
 - ▶ Effective use of safe and supportive observations
 - ▶ Development of PSIRF (Patient Safety Incident Response Framework)
- 2 To ensure that service users have a voice:**
 - ▶ to speak up
 - ▶ to work in partnership across the organisation ensuring decision making and service design take account of the needs and views of the people using services and their families
- 3 To enhance personalisation (individualisation) of care for our service users.**
- 4 To celebrate diversity, to improve inclusion and to ensure equity in all that we do for the people we care for.**
- 5 To collaborate with our stakeholders so that we contribute towards the whole pathway of care providing integrated services which meet the needs of the population.**

Best PEOPLE

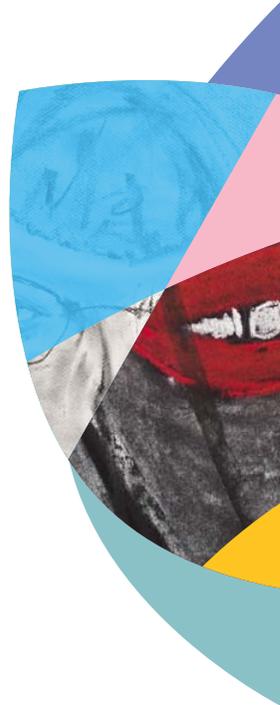
- 1 To recruit and retain our people we will provide exceptional induction, training, and development so they can excel in their role, progress, and maximise their potential whilst delivering outstanding care.
- 2 To celebrate diversity, to improve inclusion and to ensure equity in all that we do as we are better together – **We Are Elysium**.
- 3 To ensure that our people have a voice and are confident to speak up.
- 4 To enhance the wellbeing of our people so that they want to stay with us for the long term.
- 5 To ensure that people understand the corporate, regional, and local structures, including their role, the accountability they hold, and the competencies expected of them to deliver the best care.

Best PLACE

- 1 To deliver partnership services in the right place, in community settings, which are aligned with the commissioning intentions of the Integrated Care Boards and the local population needs.
- 2 To improve the personalisation of environments to meet the needs of the people we care for.
- 3 To ensure our environments are well maintained, clean and fit for purpose.
- 4 To future proof facilities so they can flex to meet emerging population needs whilst supporting best practice environmentally.
- 5 To achieve net zero by 2040 in line with our Ramsay Health Care strategy and in line with Greener NHS – Delivering a net zero NHS (sustainability).

Measuring our success

In setting our strategic priorities we have a responsibility to ensure that we act on them and measure our achievements. All implementation plans are reviewed on a quarterly basis by the Board.



Our Divisions



Mental Health and Wellbeing

Our Mental Health & Wellbeing division has a strategic network of hospitals and community houses across England and Wales. Each service is unique with a well-defined clinical service specification giving staff, service users and our partners total clarity on the provision, how we deliver care and how we measure outcomes and improvements. Our service users play a very active role in shaping services which is supported by our group wide Service User Network.

Services

- Acute services for men and women
- Psychiatric intensive care services (PICU) for men and women
- Specialist rehabilitation services for men and women
- Secure services for men and women
- Services for men and women who are Deaf
- Community houses for men and women
- Specialist adult eating disorder services

Our key qualities

- Established co-production
- Pathway choices and models
- Maximising potential for all our service users in the workforce
- Positive risk taking
- Expert clinical teams
- Accessible Board
- RRN/BILD (ACT) Certification status
- Member of the Royal College of Psychiatrists Quality Network
- Member of International Association of Forensic Mental Health Services (IAFMHS)





Learning Disability and Autism



Elysium offers a range of specialist hospitals, complex care services, community, and individual apartments for people with a learning disability or autism and additional complex needs. We believe people should have the choice to lead independent, meaningful lives as active members of the community.. We have focused our service development and our investment on community-based models of care which grow from a true partnership of working with stakeholders from the earliest point.

Services

- Community based living services
- Single apartment services
- Hospitals transitioning people to the community
- Complex care services

Our key qualities

- Partnership based community living services
- Established co-production
- Maximising potential for all our service users in the workforce
- Positive risk taking
- Expert clinical teams
- Accessible Board
- RRN/BILD (ACT) Certification status
- Strongly established community links
- Using digital innovation to enable service users
- Group wide neurodevelopmental expert forum

1. Clients, patients, residents, and young people are usually collectively referred to as service users throughout to simplify the reading of this report. Each of our services choose the terminology they wish to use along with those in our care.



Children and Education

We continue to develop a wide range of services, across health, education, and care, to support and enable young people who need additional help. Our clinicians are renowned experts in their field and in a time of scarce resources in this speciality we are proud of the teams we have. We strive to give those in our care the right help at the right time in the right place and prevent children and young people from entering retracted adult mental health services. We want those in our care to be healthy, confident, and happy in their community lives.

Services

- Schools
- CAMHS Tier 4 (GAU, Low Secure, Eating Disorders, Transitional)
- Day patient service (Eating Disorders)

Our key qualities

- Specialist CAMHS trained workforce
- CAMHS Consultants and Psychologists
- CAMHS Quality Nurse Specialists
- Specialist education teams
- Established co-production
- Accessible Board
- Services co-designed by young people





Neurological (Hospitals and Specialist Care Homes)

Elysium provides a broad range of specialised neurological services for men and women across several locations in the UK. We work with adults who have a brain injury or other neurological conditions requiring a multidisciplinary service. We care for people who come to us directly from acute services for active rehabilitation. We also provide continuing healthcare packages of rehabilitation, discharge-to-assess, longer-term care and treatment, behaviour management, respite stays and palliative care. We offer a range of care and rehabilitation pathways designed to meet the individual needs of those accessing our specialised services:

Services

- Neurorehabilitation
- Neurobehavioural rehabilitation
- Neuroprogressive conditions
- Complex Dementias
- Complex Physical Care

Our key qualities

- iCare electronic records to monitor care quality
- Renowned clinical experts in the field
- Nationally recognised services of excellence
- Accessible Board
- Established family integration into services
- Pathways across England



Elysium Healthcare in Wales

Elysium works in partnership with clinicians, commissioners, and regulators in Wales. The regulators for Elysium’s Welsh services are Healthcare Inspectorate Wales (HIW) and Care Inspectorate Wales (CIW).

We have developed adult care pathways which range from acute, medium, low secure, rehabilitation, 24 hour supervised step-down placements and residential care.

Medium secure beds are commissioned by the Welsh Health Specialised Services Committee (WHSSC) and other beds by the seven local health boards in Wales.

Elysium Welsh services are all on the NHS Wales Quality Framework for Mental Health Services which is organised through the National Collaborative Commissioning Unit (NCCU) – NHS Wales and each have obtained three Qs from latest inspections.

Elysium use the electronic patient record software Carenotes, which is fully compatible with the Welsh measure. We have Care and Treatment Plans (CTPs) for each patient and care planning is based on the eight life domains in Wales which differs from the English system of Care Programme Approaches (CPAs) and care plans based on “My Shared Pathway”. Elysium are a member of the Independent Healthcare Provider Network (IHPN) in Wales.

Provider Collaboratives

All our specialised services are partners within their local provider collaborative. Provider collaboratives have enabled our services to provide care as part of the whole NHS system and meet the needs of service users. They offer assurance that the whole system quality of care, the integration of the clinical pathway and access to local services is supported by our partnership colleagues. The collaborative model continued to be a success.

Our collaborative colleagues continue to plan for the changes in local governance and oversight roles, as part of the ongoing NHS England changes, by linking with their integrated commissioning boards. We continue to support the strategic development plans and focus on developing services to meet population need. We remain committed to supporting and strengthening of the collaborative models for all specialised services.

Provider Collaboratives we work with as formal partners:

South West Secure Provider Collaborative

ForMe – Secure Provider collaborative

IMPACT Provider Collaborative

Prospect Provider Collaborative

Surrey and Borders Partnership NHS Foundation Trust

Lancashire Provider Collaborative

South East KSS Secure Collaborative

South East KS CAMHS Collaborative

South Coast CAMHS Collaborative

West Midlands Adult Eating Disorders Collaborative

West Midlands CAMHS Collaborative

East of England Provider Collaborative

The Lancashire and South Cumbria Provider Collaborative

Greater Manchester Adult Collaborative

NHS partnership working

During this reporting period, NHS England and Surrey and Borders Partnership NHS Foundation Trust together with Elysium joined forces to provide the first NHS funded mental health inpatient service for young people in Surrey for more than a decade.

Emerald Place Clinic is a new purpose-built, 12-bed, inpatient unit based in Charlwood Surrey providing care and treatment for young people aged 13-18, with a well-resourced school on site. The clinic is available solely for NHS funded care and treatment and is part of a national programme to provide specialised services that meet the needs of local communities.

The partnership between Surrey and Borders Partnership and Elysium brings together complementary expertise and best practice to deliver a high-quality inpatient service for young people.

Emerald Place Clinic supports and treats young people who have a primary diagnosis of mental illness covering a wide range of disorders and complex needs, including mood disorders and acute psychosis. People admitted may also have co-existing additional needs such as neurodevelopmental disorders or mild

learning disabilities. A young person could also be admitted if they have disordered eating.

The Emerald Place Clinic model is a hugely innovative solution that can help address many of the challenges faced by the mental health system:

- The flagship site provides Tier 4 CAMHS services in Surrey for the first time in ten years, improving local capacity and ensuring access to the right care at the right time
- Improved local capacity will in turn reduce the need for young people to travel out of the area to receive treatment
- As it is a co-investment by both Elysium and the Trust, the new setting meets local population needs in the right way and creates long-term value and benefit for patients and the local health system

Elysium has a history of effective collaboration with NHS partners across England to develop and implement innovative solutions to meet critical mental healthcare challenges.



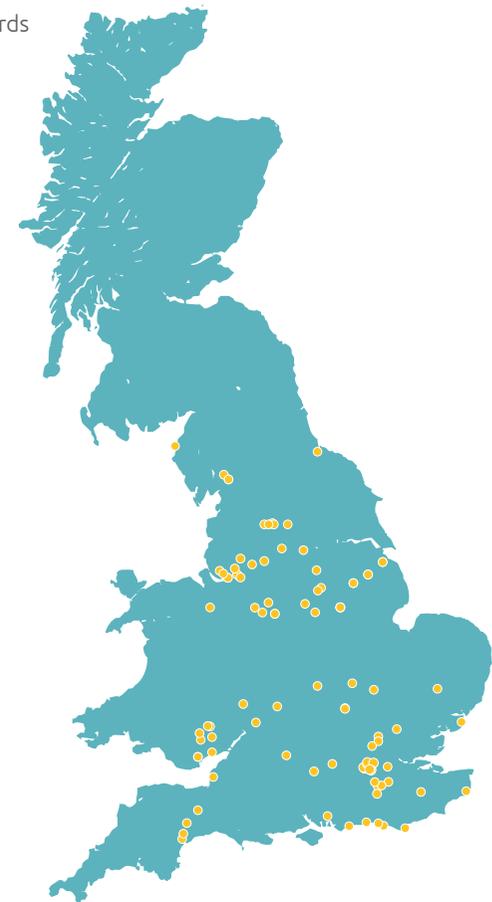
Our locations

1 Lichfield Lane
 13 Alexandra Gardens
 185 Arabella Drive
 187 Nursery Road
 1a Upper Brighton Road
 21b Upper Brighton Road
 39 Castle Road
 78 Park Road
 89 Ewell Road
 Aberbeeg
 Adderley Green
 Aderyn
 All Saints Hospital
 Ann House
 Arbury Court
 Asher House
 Avonfield Neurological Centre
 Badby Park
 Ballington House
 Barnet Lane Clinic
 Beech Grove
 Bere Clinic
 Bradfield House
 Bradley Apartments

Bradley Complex Care
 Braeburn House
 Brighton and Hove Clinic
 Bromley Road
 Brook House
 Castleholme Lodge
 Cefn Carnau
 Chadwick Lodge & Eaglestone View
 Chesterfield House
 Clipstone House
 Cotswold Spa Hospital
 Crossley Place
 Dane House
 Emerald Place Clinic
 Fairmead House
 Farmfield
 Felbrigg House
 Field House
 Gardens and Jacobs
 Gateway Recovery Centre
 Ghyllside
 Greenhill
 Gregory House
 Gresham House

Healthlinc Apartments
 Holkham House
 Hope House
 Hurstfield
 Jubilee House
 Kingswood House
 Martham House
 Moorlands Neurological Centre
 Ormesby House
 Pathfields Lodge
 Pinhoe View
 Potters Bar CAMHS Service
 Potters Bar Clinic
 Ranworth House
 Reene Court
 Rhodes Wood Hospital
 Rosebank House
 School House
 Spring House
 Spring Wood Lodge
 St Mary's Hospital
 St Neots Neurological Centre
 Stanley House & Bowley Court
 Sturt House

The Aster and Darcy Wards
 The Avalon Centre
 The Bridge
 The Chimneys Clinic
 The Copse
 The Cottage
 The Dean
 The Farndon Unit
 The Limes
 The Spinney
 The Woodlands
 The Woodmill
 Thornford Park
 Three Valleys Hospital
 Tottle Brook House
 Ty Glyn Ebwy
 Ty Grosvenor
 Tydfil House
 Ty Gwyn Hall
 Victoria Gardens
 Walcott House
 Wellesley



Our new services and acquisitions

Avonfield Neurological Centre

Castleholme Lodge

Emerald Place Clinic

Kingswood House

Tŷ Glyn Ebwy

Sustainability

As part of Ramsay Health Care, Elysium shares the global commitment to near-term and long-term targets to achieve net zero emissions across the Ramsay value chain by 2040. Each business in the Ramsay Health Care Group is responsible for implementing our approach and improving our environmental and sustainability performance.

The Group Sustainability Officer and Global Sustainability Committee, including Regional Sustainability Leads, provide support and guidance to the Global Executive and Global Risk Management Committee on our approach and monitoring progress towards our goals. During this reporting period Elysium has:

- Undertaken a baseline of appropriate facilities where solar electricity panels, also known as photovoltaics (PV) panels will make a demonstrable difference and will begin in 2024 and continue through 2025.
- Worked with our facilities staff and external lighting companies to develop a plan to transition all services to be 100% LED.
- Signed up with a third-party global provider of sustainability ratings and intelligence for businesses. The company provides detailed insights for compliance, improvement, and acceleration on the Elysium sustainability journey to help manage our Environmental, Social and Governance (ESG) impacts. We can measure risk and compliance, meet corporate sustainability goals and drive impact. This helps Elysium guide the sustainability performance improvement and our value chain. Suppliers undertake a sustainability assessment to obtain a rating which is an evaluation of how well a company has integrated sustainability and Corporate Social Responsibility (CSR) principles into their organisation. The methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact and ISO 26000.
- Hosted an environmentally sustainable healthcare webinar in Wales, with presentations from Elysium and the NHS to support staff to better understand how they can make a difference within the workplace.
- Opened six all-electric care homes and our first all-electric General Adolescent Unit (GAU). Both units were service category finalists for the Healthcare Design Awards.

In addition, we are introducing electric vehicle chargers across several services to support the change to electric vehicles.

Elysium actions include:



Seven **ALL ELECTRIC SERVICES** developed



Transitioning all services to be **100% LED**



Elysium presents an **environmentally sustainable healthcare** webinar in Wales



Programme of fitting **photovoltaics (PV) panels** begins



Statement of assurance from the Board

During the year ending 31 March 2024 Elysium provided services on behalf of the NHS. Elysium has reviewed all the data available to us on the quality of care in all these NHS services. The income generated by the NHS services reviewed in the year ending 31 March 2024 represents 100 per cent of the total income generated from the provision of NHS services by Elysium for the year ending 31 March 2024.







Culture and Workforce

PART 2

Diversity, Equity and Inclusion

We are committed to providing services that are accessible, inclusive, and non-discriminatory by promoting equity and leveraging the skills, experience, and knowledge of our diverse workforce.

Our aim is that Diversity, Equity, and Inclusion (DEI) is an essential part of daily working, and our entire workforce can thrive and achieve their full potential in a culture that is respectful and inclusive.

The Elysium DEI steering committee supports the organisation with its commitment to integrate DEI throughout its services and help secure its vision of creating a stronger, more resilient workforce and better patient relationships. The committee also provides strategic direction, leadership, and support for delivery of our DEI strategy, as well as compliance with legislative and regulatory requirements. Elysium's Chief Executive Officer is the Executive Sponsor and meetings are co-chaired by the Head of Diversity, Equity, and Inclusion, and a regional representative.



Supporting diversity
equity & inclusion
for everyone

Elysium

Members of the steering committee meets bi-monthly and represents all support functions, regions, and roles within Elysium together with an Expert by Experience. The DEI steering committee terms of reference was updated in October 2023 to reflect our strategy and objectives.

In May 2023 Elysium launched its **Employee Resource Groups (ERGs)** to support the continuing work and development of Diversity, Equity, and Inclusion within the organisation. These are:

- Beyond Differences: Race and Ethnicity
- Flying the Flag: LGBTQ+IA
- Hide and Seek: Disability
- Women's Initiative Network (WIN)
- Working Families and Caregivers

ERGs bring together employees with a shared interest in a DEI topic, whether as a member of a diverse community, an ally or supporter. The aim is to provide a network for support, be a collective voice, raise awareness, and develop initiatives that will lead to greater inclusion for all our staff. The groups have already made significant contributions to policy reviews, training, and awareness campaigns.

During this reporting period additional DEI e-learning for all staff included Unconscious Bias and Banter in the Workplace, Introduction to LGBTQ+ awareness, Transgender Awareness, Disability Inclusion, and Menopause. To support our increasing number of international staff, we have launched Cultivating Cultural Intelligence workshops. These training programmes are in addition to the mandatory Diversity, Equity, and Inclusion, and Human Rights e-learning where this year, we have achieved over 96% compliance.

We have begun a campaign to capture the demographic information of our staff. Understanding more about who our workforce are means we can help identify where change is needed and where to focus our efforts.

As we continue to progress along our three-year DEI Strategy, we are building on the work already started, addressing the recommendations from the benchmark and audit conducted previously and providing the DEI strategic direction for Elysium which is aligned to the corporate strategy and objectives.



Race & Ethnicity



LGBTQ+IA



Disability



Women



Working families and Caregivers

The logo for 'my wellbeing' features the word 'my' in a stylized, multi-colored font (yellow, orange, blue) with a red and green triangle above it, and the word 'wellbeing' in a solid blue font.

As part of a strategy review Elysium relaunched Wellbeing in February 2024, which is continuing throughout the year. The launch was called My Wellbeing. This led to us aligning our Star Awards with our values, leading to the creation of the KITE awards, which are our staff recognition awards. These are awards, where a staff member can nominate a colleague, who is demonstrating our values in their work, to a level that they believe warrants recognition.

The relaunch of Wellbeing acted as a reminder for colleagues about the My Wellbeing initiative and how it is split into five areas, each covering different aspects of wellbeing which include workplace, mental, physical, financial, and social wellbeing. Within these different areas are relevant resources and benefits all staff have access to.

We call these the **five pillars of wellbeing** and within Elysium they are known as:



Emotional
wellbeing



Physical
wellbeing



Social
wellbeing



Financial
wellbeing



Workplace
wellbeing



Freedom to Speak Up

We want staff to carry out their roles to the best of their ability and ensure that those we care for receive the best possible care. Service user and staff safety, and wellbeing is at the heart of everything we do. It is very important to us that any concerns relating to the safety or wellbeing of staff or service users are raised. There are six different ways people can raise concerns, each offering a different route depending on what is most comfortable for the person raising the concern.

At Elysium staff must speak up by raising a concern with any of the following:

- 1 their **Line Manager**
- 2 their **Registered Manager**
- 3 their **Operational Director**
- 4 the **Elysium Board**
(direct access to the Board by email)
- 5 the nominated company
Freedom to Speak Up Guardian
- 6 our **Staff Concern Line**
which is operated by an independent company



Speak Up

For Deaf staff a British Sign Language translation service is available for contacting both the Speak Up Guardian and the anonymous Staff Concern line.

Investment in and developing our workforce

Our people are our greatest asset, their training, health, and wellbeing are very important to us. The settings in which our teams work are highly specialist and we have developed our training matrix to support this. We continue to invest in our induction programme to help better prepare new staff for their roles in the care sector.

In October 2023, we recruited our new Chief Nurse Jenny Kirkland who has a breadth of experience in a number of settings. Her focus, which we will report on in the next Quality Account will be to implement a new nursing strategy for the company. The strategy will focus initially on developing a simple professional structure for the nursing body; supporting a skilled, competent and caring workforce; getting the fundamentals of care right and ensuring that the right staff are in the right place and the right time.



Preceptorship Programme and Preceptorship Academy

Elysium is committed to the development of newly registered Nurses and supports this with a fully structured and researched Preceptorship Programme, completed within the services of the organisation. In addition to the Preceptorship Programme, Elysium also provide a Preceptorship Academy for all newly qualified Nurses to gain extra support and training over a 12-month period.

Apprenticeships

■ Assistant Practitioner Apprenticeship

The Assistant Practitioner apprenticeship prepares the Healthcare Workers to become Assistant Practitioners and they qualify with a Level 5 Foundation degree (or diploma). The Assistant Practitioner is a highly trained Senior Support Worker who takes on extra responsibility in the care of the service user group and they gain many new skills including those associated with physical health.

■ Nursing Associate Apprenticeship

The Nursing Associate apprenticeship is a Level 5 Foundation degree, which prepares the trainee to become a Registered Nursing Associate. The Nursing Associate role is registered with the Nursing and Midwifery Council (NMC).

■ Shortened Nursing degree apprenticeship

This apprenticeship allows people who have completed their Assistant Practitioner or Nursing Associate apprenticeship to go on and train to become a Registered Nurse by joining the nursing degree programme in the 2nd year.

| | |
|--|----|
| Preceptorship Nurses through Preceptorship Academy | 76 |
|--|----|

Apprenticeship figures April 2023 – March 2024

| | |
|--|----|
| Shortened Nursing Degree Apprentices in training | 23 |
| Nursing degree apprentices qualified between 31st March 2023 and 1st April 2024 | 1 |
| Nursing Associate Apprentices in training | 12 |
| Nursing Associate Apprentices who completed their training | 2 |
| Assistant Practitioner Apprentices in training | 26 |
| Assistant Practitioner apprentices who completed their training between 31st March 2023 and 1st April 2024 | 5 |
| Assistant Practitioner Apprentice applications for next cohort | 4 |

Skills Development Programme (SDP) for Healthcare Workers

The Senior Healthcare Worker Skills Development Programme (SDP) aims to develop reflexivity, sharing of good practice and encouraging the Senior Healthcare Worker to develop and improve practice areas within their own sphere. The programme is generic in nature as brings together people from across all service types.

The workshops are not just knowledge based but also about exploring and sharing good practice ideas with each other and then asking the question – how can I take this learning back to site and develop my own practice and that of others?

The idea is to move the cohort of learners through the programme in preparation for the final three months which is the RCN Introduction to Leadership Programme (ILP). The RCN ILP asks delegates to consider a practice improvement project and their own leadership and development journey.

Figures April 2023 – March 2024

| | |
|-------------------------------|----|
| Completed programme July 2023 | 17 |
| Commenced Programme Sept 2023 | 18 |

Registered Nurse Seminars and Journal Club

Short seminars on topics that may not be routinely delivered. The sessions aim to be interactive and therefore numbers attending are usually kept to a maximum of 25 delegates. Delivered virtually to ensure easy access for all Nurses from across the company. The Journal Club aims to offer registered Nurses an opportunity to discuss selected articles with colleagues, reflect on practice and share insights and ideas in a relaxed setting.

Figures April 2021 – March 2022

| | |
|--|-----|
| Climate Change and Healthcare x 2 | 16 |
| An Introduction to Dialectical Behaviour Therapy x 2 | 58 |
| RCN Introduction to Leadership workshop x 1 | 16 |
| Journal Club x 12 | 149 |

Elysium Leadership Journey

The Elysium Leadership Journey (ELJ) is a two-day course after which participants have the option of completing a Leadership Apprenticeship. The programme enables Team Leaders and Managers to:

- Identify how to maximise strengths; manage development areas and inspire personal change
- Assess and establish own professional accountability
- Build a team culture to inspire others to take responsibility and ownership of their role
- Assess and improve team motivation and communication skills
- Evaluate performance and give timely and constructive feedback
- Achieve tasks and goals, through enabling effective team and project work
- Develop own “Leadership Proposition” to deliver results

Between April 2023 – March 2024 a total of 106 participants completed the Elysium Leadership Journey course, the last cohort was April 2024.



International Nurses

As part of the ongoing recruitment of International Nurses we welcomed 136 in this twelve-month period. We amended our induction programme at our training centre, Ty Solomon in Welshpool to four weeks and included the Nurses taking their Objective Structured Clinical Examination (OSCE) in this period. This has proved to be more successful as the Nurses remain focused on their exam without having the distraction of moving to another place in the UK. This is a modern assessment method based on a student's performance designed to test clinical ability, performance, and competence in skills such as communication, nursing procedures and recording of accurate documentation.

Once they have passed their OSCE they all received their UK NMC pin and are registered on the NMC register to practice as a Nurse in the UK.

International Support Workers

In April 2023 Elysium proudly began sponsoring Healthcare, Recovery and Support Workers based in the UK who required sponsorship and support to work in the health and care sector. Throughout this reporting period Elysium offered 1069 Certificates of Sponsorship to both existing staff and new employees. Feedback from Elysium services who have offered sponsorship has been overwhelmingly positive and the Elysium workforce has increased and diversified. This approach has meant we can continue to attract and retain the talent we need to best support the people in our care.





Global Graduate Programme

As part of Ramsay Health Care's Global Graduate Programme, Elysium has been able to offer unique opportunities for graduates to start and build their careers in healthcare. With a long and strong history in clinical graduate programmes, Ramsay has supported many thousands to start and build their careers in healthcare.

The 24-month programme is made up of three, eight-month rotations that include both a corporate and operational placement as well as an international rotation in one of Ramsay's global locations.

Elysium have supported four graduates across Human Resources, Contracting, Legal and Commercial departments, each with an executive sponsor and buddy to support them on their structured learning programme. After completion of the Graduate Programme most of our graduates stay with us and are supported for continuing growth and development.

Revalidation for Nurses

Introduced by the Nursing and Midwifery Council (NMC) in April 2016, revalidation is the process that all Registered Nurses and Midwives in the UK need to follow to maintain their registration with the NMC. Alongside the regular clinical and managerial supervision provided revalidation helps our Nurses demonstrate their practice is safe and effective. It encourages Nurses to reflect on the role of the NMC Code of Practice (The Code) in their own clinical practice.

All Nurses need to revalidate every three years to maintain their NMC registration in addition to paying an annual registration fee. The documentation for revalidation can be found on the Elysium learning platform and professional support is offered on an individual or service level by Lead Nurses and the Chief Nurse. The HR department run annual checks to ensure all Nurses are up to date with their registration and therefore have an active PIN to allow them to practice.

Revalidation for Doctors

Revalidation for Doctors is a requirement of the General Medical Council. It supports Doctors to develop their practice, drives improvements in clinical governance and gives service users confidence Doctors are up to date with practice.

The following measures are in place to support this process:

- Implementation of national policy and reporting requirements
- Adherence to the annual appraisal system
- Nominated Responsible Person
- Oversight of Clinical Governance
- Completion of revalidation recommendation submissions
- A culture of support for Doctors with their personal development and appraisal needs

"My son was a patient for two weeks and I just wanted to thank you all for everything you have done to help him on his journey through this difficult time. He has a long way to go, but it wasn't until he was in your care that he realised he did need help. He is happy to be home and gradually trying to get back to normal. Thank you again."

Mother of service user, August 2023 - Farmfield Hospital





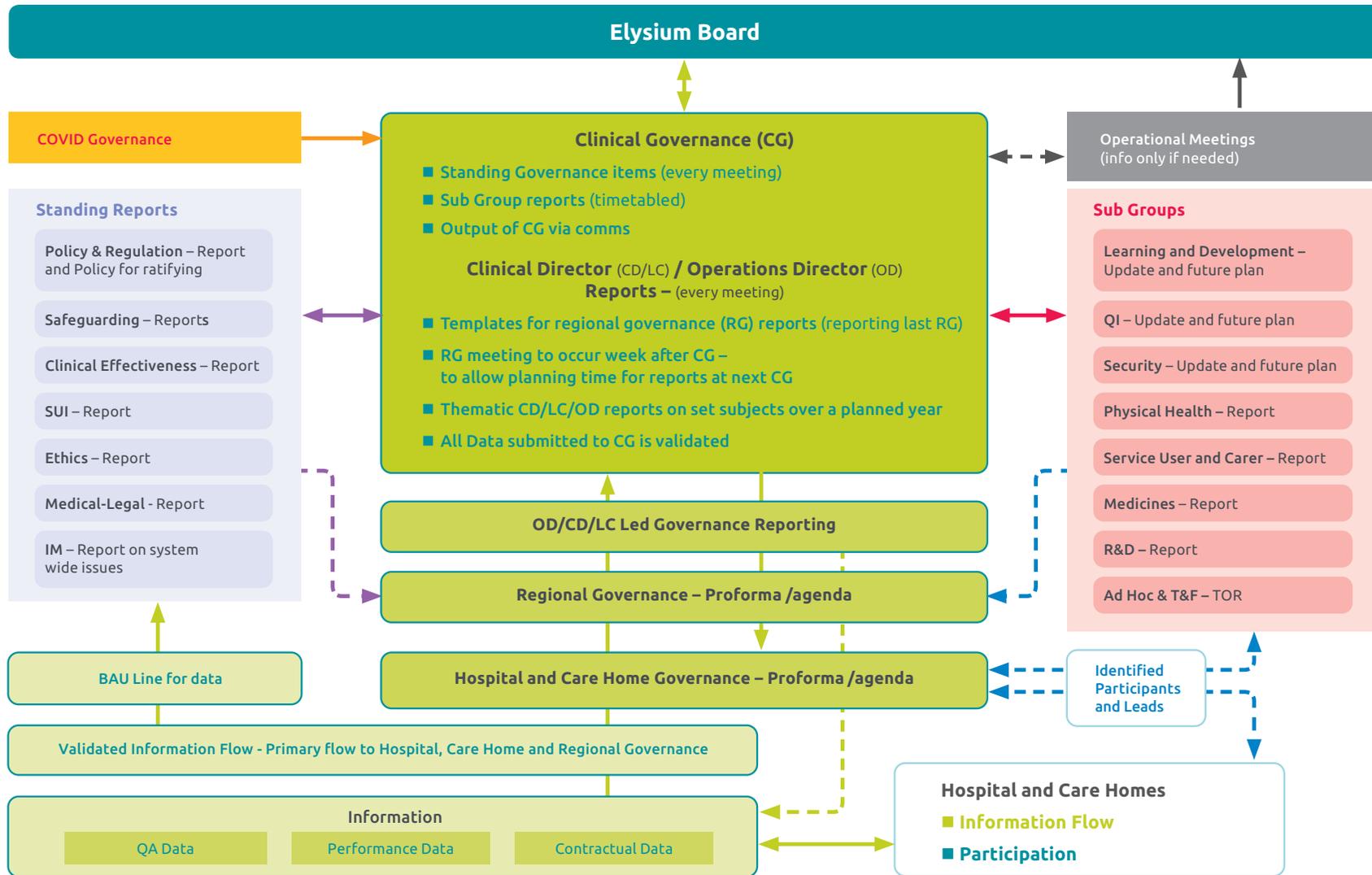
Quality

PART

3

Our Quality Framework

The Elysium Quality Governance Framework enables us to deliver transparent, effective, and responsive care and clarity of reporting throughout our services. The Corporate Clinical Governance and Corporate Management Committees meet monthly and are chaired by Dr Quazi Haque, Chief Medical Officer and Joy Chamberlain, Chief Executive Officer respectively. The meetings are attended by the Operations and Regional Directors and the Operational and Clinical Leads of all our services. At the meetings, monthly quality reporting information from each site or service is reviewed.



Governance

Elysium's Clinical Governance (CG) is supported by accurate, effective, and timely communications which enables ward to board reporting. This allows us to focus on achieving good clinical care and is an essential part of a well-led organisation.

CG ensures that Clinical Directors, Lead Clinicians, Operations Directors and other clinical leaders, lead on regional governance feedback from agreed proforma, plan sharing and local and regional actions. The Corporate Clinical Governance Meeting (CCG) also receives reports from standing subgroups, and key safety and compliance performance reports that are part of the core CCG function to ensure oversight and effectiveness of quality and safety assurance as part of the overarching clinical governance function.

Quality Governance combines evidence-based care, professionalism, effective compliance, and assurance to ensure that service users receive high quality care. This is achieved in partnership with service users, their friends and family, regulators, commissioners, and Experts by Experience.

Everybody has a part to play in quality governance. Our Quality Governance Guide for staff clearly outlines our expectations from staff and from the company in supporting staff.



Ways in which we monitor our services:

- Audits
- Policy and procedure
- Proven clinical treatments
- Incident management process including reporting and investigating patient safety events oversight through the Patient Safety Meeting.
- Safeguarding reports
- Executive team visits to sites
- Attendance at community meetings by executives
- Service to Board/Board to Service reports
- Internal and external inspections
- Risk registers
- Complaints and whistleblowing
- Listening and responding to feedback
- Continuous learning and development
- Ward quality monitoring by staff and service users
- Staff appraisals
- Staff forums
- Service User Network forums
- Service user/staff community meetings
- Patient Experience Lead visits
- Expert by Experience visits

Clinical Governance Subgroups

Quality across Elysium relies on the expertise across our workforce, working in partnership with our services users and their families. We have the following sub-groups in place with multidisciplinary representation across our portfolio:

- Physical Healthcare and Wellbeing Committee
- Policy and Procedure Committee
- Quality Improvement (QI) Committee
- Reducing Restrictive Interventions Group
- Research Network
- Security Group
- Clinical Ethics Committee
- Health and Safety Committee
- Infection Prevention Control Group
- Mortality Surveillance and Prevention Group
- Neurodevelopment Group
- Clinical Networks





Review of performance

Our objective is to provide the best care, delivered by the best people in the best place. We will achieve this through the implementation of our strategic priorities which have been developed with input from our people, those we care for, their families and carers, Experts by Experience, and many of our partners.

We have considered key learnings from a number of recent events which include:



Ensuring effective Infection Prevention and Control to keep people safe from infection including accessing national vaccination programmes



Recommendations from the Independent Review of Greater Manchester Mental Health NHS Foundation Trust (Shanley Report) into the care offered at GMMH NHS Trust and the Edenfield Centre, ensuring all our services users are well cared for and safe



Recommendations from the 2022 CQC Well-led review



Patient Safety Incident Response Framework (PSIRF) to continue to embed and ensure patient safety is core to our clinical governance processes, practice, and service provision

Our priorities are completely aligned throughout the organisation, with every site and support function championing their development. This is underpinned by an overarching corporate implementation plan.

Mortality surveillance and prevention

Elysium operates according to best practice standards identified by the CQC, National Quality Board and NHS Improvement (Learning from Deaths in the NHS, 2017). Our Mortality Surveillance and Prevention Group chaired by the Chief Medical Officer ensures that there is a robust approach toward the investigation of all deaths. In the vast majority, deaths relate to known, managed, long-term physical healthcare conditions associated with shortened life expectancy. Throughout the year we have further embedded the following initiatives across services to minimise the likelihood of avoidable deaths:

- NEWS (National Early Warning Scores) to support early detection of physical healthcare problems
- COVID primary vaccine and booster campaigns for staff and service users
- Winter influenza vaccine campaigns for staff and service users
- Comprehensive IPC response to the COVID pandemic including supporting shielding of those identified as most at risk. Continued robust monitoring of physical health vital signs and metabolic indicators for services treated with emergency or continuing psychotropic medication
- Maintain comprehensive physical healthcare screening for adults and young people alongside responsive access to primary and specialist secondary care
- Targeted campaigns to address underlying risk factors associated with physical health morbidity (Smoking cessation, Mission Fit, Reducing Falls and Deep Vein Thrombosis)

Patient safety incident statistics and PSIRF

Elysium has an inhouse Incident Recording and Informatic System (IRIS) which feeds through directly into the electronic patient record system and into live dashboards giving real time information into incidents which is invaluable for clinical teams. In September 2023 Elysium introduced The Patient Safety Incident Response Framework (PSIRF) a national initiative which all providers are required to implement, this replaced the Serious Incident Framework (SIF).

| | |
|--|--------|
| Total service user incidents for the Group per 1000 days | 103.76 |
| Patient safety incidents per 1000 days | 91.15 |

Extract from incident reporting

During this reporting period Elysium have continued to acquire and develop new services across all four of Elysium’s divisions. We focus and promote a culture of ‘openness and transparency’ and actively encourage staff to report all incidents through IRIS.

Our overall results for the Quality Account detail service user incidents for the entire group and should not be looked at in isolation due to the nature of the services.

Service user incidents within Elysium are reported based on the level of harm ranging from **level 1** – no harm, through to **level 5** – severe harm. It is expected and evidenced that the majority of incidents are either no, or low harm as illustrated by the table below which shows that 96.41% of incidents reported are low harm or lower.

| Unit | Per 1000 bed days | % |
|-------------------------|-------------------|--------|
| Level 1 - No harm | 72.5 | 69.85% |
| Level 2 - Low harm | 27.6 | 26.56% |
| Level 3 - Moderate harm | 3.2 | 3.13% |
| Level 4 - High harm | 0.4 | 0.37% |
| Level 5 - Severe harm | 0.1 | 0.08% |

Self-harm represents the highest number of reported service user incidents representing 25% of all service user related incidents, followed by physical aggression with 20% and then verbal aggression with 14%, combined, these account for 59% of all service user incidents recorded.



Patient Safety Incident Response Framework (PSIRF)

PSIRF is a national initiative which all providers are required to implement and in September 2023 Elysium went live and were one of the first independent mental health providers to do so.

As part of our commitment to good practice we have shared our tools and policies which we have developed with colleagues at other independent sector providers. By sharing our learning and development we have helped support them in developing their own PSIRF approach.

We have run multiple learning and stakeholder events for our NHS commissioning colleagues and have also shared audit and developmental processes as we have embedded PSIRF into our practice.

With the introduction of PSIRF we have a more detailed view of all incidents rated level 3 or above and can report all specific patient safety events that fall within our reporting process to our weekly Patient Safety Meeting. We can identify learning and system issues more robustly and this has enabled us to develop our learning responses to themes as they emerge.

Data quality

Elysium have continued their ongoing successful monthly submission of the Mental Health Services Data Set (MHSDS). Throughout this reporting period Elysium have focussed on the protected characteristics dataset within the MHSDS, focusing not only on improving the completeness of the data but also the quality of the data being submitted. During this time there has been an increase in submission completeness for protected characteristics from 50% to 90.4%. This improvement will also further assist Elysium in embedding the Patient and Carer Race Equality Framework. Elysium have also been working in collaboration with NHS digital and other independent providers on the MHSDS Upskilling Programme to aid other providers in getting started with the MHSDS.

Data security and protection toolkit

Elysium has provided all mandatory evidence for assessment and has been deemed to have met the required data security and protection toolkit standards.



Clinical specifications

We continue to challenge ourselves to develop models of care which are co-produced, recovery-oriented, and evidence-based which place the people we support at the centre of all that we do.

Clinicians from all professional backgrounds have worked together with Experts by Experience to produce models of care and service specifications for each of our service directorates.

These documents set out principles of treatment, specific treatment protocols, clearly defined purpose of admission, identified risk management protocols and tools, evidence-based best practice according to research and clinical diagnostic tools and practices. Elysium use a range of tools to measure and monitor services and treatment. These tools also evidence our outcomes.

Our shared goal is to make our services, centres of excellence that are trauma-informed, humane, culturally responsive, collaborative, and effective in addressing mental health, learning disability and autism and complex social care needs. We are committed to ensuring our services celebrate diversity, remove inequitable care and the models of care we use are regularly re-evaluated in partnership with all stakeholders, especially those with lived experience.

We endeavour to improve knowledge and awareness of learning disabilities and autism and make necessary adaptations to care and risk management to optimise the safety and day-to-day functioning of these individuals and to promote equitable access to high quality health and care services that meet their needs.

Our Guiding Principles

Our model of care is guided by the following principles in striving to achieve these standards:



In addition to the tools used to measure individual progress and monitor the quality of our services and outcomes, we fully engage with external professionals, community services, families, carers, and services users.

This is through informal engagement, developing a collaborative and holistic approach to care and through the formal infrastructure of Care Programme Approach (CPA) in England and Care Treatment Planning (CTP) in Wales as well as Care (Education) and Treatment Reviews (CETRs).

Elysium continually monitors and reviews key areas of service provision for opportunities for learning and improvement, at service, regional and corporate level. This includes monitoring activity such as length of stay, responsiveness to referrals, monitoring and reducing the use of restrictive interventions and robust review of all incidents in line with Patient Safety Incident Response Framework (PSIRF) arrangements.

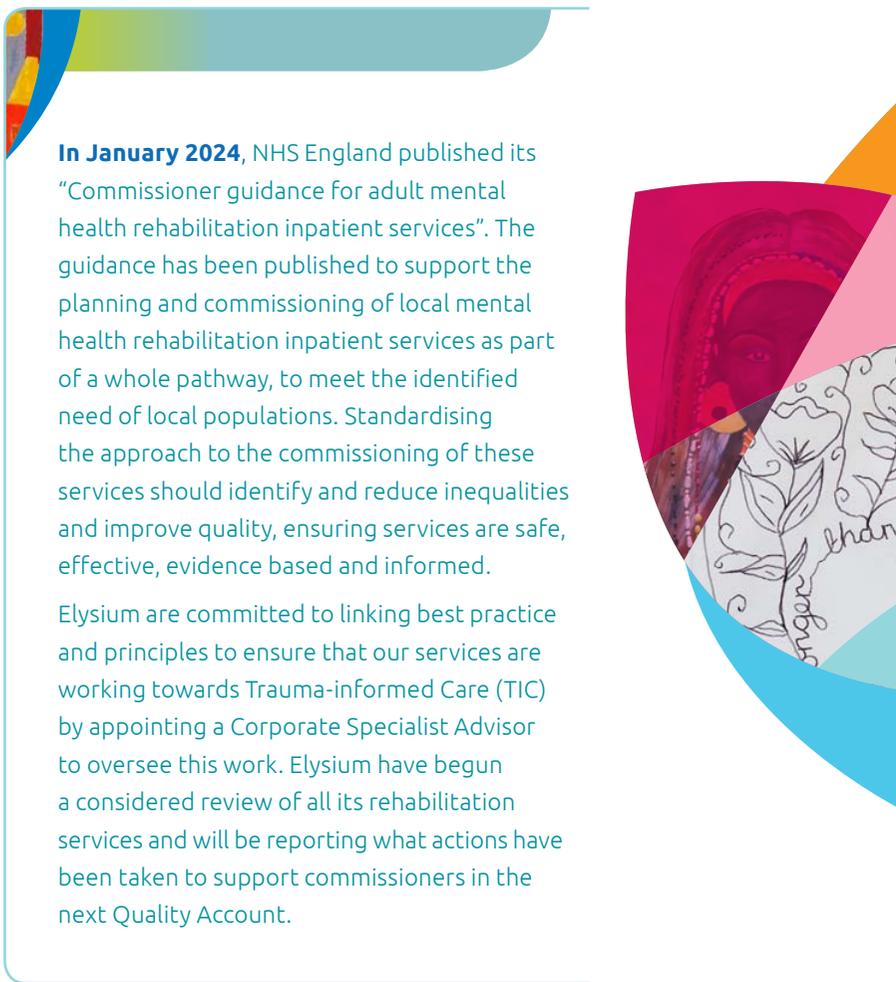
Across all services a programme is in place to improve physical health outcomes by reducing rates of obesity and diabetes, improving fitness and health screening and access to primary healthcare services.

There is a corporate physical healthcare group to promote best practice and monitor outcomes, informed by National Institute for Health and Care Excellence (NICE) guidance. We review and agree quality activities in consultation with our NHS-led provider collaboratives.

We support and observe the STOMP principles (stopping over medication of people with a learning disability, autism, or both, with psychotropic medicines). We ensure our medical and nursing staff keep up to date with professional competencies through annual Basic Life Support (BLS) or Immediate Life Support (ILS) training and regular emergency medical simulations. All services use National Early Warning Score (NEWS2) parameters to monitor health.

Elysium is committed to suicide prevention and our suicide prevention strategy is underpinned by national policies and frameworks and guided by the organisation's suicide prevention group. Our objectives are aligned to the National Suicide Prevention Strategy for England (NSPS).

Our models of care support a positive and therapeutic culture across the whole organisation.



In January 2024, NHS England published its “Commissioner guidance for adult mental health rehabilitation inpatient services”. The guidance has been published to support the planning and commissioning of local mental health rehabilitation inpatient services as part of a whole pathway, to meet the identified need of local populations. Standardising the approach to the commissioning of these services should identify and reduce inequalities and improve quality, ensuring services are safe, effective, evidence based and informed.

Elysium are committed to linking best practice and principles to ensure that our services are working towards Trauma-informed Care (TIC) by appointing a Corporate Specialist Advisor to oversee this work. Elysium have begun a considered review of all its rehabilitation services and will be reporting what actions have been taken to support commissioners in the next Quality Account.

Participation in National Clinical Audits (NCAs)

During the year ending 1 April 2024, we participated in the following Prescribing Observatory for Mental Health (POMH-UK) audits:

- ▶ **Topic 7a:**
Monitoring of patients prescribed lithium
- ▶ **Topic 22a:**
Use of anticholinergic (antimuscarinic) medicines in old age mental health services.
- ▶ **Topic 16c:**
Rapid Tranquilisation

Participation in contractual audits

Elysium participated in the following contractual audits and surveys:

| Audit | Frequency |
|--|---|
| NHS England DCF Portal (Data Collection Framework): QCRS SSQD data collections | Quarterly |
| Patient Related Outcome Measures | Quarterly |
| Workforce Race Equality Audit | Annual |
| CAMHS Experience Surveys on Admission My Care and Treatment (annual) and Discharge | As they occur. My Care and Treatment (annual) |
| Family, Friends and Carer Experience Survey | Annual |
| Service User Survey (on Admission, My Care and Treatment (annual), and Discharge | As they occur. My Care and Treatment (annual) |
| Friends and Family Test (as per Discharge survey) | At the point of discharge |
| The Complaints Satisfaction survey | As they are resolved |

Additional contractual audits, various service participated in, include:

| Audit |
|--|
| Infection, Prevention and Control Audit |
| Infection, Prevention and Control Self-Audit |
| Self-Assessment Quality Monitoring Tool |
| Data and Security Protection Toolkit |
| Care Home Care Plan Audit and Quality Schedule |
| DOLS/ MCA Audit |
| Care Home Statement of Compliance |
| Medicine Management Audit |

| Audit | |
|--|---------------|
| Ligature Refresh Audit | Annual |
| Reducing Restrictive Practice Audit | Annual |
| Safeguarding Assurance Audit | Annual |
| Dealing with a medical Emergency Audit | 12-18 monthly |
| Health and Safety Audit | Annual |
| Closed Cultures- Self assessment | Annual |
| Closed Cultures- External assessment | Annual |
| Complaints Assurance Audit | Annual |
| STOMP audit | Annual |
| Seclusion Audit | Annual |
| Long-term Segregation Audit | Annual |
| Therapeutic Segregation Audit | Annual |

Elysium is compliant with all mandatory requirements of Mental Health Services Data Set, increasing the number of data sets that it provided in 2023 - 2024 and will increase these further in 2024 - 2025.

Use of CQUIN

(Commissioning for Quality and Innovation)

The CQUIN framework aims to support operational improvements in the quality of services commissioned by NHS England. The CQUINs for 2023 -2024 contract year were reducing the need for the use of restrictive practices in CYPMHS inpatient settings and Staff Flu Vaccinations.

"The panel and I were so pleased to see so many patients busy getting on with their activities. There was some chaotic car washing on the go, which was wonderful to see. Nurses and support workers alike were following the patients lead and taking out for drives when needed and not sticking to a routine driven by the hospital. It was one of the best CTR's I have done in a while. The positive risk taking was really nice to see. The relationship between staff and patients was so positive and every patient I saw was interacting with their care staff. This maybe 'standard' care for yourselves at Bradley but unfortunately this isn't the case at other hospitals across the country."

*Snr Assurance Manager LD&A, Lancashire & South Cumbria ICB,
June 2024 - Bradley Complex Care*

Department of Health core quality account mandatory indicators

The NHS (Quality Accounts) Amendment Regulations 2012 set out a core set of quality indicators, which we are required to report against in our Quality Account. We have reviewed the indicators and are pleased to provide our status against them. Providers are only required to report on indicators that are relevant to the services that they provide or sub-contract in the reporting period.

| Domain and indicator | Applicable / not applicable to Elysium |
|--|--|
| Domain 1 Preventing people from dying prematurely <ul style="list-style-type: none"> Summary Hospital-level Mortality Indicator (SHMI) Patients on Care Programme Approach (CPA) followed up within 7 days of discharge from psychiatric inpatient stay Category A telephone calls (Red 1 and Red 2 calls); emergency response within 8 minutes Category A telephone calls; ambulance response within 19 minutes Patients with suspected ST elevation myocardial infarction who received an appropriate care bundle (Domain 1 and 3) Patients with suspected stroke assessed face to face who received an appropriate care bundle | <ul style="list-style-type: none"> × × × × × × |
| Domain 2 Enhancing quality of life for people with long-term conditions <ul style="list-style-type: none"> Admissions to acute wards where the Crisis Resolution Home Treatment Team were gate keepers | <ul style="list-style-type: none"> × |
| Domain 3 Helping people to recover from episodes of ill health or following injury <ul style="list-style-type: none"> PROMs; patient reported outcome measures Patients readmitted to a hospital within 28 days of being discharged | <ul style="list-style-type: none"> ✓ × |
| Domain 4 Ensuring people have a positive experience of care <ul style="list-style-type: none"> Responsiveness to the personal needs of patients Staff who would recommend the trust to their family or friends Patients who would recommend the trust to their family or friends Patient experience of community mental health services | <ul style="list-style-type: none"> × ✓ ✓ × |
| Domain 5 Treating and caring for people in a safe environment and protecting them from avoidable harm <ul style="list-style-type: none"> Patients admitted to hospital who were risk assessed for venous thromboembolism Rate of C.difficile infection Patient safety incidents and the percentage that resulted in severe harm or death | <ul style="list-style-type: none"> × × × |

Improving our services through peer review

Our services participate in peer review networks organised by the Royal College of Psychiatrists, including:

- Quality Network for Forensic Mental Health Services (QNFMHS)
- Quality Network for Psychiatric Intensive Care Units (QNPICU)
- Quality Network for Inpatient CAMHS (QNIC)
- Quality Network for Working Age Services (QNSWA)
- Prescribing Observatory for Mental Health (POMH)

Not all membership options provide a rating of overall performance, but a review summary. The following table details the date of last review and the outcome of the review process for each participating service.

| Service | Date of last review | Outcome |
|-------------------------|---------------------|---------------------------|
| QNFMHS | | |
| All Saints | May 2024 | Awaiting report |
| Arbury Court | March 2024 | Awaiting report |
| Chadwick Lodge | February 2024 | Developmental report only |
| Farmfield | April 2024 | Awaiting report |
| The Farndon Unit | October 2023 | Developmental report only |
| Gateway Recovery Centre | May 2024 | Awaiting report |
| St Mary's Hospital | March 2023 | Developmental report only |
| The Spinney | March 2024 | Awaiting report |
| Thornford Park | April 2024 | Awaiting report |
| Wellesley | April 2024 | Awaiting report |
| QNPICU | | |
| Hulton Ward | November 2023 | Awaiting report |

| Service | Date of last review | Outcome |
|-------------------------------------|---------------------|--|
| QNIC | | |
| Brighton and Hove Clinic | April 2022 | Focused review only |
| Cotswold Spa Hospital | April 2024 | Focused review only |
| Rainbow Ward, Rhodes Wood Hospital | March 2024 | Focused review only |
| Shepherd Ward, Rhodes Wood Hospital | March 2024 | Focused review only |
| Cheshunt Ward, Rhodes Wood Hospital | March 2024 | Focused review only |
| Bere Clinic | May 2024 | Focused review only |
| QNWA | | |
| Kenn Ward | February 2023 | Developmental report only |
| Crystal Ward | June 2024 | Developmental report only |
| Ruby Ward | June 2024 | Developmental report only |
| Clyst Ward | TBC | Developmental report only |
| POMH | | |
| Elysium Healthcare | June-July 2024 | Topic 21b: The use of melatonin programme currently underway |



Creating a culture of improvement

Elysium has formed a Quality Forum for Regional Quality Leads to support sharing and learning between different parts of the organisation. Each member provides an update on topics in their region and any good practice they wish to share. It is an opportunity to identify arising key themes, discuss common issues, and consider potential solutions.



Quality initiative for learning disability and autism services 2023|2024

“Outside the box” approach – Elysium Care Partnerships

Elysium Care Partnerships (ECP) provide small community-based houses and apartments for people who have a learning disability or who are autistic. These settings enable people to lead independent, meaningful lives as valued members of the community whilst being supported with the specialist care they need.

ECP staff teams work hard to ensure that a truly person-centred approach influences all elements of an individual’s care package. This can be from how they receive their personal care, ensuring cultural needs and preferences are adhered to, all the way through to the activities that they participate in. The staff teams are adept at thinking “outside the box”. They have adopted an approach of thinking, how we can facilitate an activity safely and what measures we can put in place, rather than imposing limitations due to the potential risks.

It is important that individuals are not restricted due to the nature of their condition and that all means possible are explored in order to facilitate their preferences.



'It was really fun, I went out for dinner with my uncle and we went to the arcades. I played pool with my friends, and we watched TV and stuff... It was just really fun, really. It's all good, it's really fun.'

Elysium Care Partnerships resident - August 2023

This approach has seen clients access a broad range of activities and participate in the community in many varied ways, be this from more sensory based activities, right through to a recent example where a client successfully directed a show on stage.

Activities for 2023 and 2024 include:

- Royal Ascott
- London Zoo
- The West End
- Thorpe Park
- Drusillas Park and Zoo
- Sea Life Centre

This year has seen continued “out of the box” thinking when planning holidays away from the services for each client. Plans are made to accommodate the preferences of the individual around both the location and the style of holiday that is on offer. This has resulted in many trips to varied locations, including different countries and differing resorts.

These success stories are discussed as part of our regional governance so that this best practice can be shared and influence other services with their future holiday and activity planning.

Holiday destinations for 2023 and 2024 include:

- Disneyland Paris
- Centre Parcs
- The Lake District
- Camping trips
- Alton Towers
- Butlins

One person chose an Airbnb in Old Hunstanton, that had a natural spring lake, set on acres of land. They chose here because it was a chance to see family that they hadn't seen in years, and they could go on long walks and share their love for dogs. It was also close to the arcades and their best friend, a resident at the same home, could walk there together.

Quality initiative for CAMHS and speciality services 2023|2024

Co-production, our journey begins

During this reporting period Elysium’s Child and Adolescent Mental Health division launched their co-production work across all services. They have brought in the expertise of young people who use Elysium services, those with a lived experience of Elysium services, as well as families and carers to find out what matters most to them. Views of staff, families and external stakeholders fed in to the areas for discussion and these included improvements in communication, co-produced care planning and the redesigning of family rooms.

Each service assessed themselves against the Elysium co-production principles. This was done with the young people, their families and carers and staff to help identify areas for development. The outcome of these assessments were followed by meaningful discussion on how to engage and work together to help shape services.

Each service established a dedicated co-production team to help prioritise issues and keep the agenda moving. Names for the co-production teams at site were gathered and weekly meetings held to prepare for the launch events.

The most important aspect of this work was to make sure work with young people was at their own pace.

A timetable of launch events was agreed. The launch event poster, invite and information were all co-produced and personal invites for the launch events sent to young people, families, and staff.

The launch events included education, fun, discussions about what is going well at services and where we can make improvements. There was also sharing of good practice across services and lists of key priorities from the young people and their families, staff, and external professionals. Feedback was gathered after each event which the co-production team reviewed and adapted for the next event.

Next the logo competition was launched and service users, families, carers, external stakeholders were asked to submit a logo that was judged, and a winning logo design was identified. The judges were made up of a young person, a service user with a lived experience, staff member and family ambassador.

Winning logo design:



“It was very exciting to hear my design had been selected and I hope that people will connect with it under the important work they’re doing. I would love to have a career in the creative industry so this was a great boost in confidence and a great experience I can now show in my portfolio.”

Young person and logo design winner, August 2023

“I pledge to visit different Elysium services across the country to help, support and encourage service users, families and carers and staff to embrace co-production in all they do.”

Sue Dennison, Elysium Corporate Expert by Experience August 2023

Quality initiative for mental health and wellbeing services 2023|24

Accessibility at All Saints

There have been several initiatives worked on during this reporting period at All Saints Hospital to improve and sustain accessibility for both Deaf patients and staff. With the corporate network moving over to electronic recording and digital access, this did not necessarily meet the needs of the All Saints population with a significant percentage using British Sign Language (BSL) as their primary language.

Over the past 12 months work has been developed to preserve the Deaf CQUIN All About Me recovery package within reporting systems. This has meant work to improve care plan access and collaboration, with BSL videos being formulated for patients which includes Mental Health Act rights. Other work in this area includes BSL access for staff through Sign Video via QR codes on bespoke posters at site.

This enables Deaf staff to contact the SpeakUp Guardian and the anonymous concerns telephone line with the use of a BSL interpreter.

Service users at All Saints have also been working collaboratively with the staff team by delivering training to staff about working with Deaf people. Training is not only delivered locally at All Saints but across the wider Elysium network to improve engagement and accessibility.

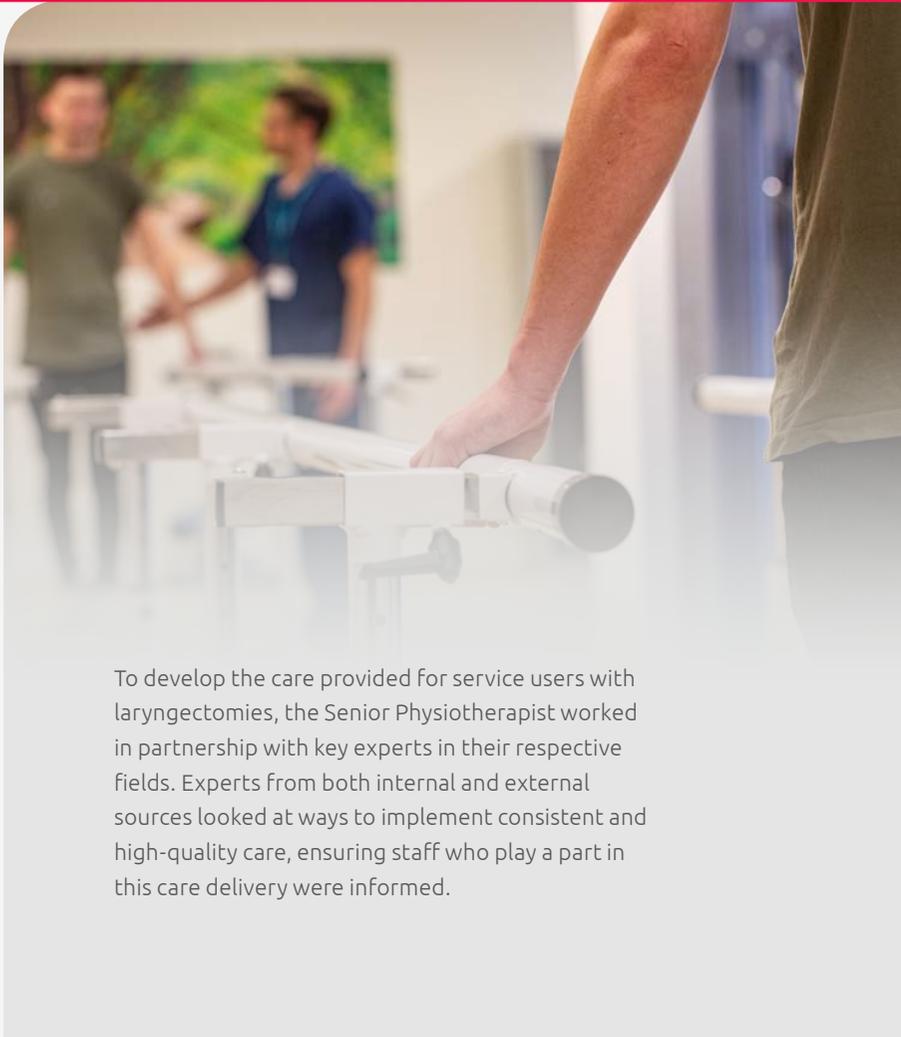


Quality initiative for neurological services **2023|2024**

Development of laryngectomy care within a neurological service – Gardens and Jacobs Neurological Centres

It is often thought that due to the increasingly complex physical health conditions of service users in neuro settings, that all clinical interventions and initiatives are Nurse-led.

At Gardens and Jacobs Neurological Centres we have a diverse and highly skilled Multidisciplinary Team (MDT) which is made up of Physiotherapist, Occupational Therapists, Speech and Language Therapists and Activities Organisers. The MDT facilitate the support of each service user's needs from a holistic perspective without focussing solely on the clinical areas of care.



To develop the care provided for service users with laryngectomies, the Senior Physiotherapist worked in partnership with key experts in their respective fields. Experts from both internal and external sources looked at ways to implement consistent and high-quality care, ensuring staff who play a part in this care delivery were informed.

Laryngectomy care delivery was implemented by:

- Design and implementation of a new laryngectomy checklist for care documentation, tailored to individual care needs
- Focussed training sessions specific to each staff roles
- Hands-on care and supervision with the service user at the heart of this to build both the confidence of the clinical team and the service user and facilitate a therapeutic relationship
- Review of emergency algorithm processes to support staff
- “Experts on the floor” for any questions, problem solving and reassurance
- Empowering service users to regain their independence with their own laryngectomy care as part of their rehabilitation

The development of laryngectomy care development has meant there are less unexpected issues experienced. The confidence and competence of those we support has increased. We have further developed external relationships with specialist teams.

The implementation of laryngectomy care training and competencies has meant the care team are able to consistently and confidently identify when laryngectomies require expert support from the external Ear, Nose and Throat (ENT) teams.

There have been notable reductions in potential complications such as aspiration of fluids, chest infections, embedded prosthetic devices and tracheal wall sores. This piece of work has been not only a credit to the Senior Physiotherapist but also the entire service in unifying nursing and therapy teams in working together for the same goal of improving safety and wellbeing.

“I have endorsed Jacob's care facility to other hospitals and Continuing Healthcare (CHC) decision makers as placement options for other patients who may need care provision. I think this highlights my belief that Jacobs are setting a benchmark for excellent laryngectomy patient care. The scarcity of good practices outside of acute facilities makes Jacobs model not only a beacon of excellence but also an essential reference for others seeking to improve their patient care protocols.”

*Head and Neck Specialist Nurse (external)
January 2024*



Driving improvements through the sharing of good practice

The Good Practice Hub is a platform to support learning and sharing across the organisation.

The site offers the following features:

- Library of resources, housing good practice guidance, audit findings and practical information to support service improvements
- Good practice video library, including short informative videos and webinars
- Good practice quick links (external sites)
- Elysium quick links (internal sister sites e.g., research, quality improvement, governance, and safeguarding, policy consultation etc.)
- Ideas and suggestions, to ensure the site is meeting the needs of all users

At the time of reporting, we have published nine editions of the Good Practice Bulletin. These bulletins are published six-monthly and cover governance updates for the whole organisation and include contributions from sites to showcase good practice in relation to each edition's theme. The Good Practice Bulletin is designed to drive improvements by sharing news, knowledge, and learning. Themes have included: **well-led, effective, experience, teamwork, safety, physical health, quality improvement, compassionate leadership, trauma-informed care, co-production** and **life support skills**.



Quality Improvement

Elysium has made significant strides in its commitment to Quality Improvement (QI). Over the past two years, we have established a robust framework for QI, fostering increased engagement and working towards achieving a culture of continuous improvement.

During this reporting period our highlights include:

- QI projects across all of Elysium's service lines focusing on issues directly related to safety and experience, including our priority areas of safe and supportive observations, physical health, co-production and reducing restrictive interventions.
- Scaling up and spreading of projects to maximise the impact of improvement work.

- Collaborating with stakeholders to further improve efforts and share learning, for instance presenting at external conferences, participating in national initiatives, and publishing our work. Chadwick Lodge and The Spinney recently joined NHS England's Culture of Care Programme, a two-year QI collaborative which provides a host of benefits and inclusion in a national learning community. Colleagues in our neurological services and specialist services have also had articles published by the National Mental Health and Learning Disability Nurse Directors Forum.
- Equipping frontline teams with QI coaching expertise to further embed QI into day-to-day operations and provide local support.
- A dedicated national QI conference to share learning and celebrate successes, with Elysium teams delivering co-produced workshops.
- A monthly internal QI newsletter supporting knowledge exchange and information sharing, and plans for an external newsletter.
- Expanding the central QI team to provide support to frontline teams, consisting of two Institute for Healthcare Improvement (IHI) Improvement Advisors and two IHI Improvement Coaches.
- QI activity overseen by regional hubs to ensure focus on strategic priorities and appropriate support.

QI CASE STUDY

Reducing length of stay in seclusion at Thornford Park Hospital

The aim of the QI project was to reduce the total number of hours spent in seclusion by 30% in 12 months. The QI team was multidisciplinary and included a regional Expert by Experience, and service users who supported the development of change ideas and provided feedback throughout the duration of the project. Progress was tracked against a series of measures, including the number of seclusion episodes, hours in seclusion, and hours an individual patient is in seclusion. The team tested several change ideas. The most successful idea was an hourly seclusion screening tool which improved decision-making in

terminating seclusion. Other ideas included a ward round template, pre-ward round preparation sheet for service users, and a flash handover document. The team observed a substantial improvement in practice relating to restrictive interventions, with a 63% reduction in the number of hours an individual service user spent in seclusion in the first six months. The change ideas are now being scaled up across the hospital and the learning shared across the wider organisation. This project has been presented at the Royal College of Psychiatrists' National QI Conference 2023 and the IHI International Forum 2023.

Research

Elysium are part of Ramsay Health Care who encourage a positive culture of research that can explore ideas, communicate best practice, and contribute to outstanding healthcare around the world. The Ramsay Global Community of Practice for research leaders and experts enables them to share knowledge, experience, tools, and approaches across our network of facilities and services.

At Elysium staff members across the organisation actively participate in research to stay at the forefront of innovative healthcare delivery. Our research outputs inform the way we work and actively flow through to care delivery. The breadth and depth of the knowledge and experience of clinical colleagues across Elysium is, we believe, unmatched in our sector. As well as leading and conducting, or collaborating on, important research projects, we have among our team celebrated authors and sought-after speakers in their individual

fields. Honorary posts mean we are working and informing the delivery of best practice externally with reputable universities.

Elysium Healthcare is committed to improving the quality of care we provide, achieving better outcomes through research and the implementation of evidence-based interventions. All research involving service users receiving care within Elysium is subject to approval, as described in the Conducting, Hosting or Collaborating in Research policy. The policy provides details on ethical approval and data security.

The following principles guide our research activity:

- 1 Focusing on what matters most**
Our research activity is aligned to the needs of the people we support and our colleagues, as well as our clinical, operational, and commercial needs. We strive to evaluate and advance our models of care, ensuring we focus on priority areas that will have the greatest impact.
- 2 Championing co-production and involvement**
We recognise the importance of lived experience and champion coproduction and involvement of people and their carers in our research wherever possible.
- 3 Promoting diversity, equity, and inclusion**
We seek to promote a diverse, equitable and inclusive environment that encourages participation in research from everyone.
- 4 Working in active partnership**
We have built strategic links and partnerships with academic institutions, health institutions and other external organisations.
- 5 Dissemination and promotion**
We will promote our research outputs and support advancements in the field more widely through publications and conference presentations.

Eating Disorder Services/ CAMHS

| Title |
|--|
| <p>Ball, K. & Giombini, L., (2023) A return to Sartre. An existential approach to the therapeutic relationship with young people with anorexia nervosa: clinical examples from an inpatient eating disorder service. <i>European Journal of Psychotherapy and Counselling.</i> 25, 3, p. 263-277 https://doi.org/10.1080/13642537.2023.2240819</p> |
| <p>Giombini, L. & Nesbitt, S., (2023) What Does Eating Disorder Recovery Look Like? Answers to Your Questions about Therapy and Recovery. Jessica Kingsley.</p> |

Neurological services

| Title | Awards |
|--|--|
| <p>Alderman, N. and Worthington, A. (Eds.) (2024). Managing challenging behaviour following acquired brain injury; assessment, intervention and measuring outcomes. Abingdon, Oxfordshire; Routledge. DOI: https://doi.org/10.4324/9781003083290</p> | <p>Alderman, N. (2023). Neuro Rehab Times ‘Lifetime Contribution’ award. At the NR Times Awards Ceremony in November 2023, Professor Alderman was announced as being the first recipient of the inaugural NR Times ‘Lifetime Contribution’ award. Within the citation, Professor Alderman was “...hailed by professional peers for his “unparalleled vision and unending determination” to advance best practice in Neurobehavioural Rehabilitation (whose) impact across treatment innovation, service development, leadership, research, publications and teaching across the past four decades is described by colleagues as being “immense” - making Prof Alderman the first recipient of the NR Times Lifetime Achievement Award.”</p> |
| <p>Mooney, P. and Alderman, N. (2023). Assessment of behavioural risk in Neurological Services. <i>Neurorehabilitation Times, Issue 24.</i></p> | <p>Of note: Honorary Senior Research Fellow Dr Claire Williams of Swansea University has been working alongside Elysium on “Collaboration in Neurobehavioural research and rehabilitation”.</p> |
| Conferences | <p>Members of the team are also involved in the “development of professional guidelines and standards regarding management of challenging behaviour arising from acquired brain injury” as part of the working group of the Division of Neuropsychology, British Psychological Society. When published, these guidelines and standards, together with the book, should positively influence national practice within neurorehabilitation.</p> |
| <p>Alderman, N. Neurobehavioural Disability. Lecture given as part of the MSc Applied Neuropsychology / PG Diploma Clinical Neuropsychology (conveners M. Bunnage & Aida Moses), University of Bristol, 16th April 2024.</p> | |
| <p>Handy, T., Lee, A., Watts, K., Burgon, R., Methley, A., Alderman, N. and Teager, A.J. (2024). Ascertaining the acceptability and feasibility of using digital health technologies to assess and understand challenging to manage behaviours in neurorehabilitation. Poster exhibited at the Greater Manchester Neurorehabilitation & Integrated Stroke Delivery Network Annual Conference, AJ Bell Stadium, Eccles, Manchester, 20th March 2024.</p> | |
| <p>Lee, A., Watts, K., Burgon, R., Handy, T., Methley, A., Alderman, N. and Teager, A.J. Assessing challenging to manage behaviours in neurorehabilitation: a survey of current practice in the United Kingdom. Poster exhibited at the Greater Manchester Neurorehabilitation & Integrated Stroke Delivery Network Annual Conference, AJ Bell Stadium, Eccles, Manchester, 20th March 2024.</p> | |

Learning disabilities and autism

| Title |
|---|
| Bains, H. (2023) 'A specialist secure service for people with autistic spectrum disorders', <i>IAFMHS Newsletter</i> (Winter, 2023). Available here: 2023 Winter Newsletter -v6 (wildapricot.org) |

| Conferences |
|--|
| Bains, H. (2023) Evolution of neurodevelopmental services across the age spectrum in the UK , Annual Indian Psychiatry Conference [Presentation]. |

Mental health and wellbeing - secure services

| Conferences |
|---|
| Hamid Y, Sen P, Hasan R, Dobler V, Crowley G and Chaplin L (2024) Mental health of asylum seekers and refugees: the present challenges and future opportunities - what the psychiatrists need to know. Masterclass at RCPsych International Conference 2024. |

| |
|---|
| Sen P (2024) Association of cholesterol with risk of violence to others in forensic patients. IAFMHS Annual Conference 2024 (presentation) |
|---|

Other

| Title |
|--|
| Karelia, S. and Halder, N. (2024) 'Neurobehavioural rehabilitation of dysexecutive syndrome following traumatic brain injury - a narrative review of management', <i>The British Student Doctors Journal</i> , 7(1) p2-14. Available at: https://doi.org/10.18573/bsdj.314 |

Regulator statement

All our services in England are registered with the Care Quality Commission and our services in Wales are registered with either Healthcare Inspectorate Wales (hospitals) or Care Inspectorate Wales (care homes). Each of the schools within our Children and Education division are Ofsted registered.

Elysium continues to progress against their action plan which followed a well-led review by the CQC, in the previous reporting period. Two services, The Copse in Somerset, and Bradley Apartments in Lincolnshire were participating in ongoing investigations during this reporting period.

Regulation and inspection

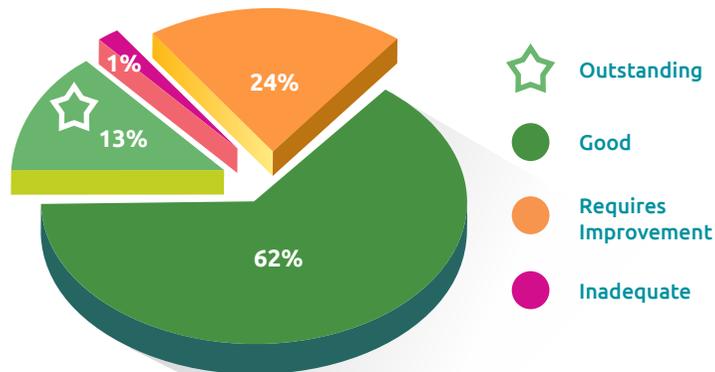
We welcome regulatory inspection from the Care Quality Commission (CQC), Healthcare Inspectorate Wales (HIW), Care Inspectorate Wales (CIW) and OFSTED. In addition to inspection by these bodies many of our services undergo external peer reviews. We also report to the NHS and the General Medical Council with respect to the revalidation of all our Doctors and to the NMC in respect of our Nurses.

Our Hospital Directors, Managers, Care Centre Directors, and clinical teams also work closely at local level to liaise with safeguarding teams, community teams, police, and medical health organisations.

Care Quality Commission Inspections

At the end of this reporting period Elysium had 80 services registered with the Care Quality Commission. 22 services were inspected during the year.

CQC Ratings - overall



Outstanding services

- ☆ **1a Upper Brighton Road** Elysium Care Partnerships
- ☆ **21b Upper Brighton Road** Elysium Care Partnerships
- ☆ **Alexandra Gardens** Elysium Care Partnerships
- ☆ **Ewell Road** Elysium Care Partnerships
- ☆ **Gresham House** Elysium Care Partnerships
- ☆ **Holkham House** Elysium Care Partnerships
- ☆ **Martham House** Elysium Care Partnerships
- ☆ **School House** Elysium Care Partnerships
- ☆ **Ranworth House** Elysium Care Partnerships
- ☆ **The Chimneys** Elysium Healthcare



Healthcare Inspectorate Wales and Care Inspectorate Wales

Elysium has six services registered with Healthcare Inspectorate Wales, four of which were inspected during the reporting year. There are two services registered with the Care Inspectorate Wales, both were inspected during the reporting year. Although there is no comparable rating system all our services deliver good care and there are no issues with any registration. We also work very closely with the Local Health Boards to ensure that we meet quality standards on the core framework agreements.



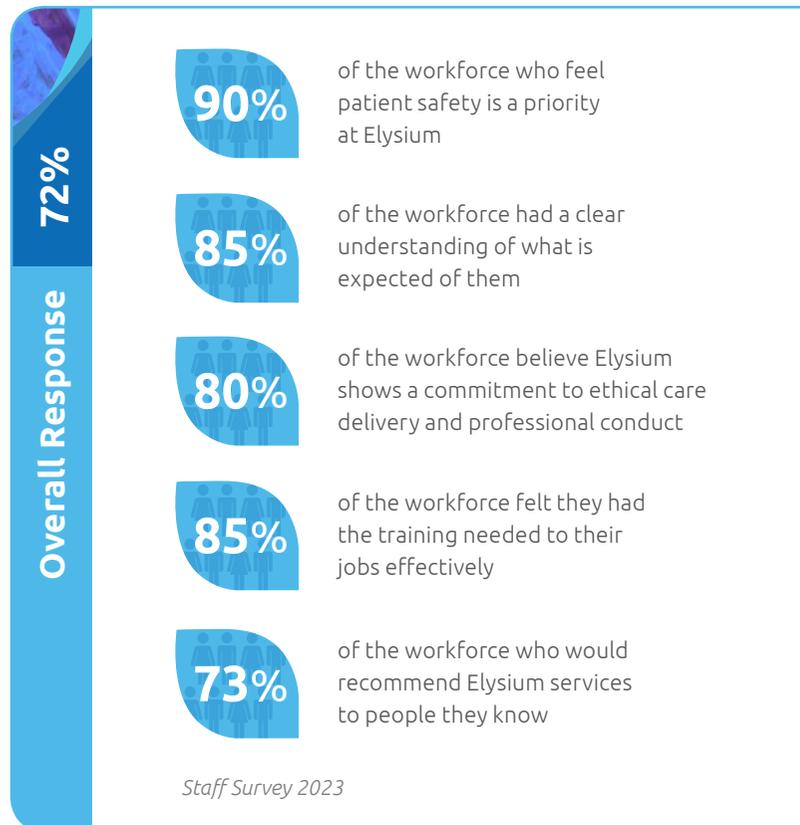
NAS Autism Accreditation Advanced - services:

| | |
|--------------------------------|---------------------------|
| School House | Elysium Care Partnerships |
| Park Road | Elysium Care Partnerships |
| Arabella Drive | Elysium Care Partnerships |
| Ewell Road | Elysium Care Partnerships |
| 21b Upper Brighton Road | Elysium Care Partnerships |
| 1a Upper Brighton Road | Elysium Care Partnerships |
| Alexandra Gardens | Elysium Care Partnerships |
| Nursery Road | Elysium Care Partnerships |
| Lichfield Lane | Elysium Care Partnerships |

"A big thank to you all for being involved in my child's care. You have gone over and above in the kindness and love you have shown her. Thank you for giving me my funny, quirky beautiful daughter back. It has been a tough journey, but I believe she is ready to begin life, again, in the community. Keep doing what you are doing. Keep listening to the patients as they really value feeling heard." Parent of young person, June 2023 - Rhodes Wood

Ensuring that people have a positive experience of care: staff survey

The Elysium annual staff survey took place in this reporting period with our highest response rate so far, of 72%. Staff feedback is anonymous so colleagues can openly highlight negative and positive issues in the workplace.



Ensuring that people have a positive experience of care: service user view







Experience

PART | 4

Service User Experience



Sharing experiences
by Elysium service users and their carers.

Some of the people we support want to tell their stories, these could be about their achievements, their hopes, moving on, or their goals. At Elysium we collaborate with service users, families, carers, and staff to allow people who want to, to make a film which talks about their journey with Elysium.

We work with the individual and their families and discuss what they would like to say, where they would like to be filmed and the title of their film. Service users who can give consent, still have their identities protected and can change their minds at any time.

> The Care in Focus series of films can be viewed on the Elysium website here:
elysiumhealthcare.co.uk/care-in-focus/



Evaluating care

One of the most important measures in evaluating care is the feedback from our service users. Here is the main feedback from our surveys:

Service User Satisfaction Surveys 2023

One of the most important measures in evaluating care is the feedback from our service users. Here is the main feedback from our surveys:

Adult

| Key strengths | Areas for us to develop |
|--|--|
| People supported by us stated that they are able to attend regular community meetings in their service | Ensure that service users are confident and reassured that feedback they give is used to improve the service |
| Service users know how to make a complaint and are also aware of the advocacy services available to them and how to contact them | Provide more information about people's illness, including physical health conditions and better information about their medications |
| Service users understand their rights regarding consent to care and treatment | Ensure that service users have enough time with their team to discuss their care and treatment |
| People stated they are treated with compassion, dignity, and respect | Offer an improved choice and variety of food including more choice for special dietary needs |

Reporting period 3rd April – 11th June 2023

CAMHS

| Key strengths | Areas for us to develop |
|---|--|
| Most young people rated the information and support given highly and felt welcomed | Ensure that young people arriving have a "buddy" assigned to them who can help them settle in to the ward |
| Before arriving at the service: young people said they received information about what to expect and they knew why they were admitted | Ensure young people are told who their key worker is within 48 hours of arriving |
| On admission young people said were given an information pack and were made aware of their rights | Make sure young people understand how much one-to-one time they will have each week with their Doctors to discuss their care |
| When young people arrived at a service, they felt supported and welcomed by staff and other young people and were shown round | Improve young people's access to fresh air, and support them in using technology to contact family |

Period of reporting 1st June 2022 to 31st May 2023

Service User Satisfaction Surveys 2023

Learning Disability and Autism and Easy Read responses

| Key strengths | Areas for us to develop |
|---|---|
| Service users said they felt safe at their service | Improve the variety and choice of food options, review the portion sizes being large enough and provide more healthy food |
| Service users said they feel listened to by staff at their service | Encourage staff to be more considerate and responsive to service user's needs and ensuring there are enough staff to carry out activities |
| Respondents said that staff made sure to ask them what they like to do | Find more activities available both in the service and in the community |
| Service users said that staff involve them in discussions and help them understand information about their care | Encourage service user involvement in how the service can be made better |

Reporting period 3rd April – 11th June 2023

Neurological

| Key strengths | Areas for us to develop |
|---|--|
| Service users felt safe at their service | Provide more time with people's teams to allow more discussion around their care and treatment |
| Service users were happy they had a quiet space available to them | Improve ways in which we communicate of information about people's medications and therapies |
| Service users said they understood their rights regarding consent to care and treatment | Improve ways in which people can take part in activities of interest/ preference and those related to their recovery goals within the local community and at the service |
| Service users felt they were supported well to stay in contact with family and friends | Ensure ways to support people to understand and agree their care plans with the team |

Reporting period 3rd April – 11th June 2023



Patient Reported Outcome Measures (PROMs)

During this reporting period Elysium's Experts by Experience have been working together with service users to refresh the questionnaires used for their Care Programme Approach (CPA) in England and their Care and Treatment Plan (CTP) in Wales.

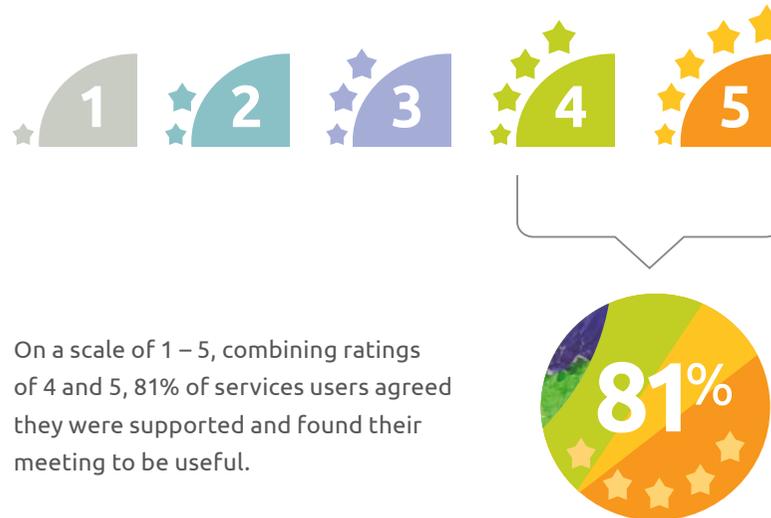
This has meant the process and the wording have been agreed in collaboration with the people we support and are therefore more meaningful to them resulting in an increase of completed questionnaires.

The purpose of the Post CPA/CTP Questionnaire is to gain a service user's feedback on how valuable their CPA/CTP was to them in assisting their pathway forward. It also identifies any elements that were helpful to enable them and their clinical team to continue to do what was helpful, and to discuss the areas that were not helpful and how to address these in the future.

The feedback from the service user is added as an item for discussion at their next individual care review (ICR) meeting following their CPA/CTP meeting.

Here it can be agreed what to continue doing that worked well for the service user, and how to address areas which were felt to not work as well.

The Post CPA Questionnaire information is also reported within each service's Monthly Quality Account.



Family, friends and carers

A total of 374 'Experience survey: Family, friends and carer' surveys were returned from 65 services, ranging from 1 to 28 responses. This is an increase of 80 responses, and 15 services on the previous year.

As the diversity of the services expands, the relevance of some of the questions should be considered. Feedback regarding relevance for non-verbal patients, long term residential patients and family carers who are unable to visit services has been reviewed and approaches amended ready for 2024.

The following statements combine the 'strongly agree' or 'agree' responses provided by family, friends, and carers. These have nearly all improved this year including how family, friends, and carers are treated by staff.

"We would like to recognise the great care and patience given to our family member during his stay at The Bridge. We are so grateful and reassured. We are impressed with the patience and time taken not to rush him and always being so kind and gentle. Keep up the great work."

Family of resident at The Bridge - October 2023

From the survey the following highlights have emerged.

| Key strengths | Areas for us to develop |
|--|---|
| Family carers stated that they feel welcomed and treated with respect by staff members | Improve ways that family carers can be more involved in service development opportunities, such as reviewing service policies or supporting the design/delivery of staff training |
| Visiting arrangements, how to book a visit, and how to get to the service were explained well | Improve ways in which family carers can access regular family, friends, and carers engagement opportunities (events or forums) |
| Making contact with their loved one is made easy | Offer more information to be able to signpost family carers to alternative forms of support for practical and emotional needs |
| Respondents believe that staff members communicate sensitively about issues relating to their loved one and their care | Improve communication to family carers about how to provide feedback and how to raise a concern, complaint, or compliment |

The audit period was April 2023 – July 2023. In this survey 78% of services returned a carer response; 18 of the total 83 services were not represented.

Role of families and carers

Families and carers along with the people we care for are supported to have active participation in all aspects of care and treatment planning and decision-making. We recognise this may be more effective in some areas more than others and are working to promote this consistently across all sites. We promote family and community connections, acknowledging their experiences and skills to support learning and improvement. This ethos of involvement is proactively promoted at site level, and it features at all levels of the organisation.

Elysium have a Carers Charter and Family, Friends and Carers handbook to align with the standards as laid out in the NHS 'Carer support and involvement in secure mental health services: A Toolkit'.



Corporate Experts by Experience

Elysium employs Corporate Experts by Experience who are integral to improving people's experience of using our services. Each Expert by Experience has personal experience of services or has cared for an individual who has used services. These members of our staff team bring with them a wealth of knowledge to ensure the people we support are heard and in turn, will help us shape our services and the support we offer. These professionals have oversight of the work we do which incorporates co-production and involvement.

Service User Advisory Group

Elysium has a Service User Advisory Group which its members and the contributions of the people we support impacts how we create meaningful change. Over the past year the group has grown and the now meets bi-monthly. The aims of the group include reviewing both policies and the implementation of corporate strategies. The group has also welcomed visiting speakers from the Group Leads for Safeguarding, PSIRF (Patient Safety Incident Response Framework) and Reducing Restrictive Practice.

Diversity, equity and inclusion are a key part of all collaboration and co-production, with every effort made to ensure inclusivity. Service users are also involved in our co-produced Quality Improvement (QI) projects at both local and national levels.

Service user involvement and co-production

During the reporting period Elysium's Corporate Expert by Experience has visited services delivering co-production training to staff, she has also delivered co-production presentations at both the annual Doctors and the Senior Leadership Conferences. As we continue our co-production journey we hope to report on further achievements in next year's Quality Account.

Co-production

For this reporting period Elysium held two co-produced service user conferences focusing on co-production. These events were held in the North and South West divisions with British Sign Language provided for the Deaf staff and service users who attended and presented. Key commissioners and corporate staff were invited, and we were pleased to see many on the day.

The Regional Event Coordinators for each conference set up regional planning groups which included service users and staff from across services. Service users from the planning group gave feedback and advice from their peers and co-chaired the preparation meetings to ensure the conference reflected the wishes of people supported by Elysium.

This included:

- Agenda and subjects
- Presenters and performers
- Conference support staff
- Venue choice with breakout areas and accessibility checked
- Catering
- Conference merchandise logo design

Elysium's Corporate Expert by Experience, Sue Denison, highlighting the importance of co-production and what it means. She spoke to service users about being consulted



in all aspects of their care from start to finish and the importance that service users, families, carers, and staff work together. She explained how Elysium are learning how to do this better, with some services being comfortable with co-production and others just getting started.

Sue Denison said: *"Some of our presenters were very nervous and the support and encouragement everyone gave each other was fantastic to see. We also had to be adaptable – some people couldn't make it on the day, so we set up a remote link so they could still be involved."*

"It was a fantastic day, a real chance for people to be involved on so many different levels, to spend time together, to enjoy a meal and to share their experiences and views. All in all, it was inspirational and very impactful."

Real work opportunities for service users

Providing meaningful work opportunities for service users is an integral part of the rehabilitation experience at Elysium and include:

- ✓ Elysium-wide awareness of the therapeutic use of work
- ✓ Consistent payment protocols for service users
- ✓ Local action plans to support work opportunities
- ✓ Annual reviews to reflect on achievements
- ✓ Designated local Work Opportunity Champions
- ✓ Expert by Experience roles
- ✓ Guidance and support packs for service users

Complaints

Elysium healthcare has continued its harmonisation of complaint management systems and policies across services, as services have been acquired and added to the Elysium portfolio. Complaints are monitored monthly through Clinical Governance frameworks.

We promoted our staff, service users and our stakeholders to feel confident and comfortable to raise concerns or complaints with us at any time.

Key facts: for 2023 - 2024 include:

- 537 complaints were received
- 92% of complaints were acknowledged in writing within two working days of receipt
- 74% of complaints were resolved within 20 working days
- 47% of complaints has an element upheld or partially upheld
- 49% of complaints came from directly from current service users

Mission Fit

Mission Fit is a 13-week modular programme that uses physical exercise to support education on the NHS Eat Well Guide, improve social skills, build confidence, and offer service users access to the community which benefits their rehabilitation. The range of activities on offer means there is a good choice of activities for individuals wanting low impact exercise and for those who want to push themselves further. Offsite activities offer people the opportunity to experience new settings, increase their confidence out in the community and to volunteer at the gyms.



Mission Fit initiatives 2023 | 2024

- | | |
|--|---|
| ➤ Introduction of smart watch fitness technology across medium and low secure services | ➤ Ward based exercise classes |
| ➤ Swimming and cycling | ➤ Green gym spaces for outdoor exercise classes |
| ➤ Football conditioning sessions | ➤ Outdoor circuit training |
| ➤ Community weekly gym sessions | ➤ Walking groups |
| ➤ Golf course and driving range sessions | ➤ Community Football, playing against Bolton Wanderers, Everton in The Community, Salford City FC and Liverpool Football Therapy teams. |

This year more Elysium services have been getting involved in the Mission Fit programme to improve the fitness and activity levels of those we support.



External reviews

NHS England (NHSE) holds accountability for the specialised services within the Elysium estate. Low and medium secure services for mental health, learning disability and autism, CAMHS Tier 4 services as well as CAMHS and adult eating disorder services are delegated through Provider Collaboratives (PCs) across the NHSE regions according to the PC footprint that the services fall into. Smaller nationally accessed services, low and medium secure services for the deaf and Acquired Brain Injury (ABI) services are commissioned directly through NHSE South East region. Contract performance is monitored through quarterly contract review meetings and monthly data returns.

Through 2023-2024 Elysium has demonstrated a flexible and responsive ability to react to rapidly changing market needs, this has included the opening of further CAMHS eating disorder services and new Tier 4 CAMHS inpatient services in the Surrey region. NHSE will continue to work with Elysium in 2024-2025 to ensure care is in place for the most uniquely vulnerable patients.

Kevin Brenton

Senior Contract Manager

NHS England – South East Region

Elysium Healthcare continue to work closely with commissioners in Wales to provide a range of mental health and learning disability services via the NHS Wales National Framework agreements. Most of these services continue to maintain the highest quality rating available (3Q). Elysium have responded to requirements of the Welsh population and developed an inpatient eating disorder service in Wales (the only such service in Wales) as well as building and opening a new learning disability inpatient service in Wales, both giving Welsh patients a greater opportunity to receive care and treatment closer to home.

Adrian Clarke RN(MH)MSc

Dirprwy Gyfarwyddwr a Pennaeth Nyrsio

Deputy Director & Head of Nursing

Cyd-bwyllgor Comisiynu GIG Cymru

NHS Wales Joint Commissioning Committee



*We always welcome feedback
on our Quality Account.*





Get in touch

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