

Promoting Safe Services Strategy

Reducing violence, aggression and restrictive practices

2019 - 2022



Brilliant care through brilliant people

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Promoting Safe Services Strategy

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REFERENCES

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RELATED POLICIES/PROCEDURES/protocols/forms/leaflets

Promoting Safe Services Policy	KMPT.CorG.013

SUMMARY OF CHANGES

Date	Author	Page	Changes (brief summary)

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EXECUTIVE SUMMARY

KMPT like similar mental health trust, are noticing an increase in acuity, dependency and complexity in the presentation of some service users on our inpatient wards, leading to violence and aggression and consequently restrictive practice. The levels of complexity coupled with other challenges such as the design and layout of some old estate, staffing, managing capacity and demand and ensuring purposeful admission and efficient and effective patient flow has further compounded the situation.

The last few years have seen clinical teams implement various approaches to safely care for patients on the wards, however, in the absence of an overarching Trust framework to inform and ensure a consistent and sustainable approach to improving quality. This Promoting Safer Services strategy has therefore been co-produced to bring together all the key elements that are grounded in evidence base and are known to make a positive impact on patients, visitors and staff experience of inpatients units. It has been developed to support the coordinated approach to ensuring privacy and dignity and a reduction of incidents related to violence, aggression and restrictive practice, in order to make our inpatient environments a safe and pleasant place for service users, visitors and staff.

When the strategy is successfully implemented, we will see:

- At least a 50% reduction in moderate to severe incidents related to violence, aggression and restrictive practice by the end of strategy life cycle, resulting in a reduction in lost working days as a result of staff injuries.
- All inpatients units will be providing consistent, impactful meaningful therapeutic activities and interventions relevant for their patients needs, throughout the course of the week, both on and off the wards. Outcomes will be reflected in compliments and PREM
- There will be improvement in the self-reported sense of safety on the wards by both service users and staff
- Care will be even more patient centred as evidenced in the clinical audits and service user feedback e.g. PREM and Patients Friends and Family
- Staff will continue to be fully trained in techniques to de-escalate and safely manage violent incidents in line with the Restraint Reduction Network Training Standards.
- Support will be offered through consistent post incident debrief and closer working with our Local Security Management specialist and liaison with the Police.
- Refurbishment of environments will follow best standard including provision of low stimulus and de-escalation space
- Person Centred Care plans and Positive Behaviour Support plans will be meeting the quality standards set as good in the Trust
- There will be a year on year improvement in national Staff Survey and compliance with supervision and mandatory training targets related to this area
- Reduction in staff turnover as identified in exit interviews, in response to feeling unsafe or exposure to violence and aggression

INTRODUCTION

Kent and Medway NHS and Social Care Partnership Trust is committed to providing quality care that is safe for everyone. We believe that our patients and carers deserve to receive care and treatment that is safe and effective and is delivered by competent staff working in an environment free from harm. This strategy sets out the Trust's commitment to reduce incidents of aggressive and harmful behaviours that occur within our services, including reducing the use of restrictive and coercive practices.

This is a challenging goal and one that requires a total organisational approach. The aim is to further develop a culture of recovery through open and therapeutic relationships. This strategy presents a framework through which a programme of violence reduction can be achieved. It identifies a structure through which care groups can demonstrate their efforts in accomplishing this goal of providing a positive and safe service for patients, carers and staff.

Challenging and harmful behaviours are prevalent within mental health and learning disability settings and have significant and diverse outcomes for all involved. A reduction in these behaviours will enhance patient experience and recovery and engagement with services; provide a safe and conducive place for our staff to provide quality care and a safe and pleasant environment for carers and families to visit.

This strategy and framework is aligned with national guidance as follows:

- Department of Health – Positive and Proactive Care (2014), para 108, 109;
- Mental Health Act – Code of Practice (2015) sec. 26.4 – 26.7;
- National Institute of Health and Clinical Excellence (2015) ng10, para1.2.2,
- National Institute of Health and Clinical Excellence (2015) ng11.
- NHS Protect – Meeting Needs and Reducing Distress (2013)
- Restraint Reduction Network Training Standards April (2019)

KMPT has developed this strategy to work side by side with our Quality Strategy 2017 - 2021 priorities of enhancing patient safety and reducing harmful behaviours in inpatient care settings. Additionally, it compliments other KMPT strategies and initiatives that aim to ensure quality and safe care is delivered by a workforce that feel safe and valued; notably the Nursing Strategy, People Strategy, the Allied Health Professions' Strategy, the Clinical Strategy, Every Employee Counts initiative and the excellent work in reducing self-harm.

In addition to the Trust's values, this strategy is built upon the foundations of a human-rights based approach by applying the PANEL principles.

Participation: enabling participation of all key people and stakeholders

Accountability: identifying who has legal duties and practical responsibilities

Non-discriminatory: avoiding discrimination and paying attention to vulnerable groups

Empowerment: empowering staff and service users with knowledge and skills

Legality: complying with legislation and consider principles of fairness, respect, dignity, equality and autonomy

The strategy and framework aims are to reduce incidences of challenging and harmful behaviours by implementing a multi-faceted, evidence-based approach underpinned by

KMPT's values. These aims are measurable in both terms of quantitative data; recorded staff assaults; recorded service user assaults; use of restrictive practices and service user complaints and qualitative data; improvements in staff surveys; enhanced patient experience and care.

The strategy consists of five inter-related sections/themes that provide an overall framework for services to work in achieving the aims. These include:

1. Leadership and Engagement
2. Evidence and Informed Practice
3. Environment
4. Workforce Development
5. Research and Quality Improvement

1 LEADERSHIP AND ENGAGEMENT

It is widely recognised and acknowledged that proactive, highly visible and consistent organisational leadership is crucial to both implementation and success in reducing incidents of aggression. Visible leadership within clinical areas is vital as this is where the majority of incidents occur and where the strategy will come to life. Engagement of staff and users of services is fundamental in learning and reviewing change. Lived experiences of people using services are invaluable in not only educating staff but acknowledging good practices and successes. Therefore, staff and patients will be consulted in the development of care group specific improvement plans and contribute via feedback in a continuous learning and reviewing process.

1.1 So, what will we do to achieve this?

- Through the launch of this Strategy, we will create and publish a trust vision/drive for Promoting Safe Services strategy aimed at increasing everyone's safety, reducing harm and improving quality care.
- Every care group and team within KMPT will routinely have Promoting Safe Care as a standing agenda item in their team meetings and every care group will have dedicated representation to attend the Trust Wide Promoting Safe Care Group.
- Each care group will develop a service-specific action plan utilising the strategy as a framework to guide them in selecting the appropriate elements identified to reduce incidents of assaults, restrictive practices and harmful behaviours. This will be reflected in the Care Group delivery plan which contains specific actions, time frames and identified leads (Appendix 1-4)
- We will have Safe Service champions within each care group. They will be a point of reference for staff and have closer collaborative working relationships with other key personnel implementing the strategy. The champions will promote best practises and drive change and will link in to the Trust wide governance groups for additional support
- Improvements will be monitored and driven through implementation of quality improvement tools
- The Promoting Safe Services Group will continue to be held bi-monthly and chaired by senior clinical leads i.e. the Deputy Director of Nursing & Practice

and Deputy Medical Director. There will be patient representatives or peer support workers at this group as regular members.

- We will engage with our staff to gain their views and use their expertise and experience to draw upon in developing innovative ideas to reduce levels of harmful behaviours and improve safety.
- Our Deputy Chief Executive, Chief Operating Officer and our NHS Accredited Local Security Management Specialist will strengthen our links and liaisons with the Police to pursue prosecution where criminal acts have occurred..

2 EVIDENCED AND INFORMED PRACTICES

KMPT is a learning organisation with a shared vision of delivering quality services through competent and confident staff. There are so many ways we can learn, internally from reviewing our data and practices; by listening and acting on feedback from our patients, staff and other stakeholders, as well as the abundance of research and evidence that exists within mental health care. This Promoting Safe Services strategy complements the trust's Quality Strategy 2016-2019 in 'providing the safest care we can and learning lessons when things go wrong'. In order for us to further develop as a learning organisation, our services need to be enabled to celebrate its successes and identify areas for improvement. Informed practices can lead to preventative initiatives, secondary strategies and organisational practices that aim to reduce incidents and improve safety.

Our goal is to create a positive, fair and just culture, which will ensure timely incident reporting, resulting in more accurate and reliable data that can be used to inform quality improvement. The work underway and led by Organisational Development team on a Fair and Just culture will support the cultural change required to deliver the least restrictive care.

The practices highlighted below are interlinked and together will yield the greatest benefit for staff and patients.

2.1 So, what will we do to achieve this?

- *Data Informed* - We will develop our teams/units to use thematic matrixes to analyse all incidents of challenging behaviour, identify trends and patterns that can be addressed and reviewed. Each care group will be provided with data of incidents to identify overall patterns.
- *Safewards* - relaunch the Safewards initiative and support and promote the implementation, by local training, developing a dedicated page on the intranet's i-connect page and buddying with wards at advanced stages of implementation.
- *Positive Behaviour Support (PBS)* will be implemented across all in-patient units within KMPT. All care groups' Positive Behaviour Support Leads will work collaboratively together and have responsibility in educating staff and driving the initiative forward. Evidence of PBS is already included in CliQ Check audits so uptake will continue to be monitored. *Person Centred Care Planning in Older Adults (formerly referred to as Dementia Toolkit)*: We will continue to develop and embed these care plans in our Older Adult Care Group. This will empower staff teams to engage in evidence based reflection sessions to reduce incidents and improve safety.
- *Trauma Informed Care (TIC)* We will adopt a total organisational trauma-informed care approach recognising the impact this has on our service users

and staff by developing a policy/mission statement on our commitment to trauma-informed principles/practices. Awareness of this is already covered in the Prevention and Management of Violence and aggression training and is a key element required to be implemented in the newly published restraint Reduction Network training standards.

- Direct care staff will receive foundation training on trauma-informed practices, traumatised staff will be supported and information on trauma will be collected and used to inform service planning and review current practices, e.g. service user satisfaction surveys, staff surveys and Datix data.
- *Review/Support* – we will continue to develop a strong learning culture and promote post-incident reviews and support sessions in a positive supportive way. A further training package will be available online to all staff aimed at educating and supporting staff.
- Staff will have opportunities to explore minimising harmful behaviours in supervisions and reflective practise.
- Use evidence based tools, e.g. Brøset Violence Checklist for identifying and communicating risks in acute and forensic services.
- Continue to roll out safety huddles across acute inpatient wards.

3 ENVIRONMENT

Many studies have highlighted the environment as being an important factor in the incidence of patient aggression, citing building deficits such as limited space or provisions for privacy and overcrowding as examples. Preventative environmental factors that can be easily changed are factors such as the temperature and the level of noise. Available quiet areas and separate therapy rooms are all conducive to a preventative model, and allow both staff and service users to develop a therapeutic relationship in a reflective environment.

KMPT have an ongoing estates development programme and are actively refurbishing existing inpatient units, as well as designing new builds; striving to achieve therapeutic inpatient facilities to both give and receive care. We will continue to strive to meet all evidence-based recommendations and make our environments welcoming and comfortable with less obtrusive safety measures that are linked to increased incidence of aggression. We also recognise that the unit aesthetics, such as using warm coloured décor, plants and soft furnishings can assist in creating a friendly and comfortable area. Additionally, all signage within the environment is to be positive, non-threatening and based on principles of care so as to avoid misinterpretation and be perceived as hostile. The implementations of these measures are simple and are relatively low-cost financially, but can have impactful positive outcomes.

3.1 So, what will we do to achieve this?

- We will continue to refurbish our inpatient units to make them better environments to give and receive care.
- We will introduce more welcoming décor and furnishings onto our service user areas and inpatient units balancing these with safety.
- All signage will be positive and friendly and can be uniformed across the trust.

- We will pilot the introduction of a multisensory room within an in-patient unit as a preventative measure; an area which people can use to self-calm instead prior to any need for de-escalation
- We will introduce mood lighting to reflect our natural circadian rhythms in promoting well-being.
- Having already introduced the use of Safety Pods within our Mother & Baby Unit with success, we will trial the use of Safety Pods in older adult and acute care groups with an aim to reduce restrictive practices.
- We understand the importance of being able to access outdoor space and will ensure that all our inpatient units have a safe and peaceful outdoor space to enjoy.
- All our community sites will also have welcoming décor and positive/friendly notices.
- All furniture as well as internal/external structures will be repaired in a timely fashion and any security-related issue will be attended to as a matter of urgency.
- We will work with our estates and facilities partners and create an emergency response repair for security-related issues.
- We will explore adding sensory rooms and calming spaces with furnishings and fittings for therapeutic stimulation.

3.2 How will we know we are succeeding?

- Positive feedback from 15 Steps Challenge, PLACE audits, CQC Mental Health Act monitoring visits, internal peer reviews, service user feedback, Health and Safety audits.

4 WORKFORCE DEVELOPMENT

KMPT are proud to be employers of passionate, competent and caring staff. We recognise that the skills, expertise and morale of our staff are fundamental factors in not only providing quality mental health services but are also central to reducing incidents of aggression, ensuring the services we provide are safe for everyone. Understanding staff involvement in aggressive behaviour is complex; one UK study concluded that as negative staff morale increased and positive staff morale decreased, incidents of aggression and the use of restrictive practices occurred more often.

KMPT have already identified areas where we need to make improvements e.g. recruitment and retention of staff; staff development and opportunities, and most importantly, improving staff well-being, support and engagement. To note, our professional strategies states how we will be achieving this over the next few years and places its focus on developing a strong, competent and resilient workforce.

We will engage with our staff at all levels and empower them to think innovatively about new proactive care initiatives that can be introduced and ways to minimise the use of restrictive practices. Engaging staff in this way will help to avoid defensiveness and lead to more positive and productive conversations about how KMPT can be improved.

It is widely acknowledged that education and training are pivotal in developing a highly-skilled and competent workforce; coaching and mentoring are effective tools to use to enable transfer of learned skills into the workplace in addition to the passing on of experiential wisdom.

4.1 So, what will we do to achieve this?

- Enabling dedicated time for individual supervision in addition to group or peer supervision and reflective practise.
- Review and adjust our multi disciplinary staffing models, skill mix and our staffing ratios as part of our establishment reviews to ensure necessary improvements and that best practice and guidance is reflected.
- We will engage with our staff and use their expertise and experience to draw upon, in developing innovative ideas to reduce levels of challenging behaviours and improve safety
- All Promoting Safe Services theory and practise will reflect new national guidance and standards set out by approved accredited bodies and regulators.
- We will continue to invest in technology that allows for improved patient care, e.g. Digital Care Assistants used to monitor vital signs for patients in seclusion and use of body worn cameras in some of our care settings and lone working devices.

4.2 How will we know we are succeeding?

- We will work with all partners to ensure that staff recruitment strategy is delivered and tackle the staff shortages experienced in care groups. This will reduce the risks associated with temporary workforce
- Improved Staff Survey results as well as recruitment and retention
- Reduction in sickness absence related to violence and aggression incidents
- Improved supervision and mandatory training as set by the Trust
- We would have implemented lone-working technologies that assist in improving staff and patient safety.

5 RESEARCH AND QUALITY IMPROVEMENT

Working alongside other strategic plans, we aim to promote research by all disciplines in the field of challenging and harmful behaviours. We will enhance the evidence-based knowledge of the practitioners within the Trust and strengthen our ties with our academic partners in the county and beyond.

As a Trust we are committed to Quality Improvement in health care delivery. We will use various methodologies and collaborate with others in health care sectors across the country. We will ensure that staffs have access to the technology, knowledge and time to conduct quality improvement. Safe Services programmes will be enhanced using quality improvement methodologies.

We will continue to lead on research and share best practices internally and externally as demonstrated by our internationally adopted fire-setting intervention treatment programme.

5.1 So, what will we do to achieve this?

- Promoting Safe Care Group will identify research areas to reduce aggression and self harming behaviour in mental health/learning disabilities services, with KMPT staff leading the research as Principle Investigator
- We will continue to engage, share and learn from other providers, Trusts, National Collaborative on violence and aggression and least restrictive practices
- We will celebrate and share areas of excellent practice across the trust and with other Trusts.
- We will encourage innovations and any quality improvements with service user representation aimed at reducing incidences of challenging and harmful behaviours.

5.2 How will we know we are succeeding?

- A 50% reduction in moderate to severe harm of incidents related to violence, aggression and restrictive practises such as restraints, seclusion.
- Publication and sharing of the improvement outcomes at local, regional and national platforms

6 EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a statutory duty on public bodies to have due regard in the exercise of their functions. The duty also requires public bodies to consider how the decisions they make, and the services they deliver, affect people who share equality protected characteristics and those who do not. In KMPT the culture of Equality Impact Assessment will be pursued in order to provide assurance that the Trust has carefully considered any potential negative outcomes that can occur before implementation. The Trust will monitor the implementation of the various functions/policies and refresh them in a timely manner in order to incorporate any positive changes.

7 HUMAN RIGHTS

The Human Rights Act 1998 sets out fundamental provisions with respect to the protection of individual human rights. These include maintaining dignity, ensuring confidentiality and protecting individuals from abuse of various kinds. Employees and volunteers of the Trust must ensure that the trust does not breach the human rights of any individual the trust comes into contact with.