

Tavistock and Portman NHS Foundation Trust

Specialist psychological therapy services

Quality Report

The Tavistock Centre
120 Belsize Lane
London
NW3 5BA
Tel: 020 7435 7111
Website: www.tavistockandportman.nhs.uk

Date of inspection visit: 24 - 25 November 2016
Date of publication: 01/02/2017

Locations inspected

Location ID	Name of CQC registered location	Name of service (e.g. ward/unit/team)	Postcode of service (ward/unit/team)
RNK01	The Tavistock Centre	Fitzjohn's unit	NW3 5BA
RNK01	The Tavistock Centre	Lyndhurst unit	NW3 5BA
RNK01	The Tavistock Centre	Portman clinic	NW3 5BA
RNK01	The Tavistock Centre	Trauma unit	NW3 5BA
RNK01	The Tavistock Centre	City and Hackney Primary Care Psychotherapy Consultation Service	N1 5LZ

This report describes our judgement of the quality of care provided within this core service by The Tavistock and Portman NHS Foundation Trust. Where relevant we provide detail of each location or area of service visited.

Our judgement is based on a combination of what we found when we inspected, information from our 'Intelligent Monitoring' system, and information given to us from people who use services, the public and other organisations.

Summary of findings

Where applicable, we have reported on each core service provided by The Tavistock and Portman NHS Foundation Trust and these are brought together to inform our overall judgement of The Tavistock and Portman NHS Foundation Trust.

Summary of findings

Ratings

We are introducing ratings as an important element of our new approach to inspection and regulation. Our ratings will always be based on a combination of what we find at inspection, what people tell us, our Intelligent Monitoring data and local information from the provider and other organisations. We will award them on a four-point scale: outstanding; good; requires improvement; or inadequate.

Overall rating for the service

Good 

Are services safe?

Good 

Are services effective?

Good 

Are services caring?

Good 

Are services responsive?

Good 

Are services well-led?

Good 

Mental Health Act responsibilities and Mental Capacity Act / Deprivation of Liberty Safeguards

We include our assessment of the provider's compliance with the Mental Health Act and Mental Capacity Act in our overall inspection of the core service.

We do not give a rating for Mental Health Act or Mental Capacity Act; however we do use our findings to determine the overall rating for the service.

Further information about findings in relation to the Mental Health Act and Mental Capacity Act can be found later in this report.

Summary of findings

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Summary of findings

Overall summary

We rated specialist psychological therapy services as good overall because:

- Following our inspection in January 2016, we rated the services as good for effective, caring, responsive and well led.

- During this inspection we found that the trust had addressed the issues that had caused us to rate safe as required improvement. These were the completion of crisis plans and risk assessments and having a separate waiting area for people under 18 at the Portman Clinic.

Summary of findings

The five questions we ask about the service and what we found

Are services safe?

We rated safe as good because:

- The service had addressed the three issues that caused us to rate safe as requires improvement following the January 2016 inspection.
- The Portman clinic had made a separate waiting area for children and young people available.
- The trust had implemented the use of crisis plans for patients who may benefit from one.
- In January 2016 care records showed staff did not always document risk assessments. We found this had improved.
- Fire alarm testing was taking place regularly at the Portman clinic and furniture was no longer obstructing fire exits.

However:

- At the Portman Clinic staff did not keep up to date records of contact with external agencies or record their signature on written records of sessions.
- Staff at the Portman were not aware of a written policy for sharing information with external agencies.

Good



Are services effective?

At the last inspection in January 2016, we rated effective as **good**. Since that inspection, we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services caring?

At the last inspection in January 2016 we rated caring as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services responsive to people's needs?

At the last inspection in January 2016 we rated responsive as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Are services well-led?

At the last inspection in January 2016 we rated well-led as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Good



Summary of findings

Information about the service

The Tavistock and Portman NHS Foundation Trust provides specialist psychological therapy services. The services provide outpatient assessment and treatment, primarily to adults. However, the Portman clinic treats both adults and children.

The Lyndhurst unit provides psychodynamic therapy to patients with complex and enduring mental health problems and who have already received treatment from primary and secondary care services. The Fitzjohn's unit provides psychotherapy to patients with severe and enduring mental health problems. The Trauma unit provides treatment to patients that have experienced post-traumatic stress disorder and to patients with more complex backgrounds. The Portman clinic provides a

national service of assessment and treatment for patients primarily presenting with difficulties relating to violence and sexual compulsions. The City and Hackney Primary Care Psychotherapy Consultation Service provides specialist assessment and treatment for patients with mental health problems in primary care. The team engages with patients who have previously found it difficult to access services. The service is based within GP surgeries and focusses on the treatment of medically unexplained symptoms and other complex mental health presentations in primary care. The service works mainly with patients and GPs in the London borough of Hackney.

The trust has been inspected four times between January 2012 and January 2016.

Our inspection team

Team lead: Natalie Austin-Parsons

The team comprised two CQC inspectors and one specialist advisor, a consultant clinical psychologist with experience of working in forensic services.

Why we carried out this inspection

We undertook this inspection to find out whether The Tavistock and Portman NHS Foundation Trust had made improvements to their service since our last inspection in January 2016.

When we last inspected the Tavistock and Portman NHS Foundation Trust in January 2016, we rated the service as **good** overall, with the key question of safe rated as **requires improvement**. We issued a requirement notice and told the trust it must make the following actions to improve:

- The trust must ensure that patients have personalised crisis plans that reflect their individual circumstances and ensure these are up to date. These must be kept where they can be found quickly by all staff.

- The trust must ensure that children and young people have a separate waiting area from adults at the Portman clinic in order to maintain their safety.
- The trust must ensure that all patients, particularly at the Portman clinic, have a comprehensive risk assessment completed and a risk management plan detailing how risks are being managed or mitigated. These must be kept up to date.

These related to the following regulation under the Health and Social Care Act (Regulated Activities) Regulations 2014:

Regulation 12 Safe care and treatment

Summary of findings

How we carried out this inspection

To fully understand the experience of people who use services, we always ask the following five questions of every service and provider:

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive to people's needs?
- Is it well-led?

Before the inspection, we reviewed information that we held about specialist psychological therapy services. This

information suggested that the ratings of good for effective, caring, responsive and well led, that we made following our January 2016 inspection, were still valid. Therefore, during this inspection, we focused on those issues that had caused us to rate the service as requires improvement for safe.

During the inspection visit, the inspection team:

- Looked at the environment of the Portman Clinic.
- Looked at 110 treatment records of patients.

Areas for improvement

Action the provider **SHOULD** take to improve

- The trust should ensure that all patients who meet the trust definition of needing a crisis plan have one in place.
- The trust should ensure staff undertake and record risk assessments for every patient.
- The trust should ensure staff at the Portman Clinic record their signature on written records of sessions.
- The trust should ensure there is a clear policy about information sharing with external agencies and that staff are aware of this policy.

Tavistock and Portman NHS Foundation Trust

Specialist psychological therapy services

Detailed findings

Locations inspected

Name of service (e.g. ward/unit/team)	Name of CQC registered location
Fitzjohn's unit	The Tavistock Centre
Lyndhurst unit	The Tavistock Centre
Portman clinic	The Tavistock Centre
Trauma unit	The Tavistock Centre
City and Hackney Primary Care Psychotherapy Consultation Service	The Tavistock Centre

Mental Health Act responsibilities

Not assessed during this inspection.

Mental Capacity Act and Deprivation of Liberty Safeguards

Not assessed during this inspection.

Are services safe?

By safe, we mean that people are protected from abuse* and avoidable harm

* People are protected from physical, sexual, mental or psychological, financial, neglect, institutional or discriminatory abuse

Our findings

Safe and clean environment

- Since the last inspection in January 2016 the trust addressed concerns about fire safety practice at the Portman Clinic. Staff carried out and recorded weekly fire alarm tests and fire exits were no longer blocked by furniture. Evacuation plans in corridors had the necessary information on them to tell staff and patients where to go if a fire alarm sounded.
- Since the last inspection the trust had ensured there was a separate waiting area for young people at the Portman Clinic. This addressed the concerns about risks of a shared waiting room from the last inspection. The new young people's waiting room was bright, well maintained and welcoming. We saw this in use during this inspection.

Assessing and managing risk to patients and staff

- Staff used the trust risk assessment form to assess patient risks at the end of the assessment process, which took up to three sessions. Across all services, staff had completed formal risk assessments in 97 of 99 reviewed records. These were for patients who had completed the assessment process. A further 11 patients were still within the assessment process so their risks had not been formally assessed, although staff mentioned the level or risk in clinical notes for the majority of patients. Two patients did not have a formal risk assessment in place. For one of these, staff outlined risks in a letter to the GP. Since the last inspection the trust had supported staff in this by introducing risk assessment training and completing regular audits; however, improvements were still needed to ensure staff recorded this consistently.

- Staff did not regularly carry out a formal reassessment of risks for all patients. For six patients of the 99, staff completed a risk assessment form over 12 months earlier. Five of these patients were initially recorded as having low or no risks. In most records staff recorded risks in the clinical notes at each session.
- In four records, staff had scored risks as none or mild, although a written description of risk indicated risk may be higher. This meant there may not be the right plans in place to mitigate the risks for the patient. An internal trust audit in October 2016 showed the trust identified this as an area for improvement themselves, with 66% of patients in the complex needs and City and Hackney team not having the narrative completed on their risk assessments.
- We found some examples of poor record keeping at the Portman Clinic. In six of seven records we saw that staff did not sign off records or note risk status after each session. Staff did not record contact with external agencies consistently and were not aware of a policy for the sharing of information with external agencies. Records did not demonstrate how clinicians made decisions about what to share with external agencies when information was requested.
- The trust had successfully implemented the use of crisis plans for patients who may benefit from them in the time since the last inspection. The trust had created a crisis plan document, incorporated this into the electronic record system and defined which patients needed one. During this inspection we saw that 35 of 39 patients meeting the trust definition had a clear crisis plan in place.

Are services effective?

Good 

By effective, we mean that people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.

Our findings

At the last inspection in January 2016 we rated effective as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services caring?

Good 

By caring, we mean that staff involve and treat people with compassion, kindness, dignity and respect.

Our findings

At the last inspection in January 2016 we rated caring as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services responsive to people's needs?

Good 

By responsive, we mean that services are organised so that they meet people's needs.

Our findings

At the last inspection in January 2016 we rated responsive as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.

Are services well-led?

Good 

By well-led, we mean that the leadership, management and governance of the organisation assure the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture.

Our findings

At the last inspection in January 2016 we rated well-led as **good**. Since that inspection we have received no information that would cause us to re-inspect this key question or change the rating.