

Improving lives

Oxleas

NHS

Oxleas

Our vision

*Improving lives*

We improve lives by providing the best quality health and social care

# Our values

Our values are our beliefs, they set out how we behave as an organisation.

## User focus

We view things through the eyes of our users and their carers

## Excellence

We are never content with a service that is second best

## Learning

We constantly review and improve how we do things

## Responsive

We avoid unnecessary delays for treatment and care

## Partnership

We work with others to ensure our users get the help they need

## Safety

We seek to protect our users, staff and public from harm

## Our priorities

We are focusing on how:

### **We will enhance quality:**

**Ensure excellence for every patient every time**

### **We will maintain a skilled and engaged workforce:**

**Ensure our staff feel valued and are able to make a difference**

### **We will maintain a sustainable organisation:**

**Ensure we use our resources efficiently and effectively**

### **We will work in partnership:**

**Ensure we deliver better care by working across boundaries both within Oxleas and with third sector, NHS and local authority partners**

## Our patient promise - the 4 must dos

1

Increase support for families and carers

2

Enhance care planning

3

Provide better information for service users and carers

4

Improve the way we relate to both our service users and carers by treating them with dignity and respect

## Oxleas Quality Improvement Programme

*Look out for opportunities to get involved...*



Launching April 2018

## Key facts

The number of patients we cared for each month

# 30,000



**Mental Health  
and Community  
Partnership**

Through our programme of developing **Queen Mary's Hospital in Sidcup** we opened our **children's centre** and the **kidney and cancer treatment centres**.

  
**100**  
*Queen Mary's Hospital*  
**SIDCUP**

We improved the quality of our services through the year and now our **Care Quality Commission** rating is **good** across all domains.

# Good

# 3,600

At our **annual recognition awards**, we highlighted the **dedication** of our **inspiring staff**. Around **3,600 people** work across our **physical and mental health services**.

# £240m

We spent on delivering patient care in **2016/17**

The **partnership** was launched to encourage closer working between **Oxleas, South London and Maudsley NHS Foundation Trust**, and **South West London and St Georges NHS Trust**.

# BEXLEY CARE

**We're here for you**

We developed **Bexley Care** with **Bexley Council** to offer more **joined-up care** to **local people**.

## Your work/life balance

We value our staff and want to make sure we offer as many different types of working patterns as possible to suit your work/life balance.

If you'd like a more flexible working pattern, please talk to your line manager in the first instance.



The 'Let's Talk' programme aims to make it easier for colleagues to share ideas and feedback with our senior executive team.

Through films, e-newsletters and events, we aim to keep you informed and to enable you to have your say. Please see the intranet (The Ox) for more details.

## Care first

Free advice, information and counselling service for staff.

**Care first** provides confidential, impartial advice and support for staff 24 hours a day, 365 days a year.

The service is free for you to access whenever you need. You don't need to ask permission from your manager or Oxleas before contacting **Care first**. Through **Care first** you can access a number of services.

Advisers are highly trained to help you. Common subjects include - relationships, divorce, child support, domestic violence, childcare, eldercare,

community care, credit, debt, banks, loans, consolidation, bullying and harassment, maternity rights/pay, sick pay, and other work related issues

Telephone **Care first** direct on **0800 174 319** or visit the intranet and search '**Care first**' for more information

[www.carefirst-lifestyle.co.uk](http://www.carefirst-lifestyle.co.uk)

**Care first** services are completely independent and your call is treated in confidence in accordance with the BACP Ethical Framework. When you make contact you will be asked to identify your employer and you may also be asked for other information – this is purely for statistical use.



# We don't accept bullying and harassment

## We will take action to stop it

We are committed to ensuring that all members of staff are treated with dignity and respect wherever they work, free from undue stress, anxiety or fear of intimidation.

We recognise the serious effect bullying and harassment can have on the lives of employees and patient care. There is no place for harassment or bullying of any kind at Oxleas.

If you are concerned, there are people who can help you including:

- the staff partnership team  
**020 3871 5599**
- network chairpersons  
**020 3871 5588**
- Care first  
**0800 174 319**
- our bullying and harassment advisers
- your line manager
- HR
- directors
- trade unions

## Staff partnerships

Our Staff Partnership Forum (SPF) is here to listen to your views, opinions, ideas and concerns.

The Staff Partnership Team visits colleagues throughout Oxleas to hold feedback sessions to hear your views.

Whilst it remains anonymous, feedback from these sessions is discussed at the SPF which is attended by the Chief Executive, representatives from the unions, professional bodies and our staff networks.

If necessary, action plans are drawn up to address issues raised and followed up after six months to ensure progress.

There is also a Staffside group which meets monthly to discuss issues that affect staff.

For more information visit the intranet, or contact:

### Freedom to Speak Up Guardians

**Wendy Lyon 01322 625 776**

Chair of Staffside and Head of Partnership Working

**Sally Wainwright 020 3871 5599**

Staff Partnership Officer

## Raising concerns

*- if in doubt, raise it*

We aim to be the best. We know that we can only achieve this by listening to staff, patients and carers.

We want anyone who has a concern to feel free to speak out. You will be supported and issues will be dealt with confidentially.

It can be difficult to know what to do about serious issues such as:

- failures of care
- financial malpractice
- dangers to patients, the public or the environment
- unlawful conduct
- concerns about the way services are provided

Most concerns can be dealt with by speaking with your line manager, supervisor or professional lead. However, you do have other options. You can raise issues with our **Freedom to Speak Up Guardians** Wendy Lyon and Sally Wainwright. Wendy can be contacted on **01322 625776** [wendy.lyon1@nhs.net](mailto:wendy.lyon1@nhs.net) and Sally at **020 3871 5599** [sally.wainwright1@nhs.net](mailto:sally.wainwright1@nhs.net).

Or you can contact **Jane Wells**, Director of Nursing, on **01322 625027** [jane.wells1@nhs.net](mailto:jane.wells1@nhs.net) or **Meera Nair**, Director of Workforce and Quality Improvement on **020 3871 5618**.

If you still have concerns, you can contact the senior independent director for Oxleas, **Steve James**, on **01322 625778**.

Please visit the intranet for the full policy and background information.

## Oxleas Membership and Council of Governors

All our staff automatically become members of Oxleas but can opt out if they wish. Staff members are represented on our Council of Governors by our seven staff governors.

The Council of Governors also includes governors representing local communities, service users and carers, voluntary organisations and our local authorities.

The Council of Governors hold our non-executive directors to account for the performance of the board of directors and represent the views of members.

Staff members are able to contact the governors to share their views by:

### Emailing

[oxl-tr.staffgovernors@nhs.net](mailto:oxl-tr.staffgovernors@nhs.net)

**Calling the Trust Secretary's office**  
**01322 625 752**

**Writing to the Trust Secretary at**  
Pinewood House, Pinewood Place,  
Dartford, Kent DA2 7WG

Member events are promoted on the intranet and are a good opportunity to meet your governors and other members.

**To opt out of membership**

call **0203 8715630** or

email [oxl-tr.foundationtrust@nhs.net](mailto:oxl-tr.foundationtrust@nhs.net)

## Equality, diversity and human rights

We respect human rights and value the diversity of all staff and services users.

We have a dedicated Equality and Human Rights Adviser who leads and supports the work of the Equality and Human Rights Steering Group.

Our Equality Delivery System (EDS) report and current objectives are available on our website. Each service directorate has a local plan which they feed into our trustwide Equality and Human Rights Steering Group (which meets quarterly).

[oxleas.nhs.uk](https://www.oxleas.nhs.uk)

We have four staff networks:

### **BME**

Black and Minority Ethnic network

**Juliana Frederick-James 0208 836 8573**

### **Disability Action Group**

**Moriam Adenmosun 020 3668 9490**

**Lesbian, Gay, Bisexual and Transgender network (LGBT)**

**Maeve Malley 020 8301 8960**

### **LEN**

Lived Experience Network

**Vikki Albarraque 01322 625 769**

**Juliana Frederick-James**

Head of Equality and Human Rights

**020 8836 8573**

## Learning from incidents and complaints

Whenever mistakes happen, we need to learn from them and ensure the chance of them happening again is greatly reduced, if not eliminated.

We call this embedded learning and the aim is to investigate what went wrong, look at how it went wrong and prevent the same mistake happening in the future.

We have leaflets, posters and videos to help you to find the information you need on the following:

### **Duty of Candour**

Duty of Candour is about being open, honest and transparent when providing care and treatment.

### **Mental Capacity Act**

The Mental Capacity Act (MCA) is an important piece of legislation that applies to everyone over the age of 16 years. It protects and empowers people who may not be able to make their own decisions.

### **Deprivation of Liberty**

These safeguards are part of the Mental Capacity Act, to protect adults who lack the capacity to make decisions about their care. They give health professionals the power to detain patients for their own safety.

You can also read about case studies, past incidents and find out about events on the intranet:

[theox.oxleas.nhs.uk/patient-safety](http://theox.oxleas.nhs.uk/patient-safety)

# Being open, honest and transparent (Duty of Candour)

We must all be open and honest with patients.

Duty of Candour is the legal duty to inform a patient and their family if we have made a mistake in their care or treatment that has led to harm and to provide an apology.

This information should be shared even if it has not been requested.

Full details about Duty of Candour is available on our intranet.

## What to do when an incident occurs:

As soon as the incident occurs

Provide immediate support/assistance to the patient and any staff affected by the incident

Record incident in DatixWeb

Discuss next steps with line manager/senior clinician to identify who should contact family/patient

# Dealing with conflicts of interest and gifts

Working for the NHS, we all need to consider if there are any conflicts of interest we need to declare.

The main issues staff need to think about are:

- employment outside of Oxleas
- patents and intellectual property rights
- roles in advisory groups or similar forums and involvement in sponsored research
- connections with companies that supply goods or services to Oxleas

We also need to manage situations where we are offered gifts or hospitality.

The guidance for this includes:

- Declining any gifts from suppliers or contractors except low cost promotional items
- Not asking for gifts and declining all offers of cash or vouchers
- Only accepting gifts with a value over £50 on behalf of the organisation and declaring these
- Declaring hospitality between £25 and £75 and refuse hospitality over £75 (unless exceptional senior approval is given)

We publish our registers annually on our website. More guidance and declaration forms are available on the intranet.



## Keeping safe at work

We want to make sure that our staff are as safe as possible. Our health and safety team work with colleagues across Oxleas to identify risks and work out ways to reduce these.

One aspect to consider is where staff may be working alone and planning for any risks this involves. To support this, we have developed guidelines for managers, and the health and safety team are on hand to advise.

Each team which has colleagues who are lone workers will have a safe system of work in place and an agreed emergency contact system. If you don't know your team's safe system of work, talk to your manager.

If you would like to know more about keeping safe at work, please look at the information on the intranet, or contact:

**Health and Safety Team**  
**01322 625041**

# We're committed to supporting you...



Eye test vouchers



Carer's and disability leave



Lease cars (salary sacrifice)



Wellbeing service



Career break schemes



A variety of staff networks to support you



Learning and development opportunities



Flexible working



Funding for school holiday childcare



Cycle to work scheme



Special  
unpaid leave



Recognition  
awards



Discounted gym  
membership



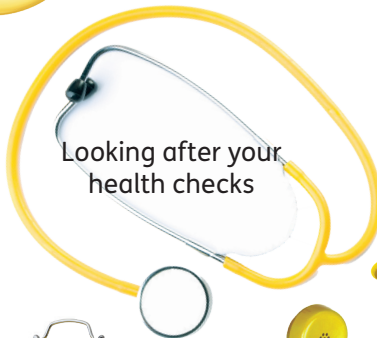
Interest  
free season  
ticket loan



NHS  
retail  
discounts



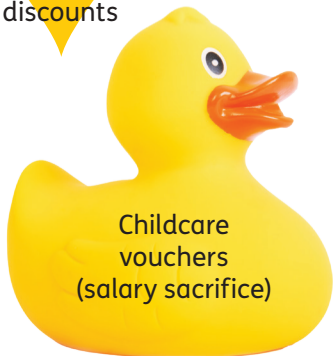
Pre-retirement  
courses



Looking after your  
health checks



Training with  
reserve forces  
paid leave



Childcare  
vouchers  
(salary sacrifice)



Pension scheme  
and life assurance



Staff  
partnership  
support



Find out  
more:  
[oxleas.nhs.  
uk/benefits](https://oxleas.nhs.uk/benefits)

# Board of directors

## Non-executive



**Andy Trotter**  
Chair



**Seyi Clement**



**Steve James**  
Senior Independent Director



**Stephen Dilworth**



**Jo Stimpson**



**James Kellock**



**Yemisi Gibbons**

# Board of directors

## Executive



**Helen Smith**  
Acting Chief Executive



**Ify Okocha**  
Medical Director



**Jane Wells**  
Director of Nursing



**Iain Dimond**  
Acting Deputy Chief Executive  
and Director of Service Delivery

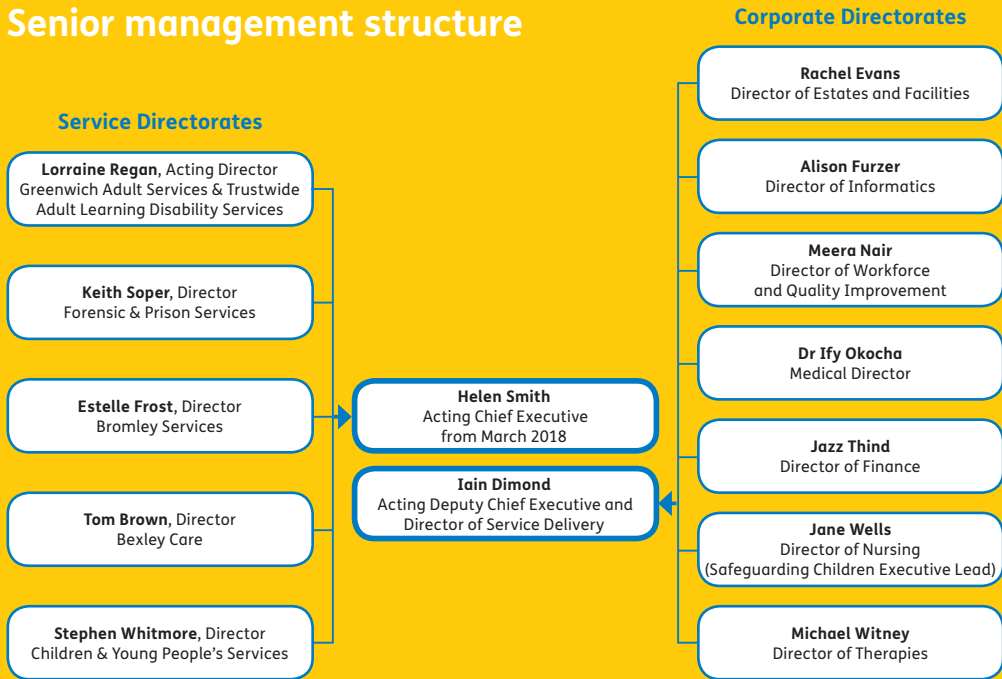


**Jazz Thind**  
Director of Finance



**Meera Nair**  
Director of Workforce and  
Quality Improvement

# Senior management structure



# Workforce and Quality Improvement

The workforce team supports staff from the day you apply to Oxleas until you finish your career with us.

The directorate focuses on:

- recruitment
- training and development
- work/life balance
- employee relations

The Quality Improvement team will be developing our new Quality Improvement programme, see the intranet (The Ox) for details.



**Meera Nair**  
Director of Workforce  
and Quality  
Improvement  
**020 3871 5618**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

## Quality and Governance

The Quality and Governance Team (01322 625759) support staff through clinical audit, clinical coding and clinical governance.

This directorate provides medical leadership for the trust and is responsible for the training and education of the medical workforce.

For details contact the medical staffing team on **01322 625039**.

For more details, visit the intranet (The Ox).



**Dr Ify Okocha**  
Medical Director  
**01322 625034**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG



## Nursing

Teams within this directorate are:

- Nursing leadership, practice, education and training
- Patient safety
- Mental Health legislation
- Incident reporting, investigation and learning
- Infection control
- Safeguarding Adults and Children
- Mortality Surveillance.

For more details, visit the intranet (The Ox).



**Jane Wells**  
Nursing Director  
**01322 625760**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

## Therapies and Patient Experience

This directorate provides clinical leadership for therapy professionals at Oxleas.

Michael also leads our patient experience programme and our patient advice and liaison service.

For more details, visit the intranet (The Ox).



**Michael Witney**  
Director of Therapies  
**01322 625760**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

## Estates and Facilities

This team looks after:

- Maintenance and repair
- Capital developments
- Telephone systems
- Supplier services (cleaning, catering and security)
- Equipment
- Health and safety
- Management of medical devices.

If you would like advice on safe working or improving your working environment, please talk to them.

See the intranet (The Ox) for details and helpdesk telephone numbers.



**Rachel Evans**  
Director of Estates  
and Facilities  
**01322 625742**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

## IT and Informatics

These teams support staff with:

- IT network
- iPad and mobile working
- Data recording and analysis
- Patient information system (RiO).

They work with staff to make improvements using technology and to provide you with data about your services.

See the intranet (The Ox) for details and helpdesk telephone numbers.



**Alison Furzer**  
Director of Informatics  
**01322 621016**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

## Finance

The finance team is responsible for:

- Ordering
- Payments to suppliers
- Collecting income we are due
- Payroll and pensions
- Budget management
- Contracts
- Production of annual accounts
- The Oxleas charitable fund.

See the intranet (The Ox) for further details.



**Jazz Thind**  
Director of Finances  
**01322 625734**

Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

## Bexley Care

Bexley Care brings together health staff and social care staff from Bexley Council into joint teams.

It provides adult mental health services, older person's mental health services and adult community services.

To find out more please visit the intranet (The Ox).

### **Management team location:**

181 Lodge Hill

Goldie Leigh, Abbey Wood, London SE2 0AY



**Tom Brown**  
Service Director  
**020 8319 7205**



**Dr Derek Tracey**  
Clinical Director  
**01689 880000**

## Bromley Services

The Bromley Mental Health Directorate offers secondary mental health services to adults in the borough. Services range from perinatal mental health, through early intervention in psychosis, to short and long term treatment and care of adults with a wide range of mental illnesses. The directorate also provides services to older people with mental illness, from anxiety and depression through to memory problems and dementia. Services are provided in the community wherever possible, though there is an inpatient unit on the Princess Royal University Hospital site and our patients can be seen in a variety of settings, including their own homes, clinics, care homes and the PRUH. To find out more please visit the intranet (The Ox).

### **Management team location:**

Carlton Parade

1-6 Carlton Parade, Orpington, Kent BR6 0JB



**Estelle Frost**  
Service Director

**020 8301 9430**



**Abimbola Fadipe**  
Clinical Director

**020 8301 9422**

## Greenwich Adult Services

This brings together adult mental health services, older person's mental health services and adult community services.

We aim to integrate our services further.

To find out more please visit the intranet (The Ox).

**Management team location:**  
Memorial Hospital  
Shooters Hill, London SE18 3RG



**Lorraine Regan**  
Acting Service  
Director

**020 8836 8517**



**Anthony Akenzua**  
Clinical Director

**020 8836 5167**



## Trustwide Adult Learning Disability Services

We offer care and support for adults with learning disabilities across Bexley, Bromley and Greenwich.

This includes three multi-disciplinary community teams, one inpatient unit and two small day services.

To find out more please visit the intranet (The Ox).

**Management team location:**  
Memorial Hospital  
Shooters Hill, London SE18 3RG



**Lorraine Regan**  
Acting Service  
Director

**020 8836 8517**



**Lorraine Regan**  
Clinical Director

**020 8836 8517**

## Children & Young People's Services

Working with children and young people aged 0-18 and their families, the Children and Young People's Services directorate is separated into three service areas:

- CAMHS work with children and young people with emotional, behavioural or mental health difficulties and their families.
- Specialist Children's Services work with children with complex health needs and disabilities and their families, including community paediatrics and children's occupational therapy services.
- Universal Children's Services cover health visiting and school nursing.

To find out more please visit the intranet (The Ox).

### **Management team location:**

Highpoint House, Shooters Hill, London SE18 3RG

*The directorate works across Bexley, Bromley and Greenwich*



**Stephen Whitmore**  
Service Director  
**020 3260 5187**



**Lesley French**  
Clinical Director  
**020 3260 5188**

## Forensic & Prison Services

Forensic and Prison Services provide a comprehensive range of mental health services in Greenwich, Bexley, Bromley and Lewisham to people with difficult and challenging behaviours which have often but not always led them into conflict with the criminal justice system.

In addition, the directorate provides court diversion and liaison services and physical and mental health services to prisoners in South East London and Kent.

Services are delivered from a number of sites including the Bracton Centre, our medium secure hospital in Dartford, the Memorial Hospital in Woolwich and several community sites within the local boroughs.

To find out more please visit the intranet (The Ox).

### **Management team location:**

Bracton Centre, Bracton Lane, Dartford, Kent DA2 7AF



**Keith Soper**  
Service Director  
**020 8319 7156**



**Elizabeth Zachariah**  
Clinical Director  
**01322 294 300**

We care for people across South East London and Kent, by providing a wide range of health and social care, including community health services, mental health and learning disabilities services. We work in many places, including people's homes, community health centres, schools, prisons and hospitals.



[@oxleasNHS](https://twitter.com/oxleasNHS)



[facebook.com/oxleasNHS](https://facebook.com/oxleasNHS)

[oxleas.nhs.uk](https://oxleas.nhs.uk)



Our intranet:

[theox.oxleas.nhs.uk](https://theox.oxleas.nhs.uk)

Oxleas  
**NHS**

**Oxleas NHS  
Foundation Trust**  
Pinewood House  
Pinewood Place  
Dartford  
Kent  
DA2 7WG

**NHS**

**Oxleas**

NHS Foundation Trust

**70**

YEARS  
OF THE NHS  
1948 - 2018