



For people with Complex Mental Health Needs, Challenging Behaviours and Personality Disorders

The Ansel Group

Clinically led with a clear service vision The Ansel Group develop and deliver services only for people with complex mental health needs, challenging behaviours and personality disorders. This is our specialism, focus and motivation. It is a unique approach and a powerful catalyst for change.

The Ansel Group Nottingham Clinic is a 24 bed specialist Tier 4 residential mental health service for men, operating 24 hours a day, 365 days of the year. Our services are offered in time limited episodes of care at an inclusive price and with agreed outcomes and break points.

Passion and Vision

The team who would go on to create and run The Ansel Group first met in 2007. We all had backgrounds in mental health care consultancy, commissioning, inspection, service design and development, finance and operations and came from a range of professional disciplines – nursing, accountancy, the civil service and architecture. We had worked across health sectors in public, private and not for profit organisations and accumulated circa 100 years of collective experience largely working with others to deliver their ideas.

Very quickly we came to realise a number of things:

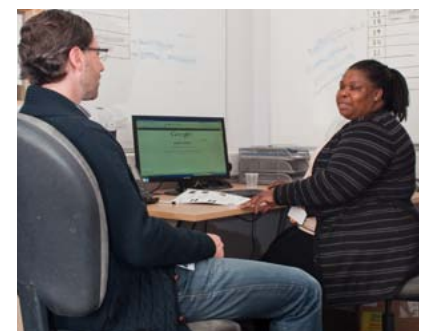
- We were a good team.
- We had complimentary experiences and skills.
- We had a shared value base and passion for our work.
- We wanted to bring our own ideas to mental health care services.
- We wanted to make a difference.

Wanting to make a difference became our catalyst. Delivering the service vision of our Chief Executive Tom Burns would become our focus.

Focused, dedicated services and a bespoke delivery framework

Tom is a nurse by profession and throughout an extensive career in mental health care service development, delivery, commissioning, audit and consulting has gained considerable experience and understanding of patients with complex mental health needs, challenging behaviours and personality disorders. Typically these patients, their representatives and the professionals who work to support and commission services on their behalf are regularly frustrated when trying to access services that can meet their individual needs competently, sustainably and viably. Historically there has been very limited availability of and access to competent services with the capacity to address patient's persistent, underlying disorders and behaviours in addition to their overlying mental health and general well being needs holistically.

These are amongst the most challenging of patients to work with. Their lifestyles can be highly chaotic and their underlying behavioural issues and traits are frequently largely un-addressed. This tends to be because they will be resistant to meaningful engagement with mainstream services. Because of this, interventions are often inconsistent and where success is demonstrated this is often around treating their associated mental health needs while the underlying personality disorders, complexities, challenges and behavioural paradigms remain in place.





Tom recognised that there was a clear need for a service that was competent and dedicated to working with these patients not only to treat their mental health issues but also to work with each individual to bring about long-term and sustainable change. To develop and deliver a very focused service that was able to make a difference where others had failed. Tom was clear that any such service would need to encompass a number of key components if it was to do this successfully:

- It would need to be non-judgemental and to work with each patient in partnership to make long term positive changes.
- It would require a dedicated service operational and physical model specific to the needs of the patients, not a bolt on to a generic offering from a larger service or organisation.
- Consistency of that model through a pathway of support and care would be critical for effective and sustainable outcomes.
- The service would need to be dynamic, iterative and responsive to the needs of each patient as they progressed.
- It would need to be committed to appropriately training, supporting and enabling its entire staff team.
- It would need to be outward facing and committed to partnership working across sectors and tiers.

While many services demonstrate elements of the above, nothing like this existed in an integrated way and no service was specifically designed to engage with this patient population in this way. The Ansel Group would address this by designing and delivering a bespoke service dedicated to a defined patient population physically and operationally configured entirely around their needs

Not a typical independent sector provider

The team worked up a detailed investment case for the development of a service with these characteristics and took it to the equity market to obtain funding. The passion and intent of the proposal engaged a number of equity providers and went on to achieve commercial support from Hermes Private Equity. In July 2008 The Ansel Group (named after the American landscape photographer Ansel Adams) was established.

Equity funding has enabled us to accelerate the delivery of our service whilst not tying us down to dividend and shareholder payments. Our long term backers aim to recover their investment through a sale of the organisation in the future. The more successful the service is then the greater the organisation's value. This drives investment in The Ansel Group as service quality will drive success. Any operational surplus we make is therefore re-invested in terms of new service development, staff training and education, research and on going service improvement.

The Clinic as part of the community

Having secured funding our first collective task was to turn the service principles into an operational framework and from this to develop a design and construction brief for the development of our first Clinic – The Ansel Group Nottingham Clinic.

The Clinic admitted its first patients in March 2010 offering a specialist Tier 4 mental health service environment for men that is built to the latest draft guidance and focused entirely on meeting the needs of patients with complex mental health needs, challenging behaviours and personality disorders from both forensic and non forensic backgrounds. The Clinic occupies a small site within our local community offering jobs, training, the capacity to take expertise from the Clinic back into that community and a wealth of educational, employment and recreational opportunities on the door step for our patients.



The building has been conceived to reinforce delivery of our operational framework – breaking down barriers, encouraging interaction, supporting the development of positive relationships across the organisation and through this enabling sustained and positive change for each of our patients. Our culture is progressive, inclusive and collaborative. This is supported both operationally and physically by the Clinic's environment.

Everybody equipped and enabled to engage

The Ansel Group consider that every interaction has a therapeutic effect and that the people working with us need to be properly supported and equipped to manage the consequences of this. All of our staff are specifically trained and enabled to work with our patients – this includes our admin team, kitchen and maintenance teams and the Board of directors in addition to our senior clinical and direct nursing and care staff.

Every employee receives the same induction programme irrespective of each team member's background, professional status and experience. This emphasises the value of the team based approach to our work and builds bridges between staff and professions promoting resilience, consistency and communication. Critical components of a successful service.

Investment in our most valuable resource

In response to what can be a very challenging and emotionally demanding working environment reflective practice and de-brief are built into each shift and each member of staff receives regular supervision and peer support. We are gathering a lot of data regarding this activity and are developing links with independent research and training organisations to validate our clinical activity and outcomes.

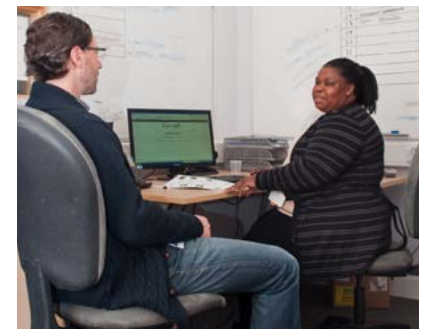
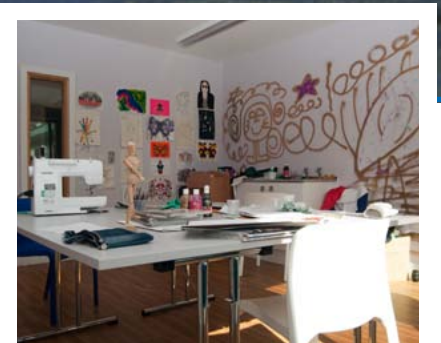
We constantly revisit and reinforce this learning and therapeutically enhanced culture through investment in on going staff training, support and development across a broad range of disciplines. Consequently we have a motivated, well skilled and valued team with a staff turnover below 4%.

We are also exploring opportunities to take our training and service delivery approach beyond the Clinic by formalising our training to a nationally accredited qualification standard and thereby extending access to and service consistency across each patient's care pathway.

Structure, consistency and activity

Within the Clinic each patient's structured daily activity runs from 7am until early evening across the full week. It's a place of focus and engagement for our patients. It's intensive and it's hard work. Our consultant forensic psychiatrist and psychologist and their Clinical MDT work with the patients daily and have a high and visible presence both on the ward and in our off ward shared space work areas.

We create the opportunity and capacity for each of our patients to stop and think, to consider actions and consequences and through this to develop pro-social behaviours and sustainable therapeutic outcomes. We achieve this through milieu and formal clinical interventions, working with patients individually and in groups and via proactive and informed risk management.





A multi-modal therapeutic approach

We do not provide a single model of care and treatment but offer a broad range of interventions tailored for each patient, based on their individual formulation and its adaptation as their needs change and they progress through the service. Our operational framework enables us to do this consistently and dynamically across the organisation and the care pathway. This is unique to The Ansel Group and combined with our focused approach is a powerful catalyst for change.

We are good at what we do and our patients are able to make significant progress in relatively short periods of time with us. 30% of our patients have been discharged from the Clinic within 12 months of arrival. All patients at the Clinic are placed on a discharge pathway from the date of admission and our target average length of stay at the Clinic is 15 months. This saves money, incentivises each of our patients and clearly demonstrates our commitment to sustainable outcomes and to making a difference. We make a difference where others can't.

The Ansel Group - our commitment to making a difference

Our aspiration is to be respected for being the best, not the biggest. We are focused and dedicated. We will continue to make a real difference in people's lives.

Our Clinic

The Ansel Group Nottingham Clinic is a 24 bed specialist Tier 4 residential mental health service designed and built to the latest draft guidance for our patient population.

Typical patient characteristics

Frequent and demanding users of services • substance mis-use and dependency • regular placement breakdowns • sustained relational and social functioning problems • challenge existing service provision • stalled progress.

Admission criteria

Adult men • complex mental health needs, challenging behaviours and a primary or secondary diagnosis of personality disorder • Subject to a section of the Mental Health Act • Forensic or non forensic histories • Capacity to engage • Referrals accepted from Tiers 1-6 including prisoners on hospital transfers.

Contacting The Ansel Group

Should you wish to discuss a potential patient referral, book a tour of the clinic or enquire on any of the above, please contact the clinic:

The Ansel Group Nottingham Clinic • Clifton Lane • Clifton • Nottingham • NG11 8NB
t: 0845 200 0465 • f: 0845 200 2385
e: nottingham@anselgroup.co.uk • w: www.anselgroup.co.uk

