

CASE STUDY: EAST LONDON NHS FOUNDATION TRUST



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ELFT at a glance



Our Services

Mental health services

Newham, Tower Hamlets, City & Hackney, Luton & Bedford

Forensic services

All above & Waltham Forest, Redbridge, Barking & Dagenham, Havering

Community health services

Newham

Child & Adolescent services, including tier 4 inpatient service

IAPT

Newham, Richmond and Luton



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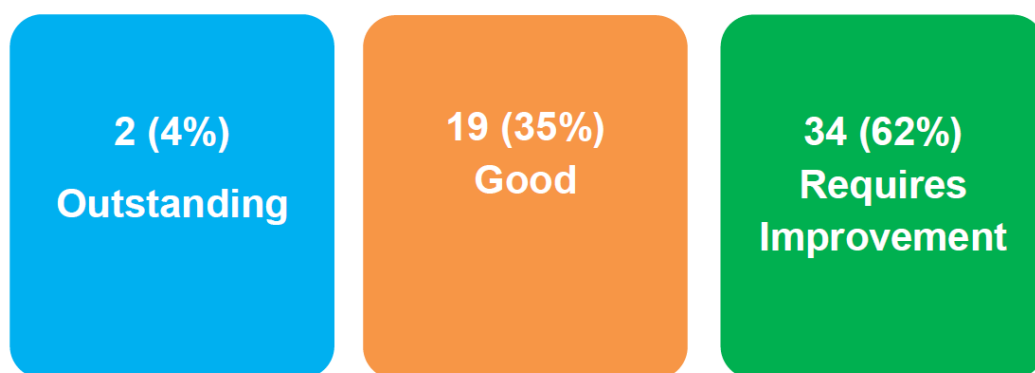
Case Study

East London Foundation Trust from patient deaths to 'outstanding experience' in six years.

Learning

1. Use executive team to learn from front line staff, remove barriers and challenge practice;
2. Systematically share and record the data that is collected and ensure that the Board have sight on this data;
3. Improve the quality of the largest staff group through values based recruitment, targeted development programmes and working with local universities;
4. Enable open access to all staff and partners to learn about improvement methodologies level;
5. Support staff to find time and space for improvement work;
6. Support involvement of service users and carers in improvement work.

The National Picture for MH Trusts



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Living the Values

*We are a
values driven
organisation*

We care

Everyone is entitled to the highest quality care.

We respect

Everyone should be treated with kindness and respect.

We are inclusive

Everyone should have access to our services when they need them and we actively seek suggestions on how we can improve.

Our vision and mission

ELFT's vision is to make a positive difference to people's lives.

And we aim to achieve this by providing the highest quality mental health and community care in England.

Achieving our vision means living our values and working together with our patients, carers and partners.

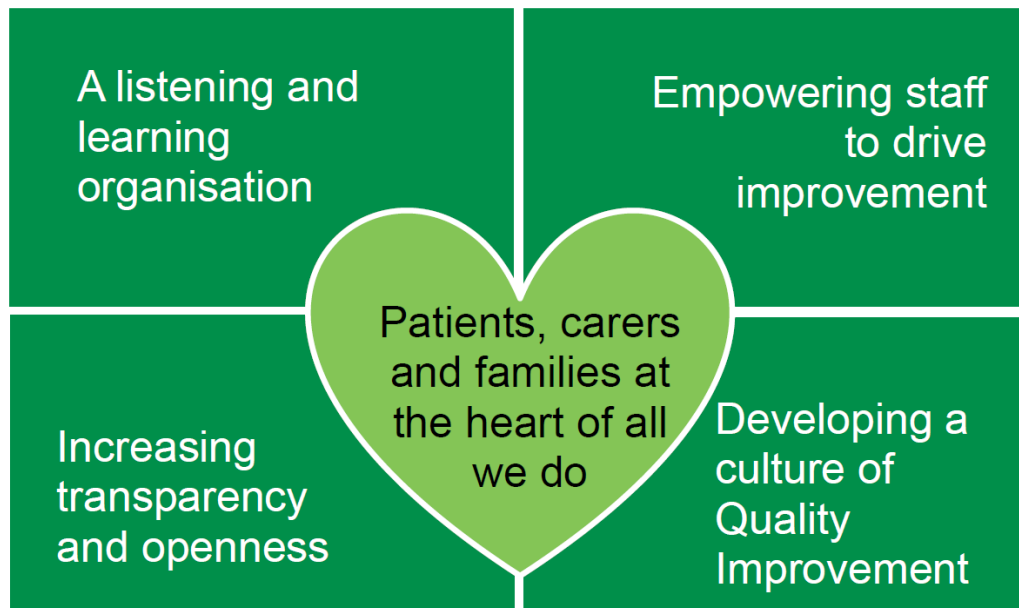
"Employee engagement emerges as the best predictor of NHS trust outcomes. No combination of key scores or single scale is as effective in predicting trust performance on a range of outcomes measures as is the scale measure of employee engagement."

- Professor Michael West



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The culture we want to nurture



Ten year journey for the Trust

Three patients die on psychiatric ward

Three patients have died within 12 months on the same ward following warnings from unions about budget cuts



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Three patients die on a psychiatric ward...

This was the Guardian headline in 2011 after a series of deaths on one ward in Tower Hamlets, a mental health unit run by East London Foundation Trust. One of the deaths was a homicide. Despite already classed as 'excellent' by the NHSLA level 2 health check in 2008, it was clear that there was a gap between board and ward which spurred the executive team to take a fresh look at what was needed to focus on culture, staff, engagement and improvement.

Listening

The executive team undertook an intensive series of visits to front line services which involved creating real spaces for listening to front line staff, taking action on what they heard, and enabling staff to make changes to working practices.

Since 2010, executive walkarounds have become part of the everyday experience at ELFT; each member of the extended executive team undertakes a visit to a front line team on a weekly basis for around an hour.

The format is improvement focussed and the same questions are asked of each team covering what they are proud of, what gets in the way and what they are working on as a team to improve. There is then some time for open discussion.

All visits are written up, circulated to the rest of the extended executive team and action is taken to enable the team to remove the things that get in the way of delivering the care that they want to deliver.

The key areas and themes that arise are regularly reviewed and reported on to the Board, and a recording system is in place to curate the visit write ups.

This has led to significant improvement in visibility of senior leaders, staff experience and relationships within the Trust.

Improving the quality of the largest staff group - Nursing



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Development programmes

- Available for nurses at every level
- Up to 35 days of learning per participant
- Leadership, personal and clinical skills development

Values based recruitment

- Assessment days to recruit staff who are caring, respectful and inclusive
- Growing our ELFT nurse leaders that embody the values and culture that the trust wanted to create.

Partnerships

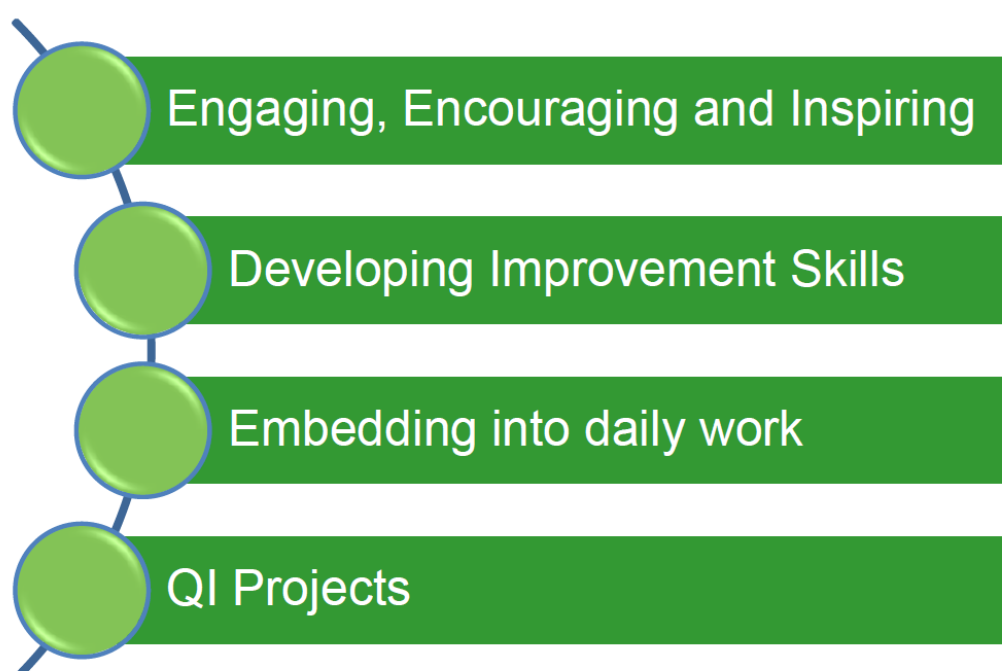
- Working with the local universities to recruit student nurses and provide input to their clinical education.

Culture

- Developing reflective practice as a core competence for every nursing team.
- Each team has regular away days and reflective practice sessions to learn from incidents, develop areas for improvement and increase safety.

Developing a culture of Quality Improvement

Through four key strands of work:



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Engaging, Encouraging and Inspiring:

- Targeted communications for different groups;
- Sharing stories of quality improvement- at board, through directorate learning events, newsletters sent to partners and for internal communications, a microsite;
- Celebrating success through awards, publications, annual conference;
- QI microsite on open access to the whole world with resources and stories

Developing Improvement Skills:

- Developed internal infrastructure to deliver;
- Delivered 7 waves of improvement science in action training to over 700 staff -52 hours per participant of development over a 6 month period;
- Developed 'pocket QI' a shorter programme enabling enough learning to get started in delivering improvement.

Embedding into daily work:

- Learning systems – quality dashboards, tools to support quality planning, assurance and improvement;
- Build internal support networks to help those working on quality improvement projects including a QI coach, an improvement advisor, a senior sponsor, QI forums, learning systems and support with involving service users and carers in QI work.

QI Projects:

- Identify core priorities for projects, at ELFT these are Reducing Violence across all inpatient services.



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Twelve QI projects published or submitted for publication

Using league tables to reduce missed dose medication errors on mental healthcare of older people wards

Alan Cottney
East London NHS Foundation Trust

Low stimulus environments: reducing noise levels in continuing care

Juliette Brown, Waleed Fawzi, Amar Shah, Margaret Joyce, Genevieve Holt, Cathy McCarthy, Carmel Stevenson, Rosca Marange, Joy Shakes, Kwesi Solomon-Ayeh
East London NHS Foundation Trust

Developing psychological services following facial trauma

Deba Choudhury-Peters, Vicky Dain
East London Foundation Trust, UK

Psychological Medicine in Bart's: improving access and awareness

Areli Pavlidou
ELFT, UK

Improving physical health for people taking antipsychotic medication in the Community Learning Disabilities Service

Ian Hall, Amar Shah
East London NHS Foundation Trust

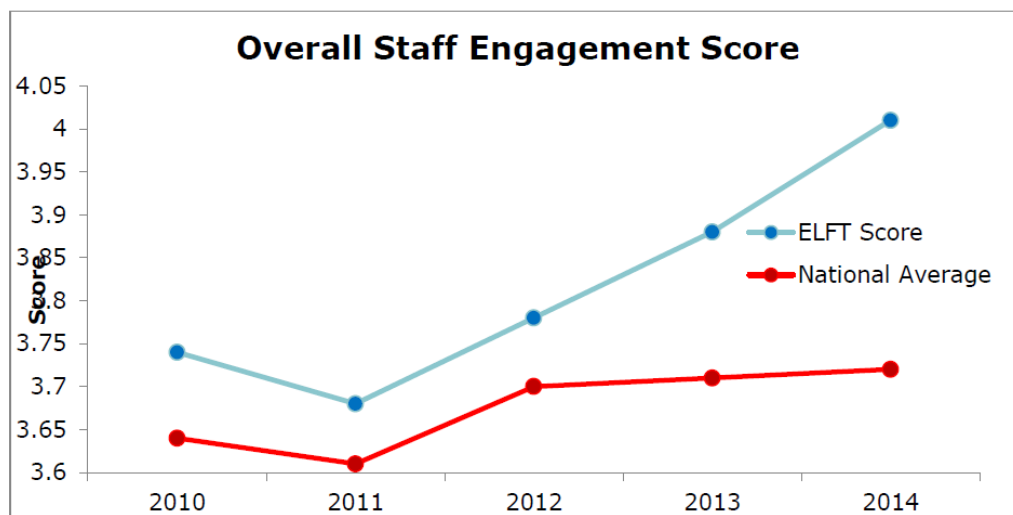
Shortlisted for 15 national awards, won eight



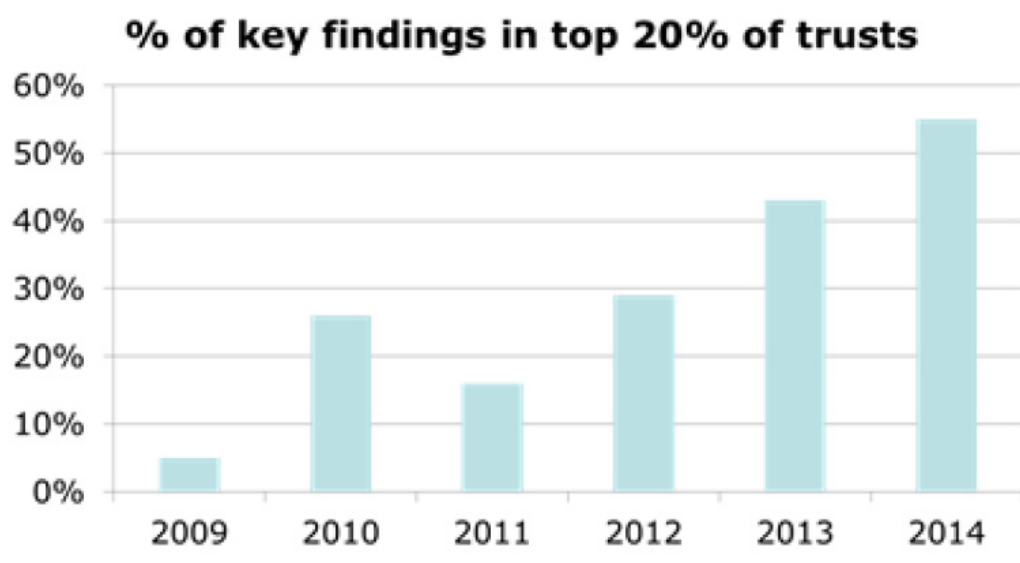
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Outcomes

Over a period of five years there has been a steady improvement in the number of scores that were in the top 20% for all Trusts.

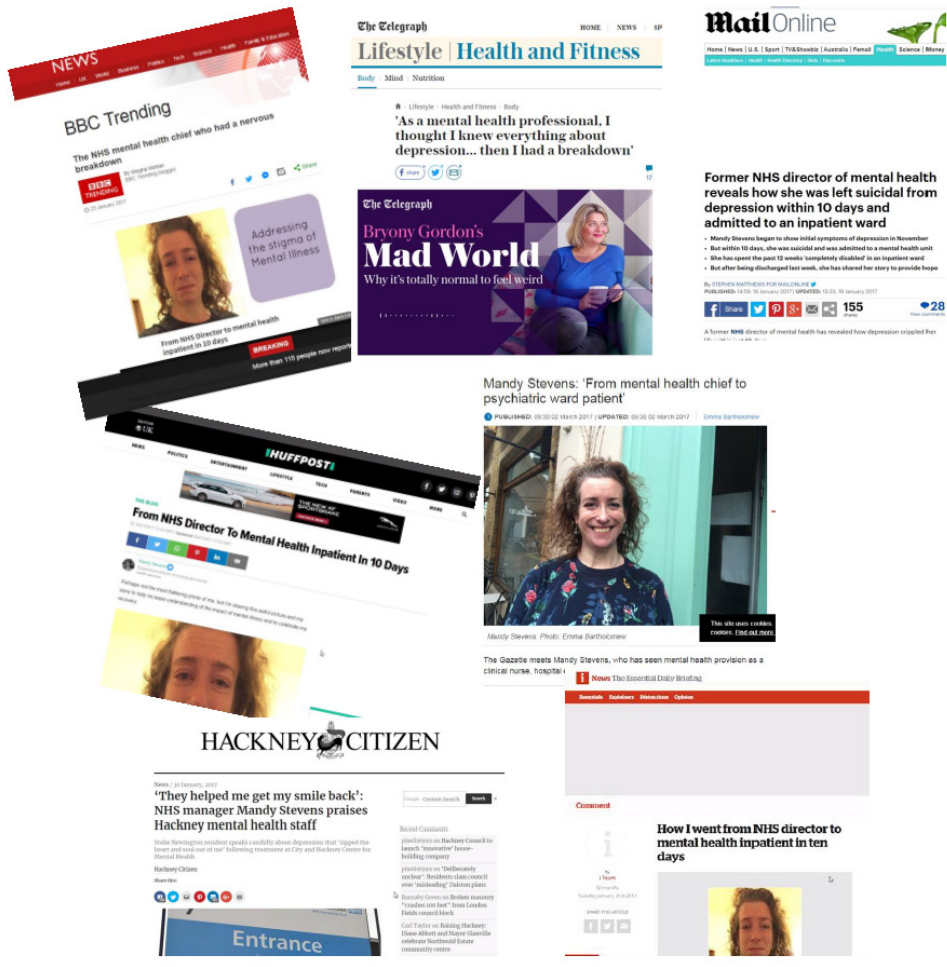


Success factors



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A personal story - Mandy Stevens



From NHS Director to Mental Health Inpatient in 10 days...



In a LinkedIn post that has been shared more than 5,000 times, Mandy Stevens shared a photo of herself, red-eyed with matted hair, in the midst of a depressive episode that resulted in her being hospitalised. She wrote the post on the day she was discharged from a 12 week stay on the inpatient ward at the City and Hackney Centre for Mental Health in London. Whilst in hospital and after she was over the worst, Stevens says she felt a bit like an “undercover cop” as she observed how the ward was run. Since her discharge she has spoken passionately and movingly about the care she received whilst at ELFT.



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The link between staff engagement and patient experience

“The nurses here have humbled me completely and reminded me of my pride in my profession. The management and the whole multi-disciplinary team have supported me through this nauseous journey and given me strength and hope to keep going. Without exception, they have been compassionate, professional, kind and caring. Long live the NHS.”

“Without exception the staff treated all of the patients with dignity and respect.”

“East London Foundation Trust is one of only two Mental Health Trusts in the country to receive an “outstanding” rating by the Care Quality Commission. I have experienced this outstanding care in my hour of need and it has been truly remarkable.”

- Mandy Stevens

