Effective Trustwide Psychological Therapies

Project lead: Graham Fawcett

Project team: Tom Nicholas; Psychological Therapies Committee.

Project sponsor: Dr Navina Evans and Dr Ravi Rana

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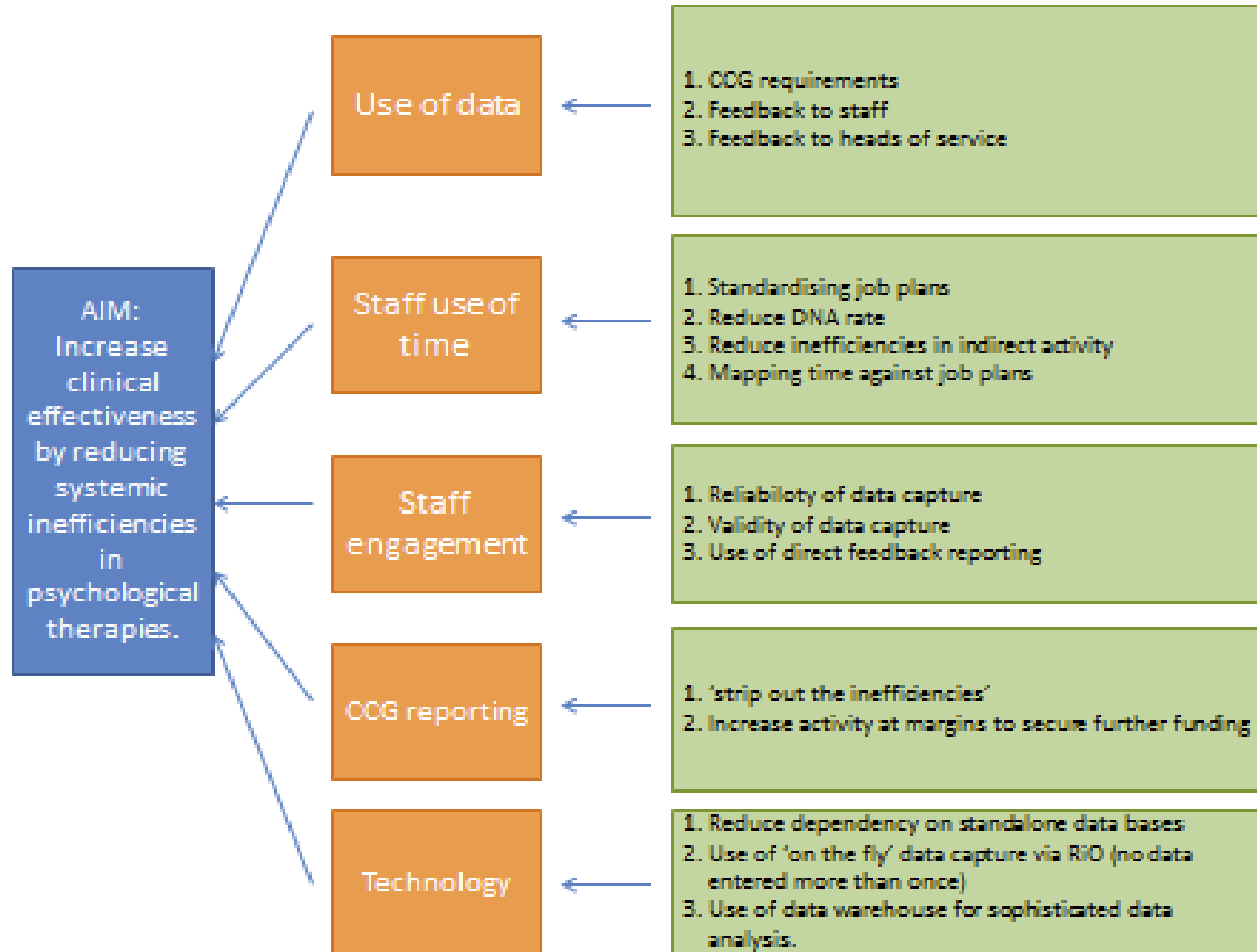- CCGs were 'requesting' accurate performance data.

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- A highly motivated, expert but scarce group of staff had no reliable or valid way of measuring their effort or outcomes. This had led to a proliferation of bespoke data bases across the Trust.
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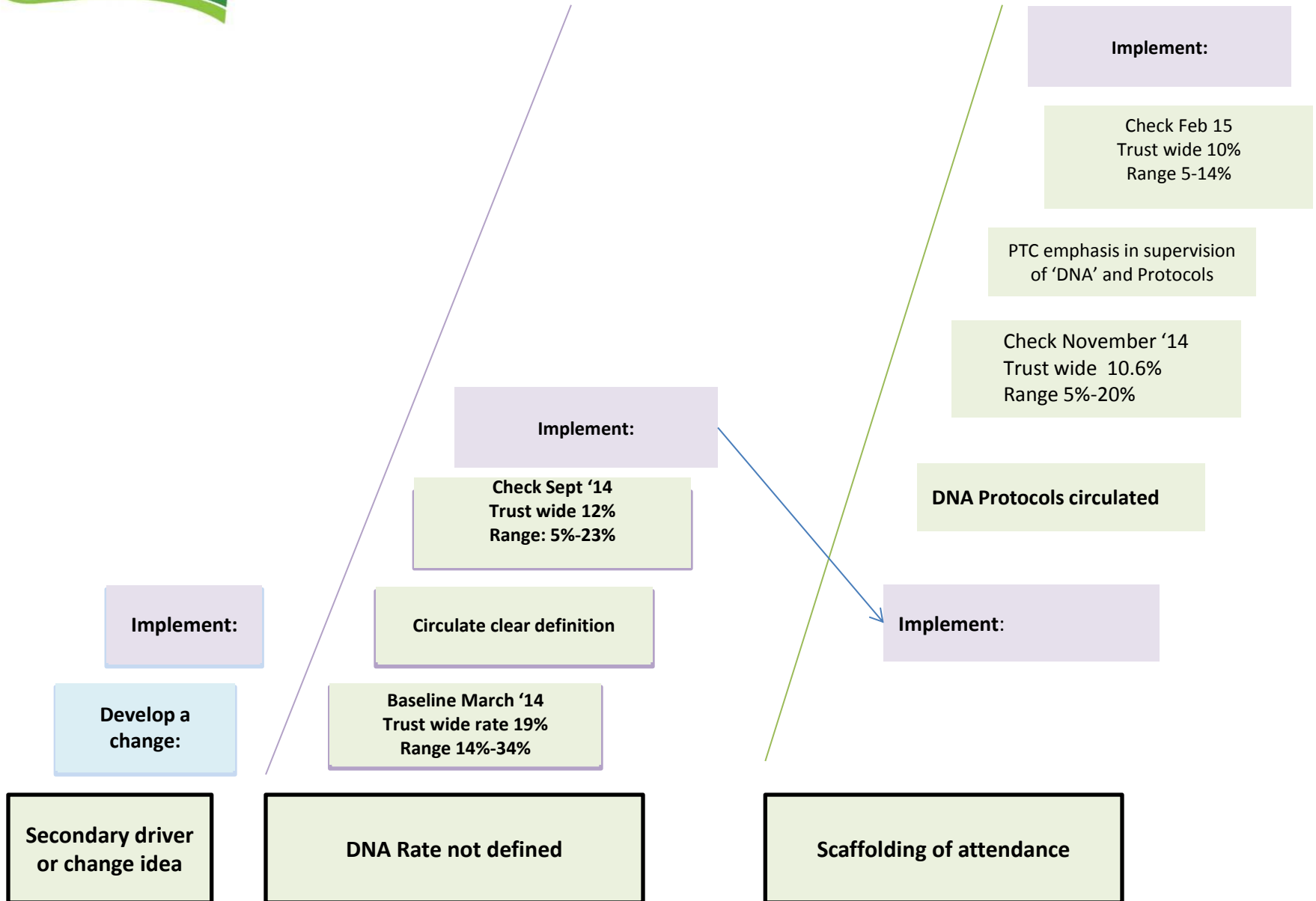- We therefore aimed to introduce data-informed service delivery with in-built feedback mechanisms. We harnessed QI methodology from summer 2014 onwards.   The project originally went into beta testing in January 2014 with full staff engagement from May 2014.

Driver diagram

AIM:
Increase clinical effectiveness by reducing systemic inefficiencies in psychological therapies.

Use of data
1. CCG requirements
2. Feedback to staff
3. Feedback to heads of service

Staff use of time
1. Standardising job plans
2. Reduce DNA rate
3. Reduce inefficiencies in indirect activity
4. Mapping time against job plans

Staff engagement
1. Reliabiloty of data capture
2. Validity of data capture
3. Use of direct feedback reporting

CCG reporting
1. 'strip out the inefficiencies'
2. Increase activity at margins to secure further funding

Technology
1. Reduce dependency on standalone data bases
2. Use of 'on the fly' data capture via RiO (no data entered more than once)
3. Use of data warehouse for sophisticated data analysis.

PDSA cycles

- There were a hundred or more PDSA cycles across the project so the following are examples:

Implement:

Check Feb 15
Trust wide 10%
Range 5-14%

PTC emphasis in supervision
of 'DNA' and Protocols

Check November '14
Trust wide 10.6%
Range 5%-20%

Implement:

Check Sept '14
Trust wide 12%
Range: 5%-23%

DNA Protocols circulated

Implement:

Circulate clear definition

**Baseline March '14
Trust wide rate 19%
Range 14%-34%**

Implement:

Implement:

**Develop a
change:**

**Secondary driver
or change idea**

DNA Rate not defined

Scaffolding of attendance

Data

Clinical system

Job plan

Online reports

Trust wide Psychological services DNA rates

Legend: Trustwide — Median ⋯ Target

- 18.8%
- 17.3%
- 14.4%
- 13.7%
- 12.7%
- 11.2%
- 10.6%
- 12.9%
- 10.9%
- 10.9%

Y-axis: 0.0%, 5.0%, 10.0%, 15.0%, 20.0%, 25.0%

X-axis (Period): May-14, Jun-14, Jul-14, Aug-14, Sep-14, Oct-14, Nov-14, Dec-14, Jan-15, Feb-15

Trust wide Psychological Therapies proportion of planned direct activity to recorded activity

Legend: Trust wide ⋯ Median ⋯ Target ⋯ Upper Limit

- 0.76
- 0.84
- 0.99
- 0.91
- 0.94
- 1.00
- 0.95
- 0.99
- 0.99
- 1.03

Y-axis: 0.40, 0.50, 0.60, 0.70, 0.80, 0.90, 1.00, 1.10, 1.20, 1.30, 1.40

X-axis (Period): May-14, Jun-14, Jul-14, Aug-14, Sep-14, Oct-14, Nov-14, Dec-14, Jan-15, Feb-15

Learning

- It's exceptionally hard to map all the complexities of life into a computer algorithm
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- People hate being measured
- People really, really appreciate being measured
- It is hard to define what a number means
- Time line data and service level comparative data are very powerful tools to enhance service quality through feedback loops.
- We saw data fluctuation we expected (409)
- We saw completely unexpected data fluctuation (Dec DNA).

What next?

- Spread to Occupational Therapy already

- Bedfordshire and Luton…..

- PBR……..

- Care packages…..