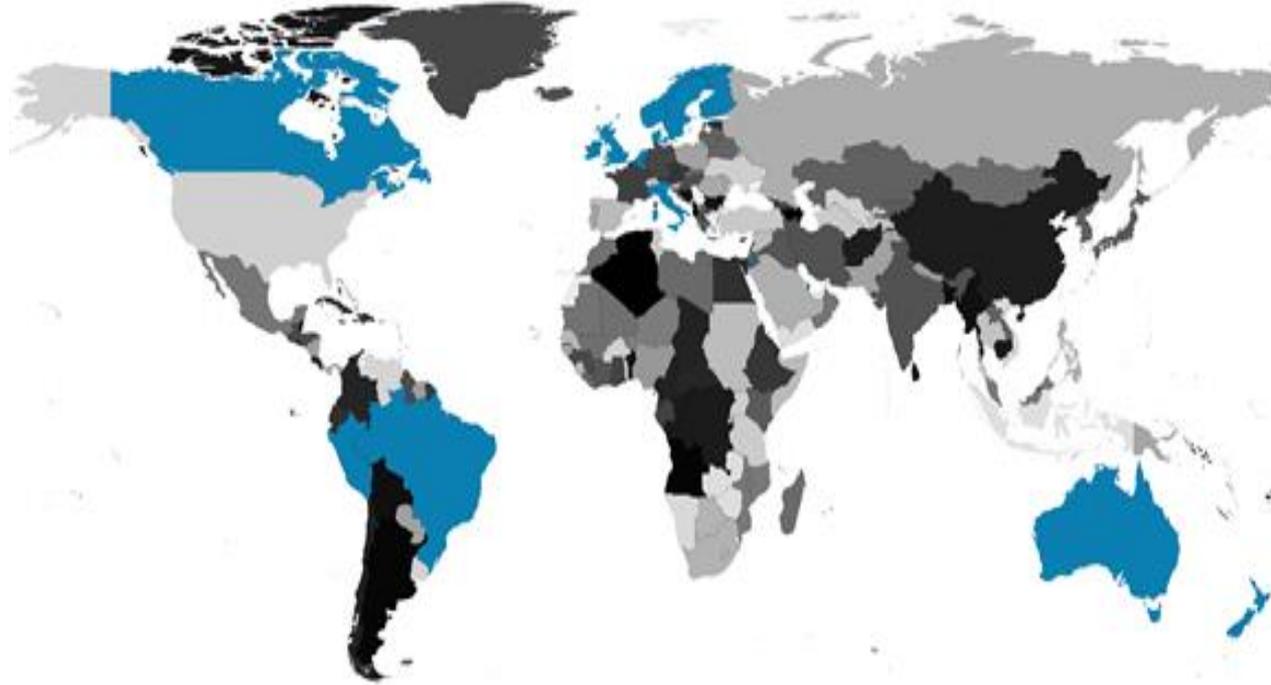


Welcome
to the
Experience
Day



qi.elft.nhs.uk



qi@elft.nhs.uk

Tweet your thoughts or ideas using
#qfeast

Follow us on **@ELFT_QI**



International Forum on
**QUALITY & SAFETY
in HEALTHCARE**

Inspiring healthcare for 20 years

21-24 April 2015, ExCeL London



Welcome to the
Trust and West Ham
United FC

Marie Gabriel
(Chair)

Our focus on Quality Improvement

with **Dr Kevin Cleary**
(Medical Director)



Professor Jonathan Warren
(Director of Nursing)



Mason Fitzgerald
(Director of Corporate Affairs)



and **Steven Course**
(Interim Director of Finance)



The strategic case for change

Make quality our absolute priority

- Improving quality of care is our core purpose
- Of greatest importance to all our stakeholders
- Build on the excellent work already happening to improve quality

National drivers

- The need to focus on a more compassionate, caring service with patients first and foremost
- More structured and bottom-up approach to improvement

Enable our staff to lead change

- The desire to engage, free and support our staff to innovate and drive change
- Engaged and motivated staff leads to improved patient outcomes

The economic climate

- The need to do more with less
– improving quality whilst reducing cost

The culture we want to nurture

A listening and learning organisation

Empowering staff to drive improvement

Patients, carers and families at the heart of all we do

Increasing transparency and openness

Re-balancing quality control, assurance and improvement

Our quality improvement programme

Our approach and findings from year 1

with **Dr Amar Shah**

(Associate Medical Director for QI)



James Innes

(Head of Quality Improvement)



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build the
will

1. Launch event & roadshows
2. Microsite
3. Using the power of narrative
4. Celebrate successes
5. Network of champions / ambassadors
6. Learning events

Build
improvement
capability

1. Initial assessment of alignment & capability
2. Recruiting central QI team
3. Online training
4. Face-to-face training
5. Follow-up coaching on projects
6. Develop in-house training for 2016 onwards

Alignment

1. Align all projects with improvement aims
2. Align team / service goals with improvement aims
3. Align all corporate and support systems
4. Patient and carer involvement in all improvement work
5. Embed improvement within management structures

QI Projects

Reducing Harm by 30% every year

1. Reduce harm from inpatient violence
2. Reduce harm from falls
3. Reduce harm from pressure ulcers
4. Reduce harm from medication errors
5. Reduce harm from restraints

Right care, right place, right time

1. Improving patient and carer experience
2. Reliable delivery of evidence-based care
3. Reducing delays and inefficiencies in the system
4. Improving access to care at the right location

**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
the will**

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

40,000

**Build
the will**

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

40,000

page views of the QI microsite in the last year

**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020



our one-stop shop for QI

built and managed by
the QI team, total cost
£300

40,000

page views of the QI microsite in the last year

**Build
the will**



our one-stop shop
for QI

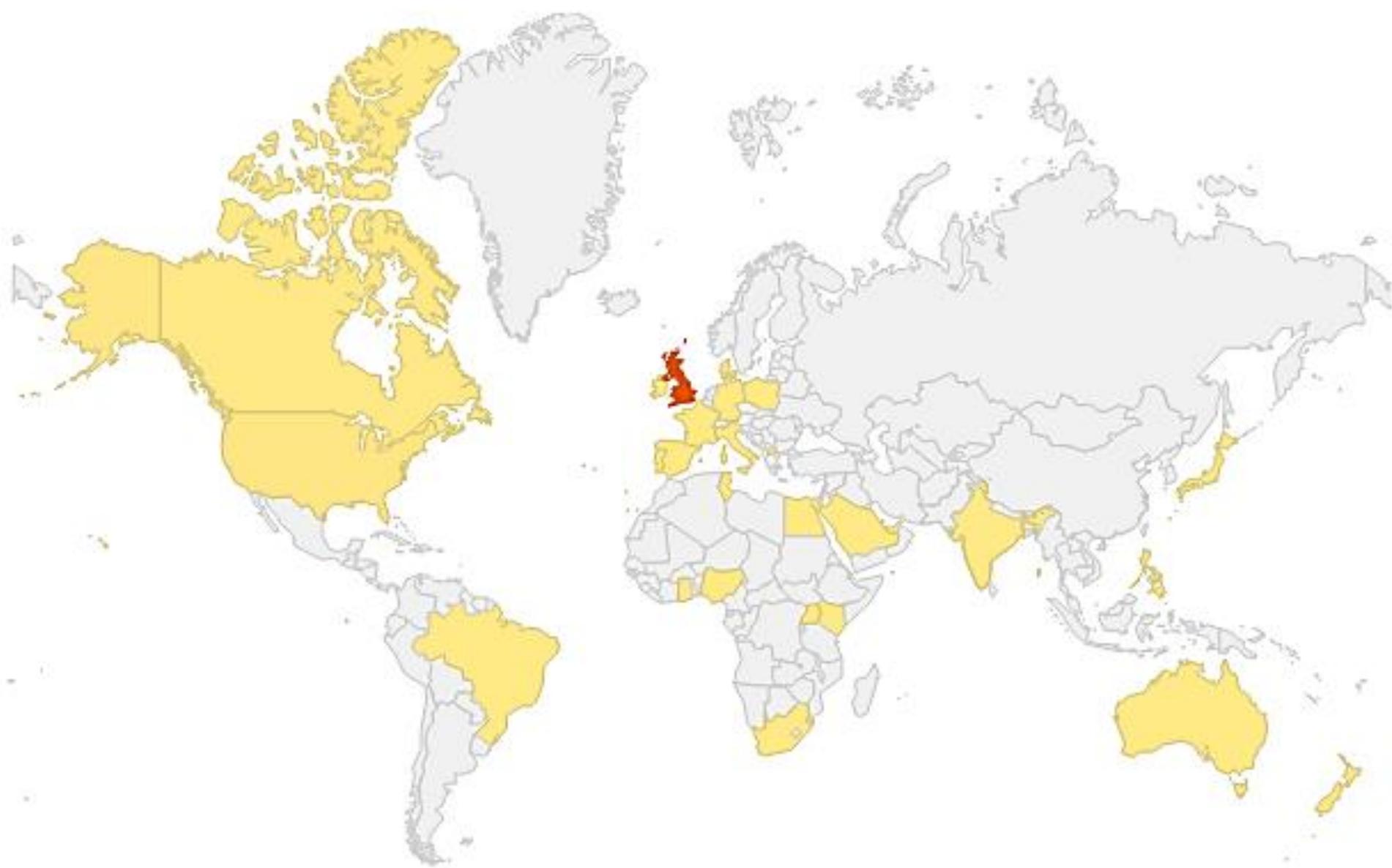
built and managed
by the QI team,
total cost £300

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

40,000

page views of the QI microsite in the last year

qi.elft.nhs.uk



**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

1,000

**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

1,000

Staff, service users, carers, Governors,
commissioners engaged in the first 4 months of
the programme

**Build
the will**

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Psychology
trainees

Trainee
doctors

External
partners

Health visitors

Nursing
students

Band 3 nursing
staff

Specialist
services
leadership

Service users
and carers

Finance team

Bespoke learning sessions

**Build
the will**

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

5,000

**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

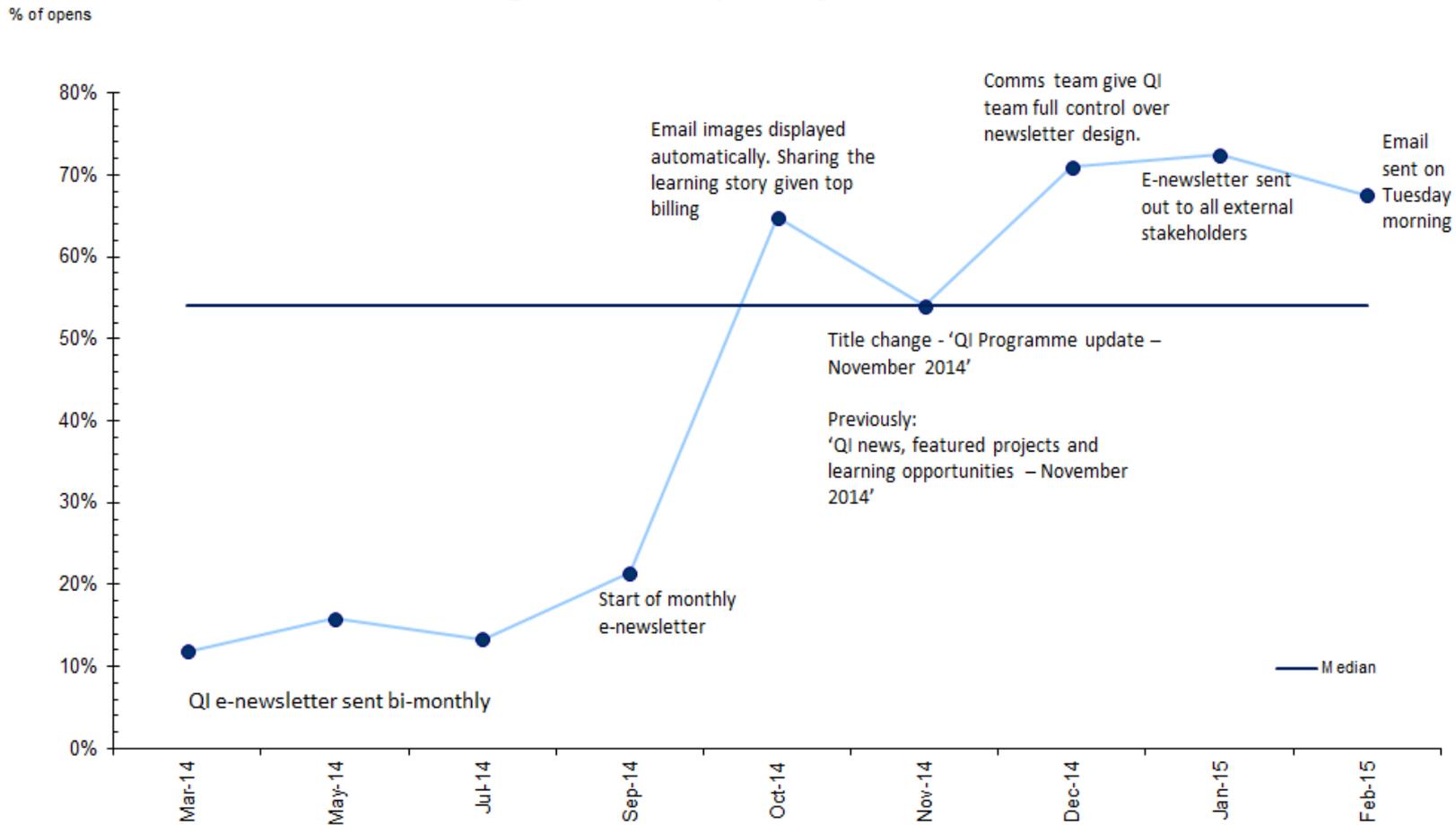
5,000

staff receiving the monthly QI e-newsletter

**Build
the will**

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Percentage of staff opening the e-newsletter



**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

550

Build the will



AIM:
To provide the highest quality mental health and community care in England by 2020

550

local services receiving the quarterly paper newsletter, including GP practices and voluntary sector organisations



**Build
the will**

6

projects shortlisted
for regional or
national awards

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
the will**

6

projects shortlisted
for regional or
national awards

1

regional award

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
the will**



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

6

projects shortlisted
for regional or
national awards

6

teams presenting
their work to the Trust
board each year

1

regional award

**Build
the will**

6

projects shortlisted
for regional or
national awards

6

teams presenting
their work to the Trust
board each year

1

regional award

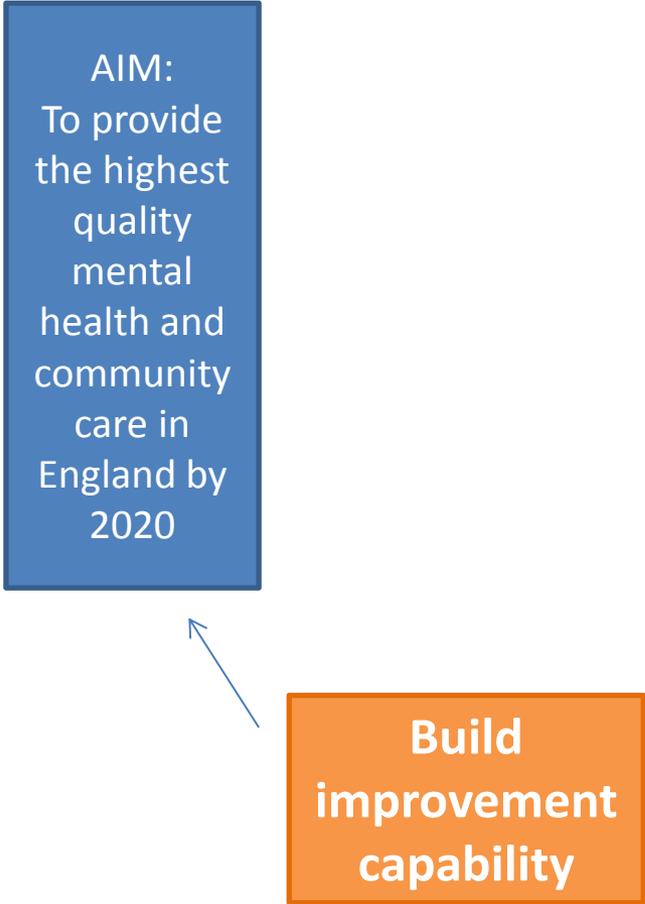
7

projects being
written up for
publication with BMJ

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
improvement
capability**



```
graph BT; A[AIM: To provide the highest quality mental health and community care in England by 2020]; B[Build improvement capability]; B --> A;
```

Where are we?

On track to train over 500 people through 5 six-month waves of learning between 2014-16. First 3 waves delivered with the IHI

On track. All senior staff being encouraged to join QI training over next 2 years

New need recognised. Developing improvement coaches programme will train 30 QI coaches in 2015

On track. Most Executives will have undertaken the ISIA, and Board training has been delivered in 2015.

Currently have 3 improvement advisors, with 1.5wte deployed to QI. Will need to build more capacity at this level.

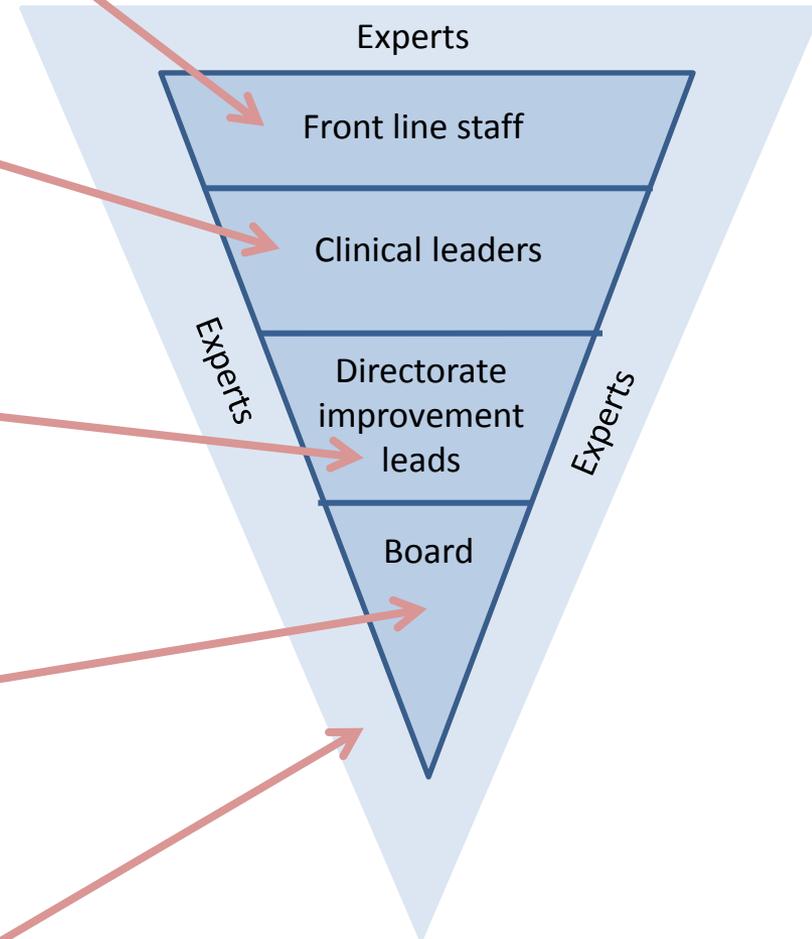
Estimated number = 3300
Requirement = introduction to quality improvement, identifying problems, change ideas, testing and measuring change
Time-frame = train 10-20% in 2 years

Estimated number = 250
Requirement = deeper understanding of improvement methodology, measurement and using data, leading teams in QI
Time-frame = train 30-50% in 2 years

Estimated number = 30
Requirement = deeper understanding of improvement methodology, understanding variation, coaching teams and individuals
Time-frame = train 100% in 2 years

Estimated number = 10
Requirement = setting direction and big goals, executive leadership, oversight of improvement, being a champion, understanding variation to lead
Time-frame = train 100% in 2 years

Estimated number = 5
Requirement = deep statistical process control, deep improvement methods, effective plans for implementation & spread
Time-frame = train 100% in 2 years



1,098

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
improvement
capability**



1,098

Open School lessons completed

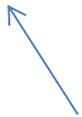
AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build
improvement
capability

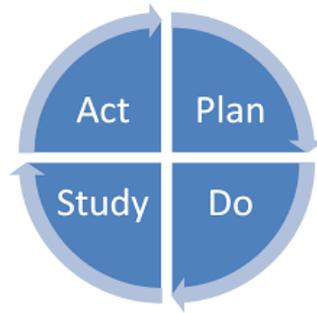


AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build
improvement
capability



Recruited a central QI team



Developed 3
improvement advisors

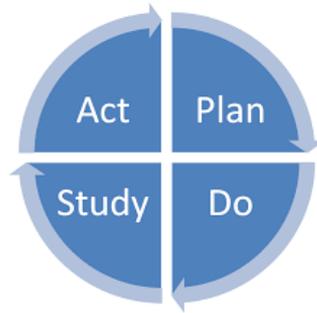


Recruited a central QI team

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build
improvement
capability





Developed 3
improvement advisors



Recruited a central QI team

Board sessions

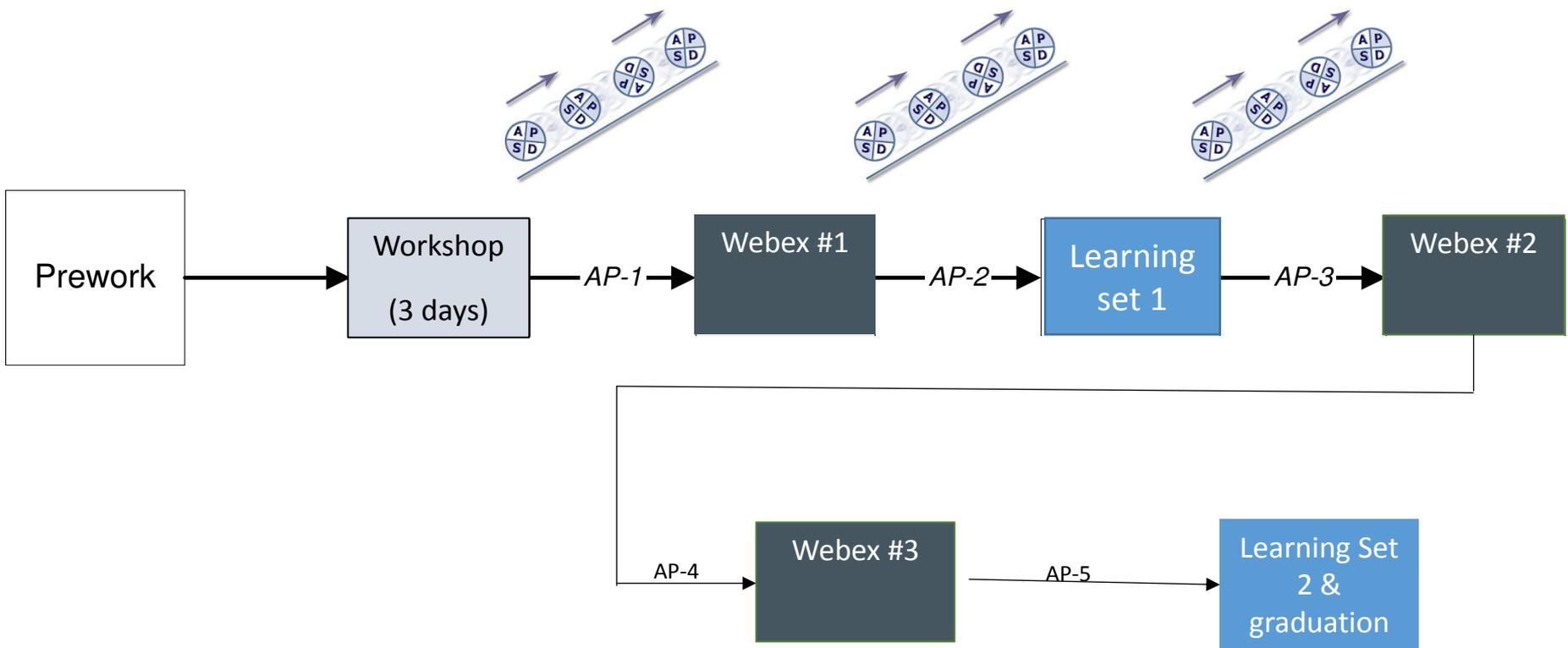


AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build
improvement
capability

Improvement Science in Action

- 6 month learning path

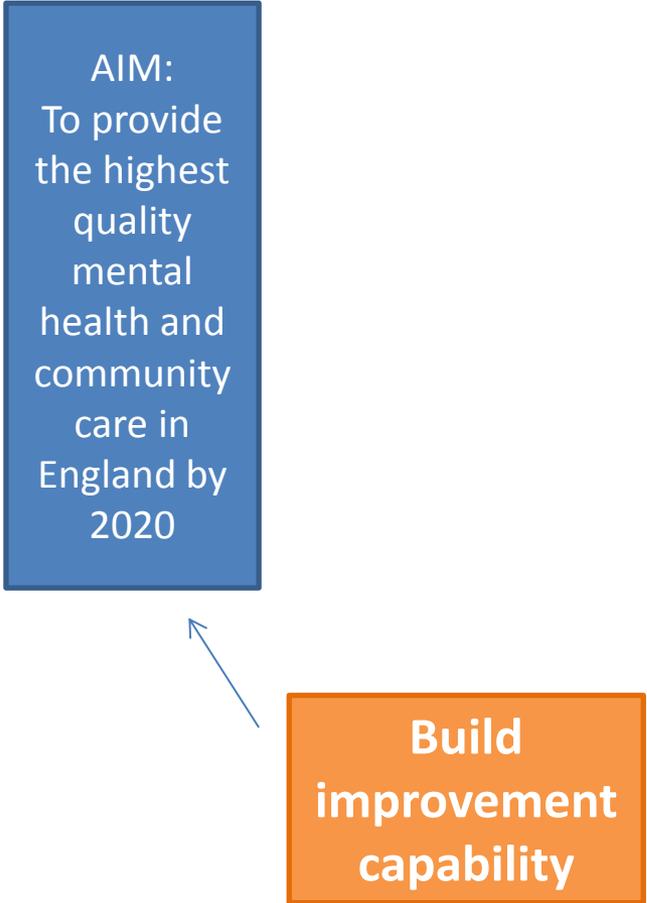


The two learning sets will be focused on sharing the participants' work on their projects and learning from each other. These sessions also will reinforce the content from the Webex calls and the ISIA workshop.

Improvement Science in Action – wave 1

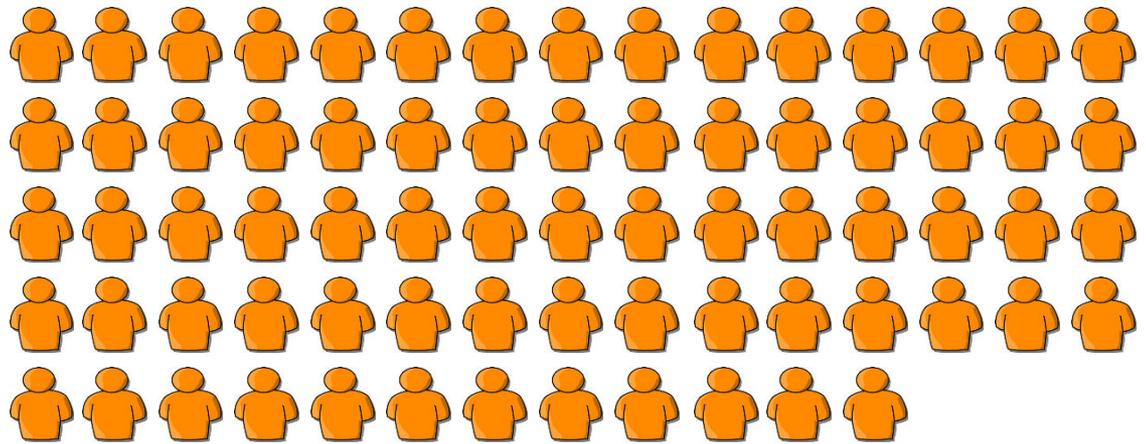
AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
improvement
capability**



```
graph BT; A[Build improvement capability] --> B[AIM: To provide the highest quality mental health and community care in England by 2020]
```

Improvement Science in Action – wave 1

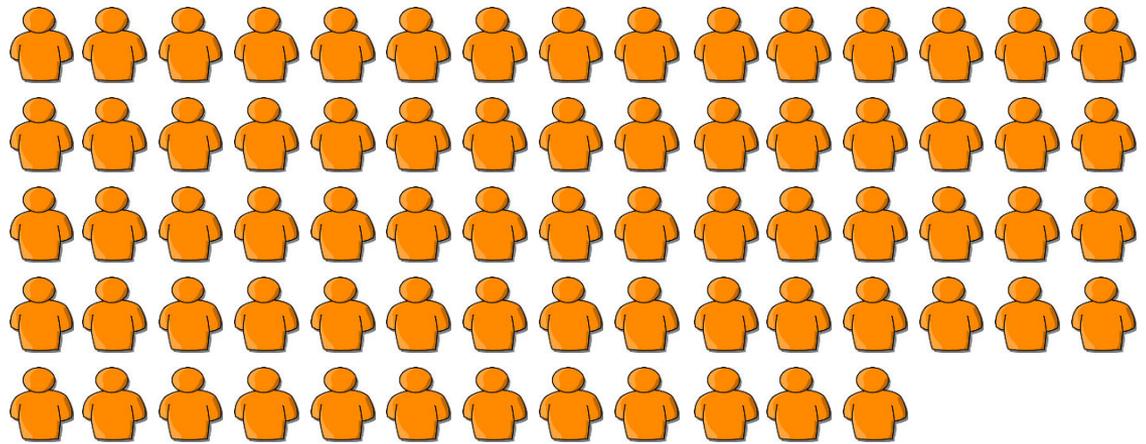


AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

**Build
improvement
capability**



Improvement Science
in Action – wave 1



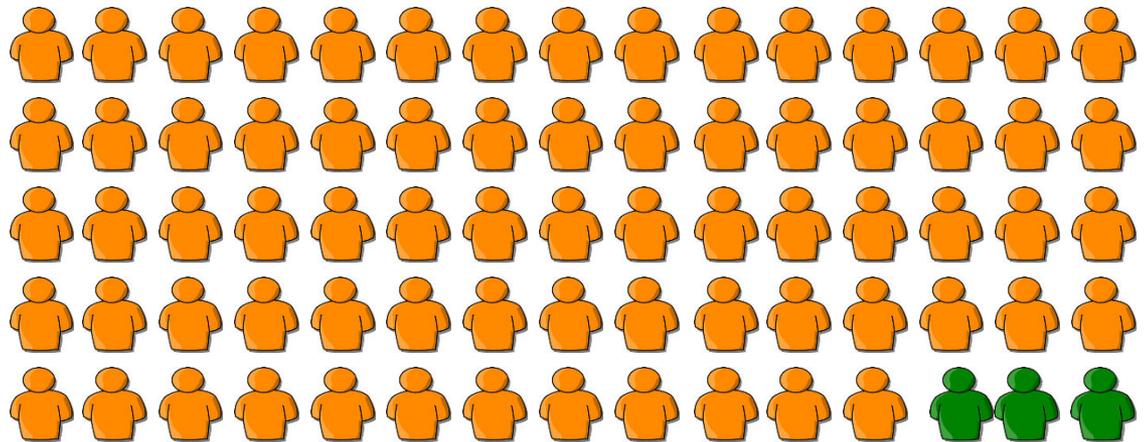
Wave 2

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

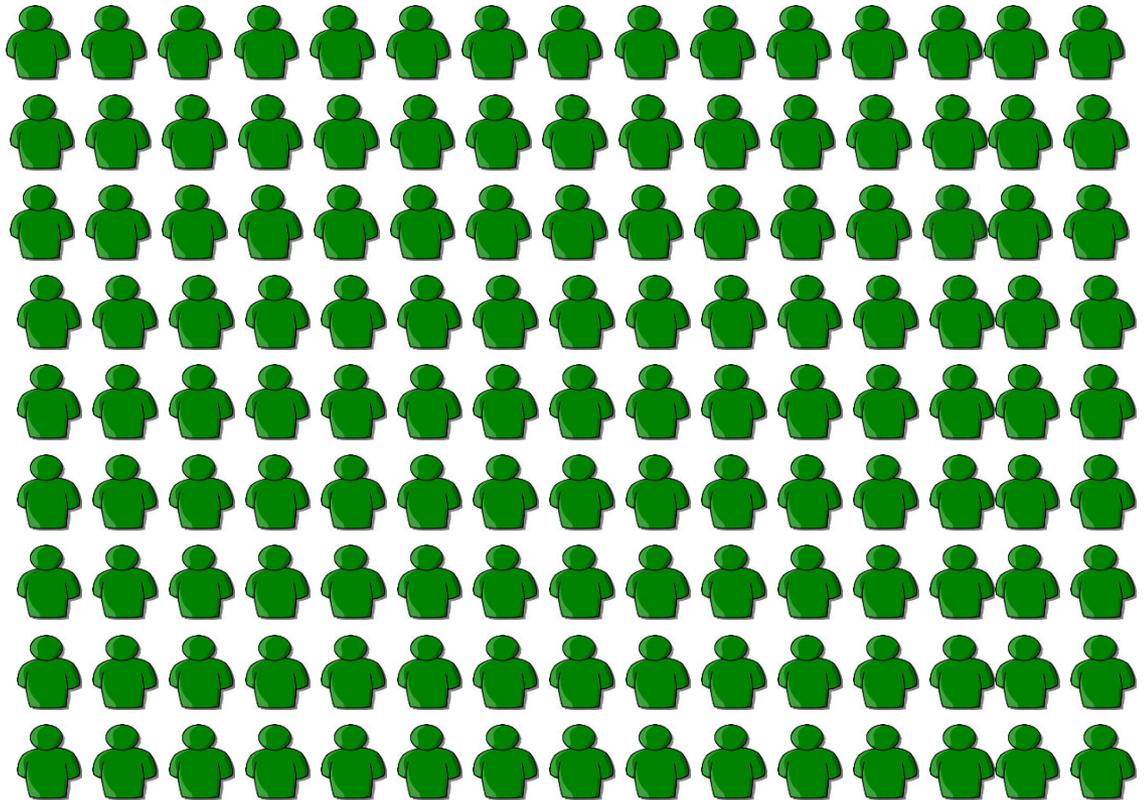
**Build
improvement
capability**



Improvement Science in Action – wave 1



Wave 2



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build
improvement
capability



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Waves 3 & 4
of
Improvement
Science in
Action

Build
improvement
capability



2015 training opportunities

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Waves 3 & 4
of
Improvement
Science in
Action

Developing 4
more
improvement
advisors

Build
improvement
capability

2015 training opportunities

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Waves 3 & 4
of
Improvement
Science in
Action

Developing 4
more
improvement
advisors

Developing 30
improvement
coaches within
directorates

**Build
improvement
capability**

2015 training opportunities

Alignment

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Trust wide Strategy Group

Meets
monthly

Service Users and Carers

Executive Directors:
Medical Director
Director of Operations
Director of Nursing

Central QI team

Directorate QI Forums

Meets
monthly

QI Sponsors
Staff undertaking QI projects
People Participation Leads

QI Project

QI Project

QI Project

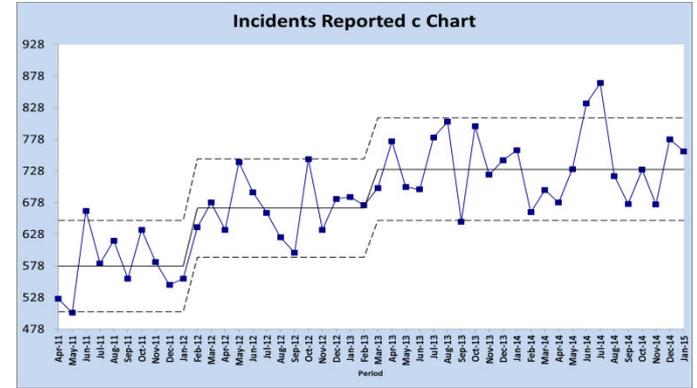
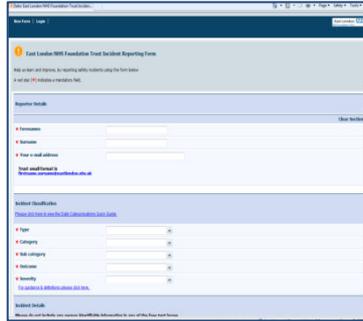
Alignment

A screenshot of a web browser displaying a form titled "East London NHS Foundation Trust Dashboard Reporting Form". The form includes sections for "Reporter Details" (Name, Surname, Postcode, Email address), "Your email contact" (with a link to "mailto:report@eastlondonnhs.uk"), "Incident Classification" (with a link to "https://www.eastlondonnhs.uk/our-services/clinical-risk-management/clinical-risk"), and "Incident Details" (with a link to "https://www.eastlondonnhs.uk/our-services/clinical-risk-management/clinical-risk"). The form contains several input fields and dropdown menus.

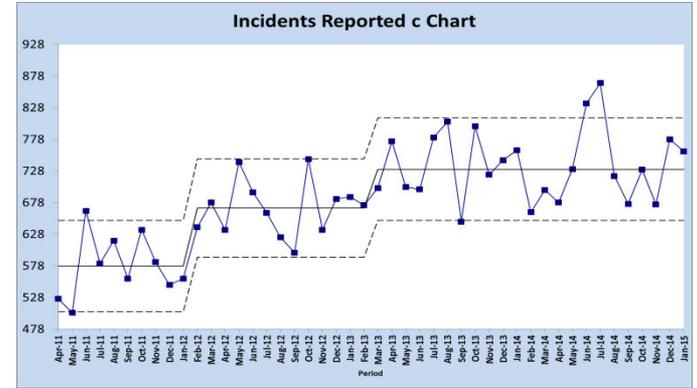
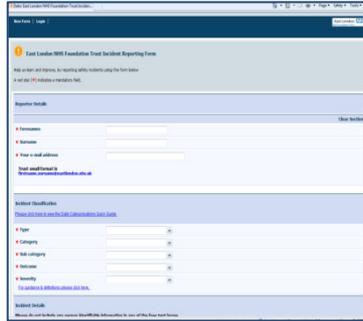
AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Alignment

AIM:
To provide the highest quality mental health and community care in England by 2020



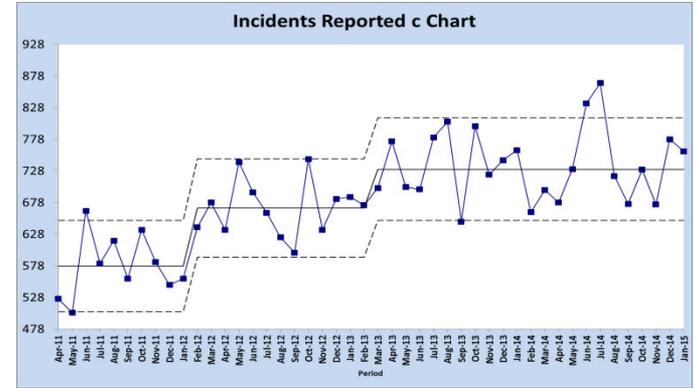
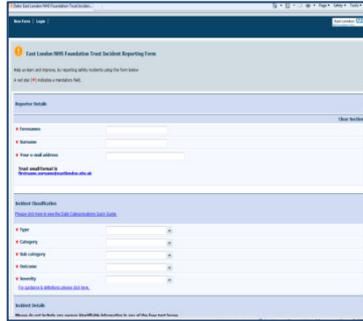
Alignment



AIM:
To provide the highest quality mental health and community care in England by 2020



Alignment



AIM:
To provide the highest quality mental health and community care in England by 2020



Stopping work
of lower Value

Project Sponsor



QI Team



QI Forums



QI Resources

The screenshot shows the website for the Quality Improvement Programme at East London NHS Foundation Trust. The header includes the logo and navigation links: Home, QI Programme, Your QI Project, QI Training, News & Events, Resources, and Contact the QI Team. The main content area is titled 'Home' and contains the following text:

The Quality Improvement Programme is a Trust-wide programme **relevant and applicable to everyone** at East London NHS Foundation Trust. Our aim is to **provide the highest quality mental health and community care in England by 2020**.

The Trust employs around 3800 people, across 64 sites. We are proud of our workforce and want to **give you a voice** to tell us how we can improve the quality of care we deliver and services we provide. More than this, we want to **support and empower you to drive these improvements**.

Do you work within East London NHS Foundation Trust? Are you a patient, carer or family member receiving care or support from East London NHS FT? Can you identify an area where quality can be improved? **We want to hear from you. [Click here to find out how to start an improvement project.](#)**

Leanne Decker, mental health nurse, discussing why Quality Improvement matters to her:

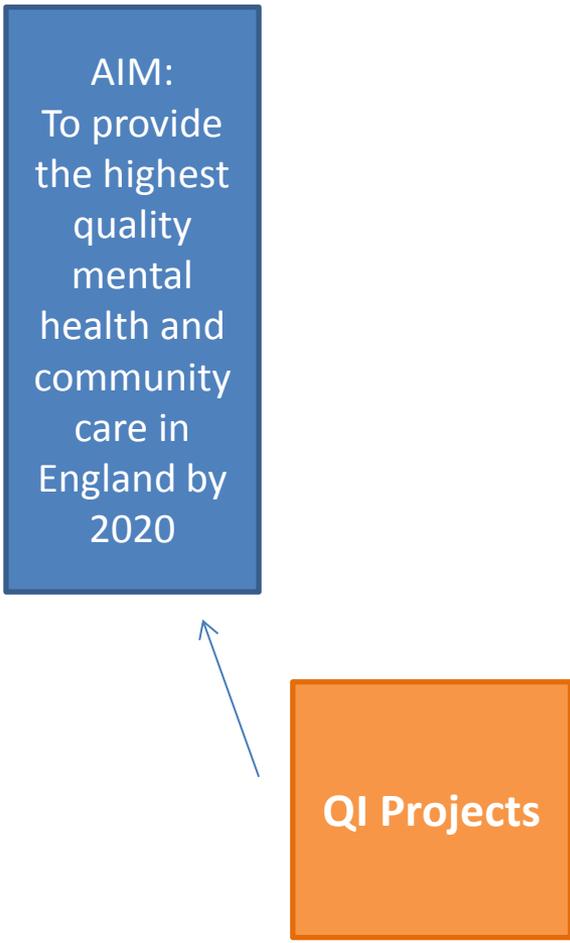
Quality Improvement Programme Launch Event Film

The right side of the page features a search bar and a 'Follow ELFT on Twitter' section with several tweets from users like Juliette Brown and Robin Barker.

How have our projects developed over time?

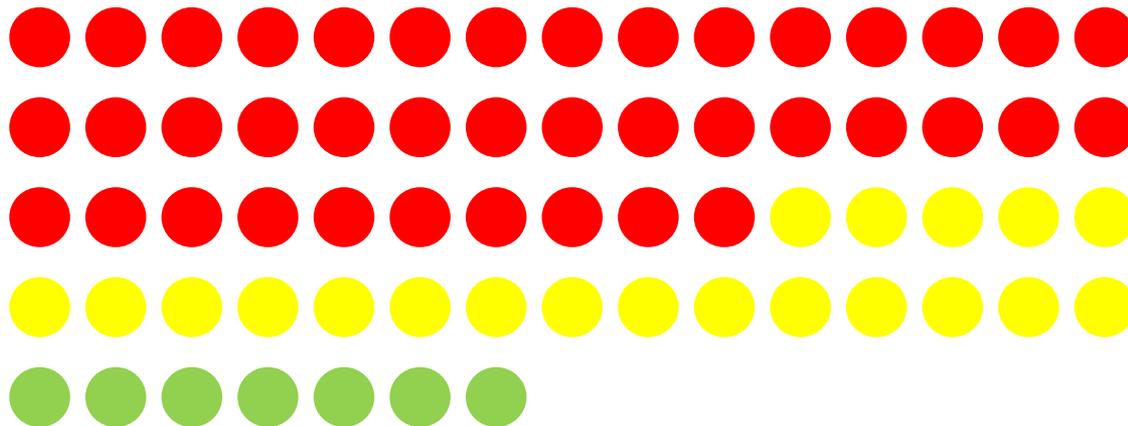
AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

QI Projects



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

QI Projects

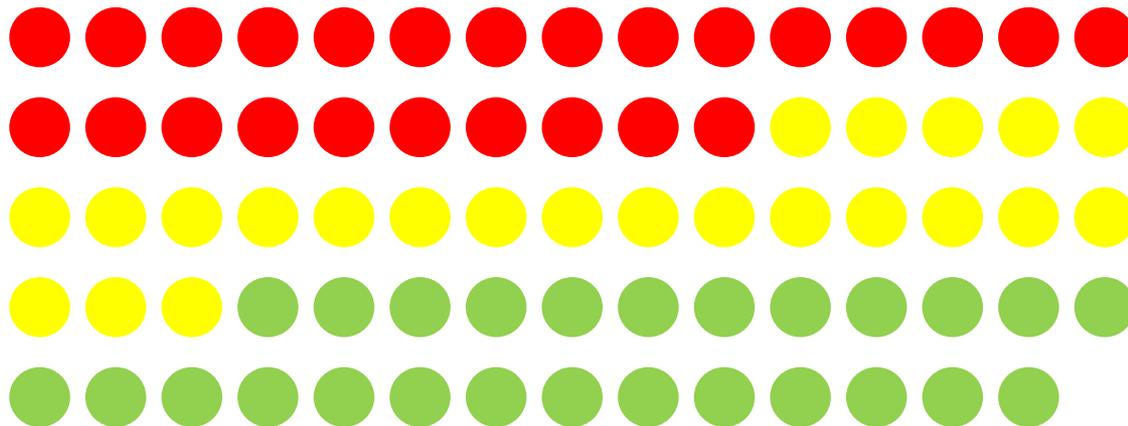


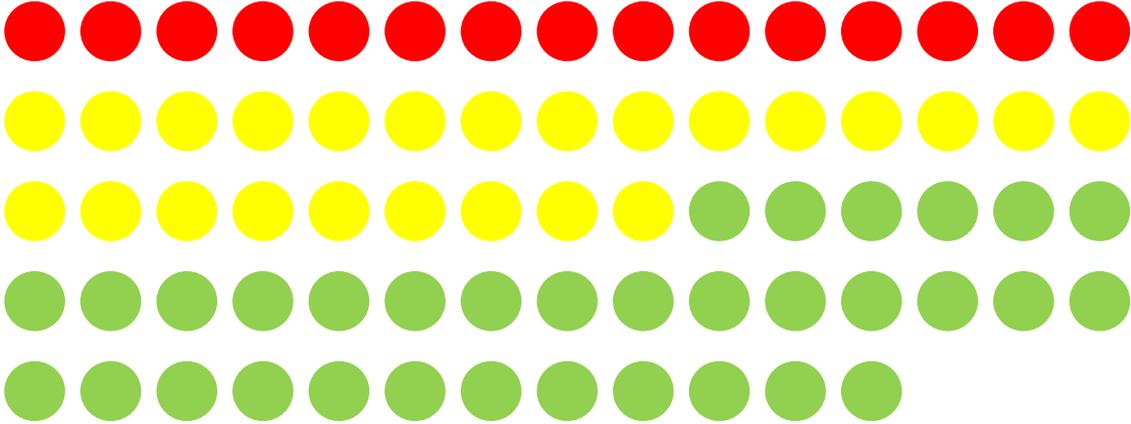
September 2014

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

QI Projects

October 2014





AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020



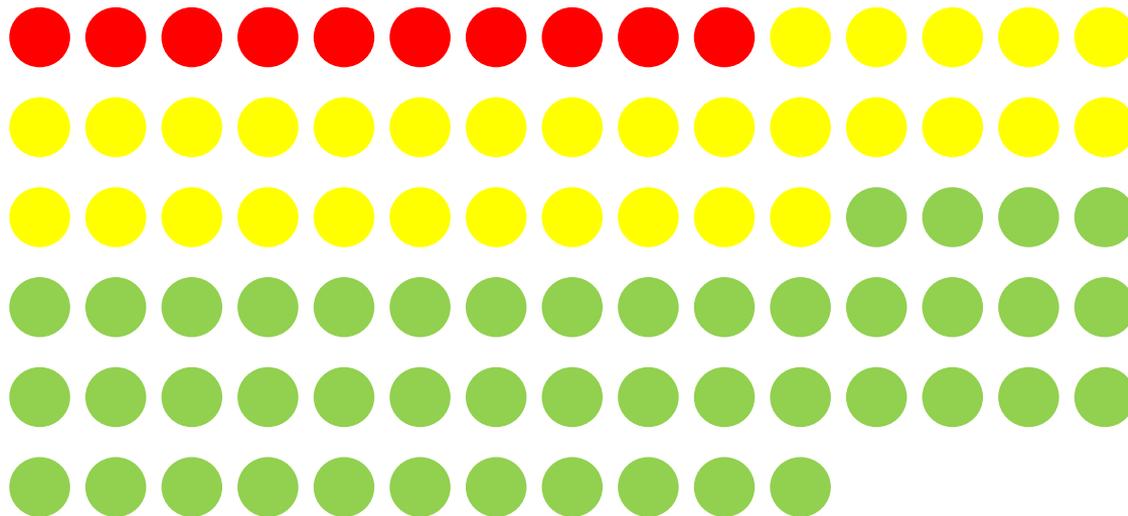
QI Projects

November 2014

AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

QI Projects

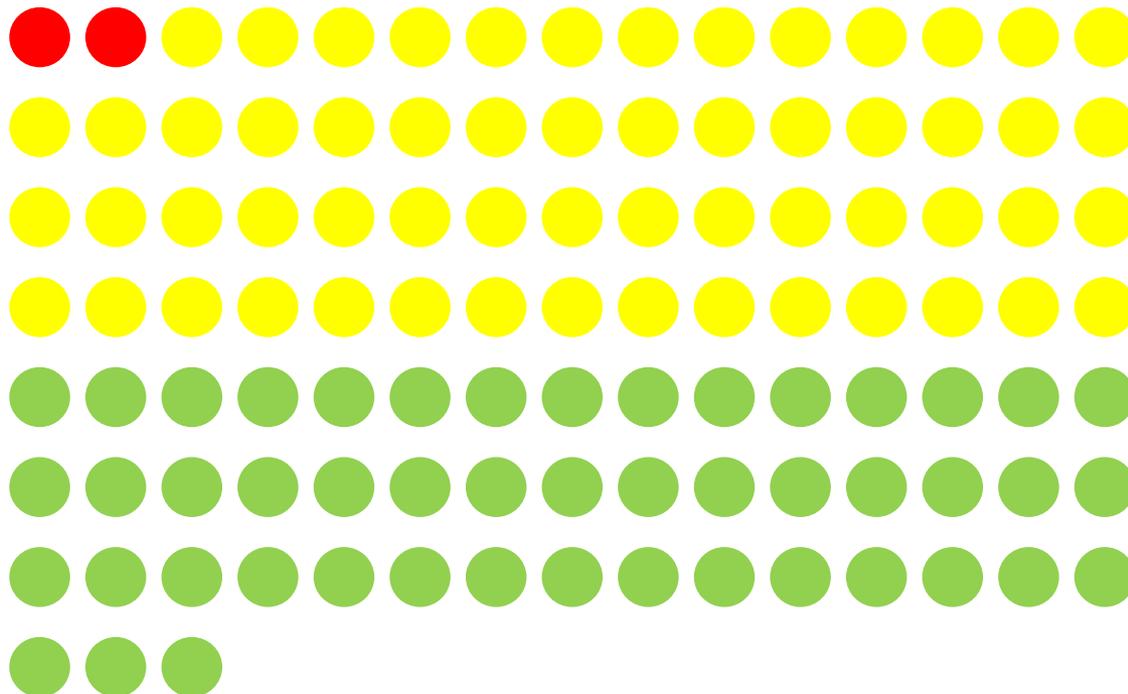
December 2014



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

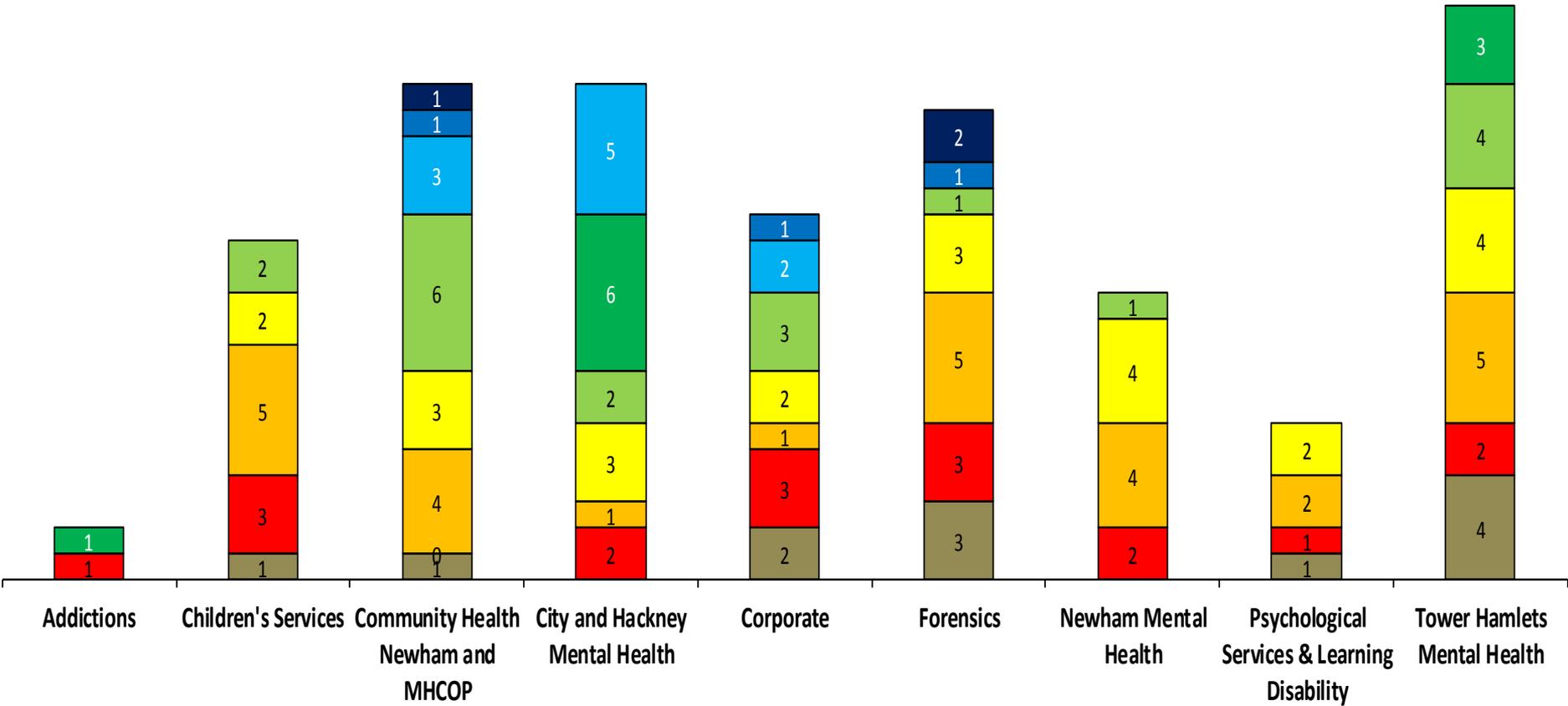
QI Projects

February 2015



Activity and Status by Directorate

5.0 4.5 4.0 3.5 3.0 2.5 2.0 1.5 1.0 0.5



**REDUCE HARM
BY 30% EVERY
YEAR**

**VIOLENCE
REDUCTION**

TH Collaborative

Roman, Globe, Bricklane, Lea,
Millharbour, Rosebank

MHCOP

Larch Lodge, Cedar Lodge, Sally
Sherman Ward

Forensics

Clerkenwell

**PRESSURE
ULCERS**

CHN

EPCS Teams (North East, North
West, Central, South)
Multiple I/P Wards

**RIGHT CARE,
RIGHT PLACE,
RIGHT TIME**

**PHYSICAL
HEALTH**

Children's

All Community CAMHS,
Adolescent MHT

City & Hackney

Adult Psychiatry CMHT, All CMHT's,
Assertive Outreach, Rehab, Joshua,
Conolly

CHN / MHCOP

The Lodges, Urgent Care Centre

Forensics

Woodberry, Victoria, Limehouse,
Morrison

Newham

CMHT's, Newham Centre for Mental
Health

Psychological / LD

Community Learning Disability
Service

Smoking

Forensics, Millharbour

**ACCESS TO
SERVICES**

Children's

Newham CFCS, CDC West Ham
Lane, Community CAMHS TH, OT,
Health Visiting

C&H

South CMHT, AOS & CRRT, North
Team 1 Recovery/Primary Care

CHN / MHCOP

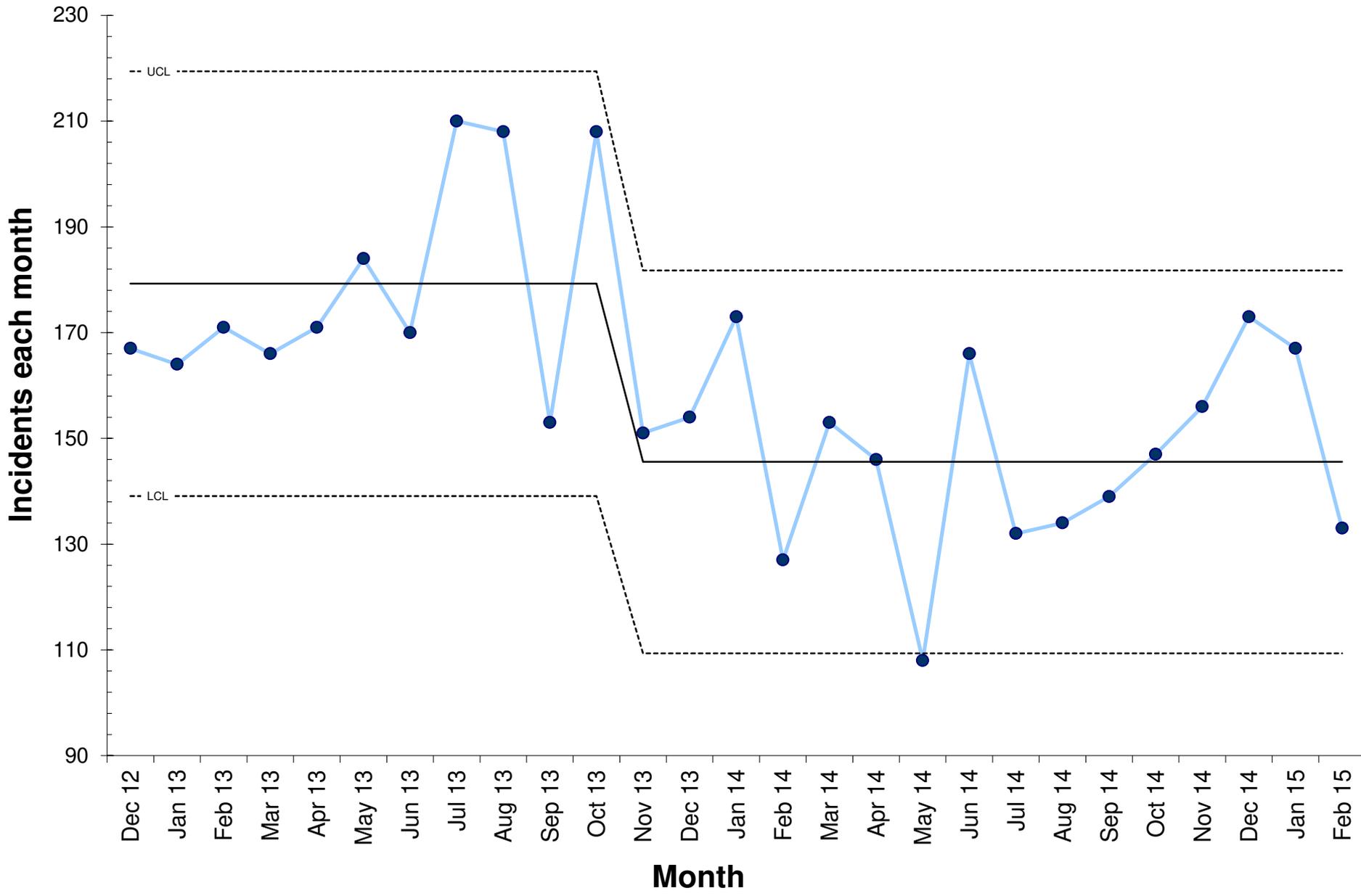
Newham Memory Service

Psychological

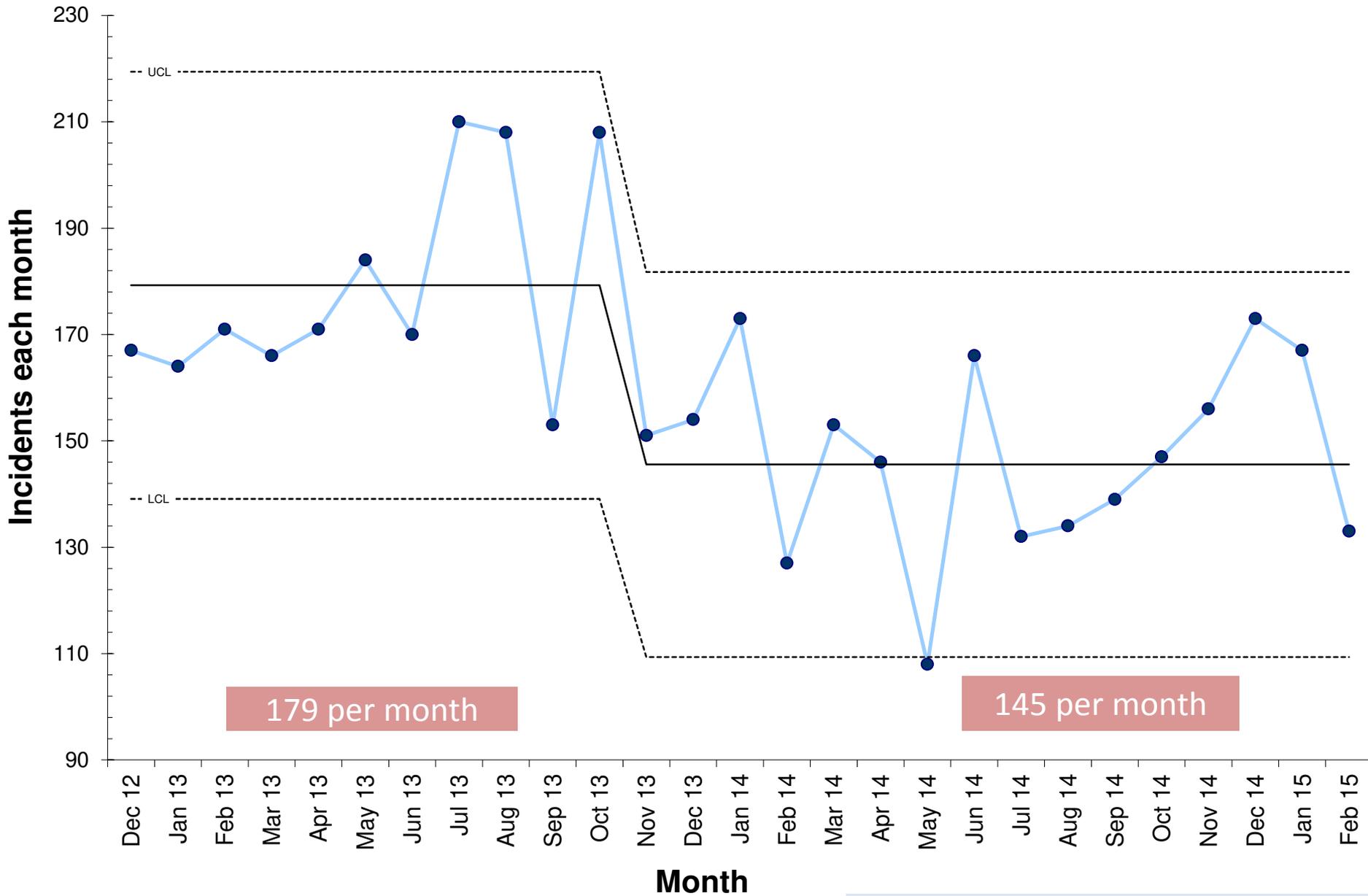
Older People Richmond / Newham
Specialist Services, City and
Hackney

Is it making a difference?

Incidents of physical violence across the Trust (C Chart)



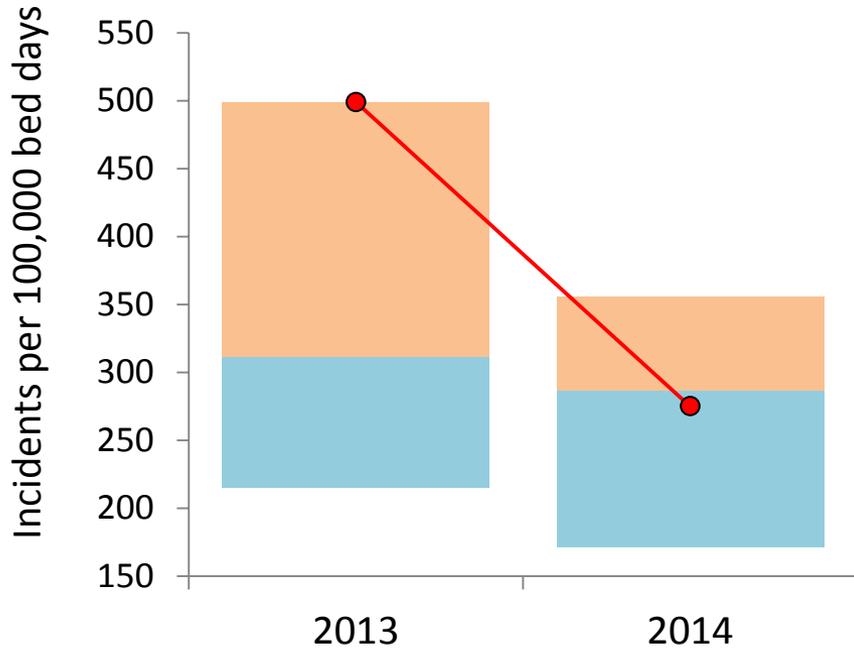
Incidents of physical violence across the Trust (C Chart)



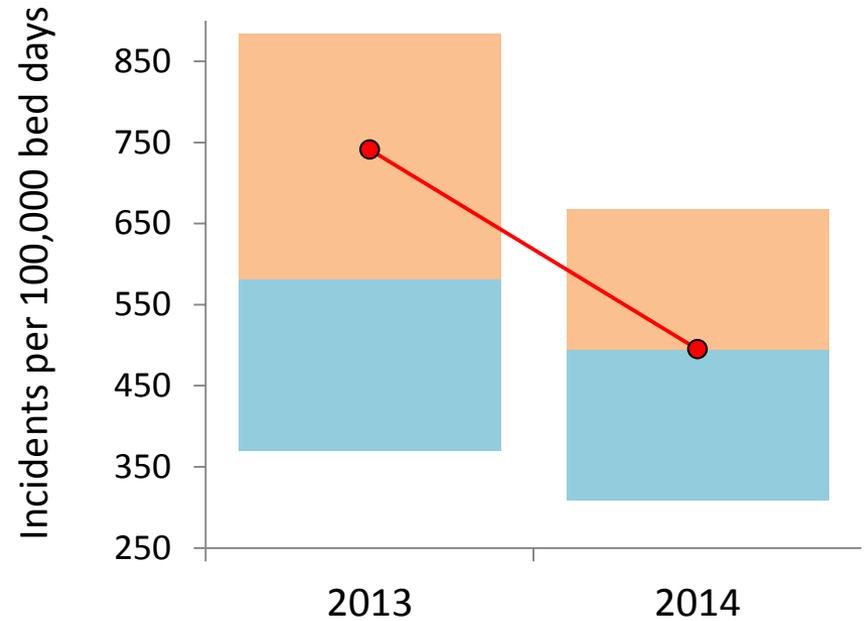
179 per month

145 per month

Physical violence to patients (per 100,000 occupied bed days)

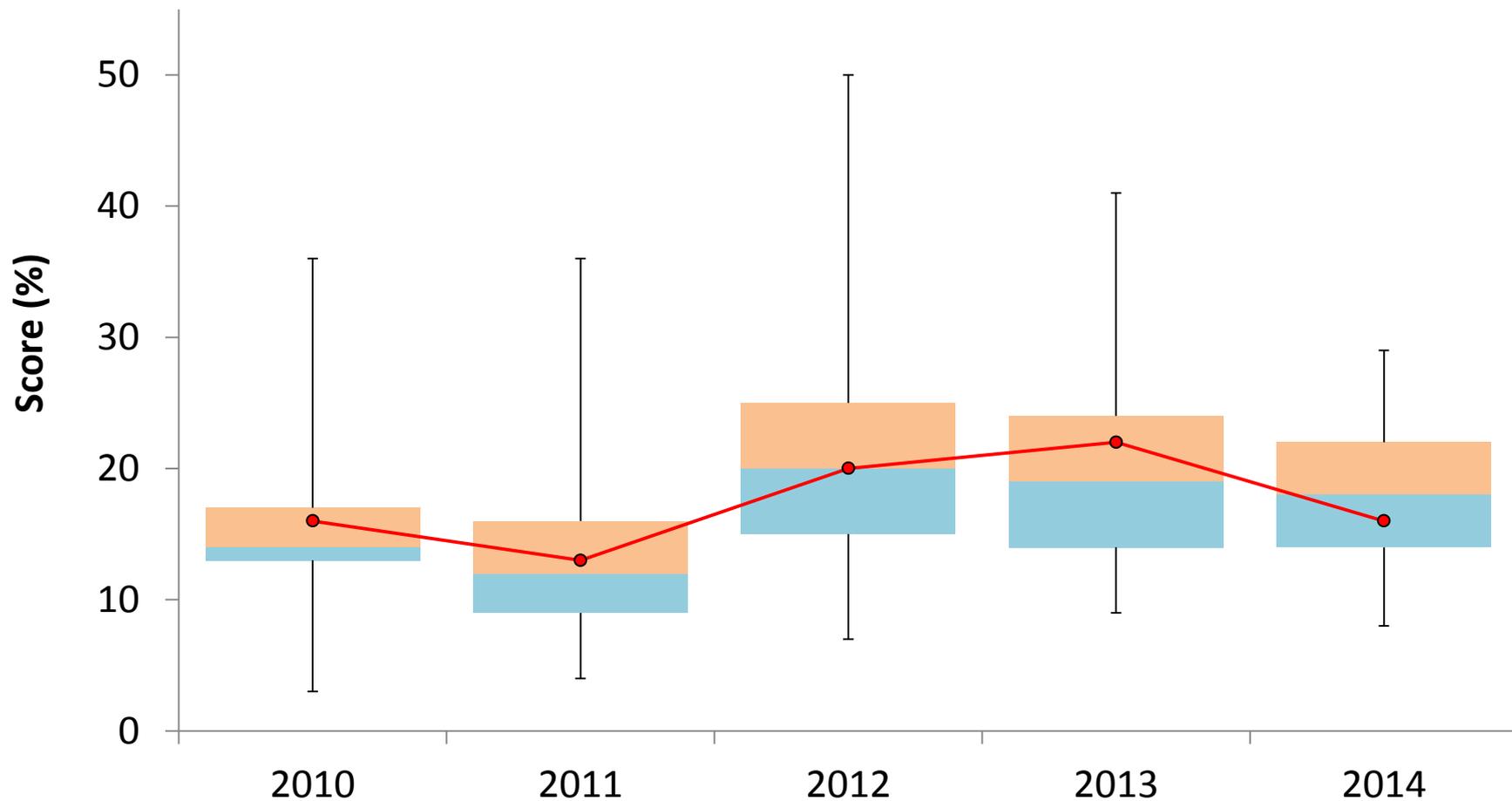


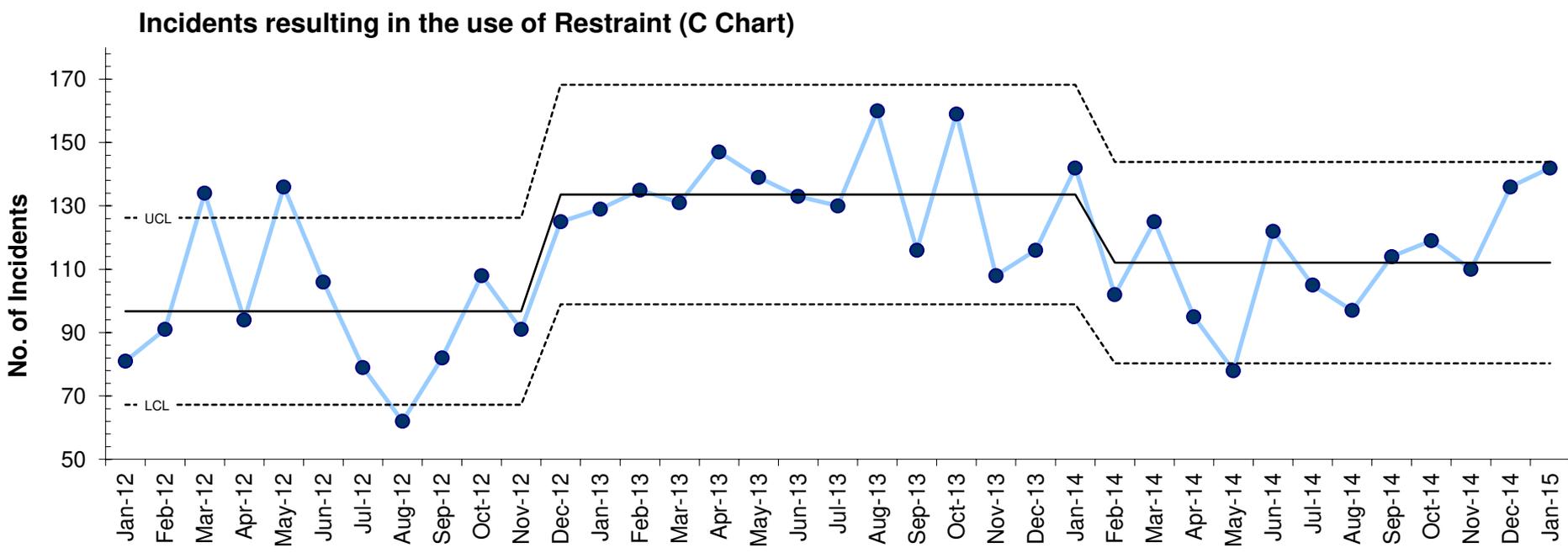
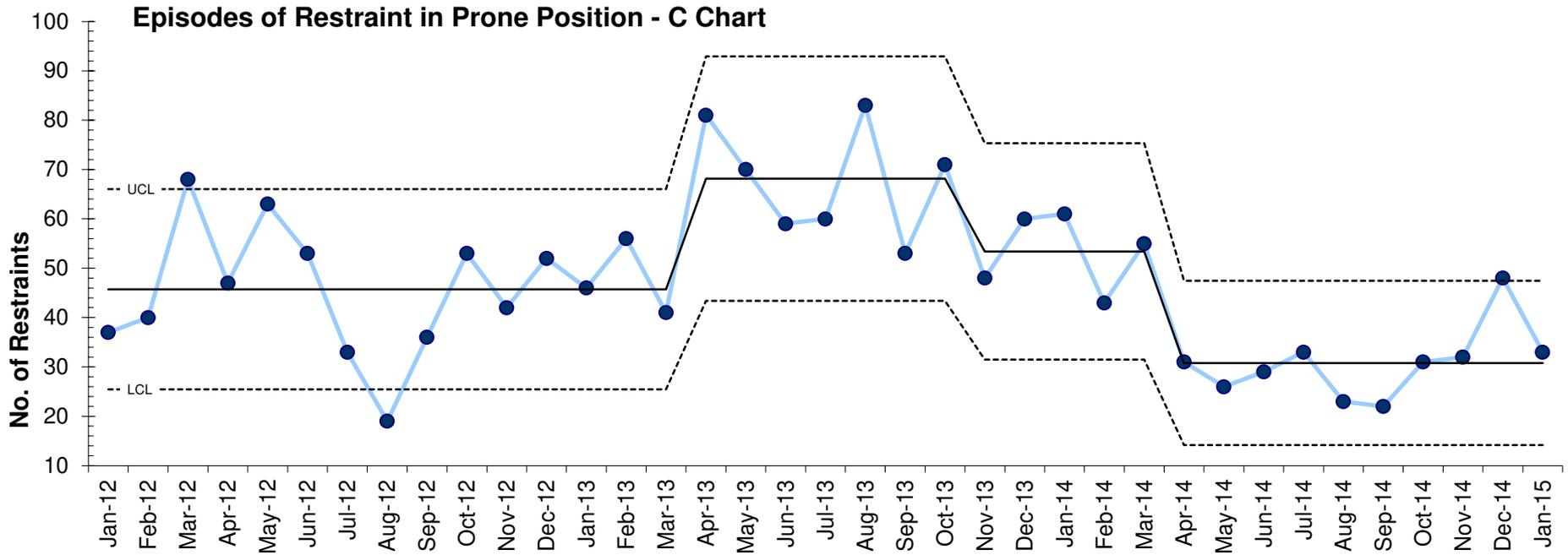
Physical violence to staff (per 100,000 occupied bed days)

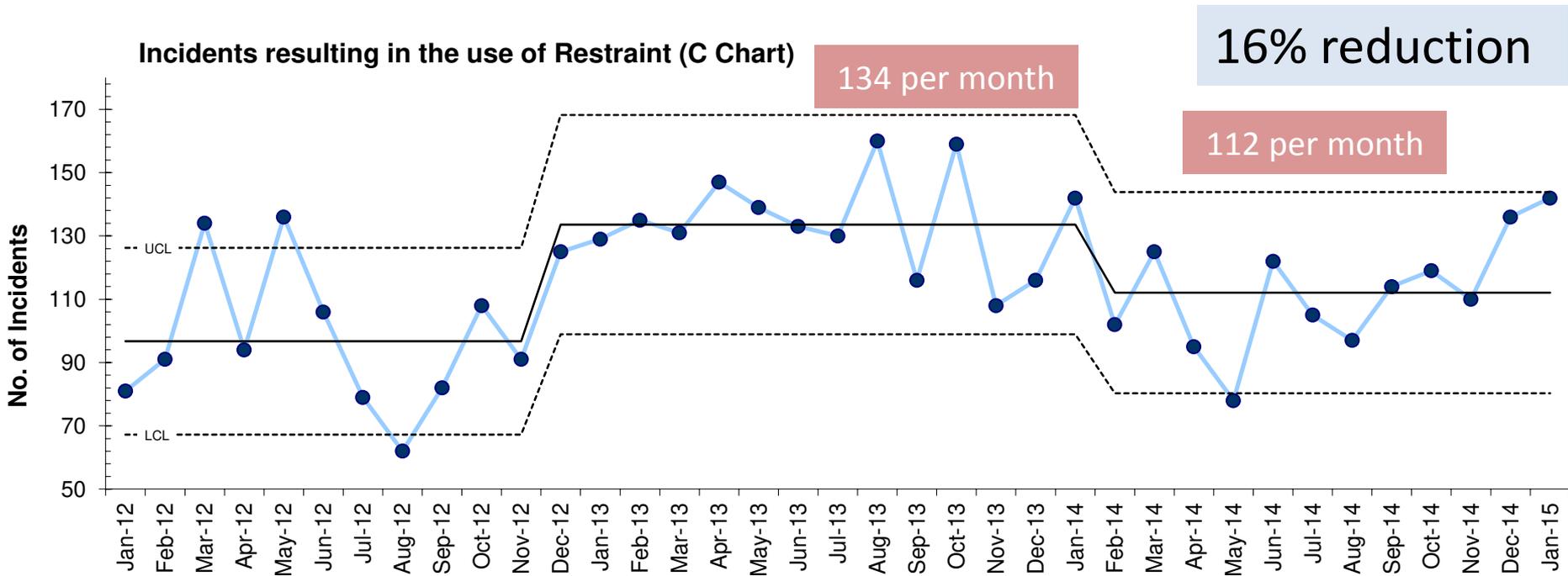
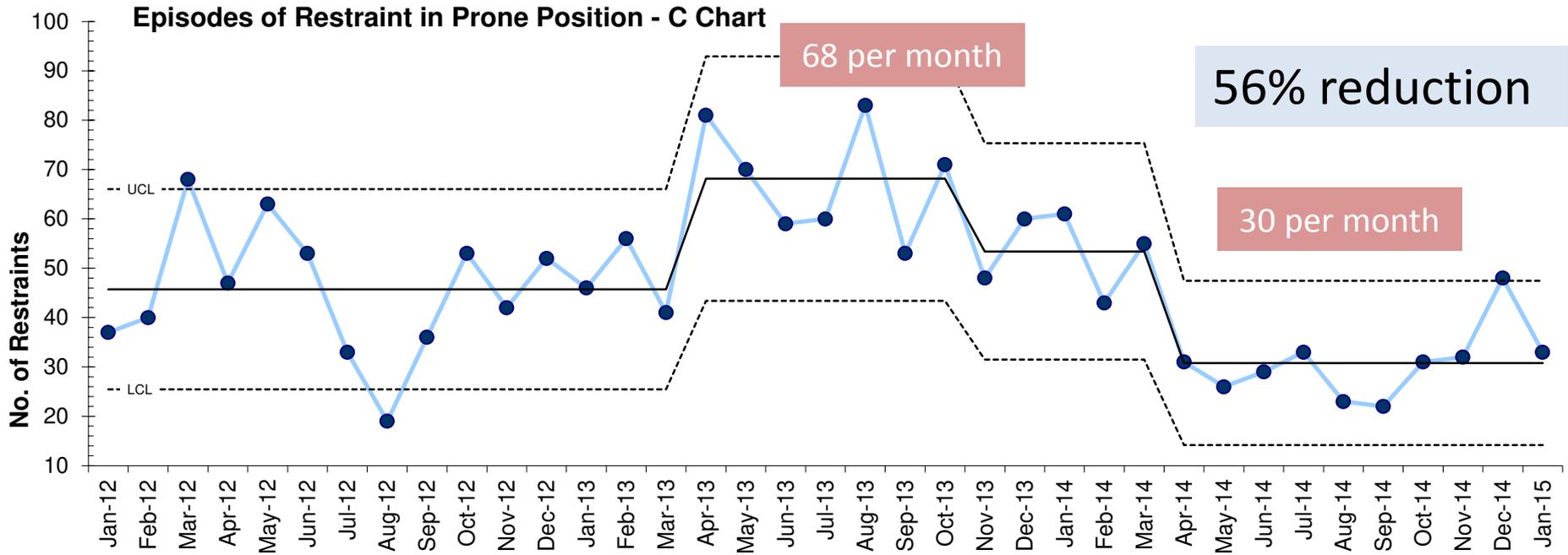


—●— ELFT Score

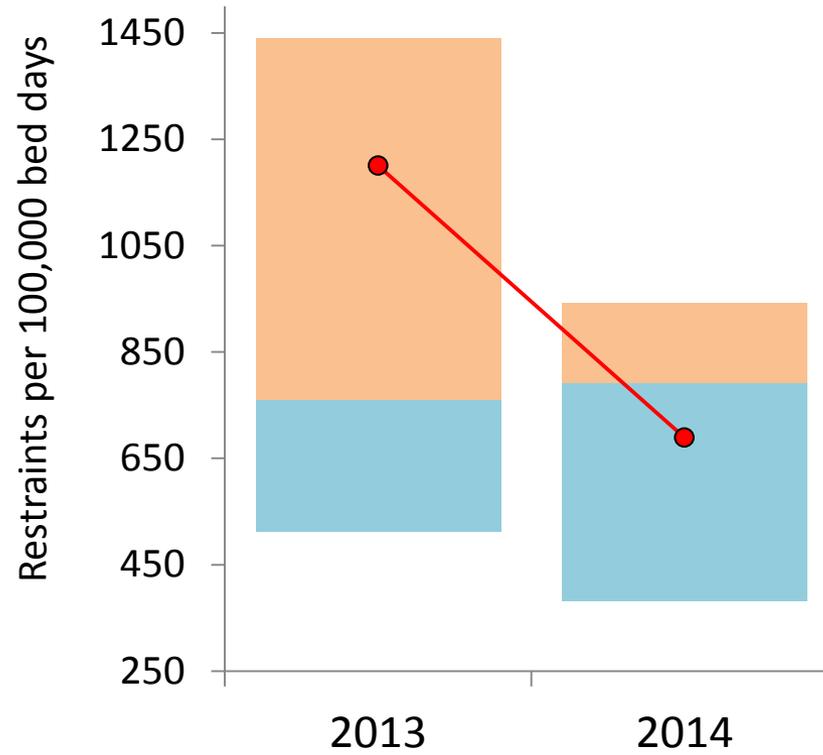
Staff experiencing physical violence from patients, relatives or the public in last 12 months





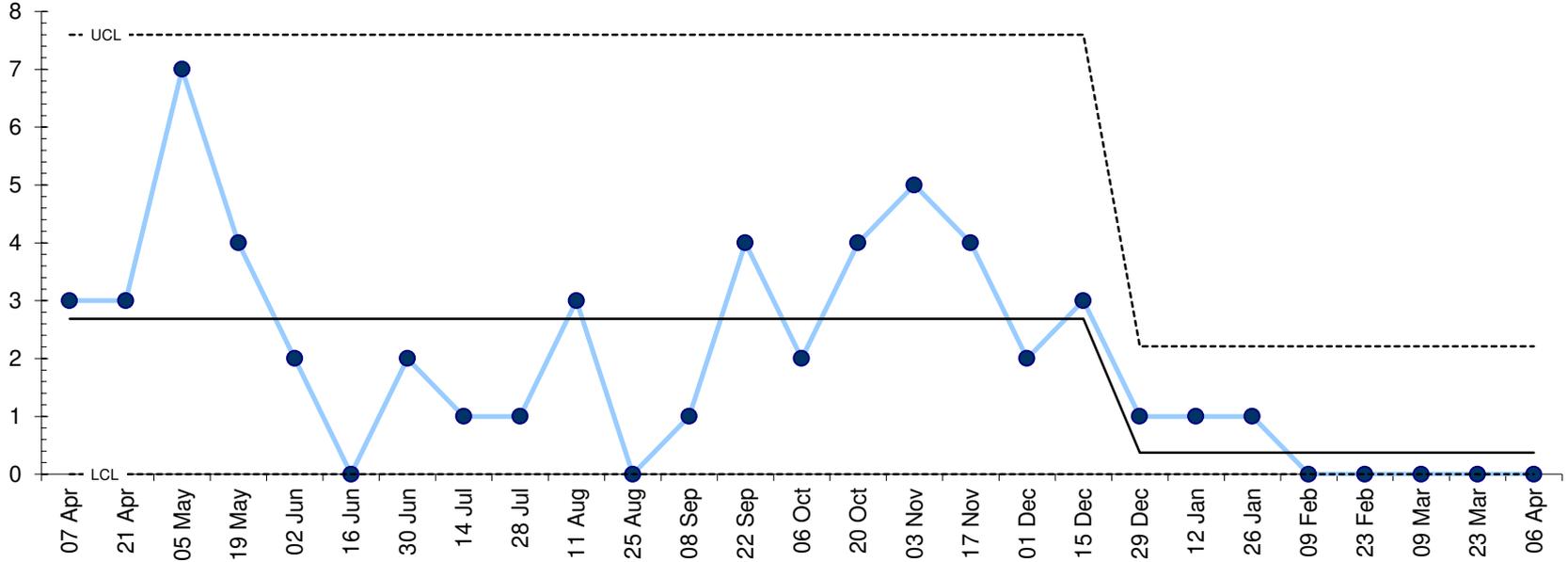


Use of restraint (per 100,000 occupied bed days)



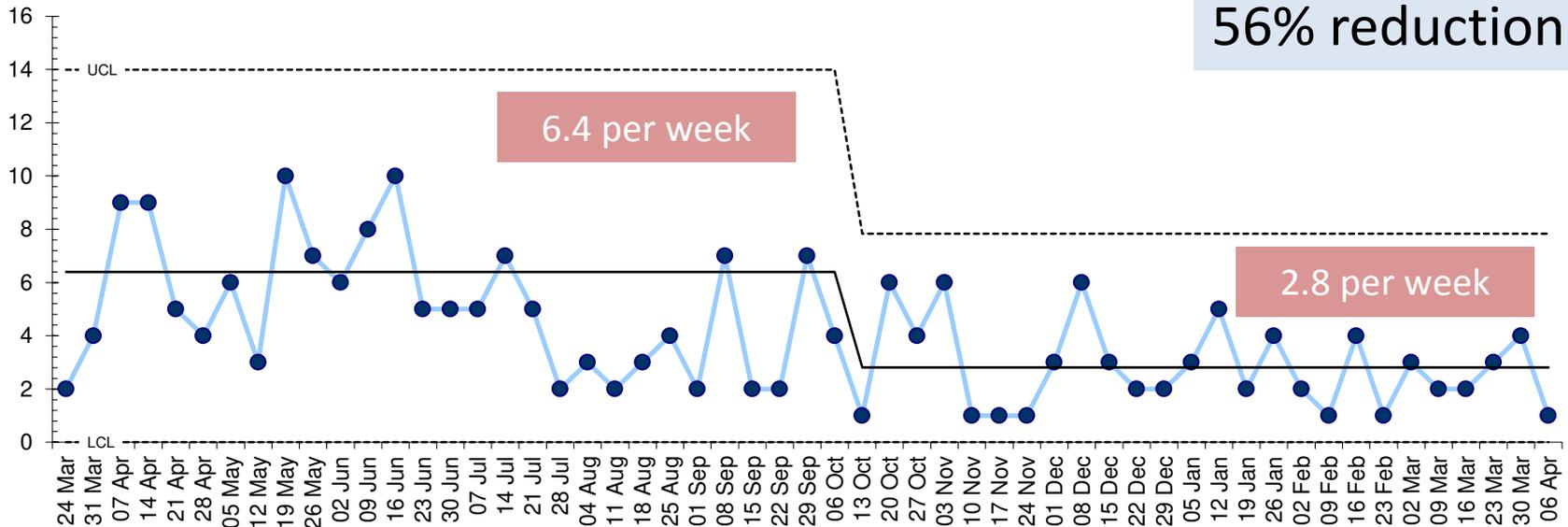
Grade 3-4 Pressure Ulcers - C Chart

Number



Grade 2 Pressure Ulcers - C Chart

Number

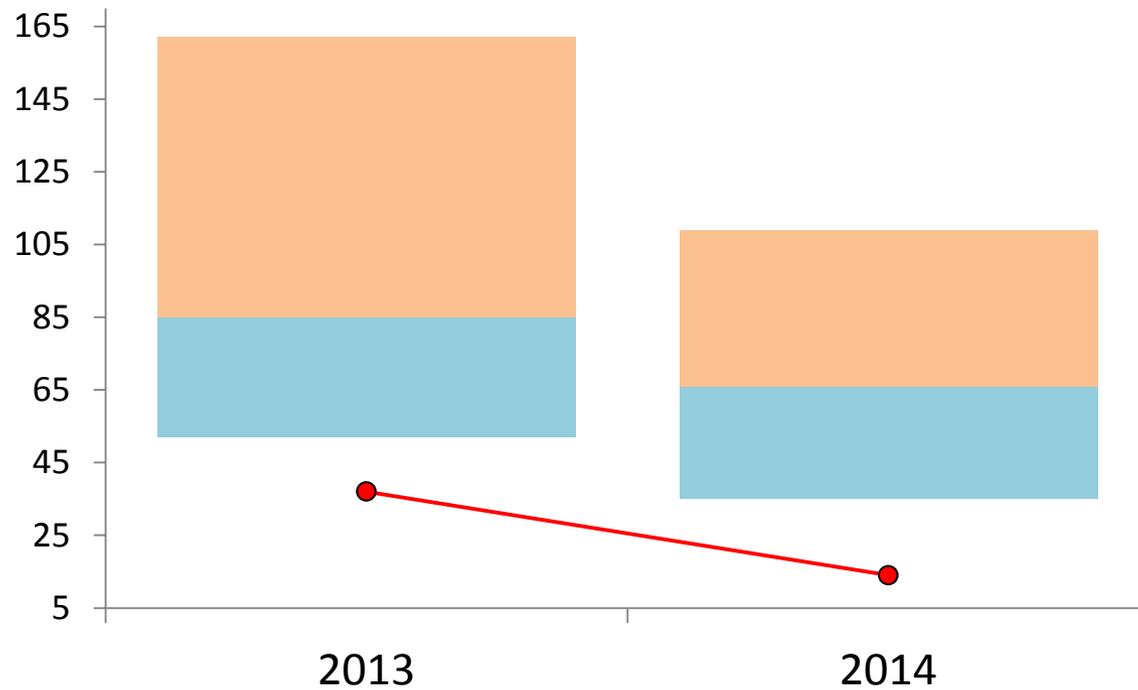


56% reduction

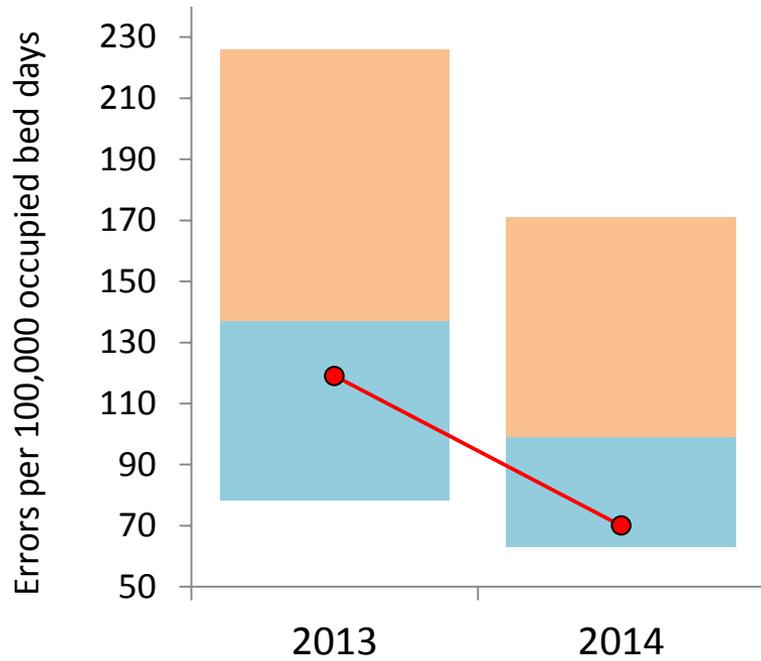
6.4 per week

2.8 per week

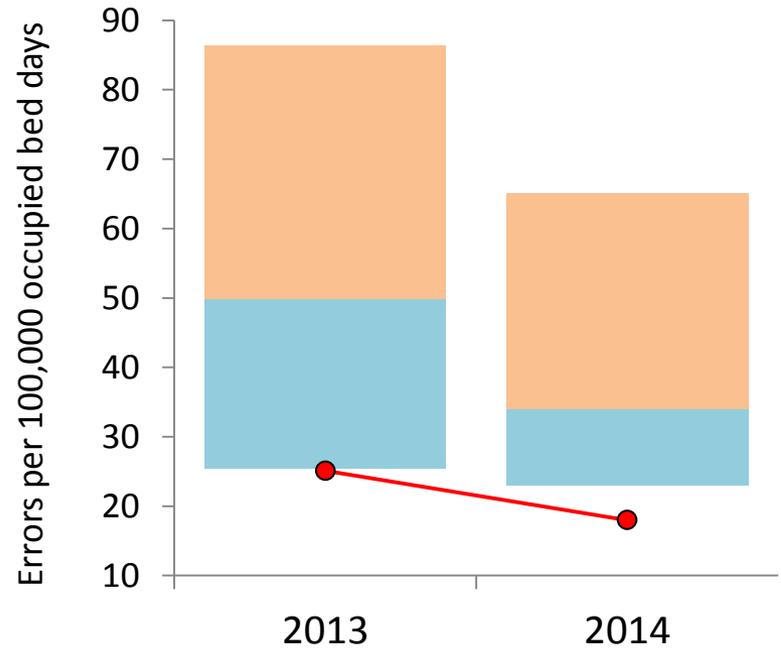
Serious incidents per 100,000 occupied bed days in adult mental health



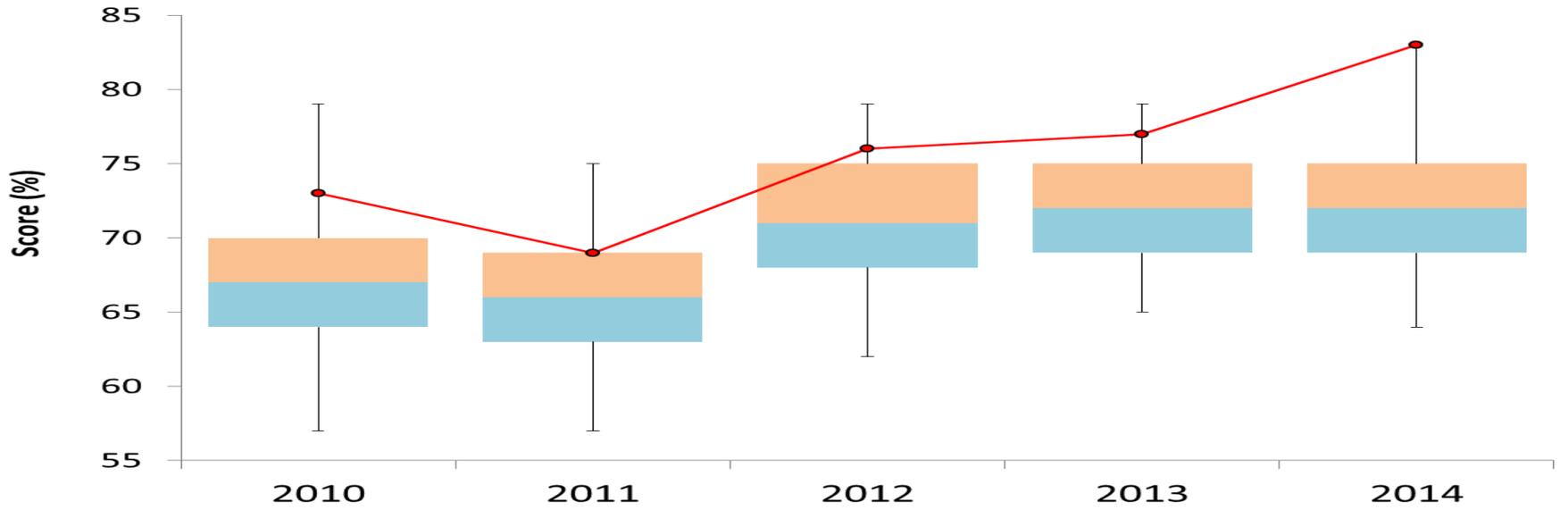
Drug administration errors



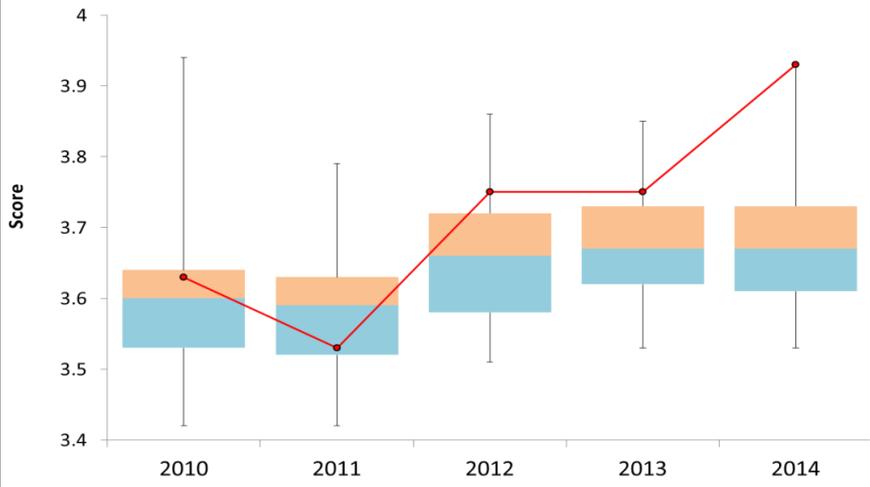
Prescribing errors



Staff able to contribute towards improvements at work



Staff job satisfaction



Staff Motivation at Work



AIM:
To provide
the highest
quality
mental
health and
community
care in
England by
2020

Build the
will

1. Launch event & roadshows
2. Microsite
3. Using the power of narrative
4. Celebrate successes
5. Network of champions / ambassadors
6. Learning events

Build
improvement
capability

1. Initial assessment of alignment & capability
2. Recruiting central QI team
3. Online training
4. Face-to-face training
5. Follow-up coaching on projects
6. Develop in-house training for 2016 onwards

Alignment

1. Align all projects with improvement aims
2. Align team / service goals with improvement aims
3. Align all corporate and support systems
4. Patient and carer involvement in all improvement work
5. Embed improvement within management structures

QI Projects

Reducing Harm by 30% every year

1. Reduce harm from inpatient violence
2. Reduce harm from falls
3. Reduce harm from pressure ulcers
4. Reduce harm from medication errors
5. Reduce harm from restraints

Right care, right place, right time

1. Improving patient and carer experience
2. Reliable delivery of evidence-based care
3. Reducing delays and inefficiencies in the system
4. Improving access to care at the right location



qi.elft.nhs.uk



qi@elft.nhs.uk



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