

Faster, Safer, Better – Together

Improving Patient Flow in Acute Mental Health Services

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candi_qi

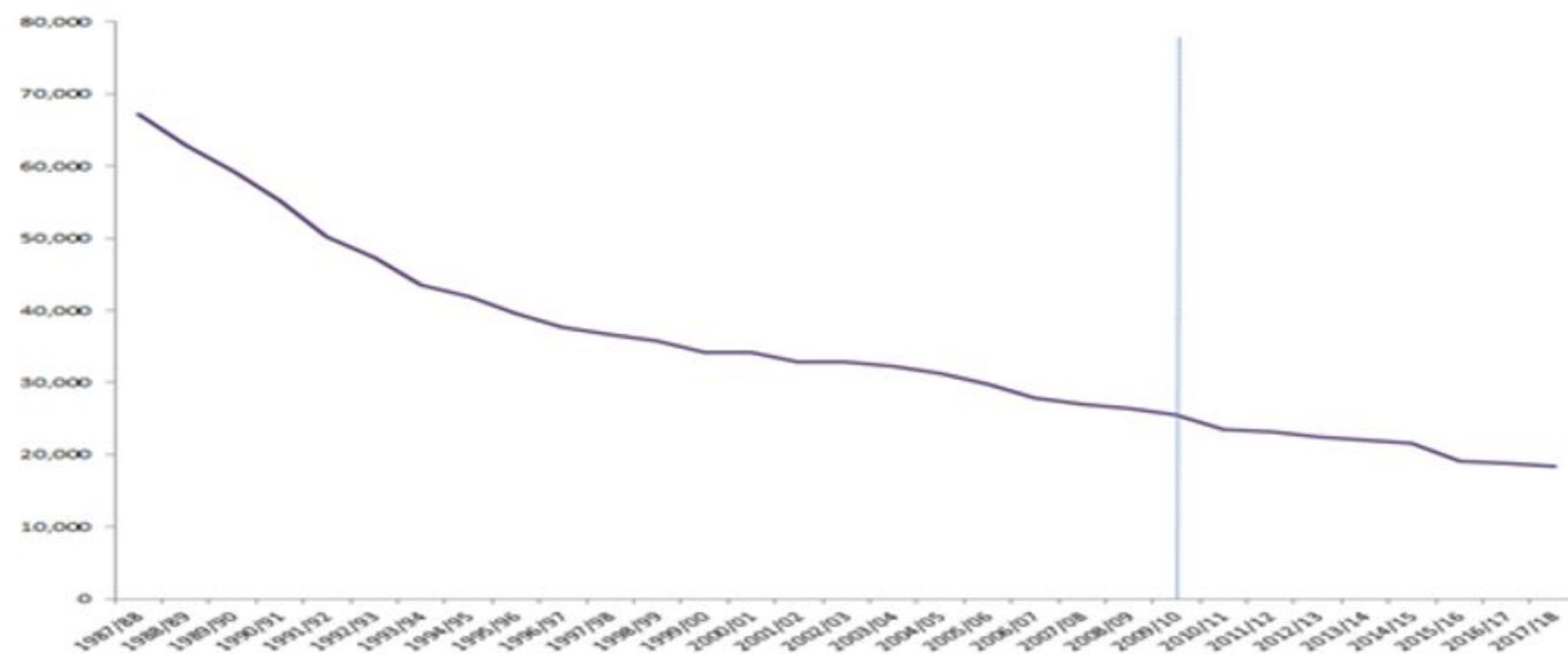




**HEALTHCARE
DELIVERY IS A
SYSTEM
SPORT**



Figure 3: Number of beds available across the mental health sector, 1987/88 to 2017/18



Data source: NHS England bed availability and occupancy data – overnight.

PATIENT FLOW

Why is it a problem?

FASTER, SAFER, BETTER – TOGETHER





WHOLE SYSTEM APPROACH

"Every system is perfectly designed to get the results it gets" – Deming

Inherent to the system design is interdependencies between each part of the process. Failure in one place will lead to consequences elsewhere.

For effective change, improvements had to be across the system.

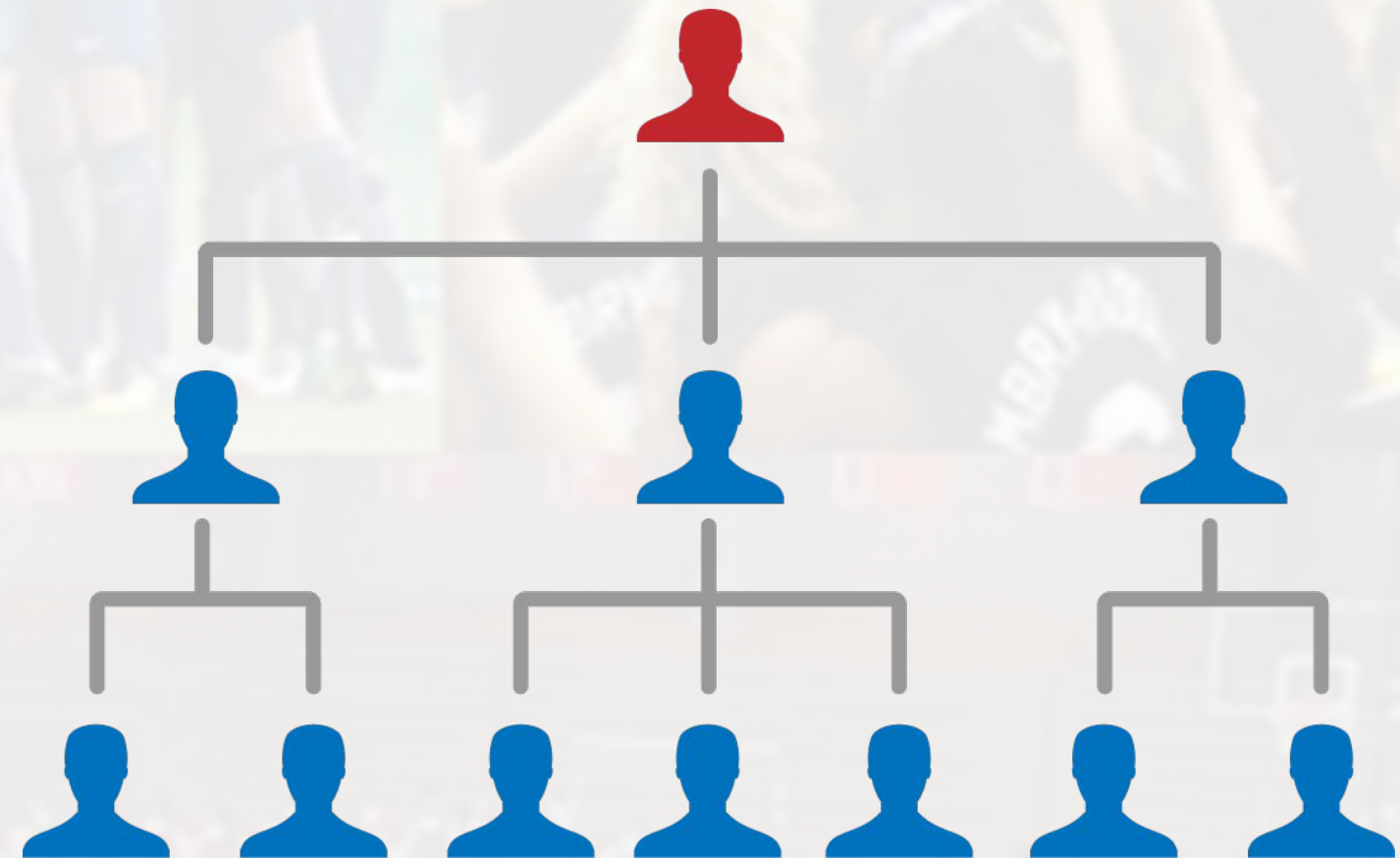
Theory of Constraints: Pareto Principle to identify where the problems were occurring.

SYSTEMS AND LEADERSHIP



Network

VS



Hierarchy



Create constancy of purpose toward improvement of product and service, with the aim to become competitive, to stay in business and to provide jobs.

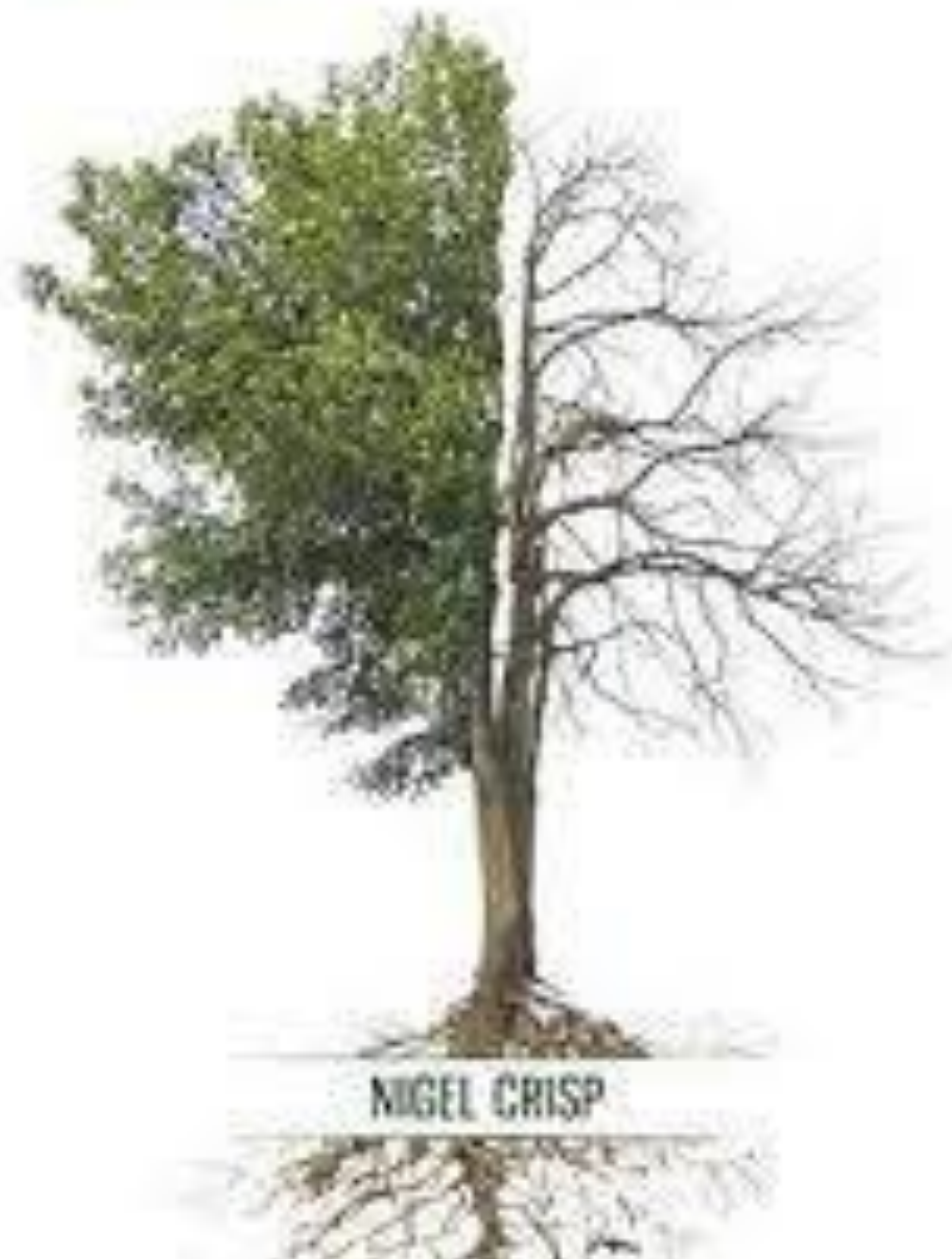
W. EDWARDS DEMING

Source: The W. Edwards Deming Institu

HEALTH IS MADE AT HOME

HOSPITALS ARE FOR REPAIRS

BUILDING A HEALTHY AND HEALTH-CREATING SOCIETY



LEADERSHIP

Building will, maintaining constancy of purpose & achieving a high level of engagement from and between clinicians and managers

Mission Statement: No person should stay in hospital longer than they need to be

The Impact

Our inability to more effectively design and manage processes also wears on clinicians and staff — decreasing their efficiency and productivity, undermining joy in work, contributing to burnout, and decreasing job satisfaction. But our patients and families bear most of the burden.

We make patients wait in the wrong places. We make them seek care in the wrong units. If you were to walk through most hospitals today, you will probably find multiple problems with patient flow.

Maureen Bisognano, President Emerita IHI

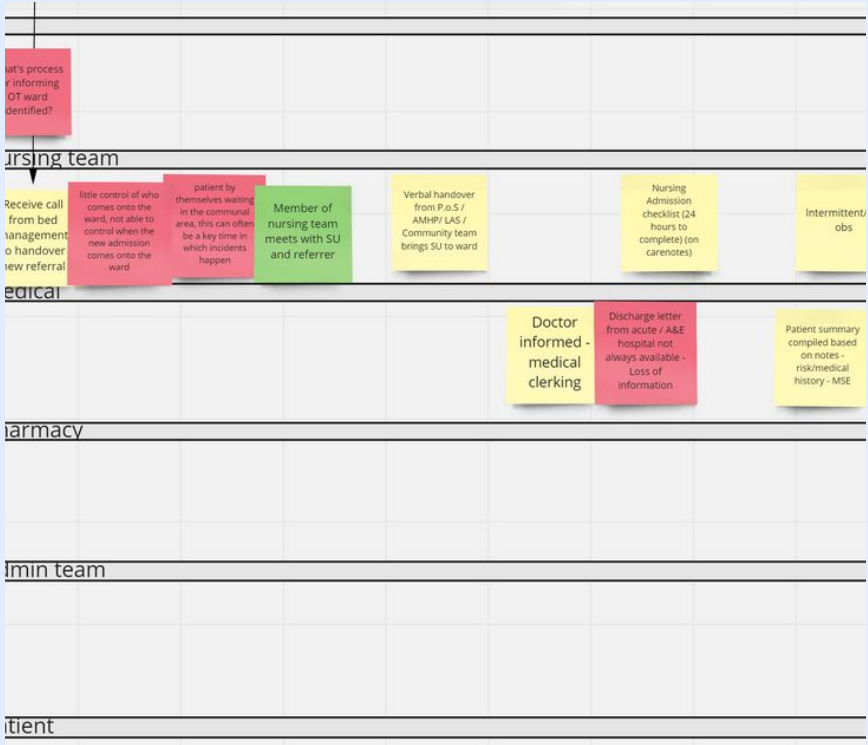
PEOPLE & CO-PRODUCTION

Valuing each other, working and finding solutions together



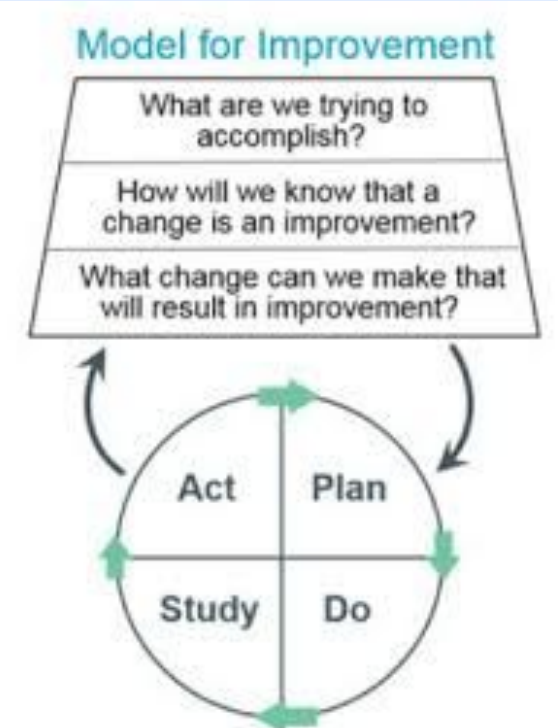
Big Room

A weekly meeting open to all staff and service users to understand the problem and design solutions together.



Process mapping

Swim lane process mapping to capture tasks of each staffing group at each stage of the patient journey.



Model for Improvement

To test ideas and sustainably implement effective solutions

BIG ROOM EXPERIENCE



“Great to see a visual perspective of the patient journey and having community colleagues with us!”

We found the meetings to be worthwhile and felt that we were heard, and that it was genuinely in the spirit of co-production rather than tokenism. The conversation in the Big Room was rich and informative and had benefits beyond the task at hand

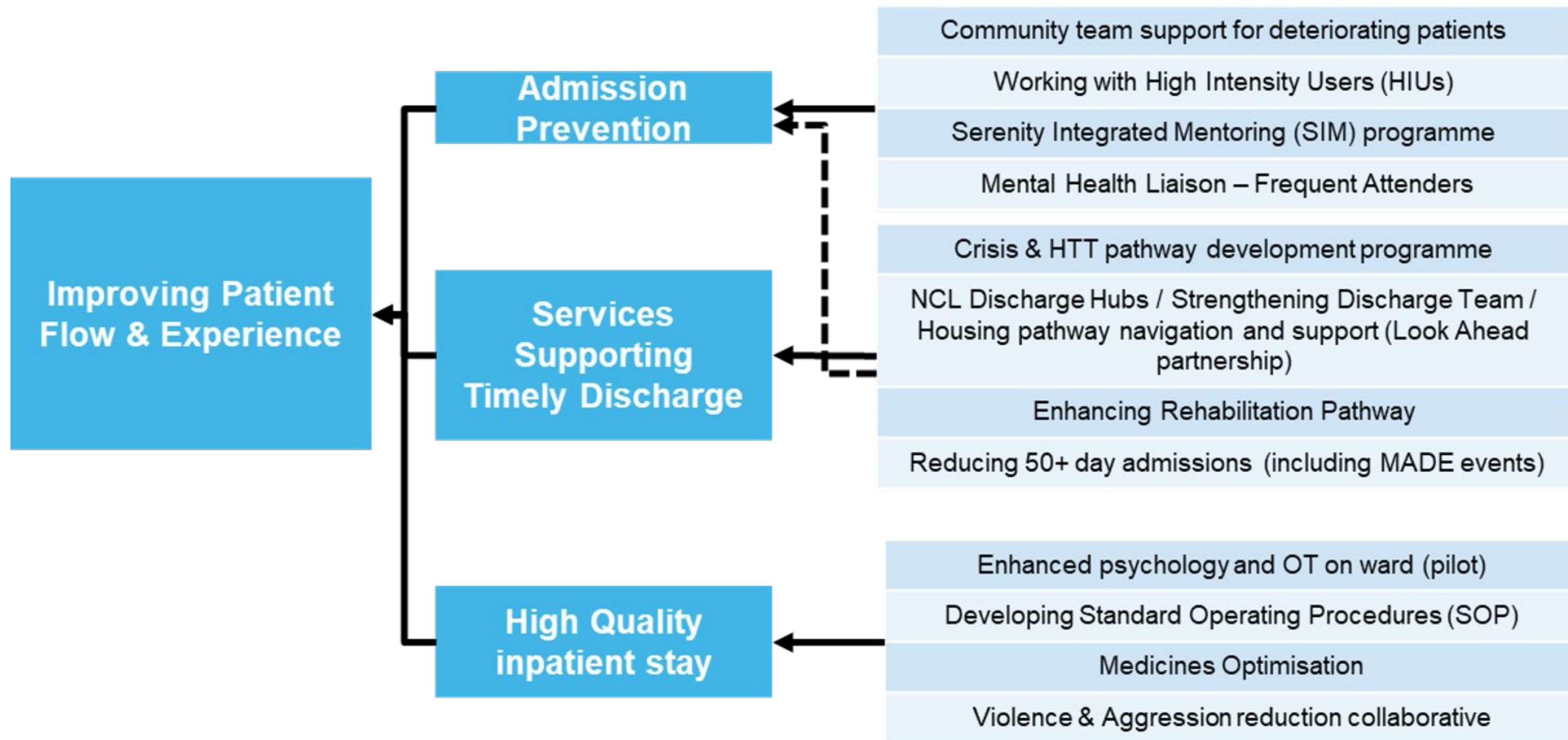
Process mapping was the best bit and should maybe take up more of the meeting

I enjoyed hearing in detail about CSPA and bed management processes as I'm not familiar with them



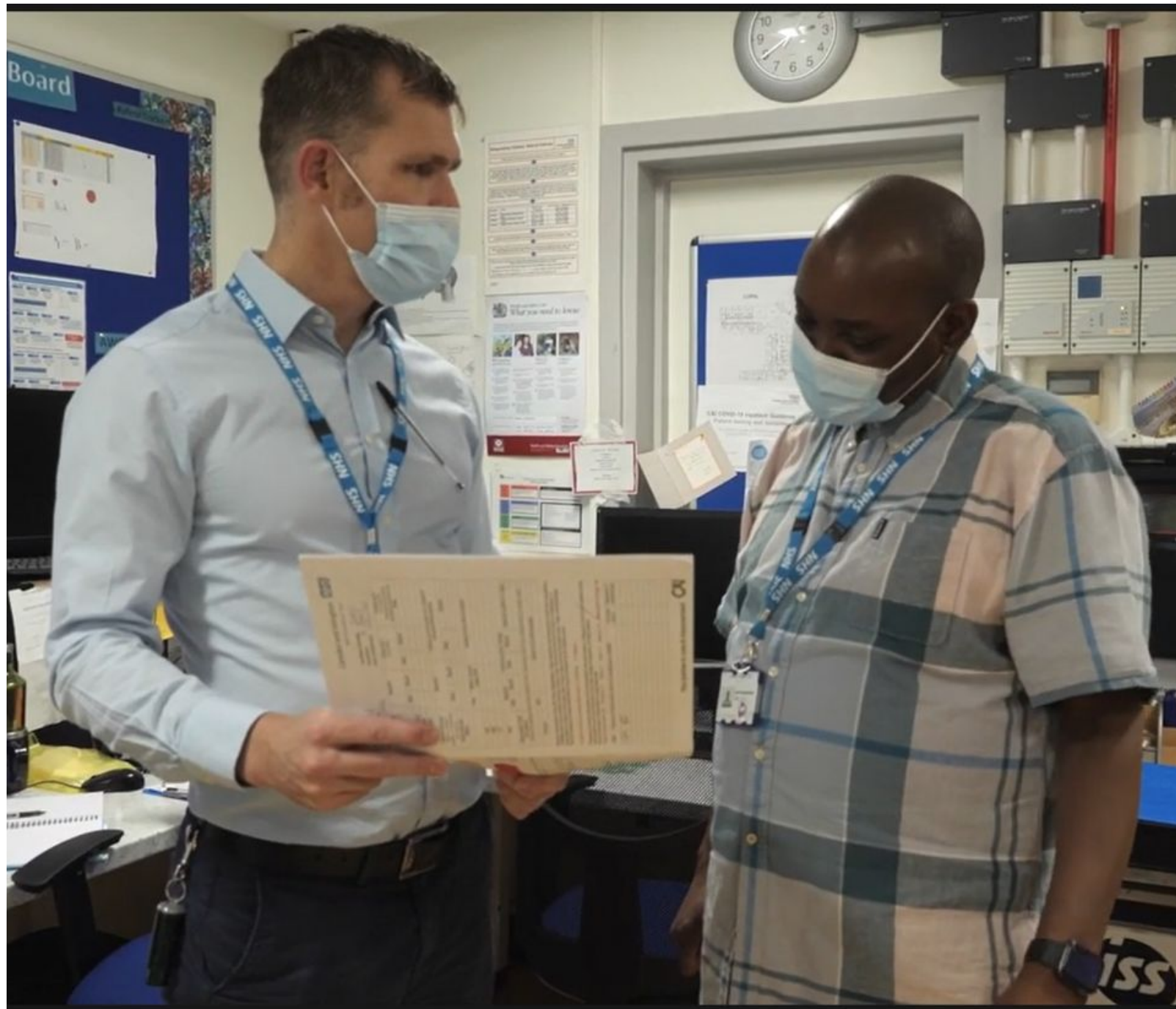
QUALITY IMPROVEMENT

Commitment to shared learning & Improvement

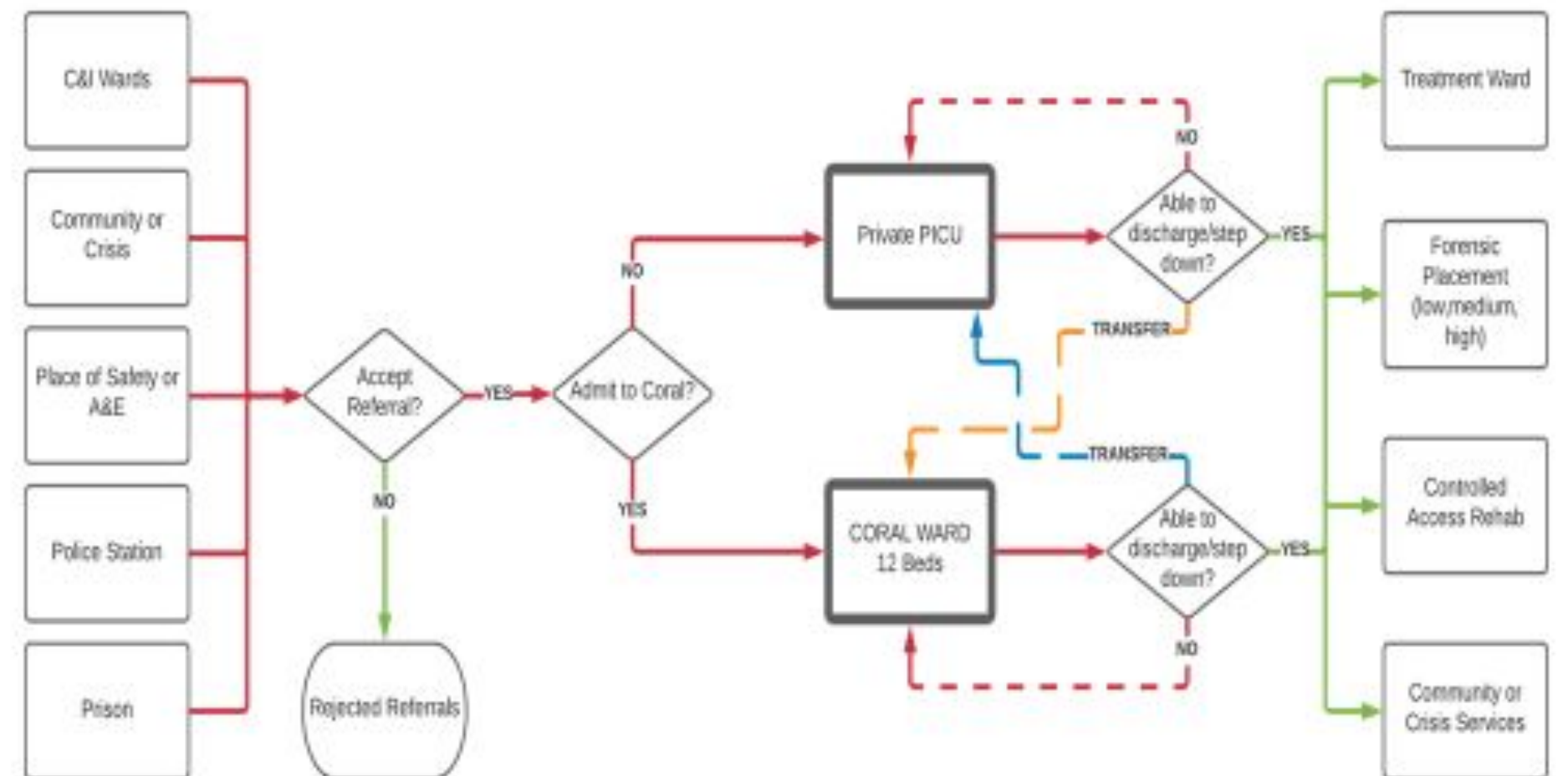


Psychiatric Intensive Care Unit Outreach Programme

45% reduction in internal referrals



Process Map



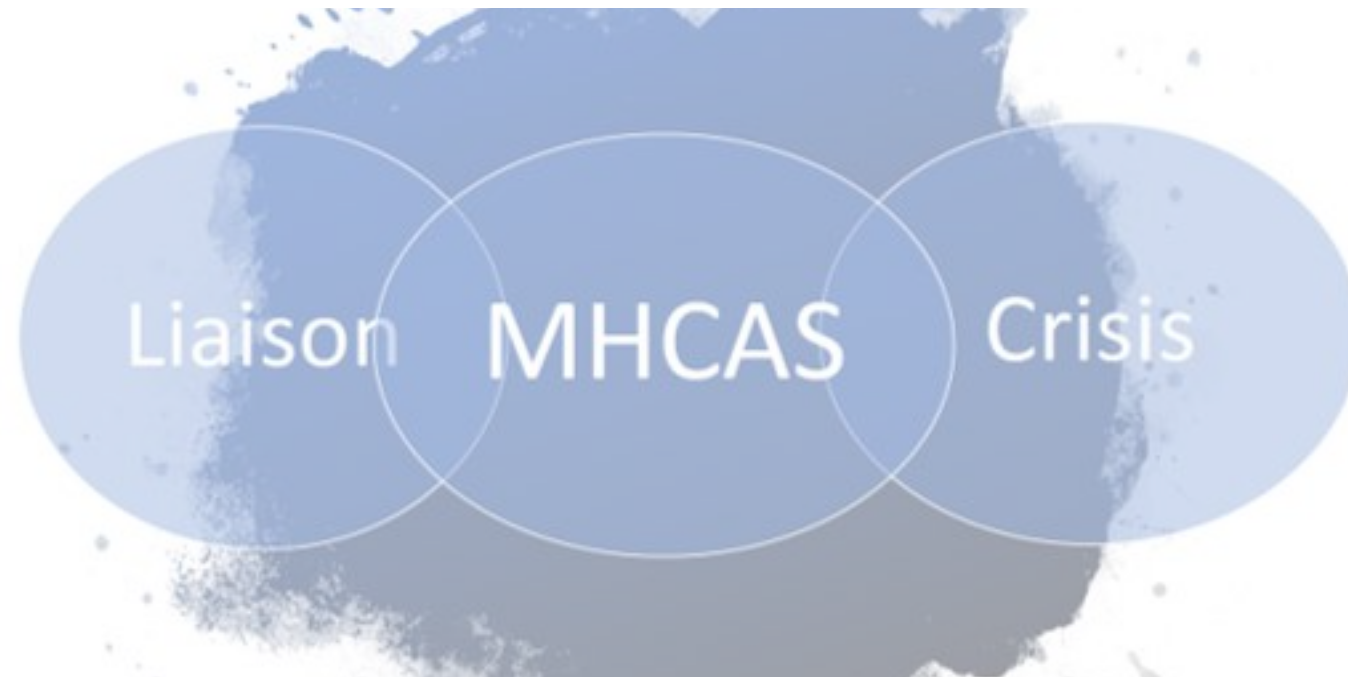
Discharge Facilitation Team

Emergency Readmissions reduced by 7%

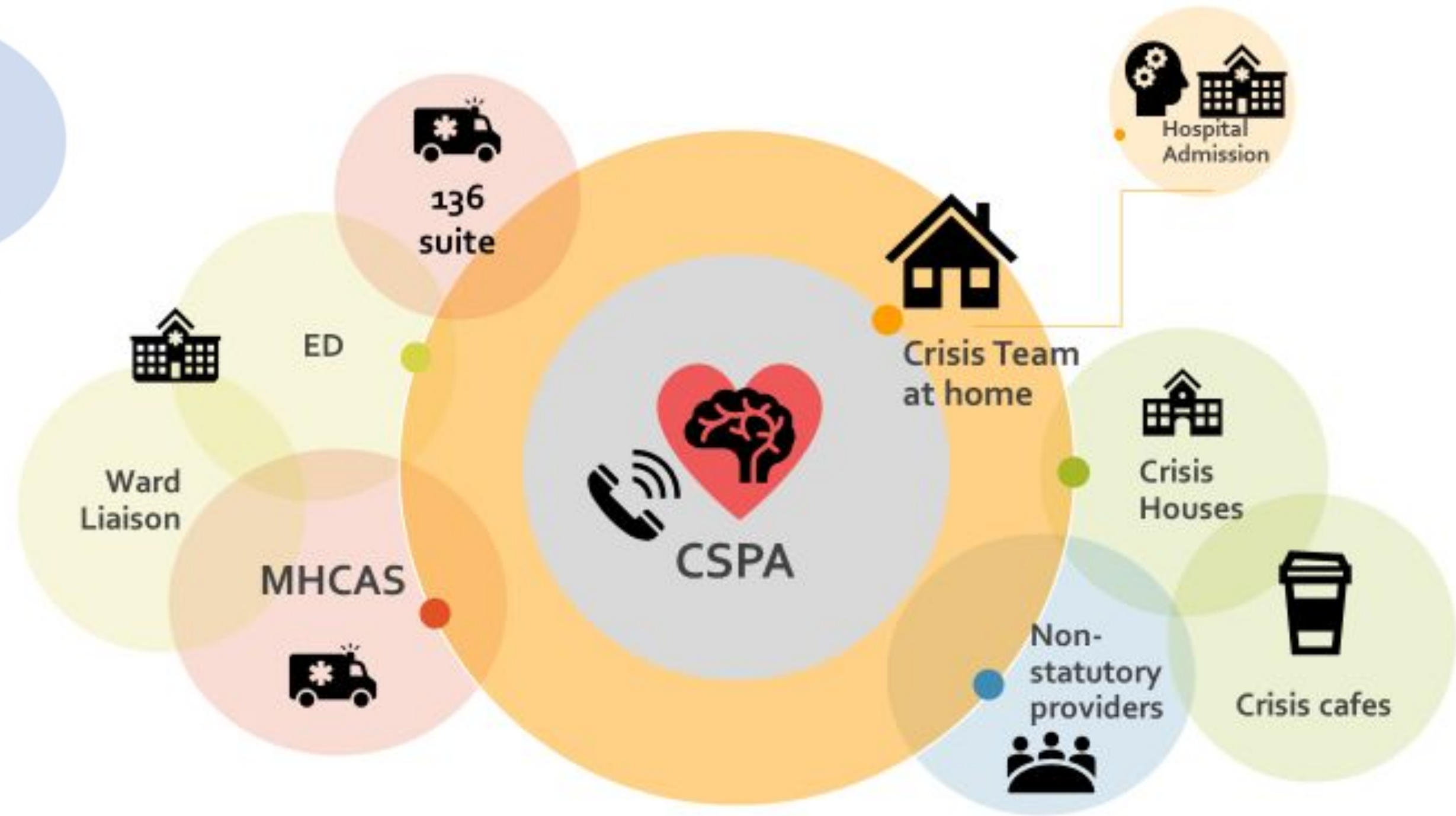


Mental Health Crisis Assessment Service

Informal Admissions reduced by 23%



A valuable new offer to the patient in emergency mental health crisis	Reducing pressure on ED
A diversification of the patient offer	Enabling patient choice
Improving outcomes	Driving efficiencies?



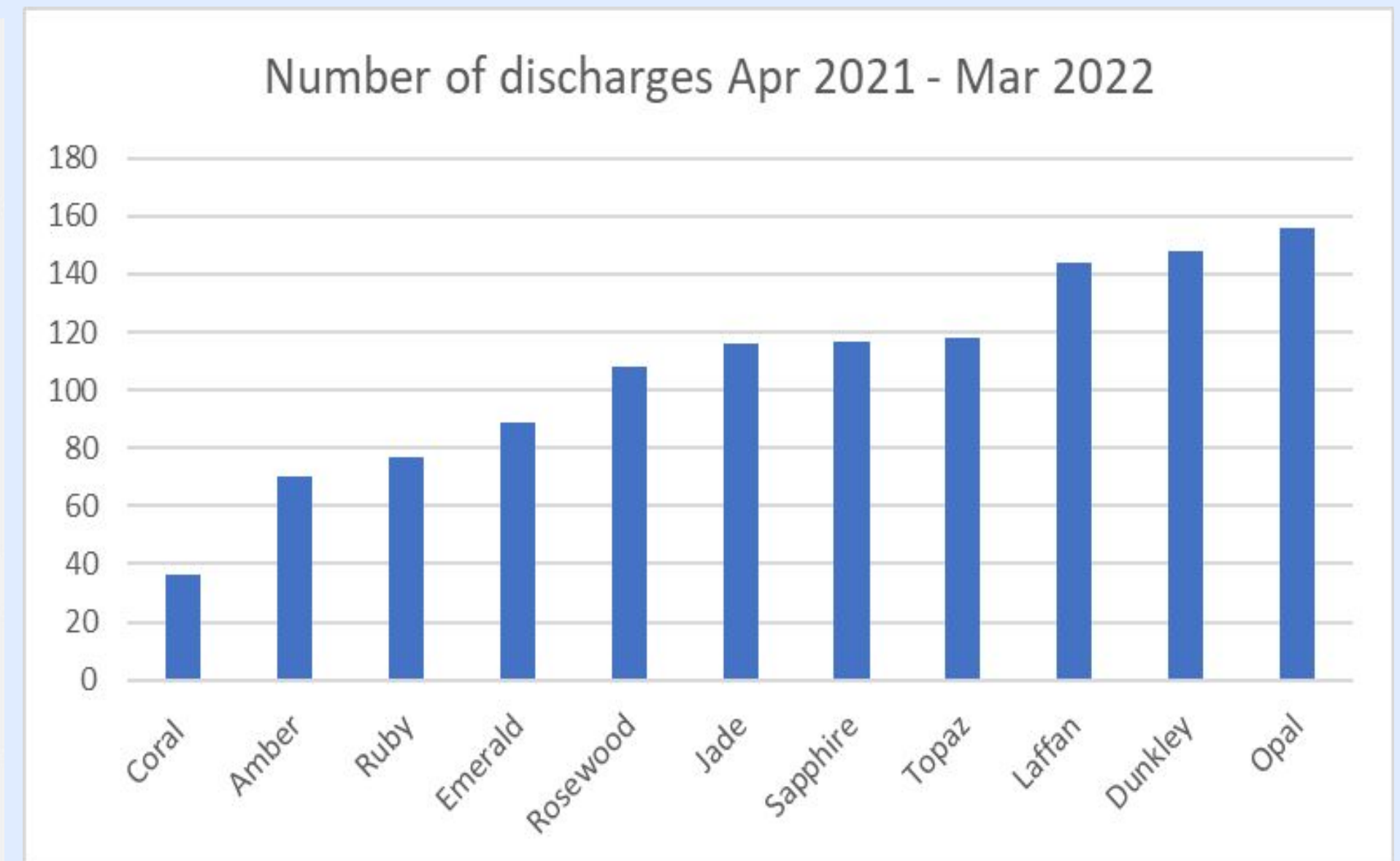
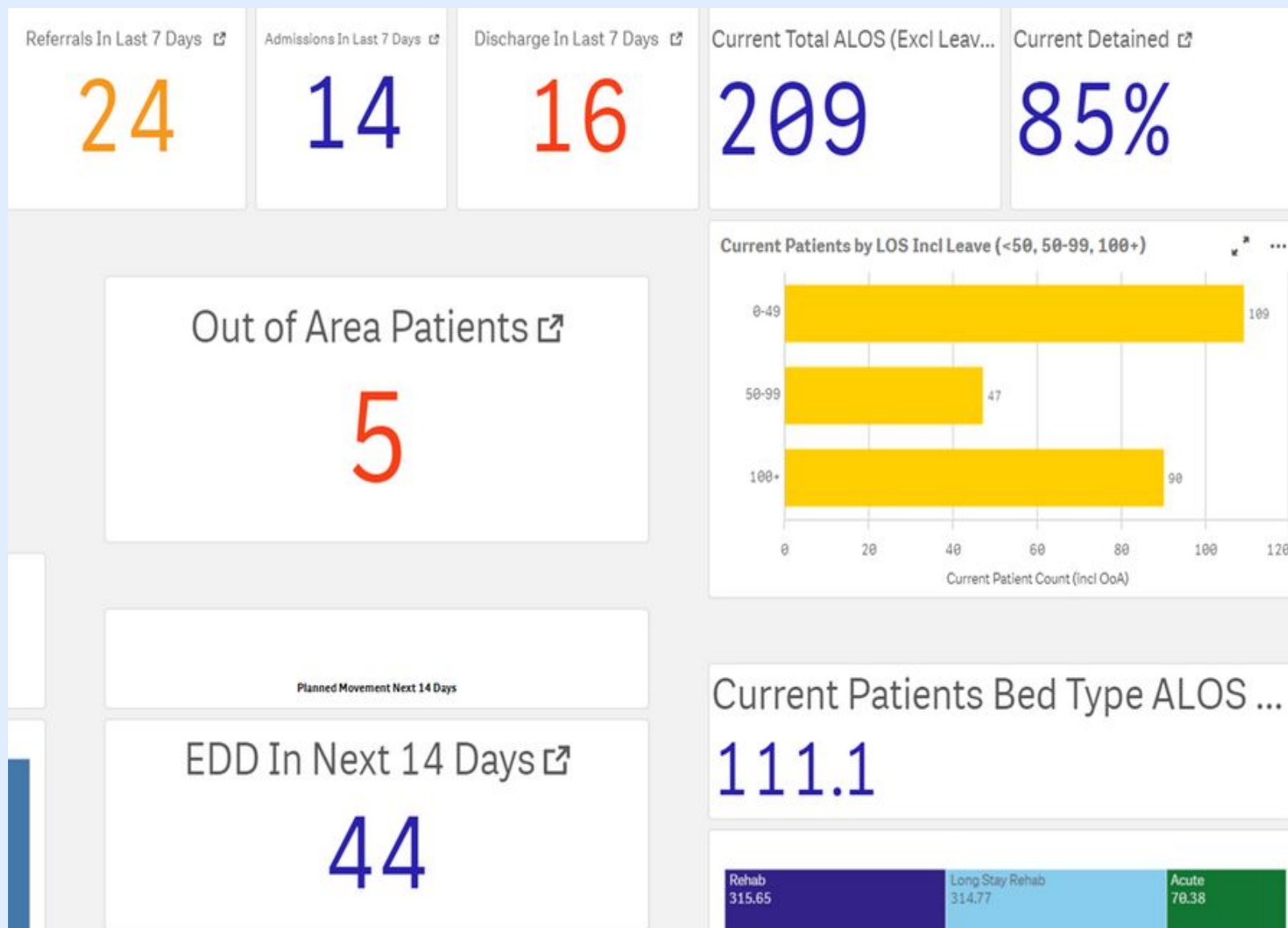
Successfully Implemented Change Ideas

Bed Occupancy reduced by 7%



DATA

Real-time & accurate, visible and available at the point of care





Outcomes



72%

Out of Area Placements



23%

Informal Admission



15%

Overall admissions



5%

Reduction in Length of stay



FASTER, SAFER, BETTER – TOGETHER



International Olympic Committee, June 2021

The original Olympic motto is made up of three Latin words : Citius - Altius - Fortius. These words mean Faster - Higher - Stronger.

On the 20th of July 2021, the Session of the International Olympic Committee approved a change in the Olympic motto that recognises the unifying power of sport and the importance of solidarity. The change adds the word “together” after an en dash to “Faster, Higher, Stronger”. The new Olympic motto now reads in Latin “Citius, Altius, Fortius - Communiter” and “Faster, Higher, Stronger - Together” in English.

