

# ANNUAL PLAN 2013/14

## Quality is top priority

The Annual Plan for the East London NHS Foundation Trust outlines our vision of delivering high quality community-orientated health care to local communities in partnership with service users, carers and families, statutory and voluntary organisations.

To help achieve this we have agreed three strategic priorities:

- Improving service user satisfaction
- Improving staff satisfaction
- Maintaining financial viability

These are at the heart of our quality improvement, clinical and financial strategies summarised in the plan, which shows how we have worked to deliver this vision over the last year and what we will be doing in 2013/14.

---

### *Our ambition*

*“To achieve the highest quality mental health and community care in England by 2020”*

---

## Listening to our users

Listening to our Council of Governors, service users and carers is fundamental to the successful delivery of the Trust's vision.

In the last 12 months, Trust Board members attended each meeting of the Council of Governors and heard what has been causing concern or needs improvement. Among the issues raised were standards of communication and information, effective and good quality treatment, closer integration of services, promoting our expertise and what action to take when things go wrong.

Service users have also expressed their views, as part of the Trust's Working Together Group. They have identified the need for a better service for carers and a more positive experience on inpatient wards. Other things they called for include effective inter-agency working, flexible access times, encouragement of positive staff attitudes towards service users, better information about treatment and care, a safe complaints procedure and improvements to the patient experience in A&E.

As the Annual Plan demonstrates, we have strived to address these concerns. One immediate action has been to overhaul the Trust's website ([www.eastlondon.nhs.uk](http://www.eastlondon.nhs.uk)) to provide better information about our services and support.

Throughout the year the Council of Governors will receive progress reports on the implementation of the Plan, to hold the Board to account and help decide our next steps.



## Working with our partners

With its growing and transient population, East London's health needs are always changing.

In Newham, for example, demand for inpatient mental health care and community services, such as wheelchair provision and physiotherapy, has increased.

There has also been significant organisational changes. These include the new commissioning responsibilities of NHS England, greater involvement of local authorities in health and the establishment of the three new local Clinical Commissioning Groups (CCGs). Strengthening our partnership relationships is therefore even more important.

One example is the Waltham Forest and East London and the City Integrated Care Project, covering both adult and older people's mental health services. Rapid Assessment, Interface and Discharge (RAID) services have been funded in each borough, increasing mental health support to patients in acute hospital wards to strengthen holistic care and facilitate discharge.

This joined-up working inspires our six work streams with Barts Health across Tower Hamlets and Newham and our close working with the Homerton NHS Foundation Trust in the City and Hackney.

To ensure the Trust remains at the cutting edge of research we are also participating in the University College London Partners academic networks.

The Trust recognises the significant financial pressures facing the CCGs and has identified areas where new healthcare technologies can yield gains in quality and efficiency.

### Making a difference to people's lives

*What some of our service users have said:*

"I feel normal."

"I have regained my confidence and worth."

"They have literally got me back on my feet again."

"My health visitor gave me good advice... I am really satisfied with her service."

"Thank you very much for putting a smile on our faces."

"Excellent nurses and doctors. Seem motivated and caring."

# Our approach to quality

Quality of care is our top priority. It is at the forefront of all that we do and firmly embodied in our mission to provide the highest quality mental health and community care in England by 2020.

Our strategy takes a whole-organisation approach to quality improvement. It is built on experience and best practice from healthcare organisations and systems across the globe.



Safety, clinical effectiveness and patient experience are reported to the Trust Board each month, along with regular updates on safeguarding, infection control, complaints and clinical risk.

All services manage their risk registers on a monthly basis. Executive 'walkrounds' and internal reviews, based on the Care Quality Commission inspection model, check that effective quality and safety measures are in place.

A working group, led by our Medical Director, is following up the findings of the Francis Inquiry, focusing on caring and openness.

The group will make recommendations to the Board as appropriate. Its members include Trust Governors, who are also involved in work to improve our complaints process. In another initiative, £1m is being invested in electronic pharmacy cabinets to reduce and prevent medication errors.

All this means full compliance with the national standards of the Care Quality Commission and Monitor, as well as those of local commissioners.

We are embarking on an ambitious quality improvement programme focussed on engaging and empowering front-line staff to innovate and change. Our main aims are to reduce harm by 30% every year and ensure every patient receives the right care at the right time.

We are also determined service users benefit more from the research undertaken by our Academic Unit, which has recently been accredited as a World Health Organisation Collaboration Centre and awarded £5m to conduct an international review of adult service inpatient teams

An integral part of our approach to quality is having the best information technology available to support clinical management. The national contract for the existing system, *RiO*, ends in 2015 and a project board has been established to procure and implement a replacement.

---

## Improving quality

### Our principle aims

**To reduce harm by 30% every year** as measured by *unexpected deaths, serious incidents, violence, falls, pressure ulcers and medication errors*

**For every patient to receive the right care at the right time**

---

# Delivering our clinical strategy

Designed to meet the needs of service users and carers, as well as the feedback of Governors, the Trust's Clinical Strategy embraces a range of initiatives, including:

- Specific service developments to foster effective recovery-orientated practice are outlined and will be overseen by a new Social Inclusion and Recovery Group
- As well as the RAID project, Community Health Newham will now be managed by the Specialist Services and Older People's Directorates to facilitate further integration between community and mental health services
- Established in October 2012, the Enhanced Primary Care Service helps transfer patients back to primary care with enhanced support for secondary mental health services. Three teams operate in each of the local boroughs providing support to GPs with a target of 200 cases set for transfer in 2013/14. We are also working with GPs to implement a new Recovery Planning process.

## Adult Mental Health

The Trust's Governors identified the need for good communication and coordination between care coordinators, the care team, and primary care. In response to this coordinators are now expected to contact carers on a monthly basis. Community mental health workers have been provided with laptops to encourage mobile working and improve efficiency and the quality of clinical documentation. The installation of air conditioning units at the Tower Hamlets Centre for Mental Health and upgrading the seclusion facility at the Newham Centre for Mental Health are examples of how the inpatient environment is being improved.

## Other Older Adult Services

2012/13 saw the centralisation of the Inpatient Dementia Assessment service and the opening of a new purpose built ward at the Tower Hamlets Centre for Mental Health. In 2013/14 we are proposing to centralise other mental health inpatient services.

## Forensic Mental Health

Three wards at the John Howard Centre (our medium secure unit) will be refurbished, with en-suite bathrooms in patient bedrooms. The seclusion facilities will be upgraded and the final stage of window replacement completed. A review of clinical pathways will reduce waiting times and facilitate recovery in users' rehabilitation plans.

## Community Health Services

The recommendations from the review of district nursing are being implemented to improve the quality of contacts with service users. A pilot is underway to explore how greater integration of district nursing in GP practices could provide more holistic care. Mobile working is also being promoted to complement the expansion of Telehealth services. This will include the iNurse Mobile Patient Care software for District Nurses.

A focus for the Trust in 2013/14 will be to work with GPs to improve the physical healthcare provided to service users in primary care. Community Health Newham is working on the prevention of pressure ulcers and Trust-wide improvements are being made to diabetes management.



## Specialist Services

With Department of Health funding we have been given Pathfinder Status to develop Child and Adolescent Mental Health Services (CAMHS) Improving Access to Psychological Therapy (IAPT) services in Tower Hamlets and City & Hackney and we are bidding to provide a similar service in Newham, where we are also implementing a new model for CAMHS.

Discussions are underway about an Autism Diagnostic and Intervention Service in Tower Hamlets and we are working with commissioners and voluntary sector partners to re-design community addiction services to promote enhanced recovery.

We have been commissioned to provide GP services for vulnerable groups in City & Hackney and Tower Hamlets (in addition to the service already provided in Newham).

A redesign of the Newham Learning Disabilities Community Health service will promote better access to mainstream mental health services. This is also the focus of the Trust-wide Learning Disabilities Strategy currently being developed.

Following our successful bid in 2012 we are developing the Richmond Wellbeing service. The IAPT element is delivered with MIND and in 2013/14 will focus on successful recovery and reaching the whole local population in need of services.

The psychiatric liaison team is strengthening links with local community mental health teams to support service users transferring to primary care. Based on the success of the Richmond service, the Trust continues to bid to provide adult IAPT services as part of our business strategy.



# Our workforce and organisational development strategies

**We aim to recruit and retain skilled and motivated staff able to provide safe, clinically effective and patient focused care.**

**There will be a Trust-wide review of training, a target of 100% compliance in supervision and appraisals, fewer bank staff and more reflective practice.**

Local plans are in place to nurture the skills of our diverse workforce:

- To enhance medical leadership and redesign medical staffing in Newham to increase consultant posts
- Based on a successful development programme for band 5-8a nurses, and in line with the Francis Inquiry recommendations, a programme for band 3-4 (unqualified) nursing staff is now being implemented
- A Trust-wide review of Psychological Therapies has led to a redesign of the skill mix and improved job planning to increase direct clinical contact with patients
- Improvements are being made to the quality, range and number of Occupational Therapy activities
- A new 12-week training programme to enhance the clinical skills of all mental health care coordinators is underway
- To address the shortage of health visitors the Trust has implemented a local Recruitment and Retention Premium, increased the number of training places and targeted recruitment campaigns at local universities

# Productivity and efficiency to enhance patient care

As well as the reviews of Community Mental Health Teams, Occupational Therapy and District Nursing a new electronic roster system for all staff working in inpatient wards has helped reduce the use of bank staff.

This type of initiative will help place the Trust in a favourable position when Payments by Results is implemented for mental health providers.

It will also help the Trust deliver the £9m savings required by its Cost Improvement Programme (CIP) in 2013/14. By using the quality impact assessment tool the CIP has focussed on areas with the least clinical impact on frontline services. A formal review of the impact will take place in September 2013.

Despite the tough financial climate the Trust has exceeded its plan for 2012/13 and expects to build on this, learning the lessons to underpin the next three years.

The key objective is to maintain long-term financial viability and generate reinvestment in capital schemes to improve service user and staff satisfaction through a better environment.

Successful delivery of the Strategy in the annual plan is dependent on ensuring all contracts are negotiated, signed and in place.

For 2013/14 income is based on block contracts, but from 2014/15, the move towards the new Payment By Results system will present risks which the Trust has not dealt with in the past. Successful implementation of productivity and efficiency is designed to address this. It will also help secure robust budget setting supported by accurate financial information with clear accountability.

The delivery of the CIPs is vital and therefore both financial and quality risks have been assessed. In addition the financial risk associated with increased demand will need to be managed closely.

For example by engaging the commissioners early in the process the Trust secured funding in 2013/14 for an additional female PICU inpatient provision and a triage ward in Newham.

As the Annual Plan has demonstrated, this kind of partnership engagement focussed on patient needs is at the core of our vision and will continue to be vital for a successful future.

## It's Your Trust. Get involved.

### Become a Member

Over 9000 local people have joined up to have a say in the way the East London NHS Foundation Trust is developed.

Becoming a member is free. Visit [www.eastlondon.nhs.uk](http://www.eastlondon.nhs.uk) to find out more, or call 020 7655 4000.