

CASE STUDY

Camden & Islington NHS Foundation Trust: Crisis Resolution Teams & CDAT

Background

The Camden & Islington NHS Foundation Trust provides mental health and community health care services across 2 London Boroughs: Camden and Islington.

The Crisis Resolution and Home Treatment Teams are a multi-disciplinary community based mental health team, aiming to provide a safe and effective home-based assessment and treatment alternative to in-patient care. The service is available 24 hours a day, 365 days of the year for residents of the boroughs with mental health difficulties and who are in crisis.

CDAT, provides people with Severe Depression, Trauma or Complex Anxiety Disorders with ongoing assessment of need, formulation, psychological treatment, medical treatment and care co-ordination (Social Care). The service is available 9am – 5pm – Monday to Friday.

Historically the Trust had incurred large costs on the levels of bank and agency usage across both of the services as well as there being inconsistencies in the way of working.

The Executive Team invited Meridian to conduct an analysis to highlight and quantify where the costs could be reduced through improving the way the teams managed their own resources.

Study Findings

The analysis was focused on Health Care Practitioners, Doctors and Team Managers for Camden North, Camden South, Islington and CDAT, as well as those on the front line providing mental health care (Nurses, Social workers, Occupational Therapists and Clinicians) and their front line managers.

The analysis findings were as follows:

- Inconsistency in the way of working across the service.
- Very little or no planning, performance monitoring or activity reporting.
- 1.6 F2F contacts per WTE/day across the Crisis Resolution teams.
- 1.1 F2F Contacts per WTE/day across the Complex Depression and Trauma team.

What Meridian proposed:

- a) Standard way of working across the teams.
- b) Setting of performance targets and activity norms across the teams.
- c) An accurate and efficient way of deploying resources.
- d) Development of reporting structure and report implementation.
- e) Development of variance reports, summary tools and review meetings across the services.
- f) Agency spend avoidance of £4k and a savings of £216k annualised by increasing F2F contact per WTE across the Crisis teams
- g) Robust way of working for CDAT as a new service.

This proposal was accepted and the project commenced on Monday the 9th of December 2013.

Project

The Crisis Resolution Team and CDAT improvement project was scheduled for 12 calendar weeks and covered all of the proposed deliverables.

The core objectives of the project were to implement consistency across the services, reduce agency and temporary staff by utilising the time of the substantive staff and to increase productivity based on face to face contact per working clinician shift.

In order to achieve this Meridian delivered a structured series of behavioural workshops to four different Tiers of the Organisation (Executive, Senior Management, Team Mangers and Shift Leaders).

During the workshops, targets, norms and service definitions were agreed and implemented for both of the services. Full performance expectations were agreed and cascaded by the senior management team, creating a direct reporting structure for the organisation.



This reporting structure allowed each stage of the process to be monitored and identified any variances so that they could be rectified.

Alongside the workshops, training in management techniques was delivered, coaching managers and supervisors through the process of variance control, confrontation and resource management.

One of the issues raised at the start of the project was that a significant proportion of activity was not recorded by the HCPs. Meridian developed a comprehensive weekly management report and installed data capture mechanisms for data which had never before been collected. A new way of allocating work based on time rather than activity, on a shift / daily basis, was implemented. These allocation processes allowed the managers to plan shifts with optimal levels of work for each individual HCP, meeting the service targets and generating significant productivity improvement across the teams.

These new sets of information and management tools allowed the management team to make decisions based on facts and to allocate work accordingly.

Based on evidence generated by the programme, a rigorous control of overtime and agency spend was installed which allowed complete transparency over the levels of additional hours being requested.

During the programme implementation, the Crisis Response Teams registered the highest activity recorded in a single week in the history of the service.

Results

1. Significant reduction in the amount of agency and bank hours used by the service; releasing cashed savings of £3,000 per week (over £150k per year).
2. The process identified an additional opportunity to save £5000 - £6000 per week and a detailed action plan was put in place for the Trust in order to cash these savings. (Over £300k per year).
3. Significant improvements in contacts per clinician working shift were seen across the teams. The number of contacts per WTE increased from 8 (prior the programme) to 18 contacts per week.
4. The teams have managed to release resources, allocating them to other activities. These resources have enabled the service to

start seeing ward patients in order to discharge them earlier, therefore alleviating bed pressures across the trust.

5. The management team have developed a higher level of business awareness and they have been equipped with the knowledge and tools to face some of the current challenges facing the NHS.
6. A robust management control system and new way of working was been implemented successfully which ensures the service works in tune with the Trust expectation and achieves the set targets.

Contact Us

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Meridian Productivity was established 1996, and has been extensively involved in the Healthcare industry across the United Kingdom, Republic of Ireland, Holland, Belgium, Spain and the Czech Republic. Meridian assists clients across the Healthcare environment (private and public) in achieving improved operating efficiencies and performance, through the development of bespoke management and behavioural processes. These processes are all designed and implemented to ensure that our client organisation can be assured of returning the best performance on the resources applied.

We work with about 20 to 25 organisations a year, both in the public and private sectors, helping them to reduce their operating costs, improve their productivity and provide value for money.

Find out how Meridian can benefit your organisation.

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