

CASE STUDY

OBMH Patient Flow

Client: Oxfordshire and Buckinghamshire Mental Health Trust
 Project: Health Sector - Diagnose and Mobilise
 Purpose: Delivery of Phase One of the Lean Improvement Programme for CRHT Mental Health/Acute Mental Health Service



The Challenge

CWC were asked for a programme of support to improve the setup, organisation, operation and performance of the Crisis Resolution & Home Treatment (CRHT) Service for OBMH with a view to establishing an improved future state Service.

The CRHT service serves 17 Mental Health Teams and is associated with the Crisis/Acute Care Pathway and interfaces between wards and community services. Two day hospitals exist, in Warneford and Banbury. Whilst work has in the past been carried out across the CRHT service to define a 'vision' for the Service, it was stated that:

- it was felt that some Teams, for example the Community Mental Health Team (CMHT), did not link very well
- a different approach exists between the various Mental Health Teams to the use and involvement of the Crisis service
- Teams did not effectively link together; there was poor synchronisation of the various interventions along the Pathway
- poor 'flow' existed through the various interventions
- geographical separation of various Teams did not help.

The objectives of the CWC programme of support were to:

- help the CRHT to identify the 'best' service option
- address the issues defined above, working with the CRHT to define the best way to set up, organise, operate and perform
- grow the capability and capacity for Lean and continuous improvement techniques, so that any improvements made can be sustained and further improvements cascaded to other parts of the Service
- establish a process for the project management and governance to support a culture of continuous improvement.

It was agreed that the forward improvement programme would be phased:

Phase 0: Initial diagnosis, scope definition for the overall Improvement/change programme and identifying the best Option for the future state Service; Phase 0 is substantially complete.

Phase 1: Implementing the first phase improvements to establish the agreed Option for the future state Service. The aim should be to define and work towards the 'best' Pathway to support the defined setup and operation of the CRHT service.

What CWC Did

To establish the current state situation CWC consultants, working with the Innovation and Change Team, conducted a number of one-to-one review sessions with over fifty people, attended Forum meetings and interviewed Service Users. Key findings, issues, opportunities etc. were then summarised and an Options Analysis developed with the Improvement Team.

Two workshops, 'Capturing the Current State' and 'Developing an Improved Future State Service' were held, working with selected 'champions' from each Team/Organisation within the Adult Service, to involve all Teams so that a shared awareness of the current state situation could be developed and agreement & alignment to an improved future state vision achieved.

Having identified the agreed future state Option and Vision, further work will be undertaken to:

- engage all facets/parts of the Adult and Older Adult Directorate in the formation of the future state Service
- communicate the proposed approach and programme of the Phase 1 Future State Implementation programme
- gain commitment and alignment to support the proposed Phase 1 programme
- agree the organisation and process for project management and programme governance.

The Benefits

CWC and OBMH have made good progress and carried out a significant amount of work to date. The Project has identified significant opportunities for improvement; potential exists to increase the scope to include additional areas of the Directorate to provide a more effective review. CWC have been commissioned to undertake a further phase of the Project over a six-month period; the collaboration between the in house team and CWC was successful and engaged all Stakeholder groups in the collaboration for improvement.

For further information please contact:

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