

Assessment and Treatment Provision: Moving forward

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A Case Study

- Examination of the journey of development of a reborn ATU facility
- Service redesign in real world

Context

- Institutional closure programme delayed by a decade
- Conflicted vision of future service models
- Inherited evolved model of ATU service
- Low morale
- Mental Health Model of care
- Poor environment

STAGE 1

Immediate setting event

- HIW Thematic Inspection in 2007
 1. Better staff training
 - Regroup and refocus before move
 - PBM training
 - 1st line treatment
 - Better supervision
 - Appraisal and FDP
 2. More staff per shift
 3. Monitor to ensure improvement. Audit PRN/restraint
 4. Share your concerns with commissioners (but lack of forum to bring this). ? start with a contract meeting. Caerphilly 'LD champion'
 5. Activities/professional input (AHP's)

Development

- Full Action Plan based on recommendations
 - Instigated Training
 - Service workshops
 - Consultation groups
 - Service user groups
 - Development of Pathway
 - Increased Multi-disciplinary working
 - Increased staffing
 - Implemented new model of management supervision
 - Commissioner and Trust Board Support

Progress

- Within three months
 - Significant progress against all objectives
 - 2 serious incidents on the unit
 - Both related to patient safety
 - Alleged inappropriate physical intervention

STAGE 2

Radical rethink

- Organisational response to challenge
- Systemic Perspective
- Type 1 vs Type 2 Change
- Political Change

Organisational Response to Challenge

- Initial
 - Blame
 - Homeostatic
 - Maintains existing structures
 - Does the minimum
- Continued Challenge
 - Blame
 - Re alignment
 - Focus
 - Command and Control

Systemic perspective

- Look beyond recommendation's to whole system
- Macrosystemic to microsystemic aspects
- Multiple perspectives and multiple engagement
- What would make a difference
- Failure of Command and Control

Type 1 vs Type 2 Change

- Homeostatic versus radical change
- Quality Improvement versus Service redesign
- Improving existing models of care versus removing or destroying it

Political Change

- About relationships and power
- Shift in power
 - Professional Power
 - Organisational Power
 - Service user vs Service provider
 - leadership

What happened

- Alignment of WAG, HIW, LHB, Division Directorate, staff side etc
- Creation of whole systems model to CB and MH
- New staffing structure not based on Nursing model separate from Mental Health Model
- Displacement of existing staff team
- Multi-disciplinary Team embedded on the Unit
- National benchmarking
- Redesign of all unit processes
- Patient safety Primary Concern

Stage 3

- Anonymous letters of complaint to Minister
 - Thorough external investigation
 - Interview of all staff
 - Clear response and rebuttal

Stage 4

- Review By HIW
 - centre of excellence
- Investment of £1 million in challenging behaviour services
- Increase in use of secure services

Conclusions

- To create new service models requires change
- To create change requires leadership
- Expect and prepare for challenges
- Moving forward may mean having to go back