Stirlingshire Community Mental Health Team - Improvement Team/LEAN Pilot

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Purpose

In January 2010, Stirlingshire Community Mental Health Services commenced a pilot for the Improvement Team/LEAN methodology (1).

We subsequently sought to evaluate the experience in an objective and anomymised manner with the aim of providing constructive feedback and collating future ideas for Service improvement/innovation.

(1)http://intranet.fv.scot.nhs.uk/home/ProjectsInitiatives/Redesign/FVR_ToolsofRedesign.asp

Aim

A questionnaire study in September 2010 examined the Community Mental Health Team's (CMHT) experience of this process. The response rate was 86%.

Approach

The questionnaire asked respondents' views on: the review process; the diary tool exercise/caseload analysis tool; the interpretation of these data sets and other centrally gathered data, and the impact of the methodology on the Service.

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Evaluation

All respondents had been made aware of the review; all respondents had attended an introductory away day; only one respondent felt that the review rationale and process had been adequately explained.

All respondents had participated in the diary tool exercise/caseload analysis tool. Open text comment was invited, which expressed consistent view that these tools required modification to accurately capture intensity of workload and complexity of the client group, as well as ongoing monitoring to avoid a 'snapshot' effect.

None of the respondents felt that the interpretation of data was an accurate reflection of clinical activity.

The CMHT were positive regarding the underpinning principle of Service re-evaluation, which predated the pilot. Respondents felt the process had validated current practice and endorsed previously planned Service streamlining. Respondents raised various methodological and data collection/interpretation points which will provide valuable feedback to the Improvement/LEAN Team, and facilitate future projects. Respondents emphasized the benefit of reviewing Service structures and processes without preconceptions, while maintaining a flexibility of approach and avoiding 'Initiative Overload'.