10 steps to LFE in a Mental Health Trust

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learning from excellence

South London & Maudsley NHS Trust (SLaM):

- Croydon/Lambeth/Lewisham/Southwark (pop. 1.1m)
- 5300 inpatients, >45k community patients
- 5000 staff in >230 services (generic → tertiary)
- Links with academia (IOPPN) & medical Trusts
- Maudsley Charity: grants for patient/staff initiatives

1. Build a starter team
Core team (2+), backing from leadership, engage QI colleagues/others with interest/experience. Funding (charity?). **Be open to others' ideas and don't do it alone!**

2. Choose LFE reporting platform
Use existing system (?Datix) for LFE reports = integration/ efficiency/ familiarity, with automatic notifications to LFE team. **Work with IT to simplify.**

3. Choose recognition means Email with detail of excellence + certificate (+ call/visit?). **Make it specific.**

4. Liaise with other recognition schemes
Find out what already exists (staff awards/compliments…) and work together to avoid confusion. **Advocate for how LFE adds to existing Trust recognition.**

5. Work with Comms team
Consider intranet, digital screens, mailouts, slots in e.g. leadership broadcasts. **Plan a strategy.**

6. Attend meetings and events to reach key groups and explain LFE
MACs, Nursing Council, Allied Professionals, staff inductions
Be opportunistic to build alliances.

7. Advocate to be part of the patient safety agenda.
Liaise with patient safety leads & offer LFE data for use in routine reporting.
Show what LFE can do.

8. Learn Appreciative Inquiry (AI)
Design simple Appreciative Inquiry templates and train colleagues to use them.
Make it your own.

9. Choose reports for Appreciative Inquiry
Aim to do conversations in pairs, F2F or virtual. Write up & share simple reports with managers/colleagues. **Consider which colleagues might be able to use the learning identified.**

10. Share and celebrate!

CHALLENGES IN A LARGE TRUST

! Complex structures: Find allies who know how things are done in the Trust.
! Slow change: Find out whether LFE aligns with other Trust initiatives/priorities and use as a springboard to promote LFE (e.g. PSIRF/LFPSE, leadership changes, QI revamp).
! Multitude of staff emails: Aim for 'all staff' messaging but don't rely on this; meaningful comms with individuals/smaller groups = organic growth.

Feedback

"Wow – thank you. 😊"

"This is so nice, thank you so much! At the eve of a very sad and anxiety-provoking Coroners inquest – this is offering us some comfort"

"This is a real surprise- but very nice to read on a Friday! Thank you"

"I didn't expect this, am so deeply humbled"

"This made me smile"

"This is a welcome reminder of some of the difficulties we face and how we deal with them as a team. It keeps us motivated and appreciated."

"Aww, this is lovely thank you so much!"

Using LFE/AI in SLaM

SHARE SUCCESS & INSPIRE OTHERS

RESEARCH & TRAINING

UNDERSTAND MORE ABOUT HIGH-PERFORMING TEAMS AND INDIVIDUALS

SUPPORT STAFF GUIDELINES/MESSAGING WITH REAL-LIFE EXAMPLES

TEAM-BUILDING & CULTURE CHANGE

LOCAL LEARNING

REINFORCE POSITIVE PRACTICE

FOCUS ON TOPICAL ISSUES E.G. SUSTAINABILITY