

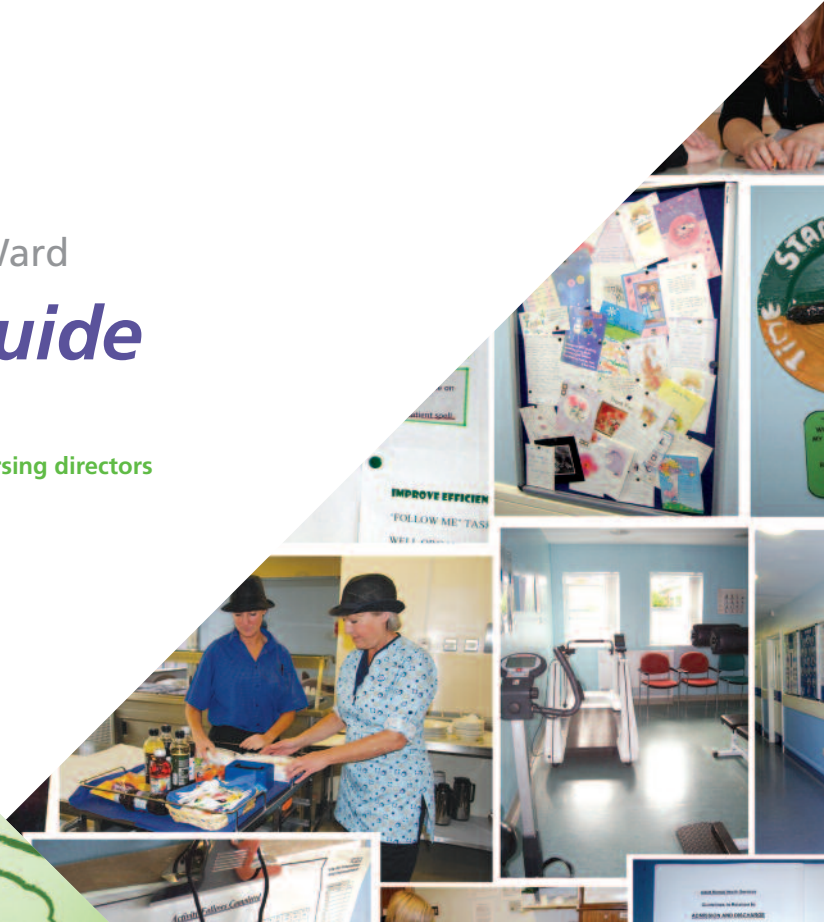
## Releasing Time to Care

The Productive Mental Health Ward

# Ward Leader's Guide

### Version 1

This document is for ward leaders, matrons and nursing directors



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At the back of this booklet is a short 10 minute introductory DVD entitled 'Releasing Time to Care' which you should view before reading this guide.



Productive Ward  
 Redesigning Time to Care

## Ward 3 Our Vision

See our vision and how we are working to make it a reality.



Our vision is to create a ward that is safe, efficient, and focused on patient care. We are working to reduce waste, improve workflow, and ensure that every minute is spent on the patient.

### The Productive Ward Measures

Key Measure	Team Objective	Key Milestone
<ul style="list-style-type: none"> <li>Reduce waste</li> <li>Improve workflow</li> <li>Reduce patient wait times</li> </ul>	<ul style="list-style-type: none"> <li>Reduce waste</li> <li>Improve workflow</li> <li>Reduce patient wait times</li> </ul>	<ul style="list-style-type: none"> <li>Reduce waste</li> <li>Improve workflow</li> <li>Reduce patient wait times</li> </ul>
<ul style="list-style-type: none"> <li>Improve patient safety</li> <li>Reduce patient wait times</li> <li>Improve patient satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Improve patient safety</li> <li>Reduce patient wait times</li> <li>Improve patient satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Improve patient safety</li> <li>Reduce patient wait times</li> <li>Improve patient satisfaction</li> </ul>

IMPROVE EFFICIENCY  
 FOLLOW MEASURES



# The Productive Mental Health Ward

The demands on our ward teams and the pace of care have changed dramatically over the past decade.

One thing that has not changed is our aspiration to deliver the very highest standards of care, safety and dignity for our patients.

We all too often rely on the hard work and vigilance of our teams to achieve and maintain these standards. We all know that wards are very complicated. Many different professions and large numbers of staff, on different shifts, create demands on leaders. This is in addition to the high standards we set ourselves and the rising expectations of the public.

Ward leadership is extremely challenging - requiring knowledge

not just about what standards to deliver, but crucially how to deliver these standards reliably.

**We believe that successful ward-based care does not just evolve. For the very highest standards of care, safety, dignity and for empowered teams, ward based teams need to design the way they organise and deliver care.**

The Productive Mental Health Ward will enable you to work with your team to transform your ward to a place where positive interaction and engagement of patients is increased in a safe and dignified environment. The experts in the ward processes are the ward staff themselves. You will harness this expert knowledge to radically improve your ward processes.

Your team will remove waste activities from processes and re-invest that saved time into making care more interactive, stimulating, reliable and safe. Releasing time to care.

After all, patients who receive the right care, safely and reliably, every time will have better outcomes - something we all aspire to deliver.

# Messages from ward leaders who have implemented the Productive Mental Health Ward

Dear ward leader,

*I'm sure that like me you are a keen, enthusiastic and motivated ward manager. I've been the ward manager of a female acute ward for two and half years, despite my enthusiasm and zest to achieve, I have always had difficulty in finding a direction that was consistent. You will agree, there are always priorities that differ from week to week or even day to day.*

*The Productive Ward has given me the direction and structure that I have been searching for. It covers the key aspects that ensure your service runs effectively and efficiently. It allows you focus on the wider picture but also gives you the structure to make real and lasting changes to your ward, the morale and*

*motivation of your team but most importantly it does make a difference to the patients experience and recovery process.*

*Starting the Productive Ward process has not been a walk in the park, it requires hard work, motivation and determination. For a short while you feel like you eat sleep and breathe the Productive Ward. I'm only three months into the process and at the moment I'm choosing it to be at the forefront of my working day because of the significant improvements and developments that are being made. I would like to share a few tips about introducing and launching the Productive Ward into your service. For me the introduction and launch was the most stressful period but once your team embrace this (and*

*they definitely will) there is no going back.*

*So here goes:  
Think carefully about your current team, their stress levels and morale before you introduce the productive ward. I introduced the concept at the end of an intense ward away day, I was still feeling full of enthusiasm, but I missed the fact that my team were feeling the stress of an ambitious day, hence the concept of Productive Ward going down like a lead balloon. They are fully on board now but it gave me additional work to recover from this error. The team now dictates the pace, not just me.*

*Don't assume that your ward has to be well resourced before the Productive Ward can be introduced,*

*throughout this process my ward has been carrying four health care support worker vacancies but it has not stood in our way. You'll be pleased to know that people have been appointed to my vacancies now (maybe Productive Ward helped).*

*Be sure to have meetings, meetings, meetings, not only does it keep the momentum of the Productive Ward going but it really does connect you as a team. We have all recognised that since starting this process we feel much closer as a team. I would strongly advise you as the ward manager to chair weekly meetings with your inpatients, not only is it very rewarding, it a very valuable way to consistently check and recheck that you and your team are making the*

*right changes to improve your patients experience. You may find like me that the patients drive the changes, which then sets the agenda for your staff meeting and not the other way around.*

*Don't get overwhelmed by these booklets, initially they are a bit like an AA route planner (a little too much information can get you lost) but actually they are a perfect reference tool. If some go astray you may want to retrieve them from your team member's lockers or handbags, staff will take them home for a little light reading in preparation for them to lead on their chosen module or action.*

*I hope you enjoy this just as much as I am. It's fast becoming a hobby of mine!! Good luck.*



# Overview

The Productive Mental Health Ward is focused on the 'ward'...**why?**

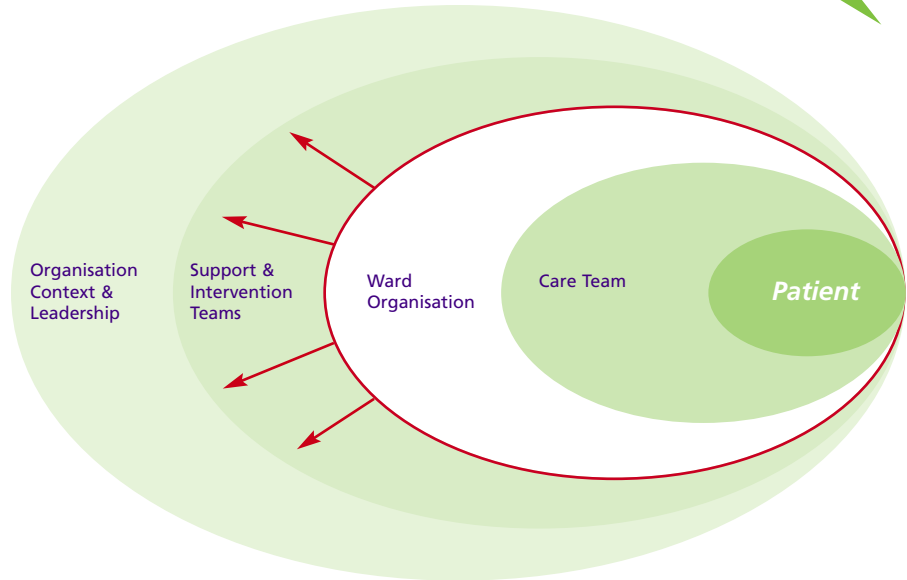
.....because the ward is the core unit at the centre of the interventions given to the patient.

It is at this level that decisions are made that impact on the quality of service that the patient receives.

The experience so far with the Productive Mental Health Ward is that you will need to influence not only the staff on your ward, but also other departments in the organisation that are involved in delivering the service.

The diagram below demonstrates this relationship.

Be prepared....  
implementing the  
Productive Mental Health  
Ward will make your ward  
very visible both inside and  
outside your hospital





## What is the learning so far?

Feedback from those wards who have already introduced the Productive Ward has been extremely positive.

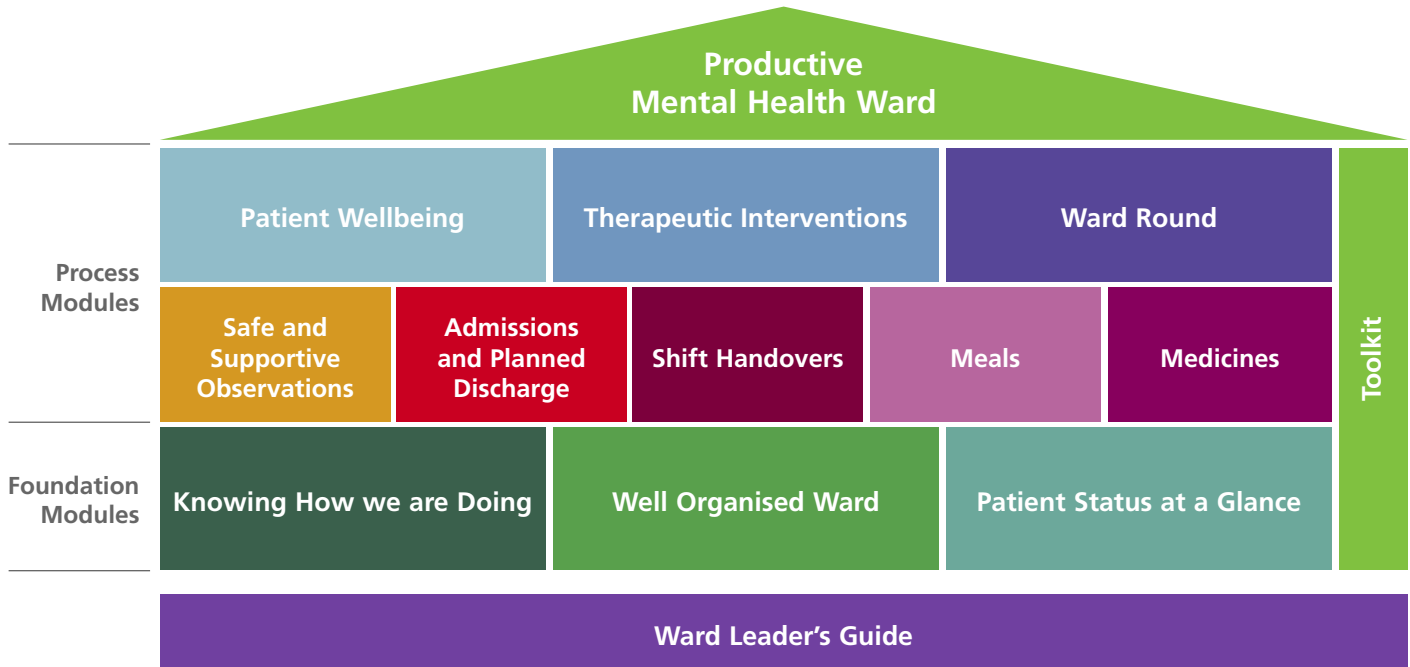
A number of wards have commented on 'the Sunday feeling...' where, everyday now feels like a Sunday instead of the stress and disorganisation that had been their previous experience. This comment was made to the trust board chair of, one organisation, as he toured the ward.

Another benefit that you will experience is the empowerment of your staff at all levels. You may be surprised to see changes in staff whom you really thought would not be able to change.

Making time to get back to the basics of care is what the Productive Ward is all about and with your leadership your ward staff will value this opportunity.



# 13 modules create a Productive Mental Health Ward



## *Aim of the modules*

The modules are designed to provide you with a no nonsense structure for implementing the Productive Ward.

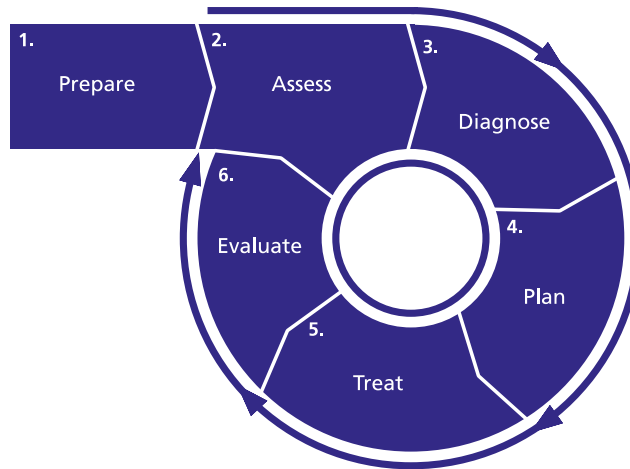
Start with this Ward Leader's Guide and then, with the ward team, begin to implement the foundation modules (as highlighted). These provide both a solid foundation for the more challenging 'process' modules (as highlighted) and a grounding in basic improvement principles.

The modules are designed to be used by a facilitator leading a team. You should aim for this to be you. It is your ward and your staff. If you don't feel up to leading through the first few modules, let your project team know. Ask them for someone to facilitate the first few modules so that you can learn the facilitation skills from them.



# General structure of each module

Each module follows the basic stages illustrated here:



## Healthcheck baseline

Each module contains a baseline section where the robustness of the wards processes, in relation

to the specific module areas, are tested before and after the module's implementation.

# Module summaries

## Ward Leader's Guide

Key principles of the Productive Ward, getting started, leading your team, sustaining gains.

## Knowing How we are Doing

Developing ward based measures to help your team make informed decisions.

## Well Organised Ward

Making ward areas work for your team instead of hindering them in the delivery of care.

## Patient Status at a Glance

Your team develops visual patient information that improves communication, patient experience and patient flow.

## Meals

Reduce the time your team spend physically delivering meals and allow more time for the team to assist with feeding and ensuring proactive nutritional assessment for your patients.

## Medicines

Your team ensures medication times are patient centred and the self administration of medicines is safe and reliable.

## Admissions and Planned Discharge

Your team ensures quick, standardised and prompt admissions process that immediately plans for the patient's discharge.

## Shift Handovers

Reducing the time your team spends on handovers, while making the information handed over more appropriate, easier to remember and easier to understand.

### **Safe and Supportive Observations**

Increasing the standard of supportive observations carried out by your team. Ensuring they are accurate and that appropriate action is taken with the results.

### **Patient Wellbeing**

Your team improves the supporting processes for patient wellbeing procedures so they are consistent, maintain a high standard, offer a better patient experience and achieve the standards your organisation aspires to.

### **Therapeutic Interventions**

Your team improves the therapeutic interventions so they are consistent, a better patient experience and achieve the standards your organisation aspires to.

### **Ward Round**

Your team works with their consultants' team members to ensure clarity of outcome and clear planning from their ward rounds while making the ward round quicker and more consistent.

### **Toolkit**

A step by step guide to all of the Productive Mental Health Ward tools. For you and your team to use in conjunction with the modules.

# Preparation for the modules

You will need to lead your team in the implementation of the modules. You need to be confident in your approach and instil this confidence in your team. Think about the following:

- ensure you know and understand the contents of the modules. If you are unsure, speak with your project leader
- think through the questions that your team may raise with you so you are ready with some answers
- work through the modules with the project team a week before you do the work on the ward
- be prepared for the session with the ward team – ie, put up the learning objectives before the session



## Active Ward Measures:

### Cost Objectives

### Key Measure



...to be aware for improvement that need to be in place early on  
...to be aware for improvement that need to be in place early on

IMPROVE EFFICIEN

FOLLOW ME! CAN

WILL I CAN...





# You



# *What skills will you need to lead this work?*

As the ward leader you are already a highly skilled professional.

However, the Productive Mental Health Ward may require you to use skills that you have not used for a long time or have not had to use before. The types of skills you will need are:

- facilitation skills, both with staff within your own professional group and with other departments
- experience of training groups of staff
- previous involvement in change management projects, ability to deal with difficult situations
- excellent communication skills
- leading your staff – it can be an uncertain time for your staff at first

# *The Productive Mental Health Ward commitment*

This is an exciting opportunity to focus back on best practice for mental health patients. In order to achieve this, you will need to do the following:

- understand the fundamental principles of the Productive Mental Health Ward. If you are unclear, then speak to the Project Leader
- be clear about the benefits that the Productive Mental Health Ward can bring to your ward
- recognise that you will be required to find the time to support implementation in addition to your current role. You may need to discuss this with your manager and the project leader

- recognise that there will be times when you need to utilise all your skills as a leader to overcome issues and move the implementation on.

It is advisable to go and see a 'showcase ward' either in your own hospital, or if you are the showcase, in a hospital near to you that has begun to implement the Productive Mental Health Ward. They will be happy to show you the results they have achieved and talk through what is involved.



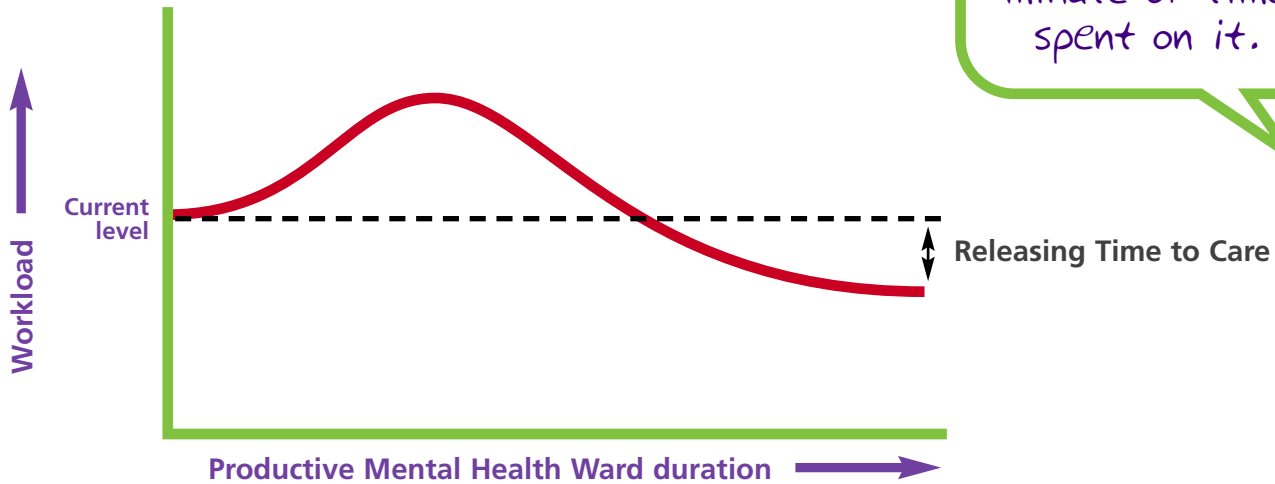
# The Productive Mental Health Ward is not easy...

The Productive Mental Health Ward relies on you as the leader, and your immediate leadership team above, to support your ward team in implementing new ways of working.

This will be over and above your day job. Things will get harder before they get easier.

The diagram below illustrates this:

It might not be easy, but it is worth every minute of time spent on it.





Meet with your line manager and general manager after you have read this guide. Have an open discussion about the likely pressure the Productive Mental Health Ward will initially bring. Decide with them what you can do about the pressure together.

Time put in by your line manager and general manager to shield you from some of your daily duties will help you get the project off the ground quicker.

The Productive Mental Health Ward could bring to the surface any unresolved issues, disputes or frustrations within your team. Try to foresee these and resolve them, if possible, before you start.

In addition, the Productive Mental Health Ward will help to resolve issues as new processes are created together. Your team will feel increasingly involved in your ward's future.

# Senior nurse or nurse leader?

As well as being an expert in the best evidence based mental health practice, you will increasingly become an expert in leading your team to reach and maintain these standards.

Members of your team may sometimes find the changes introduced an uncomfortable experience. You will need to support them.

In addition to upholding best practise, you will need to uphold new processes developed while doing the modules.

*These new processes are the very things that will allow you to achieve the new levels of best evidence based mental health practises and standards you aspire to.*

You will need to be visible and open to the Productive Mental Health Ward's collaborative techniques. Your role will be to ensure your team has the opportunity to create new ways of working. If your team has full involvement, the pride in your ward will increase.

**The demands on mental health wards have become more intensive. Mental health staff need to be developed to continue to meet these demands.**

As the service has evolved, ward leadership must also evolve.

As a Productive Mental Health Ward leader you will further develop some of the following skills:

- viewing leadership as being just as important as best practise
- coaching and facilitation of your team
- working to sustain team-developed standards
- developing ward processes in collaboration with your team
- making decisions using ward-based information

# *Sustaining new ways of working with your ward's newly designed processes*

*Sometimes it may feel like some members of your team misunderstand your efforts to improve best practice and see it as you personally taking issue with them.*

*Sometimes a member of your team may not see why you are asking them to do things in certain ways.*

**With the Productive Mental Health Ward you will avoid this.**

Your ward's new standards will be developed, agreed and implemented with your team. By using the Productive Mental Health Ward's methods to develop the standards on your ward, you

will be creating a strong foundation to maintain ward standards. This removes the possibility of your staff feeling 'put upon'.

**Collaborative – not taking responsibility?**

Some people think that collaborative techniques mean that no one is responsible. This is not the case. Under this approach you and your staff have personal responsibility for your own actions. You and your team have the responsibility to maintain and develop the standards you have created together.

## *Your role - as a leader*

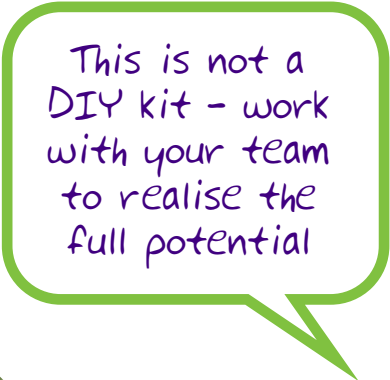
As the senior nurse on your ward, you are a 'nurse leader' and you will be required to lead your ward team in implementing the changes required within the Productive Mental Health Ward.

Involving your team from the start will help them feel 'in the driving seat' and will help overcome any feeling of being 'put upon' or forced in to making changes.

One of the key benefits of the Productive Mental Health Ward is the empowerment of the ward staff at all levels to recognise what needs to be changed and change it. It is vital, that as their leader you;

**Do** - work with your team and involve them in decision making

**Don't** – make decisions in isolation and expect the team to just implement them

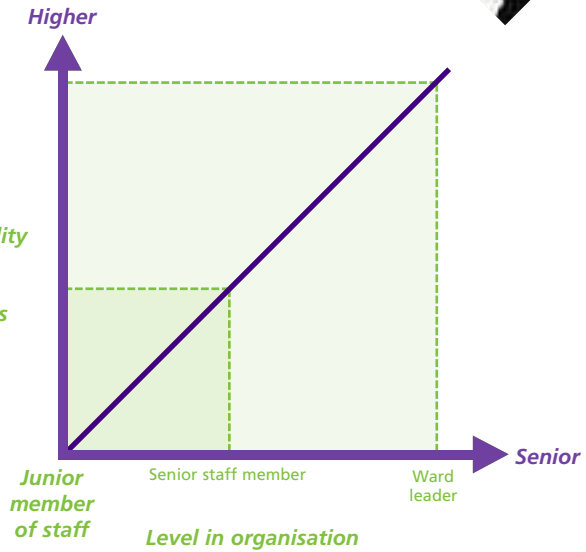


*This is not a  
DIY kit - work  
with your team  
to realise the  
full potential*



# Your role - as a role model

You need to lead from the front and make sure that you are demonstrating the types of behaviours and practices indicated within the Productive Mental Health Ward.



## *The cynics and the sceptics*

Members of your team will react in different ways when you start the Productive Mental Health Ward. As the ward leader you need to make clear your expectations of your team.

Make clear that being sceptical about the Productive Mental Health Ward is ok, but being cynical is not.

It is fine for a team member to be sceptical as long as they give it a go.

*Sceptic – a person inclined to question or doubt accepted opinions*

*Cynic – a person who has little faith in the integrity or sincerity of others*

*Source - Oxford Compact English Dictionary*

Using the Productive Mental Health Ward to bring people on board, and using ward based information, will create a better environment for everyone. You will influence the sceptics and silence the cynics!

Not everyone will come on-board at the start...be patient. Involve everybody and use peer support.

Productive Ward  
Ward 3  
Our Vision

# Your Role - in setting the standards

## The fundamental principle of The Productive Mental Health Ward:

To deliver consistent, reliable, safe intervention to patients.

### How is this done?

By the development of quick, applicable standards, that reflect reality, that are flexible and can be adapted and further developed.

### What will the standards deliver?

- standardised working practices
- consistency of approach
- visible high quality interventions
- the opportunity to increase the skills of ward staff
- the ability for staff to deliver care whichever ward they are working on

You and your team will have a personal responsibility to maintain and develop the standards you have created together. You need to ensure that your staff - at all bands - understand this.

This is particularly important for your band 5 and 6 staff. Whilst it is right that they are able to challenge and ask questions, they also need to recognise it is important that they show a united approach when discussing issues with other ward staff.

Make sure they understand they can come to you, or the Project Leader at any time if they have issues to discuss; but must not undermine the Productive Mental Health Ward in front of junior staff.



## *Ward based information*

By applying the Productive Mental Health Ward you will develop a series of measures on your ward. This will help you and your team to understand the quality and efficiency on your ward.

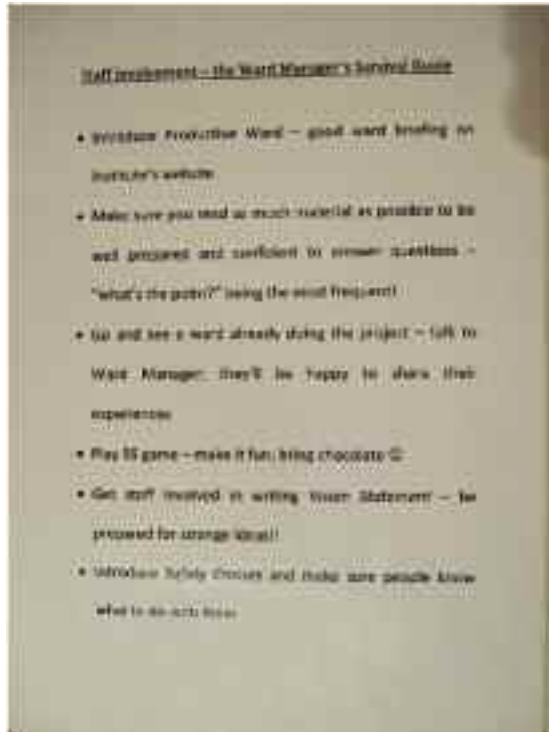
Ward based information will replace opinions. This will make getting agreement easier, helping to get the right decision every time.

Collecting the information means you can demonstrate you and your team's hard work to the rest of the organisation. Measuring success will help turn your sceptics into believers and leaders of improvement!

In the NHS we often bounce from one problem to another. Sometimes we bounce so quickly that we often don't know why a problem went away. Or why we happen to be having fewer complaints than last month. This means that the problems and complaints often come back.

You will learn how to understand your ward's performance in detail. This will tell you exactly what your ward is capable of and when its performance is being influenced by outside factors.

# Survival guide from ward leader implementing the Productive Mental Health Ward



- Get enthusiasts: people are likely to kick off first modules

- SHWAB - someone interested in TQM/ISO
- WDW - someone who is organized
- PSMB - someone proactive who can get people to contribute ideas

- Build time in-house to free up staff

- Introduce idea of process modules early on -- get staff to volunteer for areas of interest -- meals, modules, systems, hardware, obsolescence, storage

- Be prepared for it to take over your life! Your staff and your family will hate you!

- Keep focused - your new motto will be "it'll be worth it!"

- Remember you are not alone. There are plenty of people out there to support you - just ask!

# *Ward start-up*



## Who is the team?

Who should be in it?	Modules involved in	Role
<ul style="list-style-type: none"> <li>ward leader (head)</li> </ul>	<ul style="list-style-type: none"> <li>all</li> <li>foundation modules in particular</li> </ul>	project lead for ward <ul style="list-style-type: none"> <li>monitor progress against plan</li> <li>lead identification of issues and problem solving</li> <li>liaise with the change leader to extract maximum value</li> </ul>
the entire ward team! <ul style="list-style-type: none"> <li>all staff 'types' will need to be involved including nurses, junior doctors, ward clerk, junior support worker, porters, physiotherapists etc</li> </ul>	<ul style="list-style-type: none"> <li>all – though not everyone in every module</li> </ul>	<ul style="list-style-type: none"> <li>participate in issue identification and problem solving</li> <li>assist in data collection at the ward level</li> <li>analyse collected data</li> <li>brainstorm to agree improvements in process</li> <li>test process improvements</li> <li>implement modified improvements</li> </ul>

*Remember...* you need to ensure everybody is included and you have delegated responsibility for developing aspects of the Productive Mental Health Ward to team members. The whole team is responsible for the project's success.





Steering group	Project implementation team	Ward teams
<ul style="list-style-type: none"> <li>• CEO</li> <li>• executive leader</li> <li>• project leader</li> <li>• project improvement facilitator</li> <li>• clinical director</li> <li>• finance and systems director</li> <li>• general managers</li> <li>• nursing managers</li> </ul>	<ul style="list-style-type: none"> <li>• executive leader</li> <li>• project leader</li> <li>• project improvement facilitator</li> </ul>	<ul style="list-style-type: none"> <li>• ward leader</li> <li>• line manager</li> <li>• representation of all staff eg, nurses, junior doctors, ward clerks, junior support worker, porters, physiotherapists etc.</li> </ul>
Commitment to Productive Mental Health Ward		
<ul style="list-style-type: none"> <li>• meet monthly to review progress, offer direction and prioritise wards for roll out</li> <li>• communicate actively on weekly basis</li> <li>• participate in audits</li> <li>• visit wards frequently</li> </ul>		<ul style="list-style-type: none"> <li>• understand the requirement of the Productive Mental Health Ward</li> <li>• be committed to implementation</li> <li>• be committed to looking for solutions to problems</li> <li>• celebrate success</li> </ul>



## Support teams

- information analyst
- finance team analyst
- supplies
- pharmacy
- housekeeping

## Commitment to Productive Mental Health Ward

To support implementation of Productive Mental Health Ward which includes providing data and information as required.

To understand that the implementation of the Productive Mental Health Ward will impact on their department and they will be required to work collaboratively to ensure that systems are working efficiently.

## *Time investment*

Your investment in the Productive Mental Health Ward will be considerable.


You will initially need to invest in extra staff to get the Productive Mental Health Ward off the ground.

Other than the improvement support detailed in the Executive Leader's Guide, the Productive Mental Health Ward does not take people out of their roles for long periods of time.

The periods where you will need extra cover are when you are having group discussions. This could be, for example, when

observing and mapping a process. These periods take around 1 to 1.5 hours. They can often be covered by staff from other wards, or your line manager, if planned in advance.

Once you have completed your first process design, and your team can see the benefits, you will find your team members more willing to stretch to cover for each other, so colleagues can get involved in a mapping session.



*Time invested now will benefit you in the long-run as you start to see the positive results of the Productive Mental Health Ward.*

# Implementation schedule

This diagram shows the first four months of implementation. It is

important you work through each of these phases.



# Facilities and equipment

You will save valuable time by ensuring the following is identified or available before you start:



## Facilities:

- a) Select an area on your ward for the Knowing How we are Doing measures board. This will also be where you hold your team meetings.
- b) A second area needs to be found to watch process videos back and to map them. You will need spare space in order to display your findings.



## Equipment:

- stop watch
- A3 clip board
- pedometer
- big role of wide paper (>1m wide)
- flip charts
- sticky notes
- magnetic tape
- insulation tape
- red 'spot' stickers
- flip chart markers
- permanent markers
- 3 large white boards
- spare tapes for camcorder
- box to keep it all in
- access to DVD player
- access to computer with active CD drive
- access to television



## Access to:

- A3 laminator
- A3 printer
- colour printer
- photo-copier
- camcorder (DV tape camcorder ideal)



# Your vision

## What is a 'Ward vision'?

A compelling statement that tells everyone your ambition for your ward.




## Why spend time creating one?

- it sets the bar for what you would like to achieve
- it provides a context to set your improvement activities against ie, 'we're doing x because it will help us achieve y taking us closer to z'
- an exciting ward vision can galvanise your team towards reaching it
- it helps those outside the ward to understand your aspirations and provide support or even join in!

## Where to begin?

- talk to your team, convince them of the benefits in creating a vision
- encourage them to give some thought to what they want for the ward
- see Toolkit tool no.1 (Your vision)





**What to do once you've created your own vision**

- display it in a prominent place in your ward eg, on your measures board, at the entrance to your ward, at your staff office etc
- use it to help you choose what to improve first when you're unsure of your priorities
- work hard to make it happen!

keep it simple!  
No essays, no jargon  
and no buzz words!  
keep it real





### **Evidence based practice**

- mental health interventions carried out to a high standard
- excellence in care supported by evidence-based practice

### **Teaching and research**

- ongoing needs-led programme for all staff to ensure standards are maintained
- all staff have development plan
- multiprofessional approach to sharing knowledge and skills

### **Patient experience**

- clean and safe environment
- well-presented, professional staff
- a more complete approach to care for patients and carers
- written information available to ensure patients and carers are informed and empowered to make best decisions
- patient feedback is acted upon

### **Organisational efficiency**

- less time on paperwork, more time with patients
- effective team working - all staff aware of their role in the team
- reduce and maintain length of stay, violent incidents, infection rates

# The 1st team meeting

The meeting should not be an excuse for a general chat. Uphold start and finish times and drive for punctuality.

The team meeting will develop into your ward's key communications tool. It will help make sure everyone is aware of the ward's new processes as they develop – helping you uphold them.

Remember - keep this and all your meetings structured and focused

Your first team meeting is very important. The following table illustrates some of the questions that will be asked and you need to be prepared for:

How will we do this?	<ul style="list-style-type: none"><li>• how can we do ourselves justice – do we have the leadership time?</li><li>• who will be in charge – and on the project team?</li><li>• how will we get the ward team involved?</li></ul>
How much time will it take?	<ul style="list-style-type: none"><li>• first modules in 6 months but will continue into the future</li><li>• when should we start – is there a 'right' time?</li><li>• does this programme clash with any others on the ward?</li></ul>
What support do we need?	<ul style="list-style-type: none"><li>• does everyone here have the time required for this effort?</li><li>• what is the 'self assessment' telling us?</li><li>• can we do this without external support?</li><li>• is this support available within the organisation?</li><li>• what do we have to do to adjust existing ward resources so the ward work does not suffer?</li></ul>

# Ward baseline

## 10 point Productive Mental Health Ward healthcheck

You should develop a baseline understanding of how your ward's existing processes reflect the Productive Mental Health Ward vision.

This will give you a view on where you are starting out from and what rigorous processes you will need to develop for a Productive Mental Health Ward.

To do this use the **10 point Productive Mental Health Ward healthcheck** tool available at: [www.institute.nhs.uk/productive-mentalhealthward](http://www.institute.nhs.uk/productive-mentalhealthward)

You need to set up a user account on the NHS Institute website and log in to access the Healthcheck tool. You need to set up one user account for each ward that is implementing the Productive Mental Health Ward.

The tool will give a healthcheck score which will give you a tangible starting baseline to complement your measures. You should revisit it monthly to help track improvement. Do this along with your measures developed in the following measuring success section on p57.



## Ward baseline - direct care time

One of the key themes of the Productive Mental Health Ward is the amount of time ward staff have to care for their patients. This is called direct care time.

You should create a baseline assessment of how much time your staff have available to care before you start the modules.

Direct care time is assessed using the easy to use activity follow tool. This can be found in the Toolkit module. The activity follow tool provides a detailed one hour snapshot of, for example, a nurse's day. It can be repeated to create a longer snapshot.

The Toolkit and fold-out page in Knowing How we are Doing contains guidance on the duration, timing and intervals for this baseline assessment of direct care time.

You will need to repeat this snapshot (on the same day and time) as the project matures. This will help you track how much time you are releasing to care.

# Foundation modules

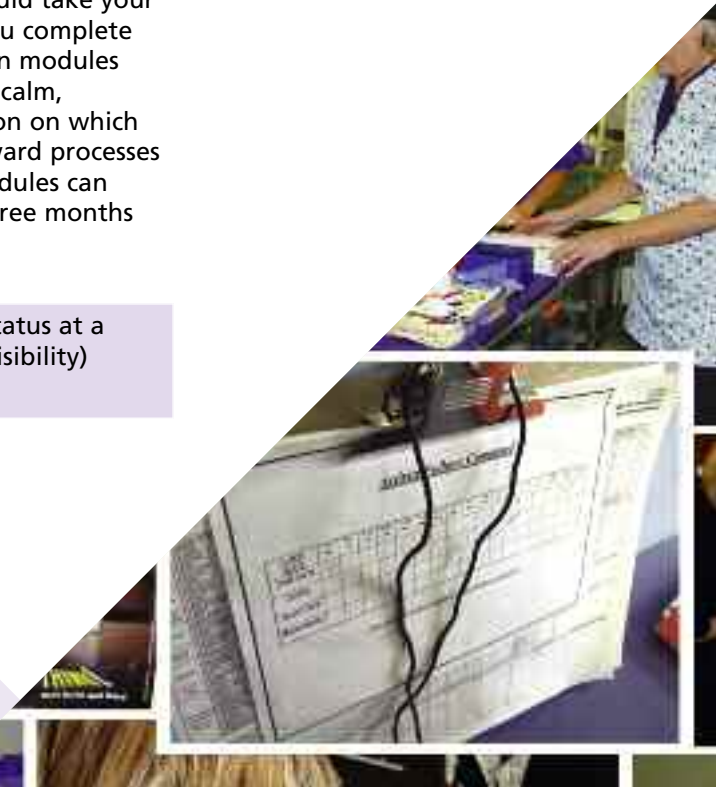
It is tempting to rush into implementing the Productive Mental Health Ward. Its structure and ease of implementation make it inviting and seemingly simple to get started.

- starting with Knowing How we are Doing, you should take your time and ensure you complete all three foundation modules
- this will give you a calm, informed foundation on which to build your key ward processes
- the foundation modules can take in excess of three months to complete

Knowing How we are Doing (ward-based information)

Well Organised Ward (5S and environment)

Patient Status at a Glance (visibility)



# Key ward processes - what you do next

Once you have completed the foundation modules, you move onto the key ward processes.

Supportive Observations	Admissions and Planned Discharge	Shift Handovers	Meals	Medicines
-------------------------	----------------------------------	-----------------	-------	-----------

These modules have no defined order\*. The order in which they are implemented should be decided by you and your ward.

The grid on the next page is designed to help your team decide on which module to start after completing the foundation modules.

\*In our experience it is useful to consider the Shift Handover module as a good process module to start with. This is because a Shift Handover sets the tone and direction for the whole shift.

# How to choose the sequence - ask what needs to change the most, and what's easiest to change?

## Need for change

- is there a risk to patient safety?
- does it 'cost' a lot (time spent by ward staff)?
- does it cause frustration to your staff and patients?

High	Change after proving that it can be good	Needs change, can change: Use this as proof of concept
Low	This way is the best way for now	Don't fix what's not broken
	Low	High

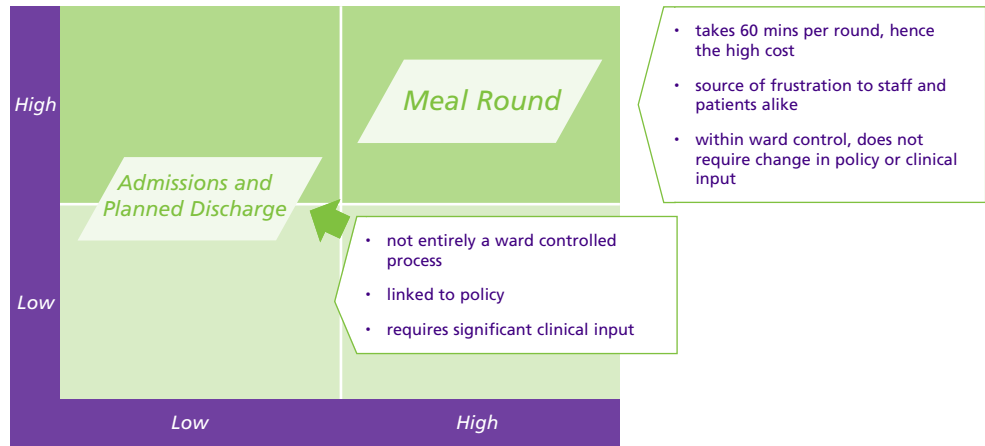
## Ease of change

- is it within your ward's control?
- does it require clinical input?
- does it require a change in policy?

## Let's look at how we choose between two modules...

### **Need for change**

- *is there a risk to patient safety?*
- *does it 'cost' a lot (time spent by ward staff)?*
- *does it cause frustration to your staff and patients?*



### **Ease of change**

- *is it within your ward's control?*
- *does it require clinical input?*
- *does it require a change in policy?*



## Communications plan

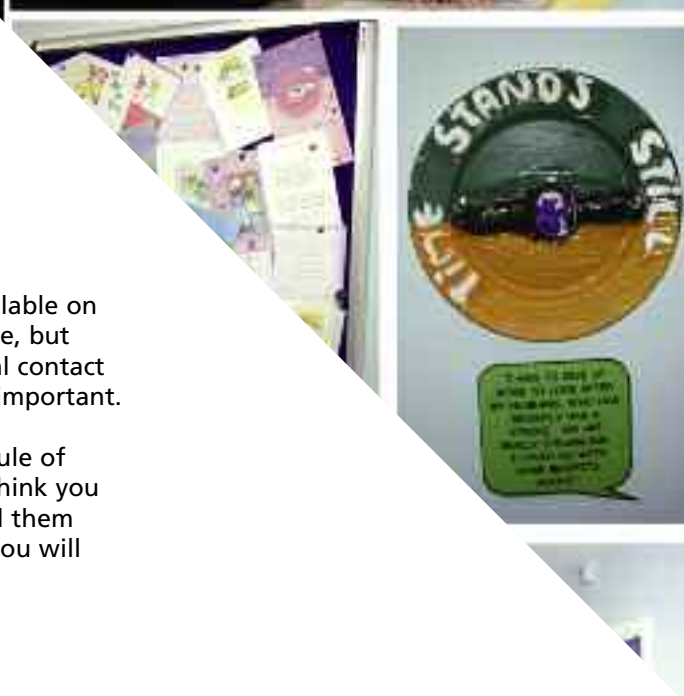
This is a vital part of your role, not only on your ward but also within the hospital as a whole. You must ensure that everybody on your ward knows what is happening and why. Ensure your staff all have copies of the ward brief which will introduce the concept and underpinning principles of the Productive Mental Health Ward.

*Don't assume people know...  
tell them!*

Please do not forget to let the patients and their relatives also know what is happening. Think how you will do this. Make sure you have copies of the Productive Mental Health Ward patient

information leaflet, available on the NHS Institute website, but remember, your personal contact and explanation is very important.

Remember the golden rule of communication, if you think you have told somebody, tell them again. This guarantees you will not overlook anybody.



## What should it look like?

It helps to put together a quick communications plan. It will be a good prompt for when the Productive Mental Health Ward kicks off.

	Say what?	To whom?	When?
Internal (within organisation)	<ul style="list-style-type: none"> <li>our ward has been chosen as the showcase because...</li> <li>our team has been selected based on...</li> <li>for the team, this means:               <ul style="list-style-type: none"> <li>time commitment</li> <li>benefits (long term)</li> <li>issues (short term)</li> </ul> </li> <li>for those not explicitly on the team – how can you contribute...</li> <li>the last time we did this, we succeeded! - success meant...</li> <li>we also learnt a few things - our key learning was...</li> </ul>	<ul style="list-style-type: none"> <li>all ward staff</li> <li>care coordinators</li> <li>community based services</li> </ul>	<ul style="list-style-type: none"> <li>the message has to be delivered at the time of 'launching' the project in the ward, in an 'all staff meeting'</li> <li>even more crucial is consistency of messages in regular team meetings – <b>it is imperative that all changes are communicated as they happen, to everyone on the ward!</b></li> </ul>
External (outside organisation)	<ul style="list-style-type: none"> <li>the last time we did this, we succeeded! - success meant...</li> <li>we also learnt a few things - our key learning was...</li> <li>we will need your help for...</li> <li>this will also benefit you because...</li> <li>what we can do for you...</li> </ul>	<ul style="list-style-type: none"> <li>finance department</li> <li>information department</li> <li>estates</li> <li>catering</li> <li>all other relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>part of the 'launch' at the 'all staff meeting'</li> <li>alternatively have specific meeting for external stakeholders</li> </ul>

- you should plan for one communications workshop before launching the 'showcase' ward - with all internal and external stakeholders invited
- your communications should continue with consistent messages using regular routes (scheduled internal and external messages)
- it is important to work with your organisation communication lead, who will help and advise with regards to messages, communication changes and working with the media

# Interaction with support services

Remember, the Productive Mental Health Ward will have an impact throughout your organisation, in particular in the departments that supply you with services which enable you to deliver care.

For example:

- premises/environmental issues
- meal rounds and housekeeping
- financial accounting
- medicines management/pharmacy
- supplies
- patient transport

Depending on the module you are implementing, you may need to communicate with these departments and involve them in the work. How you communicate is very important. The following will help you:

- understand that other departments are as busy as you are and may not be able to respond to you immediately - please be understanding
- support departments face many of the same issues you face running your ward – they too cannot change things overnight

- if you adopt an understanding approach, you will find them more willing to help
- agree acceptable time frames when action is required and make sure this is recorded
- if you really find another department is blocking progress, despite your best efforts, escalate the problem to your manager

**Remember...**it is important that at all times you are professional in your approach.



# *Importance of good relationships and understanding of support services from the whole team*

## *A case study from a Productive Ward test site:*

The ward decided to implement the Meals module after looking at where their time was being spent, using the activity follow totaliser. The meal round had also been a source of frustration for staff for a number of years.

During the implementation the ward team spent time building up relationships with the catering staff. Ward staff visited the kitchens to see how the high number of meals were prepared and shared experiences with the kitchen staff. The catering team visited the ward to take part in the implementation and see how the meal round worked.

The result was the catering team agreed to change their whole

system so that they could provide the changes the ward team had come up with while doing the Meals module. These changes were over and above the caterer's contractual requirements and done free of charge.

The changes involved new roles and responsibilities for catering staff and trial systems being used in conjunction with existing systems for other wards.

During the early stages of implementation there were small errors, away from the agreed standard, from both ward staff and catering staff. These were slowly resolved and the new working relationship strengthened.

Unfortunately, a little later on, during a weekend, one member of ward staff took issue with another small error and acted in an inappropriate way towards the catering staff. This resulted in staff in catering department refusing to continue with trial when they felt they were not appreciated.

All of the good work had been undone in an instant. It took a long time to re-build the trust and get back the old working relationship and put the ward's meal round implementation back a long way.

# *Sustain*



## Ward visits

You will find that others, from both within and outside your organisation, want to visit your ward to see for themselves what you are doing and the changes you and your team have made. Your role in showing them round is vital for their learning but also in making people understand your hard work.

Also, it is seen as very important to the sustaining of the Productive Mental Health Ward that the senior managers within the organisation are seen on your ward and actively encourage your staff.

Refer to the Toolkit for the example of the visit pyramid – a visual system to ensure all levels of the organisation understand what you are doing and how they can support you.



## VISIT GUIDELINES RED

## EXECUTIVE TEAM OR EQUIVALENT

### BEFORE

#### Communicate to the ward leader before hand:

- intentions
- timing / duration
- availability of ward leader or deputy

#### Current status of the Productive Mental Health Ward:

- talk to the project team

### ON THE WARD

#### People first, ward second:

- engage staff in casual conversation, ask general questions about the ward and project status
- ask the ward leader / deputy about the Productive Mental Health Ward and explore the support the ward leader has been given

#### Talk to a patient:

- engage patient in casual conversation
- ask patient about their experience on the ward and the unit generally
- ask the patient about:
  - what have we done well?
  - what have we done less well?
  - what should we continue to do?
  - what should we stop doing today?
  - what is next during their stay  
(Planned leave, if appropriate treatment lined up?, next OT visit etc)?
  - their plans to go home (planned discharge date etc - if appropriate)?

#### Visit the ward performance board:

- is it up to date?
- ask a member of staff to talk you through the performance board and recent performance
- discuss the link between the measures and the organisation's strategy

#### Conduct an audit:

- conduct the appropriate RED audit as per the ward's audit plan

#### Communicate:

- your view on the ward's improvements efforts
- your vision for patient care
- organisation priorities for the coming year
- organisation priorities for nursing
- organisation long term strategy

#### Sign the visit pyramid:

- record your visit to the ward to illustrate your, and the organisation's, commitment to the ward

#### Wrap up the visit with the ward leader or deputy:

- give and ask for feedback
- agree on a max of two priority next steps (one yours / one theirs)

### AFTER

#### Reflect on the visit:

- what was going well?
- what needs support / direction?
- what would the ward team think was important to me?

#### Follow up with the ward leader and the project team:

- what you were impressed by?
- actions for the organisation
- actions highlighted by the audit

Combined with the visit pyramid are visit guideline sheets for different visitors from the organisation. Familiarise yourself with these sheets so that you know the type of things the visitor will want to do. Get your senior team to do the same.

The standards you create are also very useful to show visitors. This will provide a structure to talk your visitor through your ward's improvements.




## 10 point checklist

Knowing your process baseline and then continually monitoring against this baseline is vital if change is to be sustained.

To help you with this, each module has a 10 point checklist based on the improvement measures within the module. This exercise is in addition to the electronic assessment you did during the startup workplan.









































An example appears on the opposite page. The descriptions are of a well organised ward.

As can be seen from the **Before starting** column, the first time the team assessed their ward against these criteria the result was mostly red. However, after eight weeks of implementing the 'Well Organised Ward' module, in the **After 8 weeks** column, the result was all green.



You can see the changes you are making and also see the continual improvement



<p style="text-align: center;"><b>10 point checklist</b> <b>Well Organised Ward</b></p>	<p style="text-align: center;"><b>Before starting</b></p>	<p style="text-align: center;"><b>After 2 weeks</b></p>	<p style="text-align: center;"><b>After 4 weeks</b></p>	<p style="text-align: center;"><b>After 8 weeks</b></p>
<p>All the items in the area have a clear purpose and reason for being there</p>				
<p>There are specific locations for everything</p>				
<p>The locations for these items are clearly marked</p>				
<p>It's easy to see if something is missing, in the wrong place, or needs to be re-stocked</p>				
<p>All the equipment is regularly maintained and kept ready-to-go</p>				
<p>There are standard operating procedures on the use of the area and all staff are aware of how things should be done</p>				
<p>Regular and random audits are conducted against the standard operating procedures to make sure the changes are maintained</p>				
<p>A new member of staff can easily find things and understand how things are done</p>				
<p>Quantities of stock are based on usage</p>				
<p>The replenishment of stock matches demand</p>				

# Measurement

It is important to make clear that measurement is not about competition between wards. It is about allowing you and your ward to understand where you are now, where you can get to and to enable your ward team to make informed decisions to get there. All wards start at different points.



# Measuring success - collecting the facts

## What?

- all the key project measures
- for a lot of these measures data may not be readily available – use whatever is already available, but do resolve in a way that solves the data source permanently

## When, and how often?

- once before the project begins
- to be updated at regular intervals, depending on the measure
- see Knowing How we are Doing module

## What period?

- monthly for the past year leading to the present

## What level?

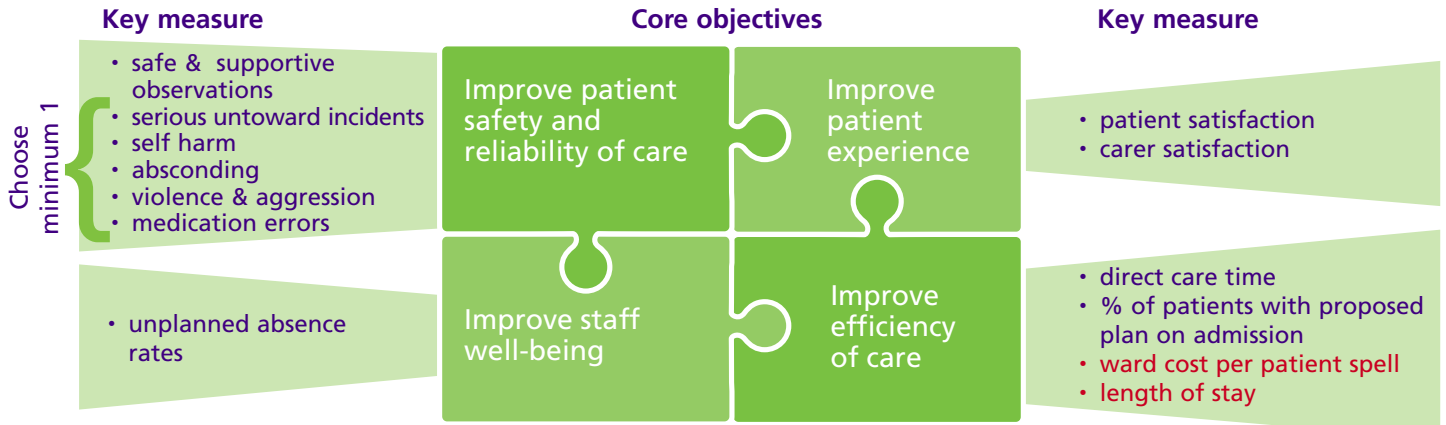
- at the ward level
- the organisation will be asked to collate all of this data for you
- make sure you speak with the information department / patient systems department to get whatever data is being captured

**Facts are the only way to prove the ward is doing well.**

# Knowing How we are Doing

## The Productive Mental Health Ward will help improve four key dimensions of care you provide

Performance is tracked against the four basic objectives



Measures in **blue** = basic measures for improvement that need to be in place early on  
Measures in **red** = advanced measures to implement as and when available (ideal situation)

This provides you and your ward team with a balanced set of measures

Our learning so far is that it can be difficult to obtain this baseline data. Your responsibility is to support the project leader and influence throughout the organisation to ensure that as much data as possible is made available.

If you are unable to obtain the exact measure suggested, use the **closest existing data**.

***Detail on these measures is available in the Knowing How we are Doing module.***

# Audits that drive towards consistently high standards

Audits should be simple, practical and continuous. Resist the temptation to develop complex processes to manage audits.

Productive Mental Health Ward audits are designed by your staff, based on the standards defined by your staff and predominantly carried out by your staff.

Even if the standard seems to be sustained, audits never stop. They are the glue that stick your improvements together.

## Example standard

### 5S AUDIT SHEET

Date:

Area:

Audited By:

Champion:

No	CHECK ITEM	DESCRIPTION	M	T	W	T	F	S	S
1	Are all items required within this room?	All items within the area have a picture board. There are no unwanted items.							
2	Is everything within a specified parking bay?	According to the floor plan							
3	Is the layout of the room suitable for identified use?	Items are set by frequency / clustering							
4	Are high standards of cleanliness maintained?	All items and the area is free from dust and clutter							
5	Is the room within a good state of repair?	All fixtures and fittings are to a high standard							
6	Is there evidence recent / up to date communication regarding the area?	Notice boards are up to date							
7	Are standard operating procedures visible?	Standardised work processes are visibly displayed and there is evidence of their use							
8	Are all standard operating procedures being adhered to?	Read and check							
9	Do staff have 5 s awareness?	Check if list available or question staff							
10	Are previous audit observations actioned?	Check previous problem counter measure sheets							
SCORING: Mark 1 for YES and 0 for NO All 0 and NO must be actioned on problem counter measure sheet and planner			TOTAL SCORE:						

# Ligature knife standard

Autoclavable and maintenance free  
SINCE 1972

## STANDARD OPERATING PROCEDURE

FOR STORAGE OF AND MAINTENANCE OF LIGATURE KNIVES

**1. Description**

- 1.1 Autoclavable and maintenance free ligature knife designed to provide the user with the safe and reliable ligature knife designed.
- 1.2 The ligature knife allows for efficient use of the knife in terms of safety and ease of use in a variety of settings.

**2. Location of knife**

- 2.1 The ligature knife is to be kept in the designated storage location (e.g. storage cabinet) at all times to be maintained in a safe location.

**3. Training**


- 3.1 All staff using the ligature knife must be trained in the correct use of the knife.
- 3.2 All staff using the ligature knife must be trained in the correct use of the knife.
- 3.3 To be responsible for the safe use of the knife, the user must be trained in the correct use of the knife.

**4. Use**

- 4.1 When using the ligature knife, the user must be trained in the correct use of the knife.
- 4.2 When using the ligature knife, the user must be trained in the correct use of the knife.
- 4.3 When using the ligature knife, the user must be trained in the correct use of the knife.
- 4.4 When using the ligature knife, the user must be trained in the correct use of the knife.

**5. Maintenance**

- 5.1 The ligature knife is to be maintained in a safe location at all times.
- 5.2 The ligature knife is to be maintained in a safe location at all times.
- 5.3 The ligature knife is to be maintained in a safe location at all times.
- 5.4 The ligature knife is to be maintained in a safe location at all times.



Handle  
Blade  
Make sure  
it is always  
closed

Storage Cabinet  
1972-2024



## Ongoing support for staff

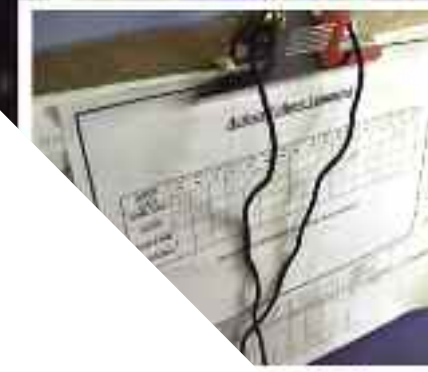
Getting your staff ready to start the Productive Mental Health Ward and then working with them during implementation is just the start for you as the ward leader.

Your staff will be growing in confidence and will be ready to challenge poor practice and look for solutions to their problems.

Throughout this time, you will need to ensure you have the time to continually support them.

Decisions will need to be made concerning how to re-invest the time that has been released from making processes on the ward more productive. For example, time saved by having an organised ward can be re-invested in carrying out thorough supportive observation rounds or ensuring that all patients have quality interaction with staff during meal times.

You will need to guide your staff as they make these decisions.





Health Improvement Group of HealthCare Unit

## Productive Ward

Relieving Time Pressure

# Ward 3

## Our Vision

Ward 3 is a productive ward where we deliver high quality patient care, while maintaining a safe and healthy work environment for our staff. We are committed to providing a safe and healthy work environment for our staff, while maintaining a safe and healthy work environment for our staff.



Health Improvement Group of HealthCare Unit

### The Productive Ward Measures

Key Measure	Our Objectives	Key Measure
Reduce patient falls	Reduce patient falls	Reduce patient falls
Reduce patient falls	Reduce patient falls	Reduce patient falls
Reduce patient falls	Reduce patient falls	Reduce patient falls

Measure in this table is the most important measure in this category. Measure in this table is the most important measure in this category.

**IMPROVE EFFICIENCY**

THANK YOU VERY MUCH





# *Keep moving - spread*




# New joiners

Eventually, your ward will have developed a clear, and standardised (documented) picture of 'how we do business'.

The new standards you have been developing are a real opportunity to create a comprehensive ward induction process for staff new to your ward.

Whether staff have come from within the organisation or are new to your organisation, you must ensure that they fully understand the principles of the Productive Mental Health Ward and your ward's key process standards.

A simplified structure for induction is shown (right). This is over and above your existing induction subject matter.



Area	Staff signature	Date
Ward Brief		
Patient information guide		
Toolkit		
3 Foundation Modules <ul style="list-style-type: none"><li>• Knowing How we are Doing</li><li>• Well Organised Ward</li><li>• Patient Status at a Glance</li></ul>		
Other modules as appropriate		
Meetings schedule and standard		
Ward orientation eg, <ul style="list-style-type: none"><li>• office standard</li><li>• treatment room standard</li><li>• measures board standard</li></ul>		

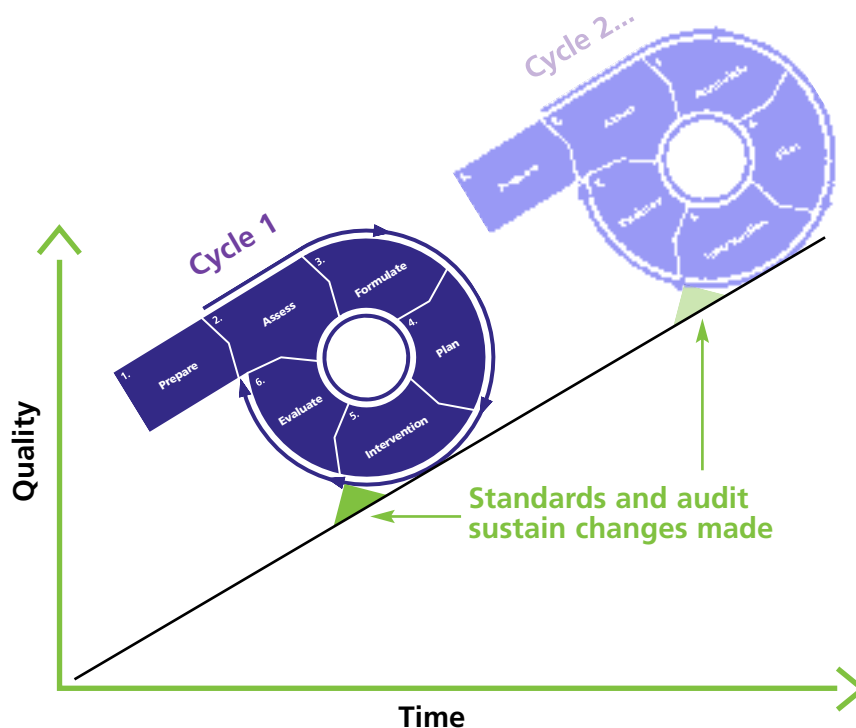
## Identifying ongoing improvements

The Productive Mental Health Ward is not a one off initiative. You may well have done a three or four month period, but the process never ends.

A powerful way to maintain your ward's improvements is to keep improving. This is called continuous improvement.

In order to maintain a process of continuous improvement it is important that the cycles of improvement are ongoing, each time reaching a higher level of quality.

The diagram opposite shows how each assess, formulate, plan, intervention, evaluate cycle is followed by another. Each time the cycle is completed, the quality increases.

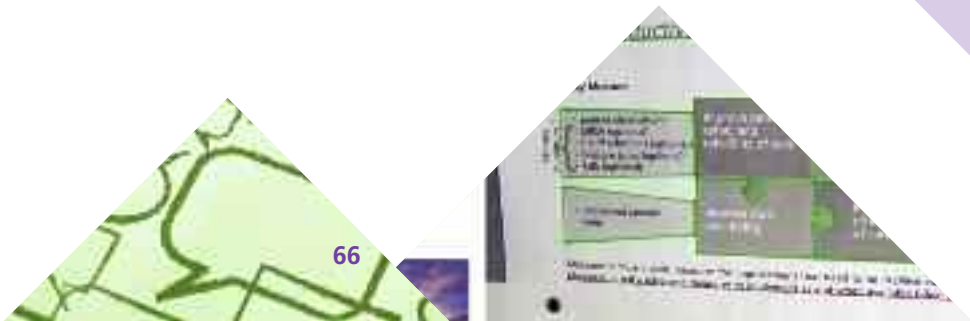


# Identifying ongoing improvements

The decision to revisit modules you have already implemented may happen because:

- you have completed all of the modules
- audits are showing signs that some improvements are not being sustained
- activity follow totaliser shows large areas of lost time
- near miss or other incident

If you are revisiting a module, start from the beginning and do not skip sections. You will find the quality of your team's improvements will increase.



# Building Productive Mental Health Ward into roles

As ward leader, you face challenges of ensuring the staff working on your ward have the skills and competencies required to work on a Productive Mental Health Ward.

*The Agenda for Change, Knowledge and Skills Framework* can also assist you as you work with the staff on the ward to increase their knowledge and competencies.

By improving skills your team will learn to work to a team defined standard. By using new practices you will systemise the Productive Mental Health Ward.

You will need to ensure that:

- all posts clearly reflect and describe the knowledge and skills required to implement and maintain the Productive Mental Health Ward
- annual development reviews include an opportunity to discuss how staff have applied their knowledge and skills and also identify additional developmental needs
- personal development plans are agreed with each member of staff and agreement reached on how to address any additional development needs in relation to the Productive Mental Health Ward
- learning and development opportunities are identified appropriate to staff requirements



Productive Ward

Ward 3  
Our Vision



# Learning from/with others

Our experience of the Productive Ward is that staff are enthusiastic to share their learning and learn from others who are also implementing the project.

This can be done in many ways, but as the ward leader, you are encouraged to look for learning opportunities for your staff.

You can do this by:

- visiting other wards in the organisation which are implementing the Productive Mental Health Ward
- what standards have other wards implementing the Productive Mental Health Ward created?
- visit other organisations which have implemented the Productive Mental Health Ward
- visiting other organisations that are at the same point of implementation as you
- undertake audits on other wards in the organisation and have them audit your work
- work with your strategic health authority (SHA) and share your learning and experience with them
- use the Productive Mental Health Ward website for shared learning  
[www.institute.nhs.uk/productive-mentalhealthward](http://www.institute.nhs.uk/productive-mentalhealthward)

# Ward 3 Our Vision

The vision of the ward is to provide a safe, secure, and comfortable environment for our patients. We aim to deliver high quality care and support to our patients and their families. Our vision is to be a ward that is patient centered, evidence based, and continuously improving. We will achieve this by working together as a team to provide the best possible care for our patients.



**Ward 3 Vision**

- Provide a safe, secure, and comfortable environment for our patients.
- Deliver high quality care and support to our patients and their families.
- Be a ward that is patient centered, evidence based, and continuously improving.
- Work together as a team to provide the best possible care for our patients.

**Improve Patient Experience**

**Yellow Sign**



## How much will your next round cost you?



# Acknowledgements

## **Thank you to all staff at:**

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Luton and Dunstable Hospital NHS Foundation Trust

Nottingham University Hospitals NHS Trust

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*Please view the enclosed:  
Releasing Time to Care -  
A short 10 minute introductory  
DVD before reading this  
module.*

*Your copy missing?  
Or would you like to request  
another copy?*

**Further copies of the DVD are  
available from the NHS Institute  
Productive Mental Health website  
[www.institute.nhs.uk/productive-mentalhealthward](http://www.institute.nhs.uk/productive-mentalhealthward)**

Watch the DVD at  
least twice... you  
will pick out new  
things each time  
you view it



*Institute for Innovation  
and Improvement*

Website: For more information please visit [www.institute.nhs.uk/productivementalhealthward](http://www.institute.nhs.uk/productivementalhealthward)

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