

## Case study: Developing a high quality ESD service in Hampshire

### Challenge:

To develop, maintain and continuously improve a specialist ESD service for Hampshire Hospitals.

### Solution:

#### *Organisational Changes*

- Integration within the stroke pathway and joint working with other clinical teams along the pathway. The ESD office is based on the stroke unit, making it easy for staff from the ward to discuss patients and share advice. The ESD staff rotate onto the stroke unit allowing greater flexibility in staffing and improving communication between the ESD team and stroke unit team
- Established a team lead role responsible for coordinating the day to day management and leadership of the ESD service; managing the finances and funding (aids realistic development of the programme); supporting team members; managing staffing and scheduling

#### *Cultural Changes*

- Embedded a clinical psychology service within the ESD team
- Facilitated a trusting and compassionate team culture
- Wide age range of team members bringing different life experiences into the roles
- Including ESD in the stroke strategy forum
- Highly trained team ability to remain calm in a crisis - this is facilitated by team lead cover being available at all times

#### *Patient Centred Approach*

- Adapted a holistic and individual approach to all patients. From assessment through to discharge the patient's needs and wishes are always at the centre of our treatment, especially when setting goals and looking at carer strain and acceptance of diagnosis)
- Learned from feedback from patients and carers and reflecting on case study reviews

### Impact:

Since 2012 we have successfully grown the service and it now provides a comprehensive service to 230 patients each year, 40% of Hampshire Hospitals Trust patient cohort.

*"Without their amazing help and support Mr P would never have made his progress and we cannot thank them enough. We feel very privileged to have been offered this opportunity from such dedicated staff."* -Carer-

*"The ESD team are amazing! They have brought me to a much better condition compared to when I was discharged. My physical condition has improved no end. If I was not under the ESD team I would not have such a better mobility. When I was discharged from hospital I could barely walk unaided and relied totally on a wheelchair. The team took me back to basics and taught me how to walk with the use of just a cane. My balance is stronger and my confidence has grown so much. If it was not for the team I would not be this more mobile and confident person that I am today. Thank*

*you ESD team you are brilliant. You have given me the foundations to build upon" -Ken Heffy-*

- Start with all members of the team – they are the ones who live the service and have great ideas!
- communicate with senior management and keep all relevant parties up to date on progress
- Gut instinct is helpful – use it to help gain ideas for service development and then back that up with strong evidence to support your theories.
- Use the model for improvement to formulate your ideas.
- Have a clear aim/vision for what you want to achieve,
- Communication is the key to delivering a successful project!
- Make sure the project lead has time to focus on the project – it is very easy for these things to get lost in everyday work!  
Patient feedback really helps to shape the service – use it!"

### **Next Steps:**

There are many exciting developments on the horizon including operating over longer hours and over a 7 day period (rather than 6 at present). The team is looking into offering integrated care as part of the ESD time frame (currently provided by CRT/social services). Other wider strategic ideas are being looked into including taking on more complex stroke patients (rather than the traditional mild to moderate group) and for longer periods of time (currently 6 weeks). The future remains challenging but exciting!

This case study was submitted by Louise Darragh, ESD team lead at Hampshire Hospitals NHS Foundation Trust.

