

Community health services in Havering

Overall our community services have received a 9.2 out of 10 rating for the friends and family test. Our patient safety thermometer demonstrates a high performance of our services in delivery of harm free care with a score of 98.74%

Recent developments that have contributed to these outcomes are outlined below.

Community treatment team

- A crisis intervention for patients in the community or as an alternative pathway on attendance at A&E – Queens
- Service fully launched in April 2013 to Havering patients
- Multidisciplinary team consisting of medical, nursing, therapy and support staff
- To date the service has received 1,370 referrals for Havering patients this exceeds the planned demand for the service
- Communication plan in place to raise awareness of service with GP's, residential and nursing homes, social care and the voluntary sector
- Service operates 7 days per week 8am to 8pm

Community bed improvements

- Service improvement plan in place since April 2013
- Proactive discharge planning working with patient and family/carers
- More information being provided to patients and family/carers
- Introduction of the Butterfly scheme to support patients with dementia
- Improved liaison with social care
- Proactive system in place to deal with any peaks in demand

Integrated case management

- Proactive management of patients who are at highest risk of needing a hospital admission – MDT approach with primary and social care partners
- Reconfiguration of integrated case management (ICM) from April 2013
- ICM services aligned to groups of GP practices
- Increased activity for the teams with 900 patients being seen for first 6 months of the year
- Each patient has a full care plan and crisis plan in place

Children's service pathway development

- Integration of community health services and child and adolescent mental health services (CAMHS) in progress
- Development of a Child Development Centre in Havering
- Working with local authorities to develop with healthy child programme for the 5-19 following transfer of commissioning responsibilities
- Recruitment under the call to action campaign for health visiting services
- Development of the autism pathway

Continence service redesign – adults and paediatrics

- New service specification agreed with commissioners
- Improved access for patients with continence needs
- Dedicated children's and adult pathways
- Access via Choose and Book



Mental health services in Havering

We provide a full range of mental health services for Havering residents.

Dementia care

- Zero acute admissions for two years in Havering
- Older people's outreach teams piloting Skype and other remote assessment technology
- Establishment of a national memory clinic accreditation services
- Pioneers of cognitive stimulation therapy

Acute inpatient care

- Mascalls Park has been closed and mental health beds for Havering residents re-provided in a new state of art facility at Sunflowers Court in Goodmayes.
- Reduced the number of admissions and bed numbers via the development of home treatment and by investing in community services

Home treatment

- Recently developed a new older adult home treatment team

Admission avoidance

- Introduced a new collaborative care team at queens to facilitate early discharge and admission avoidance

Borough focus

- Redesigned mental health care pathway to a create single borough access point for mental health services

Community recovery teams

- Refocused community mental health teams to create community recovery teams which focus on providing services for those on CPA

Crisis line

- Established a new 24/7 crisis line, mental health direct.

Preparation for mental health tariff

- Undertaking work with clinicians preparing for mental health tariff by clustering our patients and creating appropriate care pathways



Nelft representatives at meeting

Dr Steve Feast, executive medical director



Dr Feast joined the trust having previously held the position of deputy CEO and director of transformation in the NHS Bedfordshire and Luton PCT Cluster. Prior to this he worked in Cabinet Office on issues relating to primary care and social exclusion, setting the Inclusion Health agenda.

For four years, Steve worked as a senior advisor in health and wellbeing at the Department of Health (DH) advising on projects relating to health inequalities, commissioning and incentives.

Before the DH, Steve was clinical innovation director of the NHS Modernisation Agency. He has worked as the National Lead PEC Chair at the National Primary and Care Trust development team and as the PCT advisor to the CHI Star Ratings team. As PCT lead in the Healthcare Commission transition team, Steve supported the design of the new system of assessment that replaced star ratings. For 16 years, he was a partner in general practice and PEC chair in a Bedfordshire PCT.

Jacqui Van Rossum, executive director integrated care (London) and transformation



Jacqui was appointed to the Board in July 2010 and has responsibility for community and mental health services in north east London.

Jacqui has over 25 years experience in operational management across community health, mental health, acute and social care. Jacqui is also a governor of the Aldborough E-ACT Free School in Seven Kings and is currently undertaking an MA in Management Practice.

Dr Afifa Qazi, Consultant psychiatrist in old age psychiatry



Dr Afifa Qazi M.B.BS, M.R.C.Psych is a consultant psychiatrist in old age psychiatry at NELFT. She is based at Goodmayes hospital where she is in-charge of running older people's inpatient services. She is involved in research in dementia at University College London and has numerous publications in peer reviewed academic journals. She is actively involved with European Association of Geriatric Psychiatry (EAGP) and is editor of the EAGP newsletter. She takes an active part in teaching and training at NELFT and supervises doctors on clinical observer-ship in old age psychiatry across European countries.

Dr Afifa Qazi is renowned in the UK and internationally for her 'Community care model for Dementia', a model of innovative practice to support GPs, care homes and community mental health team staff, that has reduced the rate of hospital admissions and length of hospital stays for people with dementia. This model was developed in Havering where Dr Qazi worked as a community based consultant before she was appointed to her current position.



Caroline O'Donnell, Managing director, North East London Community Services



Caroline qualified as a physiotherapist in 1994 and has worked locally in the north east London region as a clinician and manager. In 2005 she was appointed as the head of therapies in Barking and Dagenham PCT and was also appointed to the Professional Executive Committee as the allied health professional representative. Since then she has progressed through various management positions leading on community services redesign opportunities.

In her current role Caroline manages a range of community health services across the four London boroughs served by NELFT.

Caroline has an MSc in Physiotherapy from the University of East London and a PgDip in Quality Improvement and Leadership from Ashridge Business School.

Contact us

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