



SCHOEN
CLINIC
GROUP

Quality Account

April 2022 – March 2023



HealthInvestor
Awards 2022
Finalist

LaingBuisson
Awards
2021
Hospital
WINNER

LaingBuisson
Awards
2020
Hospital Group
WINNER

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Part 1: Statement of Quality

Schoen Clinic UK Group – who are we?

Founded by the Schön family in Germany in 1985, Schön Klinik has remained a trusted and reputable provider of mental health care in Germany and is known for its high-quality services, expert staff and commitment to innovation and research. The facilities offer a wide range of services including orthopaedics, neurology, surgery and mental health.

Since its expansion into the UK healthcare market in 2017, Schoen Clinic has grown and evolved to become a leading healthcare provider delivering award-winning, innovative, personalised treatments for mental health disorders at 3 facilities across the country.

The international group offers a wide range of services including orthopaedics, neurology, surgery and mental health.

- 45 hospitals and clinics across Germany and the UK
- Treating 300,000 patients each year
- Employing 11,000 colleagues
- Employing many of our world-leading Consultants
- Highly specialised multidisciplinary teams
- Award-winning facilities
- Nationally and internationally recognised for clinical outcome excellence
- Continuously reinvesting into our facilities, colleagues and technology

Schoen Clinic Newbridge is nationally and internationally recognised as a centre of excellence for treating children and young people with eating disorders. Its newly expanded hospital in Birmingham offers inpatient and outpatient treatment for 8-25 year olds experiencing eating disorders, working with both the patient and their families to ensure the optimal chance of recovery.

Schoen Clinic York is exclusively dedicated to treating adults with eating disorders and their associated mental health difficulties at its 15-bed hospital in the north of England. Its multidisciplinary team of experts includes Consultant Psychiatrists, occupational therapists, dietitians and nurses working together to ensure their patients are able to return home, independently, as soon as possible.

Schoen Clinic Chelsea treats children and adults with eating disorders and mental health conditions. It's bright and modern clinic in the heart of London, boasts 6 counselling rooms, 3 group therapy rooms and a rehabilitation kitchen designed to help patients with eating disorders.

Statement from our Managing Director

Last year we presented our first joint Quality Account with our London orthopaedic hospital and our mental health portfolio. This year, we will only present our mental health portfolio following the strategic decision to divest our orthopaedic business.

I am incredibly proud of everything that our London colleagues achieved, from creating a service from a brand new building to being known as a leading orthopaedic provider inside and outside of London. The outcomes they achieved for our patients and the service and feedback we received is testament to the high quality medicine, physiotherapy, nursing care and an amazing administration support team that made the service unique. In recognition of this, I would like to thank all of our colleagues at London, past and present, for their outstanding contribution. I am proud to have been part of this team and wish our colleagues all the very best in their future endeavours under new ownership.

Moving forward, I am looking forward to a new era of single specialisation within mental health and I am pleased to be working with some fantastic colleagues, whose ethos and approach is rooted in high quality care, research and improving our patient's quality of life.

I am delighted to present to you Schoen Clinic's Quality Account, reflecting on the past year (April 2022 – March 2023). This includes our 3 sites across the UK which are in Chelsea, Birmingham and York.

The DNA of Schoen Clinic as a business, which was initially created by the Schön family in Germany, has always been about outcome measurement and quality care. In the UK, we are committed to this approach and will continue to uphold our founders values and beliefs.

As we move forward it is inevitable that we have to review our governance structure following the divestment of London. This does also present us with an opportunity in being able to focus on a single speciality, but it does not mean that we can relax and be complacent and take any of our quality and outcomes for granted.

The Executive Board is focused on quality and to ensure a deep understanding of the business, all Board members have additional roles and are involved in many operational committees, ensuring that we have a ground-up view of the real world. We have also enhanced our Board Assurance Framework and introduced a Serious Issues Log and Notification Table, which has further opened the door for our senior leaders to raise concerns or issues that the Board should be aware of and can support where required.

We have continued to invest in harmonisation of systems with further work on Datix and PSIRF readiness, NetConsent our policy library and Gatekeeper our contract repository. Our medical governance has continued to develop with the launch of a Medical Handbook, the appointment of a new and experienced Responsible Officer and investment in a user friendly appraisal system.

Following some challenges in one of our sites, we have worked closely with the CQC and reflected considerably on the impact of culture within the healthcare setting. We have completed external culture reviews and have proactively focused our attention on culture, ensuring this is at the forefront of our discussions.

In this reporting period I am proud to announce that we have internally published our first Health & Safety annual report. This has paved the way for us to develop a new strategy for Health & Safety, which has been included in our company objectives for 2023 and cascaded to all of our colleagues. The Board and other senior leaders have now completed their IOSH training, demonstrating commitment to providing safe workplaces for our patients and colleagues.



As the year has progressed, we decided to analyse our Quality Dashboards and concluded that we could present the data in a format which was more visually impactful, creating opportunity for deeper, critical analysis and improvement. The Dashboard is reviewed by the Executive Board and the senior leadership teams for greater transparency and joined up thinking.

To the best of my knowledge, the information included is an accurate and fair account of our activities over the reporting period. I trust that this Quality Account provides the reader with an accurate representation of our quality improvement initiatives, which are aligned to our ethos of continually improving patient safety and patient experience.

Andy Davey
UK Managing Director



Schoen Clinic Newbridge provides inpatient and outpatient treatment for children and young people, aged 8-25 years, experiencing eating disorders. The hospital works closely with patients and their families to maximise the chances of a successful recovery. Outpatient programmes are available for individuals aged 12-25 years and day care services are provided for those who are stable enough to continue their recovery at home.

The hospital was founded by Professor Hubert Lacey, a renowned expert in the field of eating disorders, and has since grown to include a

diverse team of multidisciplinary professionals such as psychiatrists, nurses, occupational therapists, dietitians, family therapists and individual therapists. Together, they offer a personalised, comprehensive and bespoke treatment programme for young people.

Following its acquisition by Schoen Clinic UK in 2017, the hospital received a significant investment of £1.6M to expand its capacity. The hospital now boasts 34 beds for young people, along with larger classrooms to support their education at the James Brindley School. The school is fully integrated as part of the clinical multidisciplinary team, ensuring that young people receive the education they need during their stay at the hospital.



Natalie Maley
Hospital Director

About our Hospital Director

In January 2013, Natalie joined Schoen Clinic Newbridge, where she is now responsible for overseeing the hospital's financial and operational performance, as well as ensuring that the young people and their families receive the highest level of care. Natalie played a pivotal role in helping Schoen Clinic Newbridge achieve the esteemed CQC Outstanding rating twice consecutively, reflecting her dedication to maintaining exceptional standards of patient care.

Natalie possesses extensive experience in child and adolescent mental health services, having worked in both hospital and community settings.

Her previous role as Clinical Manager at Schoen Clinic Newbridge equipped her with a thorough understanding of patient care, community engagement and the importance of multidisciplinary collaboration.

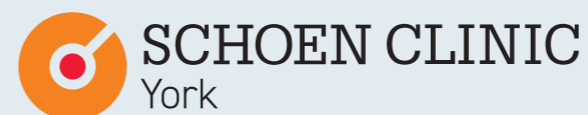
Winners

- 2021 LaingBuisson Hospital Of The Year
- 2020 LaingBuisson Hospital Group of The Year

Finalists

- 2022 Health Investor Private Hospital Group of the Year
- 2021 LaingBuisson Nursing Practice
- 2020 Health Investor Private Hospital Group of the Year
- 2019 Health Investor Private Hospital Group of the Year
- 2019 LaingBuisson Hospital Group of the Year





As a leading provider of specialised treatment for adults suffering from eating disorders, Schoen Clinic York offers inpatient and outpatient services for both male and female patients.

The 15-bed hospital caters to both NHS and privately funded patients, offering bespoke treatment plans tailored to the specific needs of each individual.

The multidisciplinary team of experts at Schoen Clinic York includes a highly qualified and experienced Consultant Psychiatrist, a specialist doctor, nurse therapist, occupational therapists, dietitians and nurses. They work together to provide clear treatment pathways for patients to return home, independently, as soon as possible. A range of evidence-based treatments and

therapies are incorporated into the treatment plans, including Cognitive Behavioural Therapy (CBT) and integrative supported therapy adapted from Maudsley Anorexia Nervosa Treatment for Adults (MANTRA).

Group programmes at Schoen Clinic York include DBT skills, Bodywise, core CBT, CBT, York Exercise and Activity Treatment (YEAT) and Practical Body Image (PBI).

The hospital's tranquil location provides patients with 15 ensuite bedrooms, welcoming communal spaces, an occupational therapy kitchen, a daily living room, a quiet room and a peaceful talking therapy room. Patients also have access to landscaped gardens that are safe, secure and peaceful, providing an ideal environment for healing and recovery.



Chloe Baron
Hospital Director

About our Hospital Director

Chloe's journey with Schoen Clinic York began in January 2019 as a senior mental health nurse, quickly progressing to the role of Clinical Manager. Currently she holds the position of Acting Hospital Director, where she oversees the clinical, financial and operational performance, ensuring that the highest standard of quality patient care is provided.

With extensive experience as a registered mental health nurse, Chloe has worked with a wide range of mental health disorders. Her particular passion lies in caring for patients with eating disorders and developing the clinical quality and effectiveness of the service at Schoen Clinic York.

Winners

2020 LaingBuisson Hospital Group of The Year

Finalists

2022 Health Investor Private Hospital Group of the Year

2020 Health Investor Private Hospital Group of the Year

2019 Health Investor Private Hospital Group of the Year

2019 LaingBuisson Hospital Group of the Year





Schoen Clinic Chelsea is a highly specialised leading London clinic treating young people and adults with eating disorders and mental health conditions. The clinic is conveniently located in the heart of the Royal Borough of Kensington and Chelsea, providing easy access to patients from all over London.

The clinic provides outpatient packages for adults with eating disorders and children aged 6-17. The multidisciplinary team of experts includes Consultant Psychiatrists, clinical psychologists, occupational therapists, dietitians and mental health nurses, working together to offer highly personalised care for each patient.

The clinic also offers specialised adult ADD/ADHD services. Patients can expect to receive a full diagnostic assessment, medication management and tailored psychotherapeutic interventions to address their unique needs.

At Schoen Clinic Chelsea, patients have access to state-of-the-art facilities designed to provide a comfortable and supportive environment for their recovery.

The clinic boasts 6 individual counselling rooms, 3 group therapy rooms, an art therapy room, a patient lounge and a training kitchen specially designed to help eating disorder patients.

Patients can benefit from a range of therapeutic modalities whilst taking a holistic approach to treatment, with the goal of promoting lasting recovery and an improved quality of life.



Adam Bloor
Clinic Director

About our Clinic Director

In December 2022, Adam joined Schoen Clinic Chelsea as the Interim Clinic Director following his role as Hospital Director at Schoen Clinic York. With over 16 years of experience working with individuals with mental health conditions, as well as those with learning disabilities and complex needs, Adam brings with him a wealth of knowledge and expertise from various mental health service lines.

Adam's extensive experience includes serving as a Hospital Director, as well as holding the position of Operations Director, where he oversaw 13 mental health hospitals/services across the UK.

In his previous roles, Adam provided support to various services which treated a wide range of conditions including eating disorders, general adult psychiatry, CAMHS, addictions, low and medium secure services and Huntington's Dementia within both the private sector and NHS commissioned services.

Adam's vast experience and knowledge is instrumental in leading and managing the clinic to deliver exceptional care and clinical outcomes to patients.

Winners

- 2023 Consultant Psychiatrist of the Year 2023 (London): Dr James Woolley
- 2020 LaingBuisson Hospital Group of The Year
- 2019 Healthcare & Pharmaceutical Awards – Dr James Woolley – Most Trusted Psychiatrist; London & South East England.

Finalists

- 2022 Health Investor Private Hospital Group of the Year
- 2020 Leading Healthcare Awards
- 2020 Health Investor Private Hospital Group of the Year
- 2019 Health Investor Private Hospital Group of the Year
- 2019 LaingBuisson Hospital Group of the Year



Schoen Clinic values



Caring

We strive to give every single patient the highest quality of care, always remembering the trust they put in us. We treat people with compassion, dignity and respect.



Accountable

We are responsible for providing the best possible care for our patients, and best workplace conditions for our colleagues and partners, by benchmarking ourselves and exceeding national standards and regulatory expectations.



Collaborative

We recognise that the best patient care comes when we work together as one team in partnership with our patients, sharing our individual knowledge and learning.



Courageous

Our courageousness means that we work in a way which encourages us to constantly improve and innovate.



Determined

We understand that our patients need to return to their normal lives as soon as they can. Using our expertise, we are determined to support each patient to feel better and recover faster.



Part 2: Priorities for improvement and statement of assurance from the Board

Governance structures and Board Assurance Framework

The Executive Board meet monthly for a formal meeting and weekly for operational updates to ensure the action plan is consistently updated. The Board operates a Board Assurance Framework which includes a Risk Register, Serious Issues Log, Register of Key Persons and Notification Matrix.

Strategic priorities and objectives

For 2022/2023, Schoen Clinic UK successfully executed our 5 strategic pillars and 15 corresponding objectives aimed at upholding and enhancing critical elements of quality healthcare such as patient safety, effectiveness, and experience. The pillars and objectives serve as a framework to achieve these goals. Below is a summary of the progress made towards meeting the objectives which were published last year.



Quality

Measurable outcomes and an uncompromising focus on quality

Financial

Delivering our financial goals to enable investment into the business



Compliance

Standardisation opportunities and compliance with all regulations upholding our brand

People

Attracting the best talent and investing in our colleagues' development and future

Growth

Schoen Clinic's pipeline of growth and relationships



People

Attracting the best talent and investing in our colleagues' development and future

People

Employee benefits

We have conducted a comprehensive assessment of our employee benefits and have launched an enhanced private medical insurance product offering better support to our colleague's health and wellbeing.

Healthcare Hero recognition scheme

In July 2022 we established a peer recognition scheme, 'Healthcare Hero', which rewards exceptional colleagues, boosting morale and promoting a culture of appreciation. Over the past 9 months, more than 30 colleagues have received an award, with many more receiving nominations.

Future leaders academy

We have invested in specialised training and a dedicated development programme for our colleagues. We have more to do in this area but we are pleased we have made a start.

Recruitment events

We have attended a number of recruitment events, both local and national, and have established our brand presence at these fairs. We also received an award for our promotional video at the RCN recruitment show.

Group induction

Our new group induction has been rolled out, ensuring our new joiners are welcomed and they feel it's a great place to work from day 1.

Pay banding

Considerable background work has been undertaken, positioning the company strongly to move to a

competitive and market reflective pay structure. The company has completed pay adjustments to whole worker groups in the spirit of pay bands.

Long service awards

Long service awards are now in place recognising our colleagues commitment to our services, with increased annual leave entitlements as they progress along set milestones.

Appraisal framework and performance related pay

We have adopted a bi-yearly performance-related pay review, ensuring that our colleague's hard work and contributions are acknowledged and rewarded.

Freedom to Speak Up

We have successfully integrated new national Freedom to Speak Up Guardians (FTSUG) and whistle blowing processes across the organisation with the support of local ambassadors and link workers, promoting a culture of openness and accountability. We are running quarterly Freedom to Speak Up meetings with our guardians. The policies have been refreshed and further training rolled out. Freedom to Speak Up is a standing item on the Executive Board meeting agenda to ensure it is at the forefront of discussion.

Colleague forum

We have implemented safe and supportive colleague forums at each of our sites providing a platform for constructive feedback, improvement initiatives, and to address any concerns to create a positive and collaborative work environment.

Standardisation opportunities and compliance with all regulations upholding our brand

Quality

Measurable outcomes and an uncompromising focus on quality



Quality

Systems and processes

We have updated and standardised all patient pathways across the organisation, ensuring that our service offerings are clearly understood and aligned with best practices to improve patient outcomes.

Governance framework

Our mental health governance structure has been revamped to incorporate our diverse portfolio and to introduce critical local and group meetings and committees, providing robust oversight of Key Performance Indicators and aligning our Ward-to-Board processes and ethos. Following the sale of our London orthopaedic hospital, a further review is required as we move towards being a specialist healthcare provider.

Environmental, Social and Governance (ESG)

We held our inaugural ESG Committee but took the strategic decision to pause our work as we engaged with some external parties, taking on advice on the best way to approach ESG.

Medical Handbook

The Medical Handbook has been rolled out and demonstrates how we work with and support our network of doctors.

Datix

We have made significant investments in redesigning and upgrading our cloud-based Datix incident reporting and management system. This has streamlined our reporting processes, enhanced oversight and monitoring, and helped us prepare for future requirements related to Learning From Patient Safety Events (LFPSE) and Patient Safety Incident Response Framework (PSIRF).

NetConsent

We have harmonised the vast majority of policies across the organisation and provided a comprehensive suite of digital policies accessible to all colleagues. This ensures that our colleagues are well-informed and equipped to provide the highest quality of care to our patients.

Compliance

Fit and Proper Persons (FPP) checks

FPP checks are in place for all Directors and Registered Managers and are reviewed annually, or as appropriate.

Code of Conduct

Our Code of Conduct has been updated with accompanying road shows to ensure that our colleagues understand and adhere to our ethical and professional standards.

Full IT and security review

We are now actively looking to procure a new solution for the entire UK group which better meets the needs of all of its subsidiary businesses. Over the next 12 months we aim to produce a specification and tender document and engage with new and existing suppliers.

Research and ethics

The Research & Ethics Committee has been established to guide our research projects and development. We continue to publish our research and have attended international conferences, presenting our outcome data.

Facilities management strategy

We continue to action all external audit findings and regularly audit each site to ensure we are meeting the required standards. We work closely with Quadriga to complete full audits of our Health and Safety processes and procedures.

Health & Safety strategy

We rolled out our new Health and Safety structure and published our first full year Health & Safety report. Our senior leaders have attended the IOSH training and we remain committed to providing safe services.

Our new dashboard is in operation and covers all of the main aspects of compliance and an annual review to evaluate effectiveness. All actions from our Fire Risk Assessments have also been completed.

Looking ahead to the next financial year, Schoen Clinic UK has set clear and ambitious targets that remain firmly grounded in our core pillars of quality. Our unwavering focus is on making significant improvements in 3 critical areas which we have identified as our top priorities:

People

All current leaders to complete a management development programme

We will invest in all of our current leaders to improve and further develop their management skills.

Undertake a full benefits review

Whilst our benefits package is comprehensive, we continually look for ways to enhance and improve our offering and we will act on feedback from the recent colleague survey.

Refresh our retention strategy to keep our colleagues in the business

We have gathered data over the last 12 months and have a better understanding of why people leave our business. Our aim is to address as many of these issues as possible to create a consistently stable workforce.

Quality

Ensure PSIRF implementation

We will allocate resources to training and actively incorporate PSIRF into our risk management and learning procedures, adhering to our legal obligations and responsibilities.

Commence internal quality reviews

We will establish well-defined terms of reference for review teams and documentation for use, with the aim of conducting internal quality assessments of all our services. These reviews will be conducted in accordance with regulatory standards and requirements.

All policies in date, ratified and on NetConsent

A unified set of policies will be implemented across all sites, accessible through a centralised platform called NetConsent. These policies will undergo approval by an internal policy committee, with designated policy leads assigned to conduct regular reviews.

Compliance

Attain Cyber Essentials +

Cyber Essentials is an effective, government backed scheme aimed at helping organisations protect against a whole range of the most common cyber-attacks.

We take our responsibility to protect people's personal data very seriously and are committed to achieving Cyber Essentials + recognition. In doing so, we will have achieved a set of standards in our practice and security measures that is embedded throughout the whole organisation with everybody understanding their obligations.

Complete upgrades to Datix platform, with all colleagues trained

Following completion of the Datix build phase, we will now roll out the full Datix platform to manage complaints, incidents and to record all of our risks within the system. This will support our Ward-to-Board / Board-to-Ward ethos. Datix will provide comprehensive reporting and important management information to help us improve the quality of the services we provide.

Enhance our health & safety programme to become leaders in safe systems at work

We are setting ourselves an ambitious goal to be recognised for our dedication and commitment in providing safe places to work. Through our investment in systems, processes and training we aim to make health and safety everyone's priority and create an environment and culture of safety first.

Review of services provided

Between 2022 and 2023, Schoen Clinic provided a range of NHS services and fulfilled several contracts through our facilities.

We have thoroughly reviewed all available data concerning the quality of care in each of these NHS services.

To ensure comprehensive coverage and to maintain the integrity of the Schoen Clinic UK portfolio, we have incorporated Schoen Clinic Centre for Mental Health Chelsea within all the submitted data, despite not delivering NHS services there.

It is worth noting that Schoen Clinic UK completed the sale of Schoen Clinic London, the orthopaedic division of Schoen Clinic UK, on 28th May 2023. Consequently, any data and Quality Accounts pertaining to Schoen Clinic London have been excluded from this report.

Working with the NHS

Schoen Clinic Newbridge remains a Core Partner within the West Midlands CAMHS Provider Collaborative (WMCP), which is one of the largest Provider Collaboratives in the country. Until October 2022, the 2022/2023 NHS contract was managed by the local regional NHS England team, after which WMCP took over contracting oversight. NHS England regional support was provided until April 2023. The Schoen Clinic Newbridge 2022/2023 contract was based on a cost per case contract model.

For the year 2022/2023, Schoen Clinic Newbridge collaborated with 7 other Provider Collaboratives via direct sub-contracts, allowing them to utilise our national eating disorder service.

Each Provider Collaborative was invoiced based on their individual activity within the service.

Schoen Clinic Newbridge also provides private services, which can be accessed via self-funding or private medical insurance.

Schoen Clinic is also an associate partner of the East Midlands CAMHS Provider Collaborative (EMCPC). We work closely with the West Midlands Adult Eating Disorder services, in collaboration with the WMCP, to ensure improved transitions for the region.

Schoen Clinic York is a valued Partner within the Humber and North Yorkshire (HNY) Provider Collaborative, which went live in October 2021. The HNY Provider Collaborative manages the overarching NHS England contract for Schoen Clinic York, which also allows other national Provider Collaboratives to utilise the adult eating disorder beds at Schoen Clinic York.

Schoen Clinic York provides inpatient and outpatient services. A new contract with HNY is due to be reviewed in April 2024. The current 3 year contract is subject to continuous review with mid-year contract variations. Each Provider Collaborative is invoiced based on their specific activity within the service.

Schoen Clinic York also offers private services, either via self-pay or private medical insurance.

To better understand the quality monitoring, scrutiny and requirements of providing these NHS contracts, please refer to page 24.

The income generated by the NHS services provided by Schoen Clinic amounted to 82.85% of total income generated for the reporting period of March 2022 – April 2023.



Participation in clinical audits

Throughout the 2022-2023 period, there were no eligible national clinical audits or national confidential enquiries that required data submissions from Schoen Clinic UK. It is worth noting that mandatory data submissions as part of NHS quality and contract reviews were submitted as required to support with national auditing, benchmarking, patient clustering and commissioning. Details of these are provided later in the report.

Local Clinical Audits

Each of the services within Schoen Clinic undertook local clinical audits of:



Additionally, some sites undertook further audits for the benefit of their individual patient cohort and/or quality improvement initiatives and action plans, including:



From mid-2023, all clinical audits performed within Schoen Clinic UK services will adhere to a standardised corporate audit schedule, utilising consistent reporting parameters and tools. This initiative has been identified as a crucial quality improvement project within the group for the year. The proposed audit schedule is detailed below:

Audit	Frequency
Patient Documentation and Care Plans	Monthly
Medication Management	Monthly
Hand Hygiene	Monthly
Observation and Engagement	Monthly
Health and Safety	Monthly
Mattress Audit	Bi-Monthly
Risk Assessments	Bi-monthly
Infection Prevention & Control	Quarterly
Mental Health Act	Quarterly
Mental Capacity Act	Quarterly
Reducing Restrictive Practices and Blanket Rules	Bi-yearly
Safeguarding	Yearly
Information Governance	Yearly
Ligature Risk	Yearly
Controlled Drugs	Yearly

The tools used will be developed in accordance with current best practices recommended by reputable organisations such as the National Institute for Health and Care Excellence (NICE), NHS England, CQC and other relevant national standards and guidelines. We will also ensure compliance with local policies and procedures.

To monitor compliance with the audit schedule, our facilities will generate Monthly Quality Reports (MQRs). These reports will be incorporated into our internal Quality Dashboards, providing benchmarked targets and enable us to scrutinise our quality performance across all services. These dashboards provide executive oversight to ensure we are meeting our quality objectives effectively.



Participation in clinical research

Schoen Clinic has established a distinguished legacy of research and has consistently spearheaded pioneering work. Over the past few years, numerous research articles have been published in highly respected journals and our colleagues have had the privilege of presenting their findings at esteemed international conferences.

To ensure rigorous oversight and adherence to ethical standards, our governance structures include a dedicated monthly research committee. This committee convenes to discuss ongoing research projects and proposals, providing a platform for internal collaboration and external validation. All research initiatives undergo a thorough external NHS ethical review and approval process.

Internally, we foster a culture of knowledge-sharing and collaboration through various meetings and committees. At group level, comprehensive discussions are held to assess and determine new treatment modalities and pathways based on the findings derived from our research endeavours.

Furthermore, we strive to keep our colleagues, patients, carers and families well-informed about the ongoing research activities within Schoen Clinic and the wider eating disorder community. To achieve this we publish a quarterly publication known as the 'Schoen Clinic Research Informer.' This engaging and informative "newspaper-style" publication offers updates on our research initiatives and serves as a valuable resource for all stakeholders involved.

Currently, Schoen Clinic has 11 internal research projects underway, each aimed at furthering our understanding and improving patient care. Moreover, we have an impressive track record of research accomplishments externally, including presentations, submissions and publications over the past year. The details of these external contributions can be found below, showcasing our commitment to advancing the frontiers of medical knowledge and driving innovation in the field.

Peer reviewed journal publications submitted

- The development and pilot evaluation of a novel tool used to predict prognosis of adolescents with anorexia nervosa leaving inpatient treatment
- Junior EMPSA: Development of an adolescent version of the Eating and Meal Preparation Skills Assessment: preliminary findings
- The Scoff Screening Measure: Its use and misuse
- A meta-analysis of the factors associated with long-term weight maintenance in anorexia nervosa sufferers following treatment

Conference presentations

International Conference on Eating Disorders March 2022

- A nurse-led clinical model for the inpatient management of severe eating disorders: The use of critique, audit and special management techniques by multidisciplinary teams
- A novel 'practical body image' therapy for adolescent inpatients with anorexia nervosa: a randomised controlled trial
- An evaluation of efficacy and acceptability of a novel manualised Junior LEAP group programme for compulsive exercise, for adolescents with anorexia nervosa
- Self-Esteem as a Catalyst for Change in Adolescents with Anorexia Nervosa: a Randomised Controlled Trial of a New Group Therapy
- The Impact of Covid-19 on Adolescents in an Inpatient Eating Disorder Service: An Audit
- Development of an adolescent version of the Eating and Meal Preparation Skills Assessment: preliminary findings
- Newbridge Eating-disorder and Activity Treatment (NEAT): Second Generation Therapy for Adolescents – an RCT
- Occupational Therapy facilitated meal preparation and social eating sessions: Do they really help young people with anorexia nervosa?
- How to approach evaluating outcomes for a new day-care service for young people with restrictive eating

International Conference on Eating Disorders March 2023

- 30 years of Eating Disorders Research: How Far Have We Progressed?
- The Scoff Screening Measure: Its Use and Misuse
- The Efficacy of a Novel 5-day programme for Children and Young People with Eating Disorders

Seminars, webinars, training and workshops

In 2022-2023, Schoen Clinic arranged multiple events aimed at external healthcare professionals, providing them with opportunities to learn, network and celebrate clinical knowledge in our areas of expertise.

As part of these events, Schoen Clinic Newbridge hosted their full-day 'masterclass', which was attended by delegates from various professions from both the NHS and independent sectors.

The event featured several guest speakers, including Professor Daniel Le Grange, a renowned expert on Eating Disorders from the University of California. Professor Le Grange delivered a presentation on Family-Based Treatment for Children and Young People with eating disorders, offering valuable insights and knowledge to attendees.

Other examples of free to attend events held by Schoen Clinic include:

Seminars:

March 2022 – ADHD in Adults

June 2022 – Online Webinar Regarding Antidepressant Management, Switching Medication and Discontinuance of Medications

September 2022 – Top Tips for Effective Management of Depression

November 2022 – The Latest Clinical Advances in Treating Adolescents with Ed

March 2023 - Breakfast Seminar: ADHD The Hidden Trend | Diagnosis & Management in Adults

June 2023 - Clinical Breakfast Seminar - Understanding Eating Disorders in CAMHS



Goals agreed with commissioners

As per our NHS commissioning and contract agreements, a portion of our potential revenue (1.25%) was contingent on achieving quality improvement and innovation objectives established with commissioners through the CQUIN framework.

For the previous year, only Schoen Clinic Newbridge was mandated to submit CQUIN data, which was based on the Children and Young People inpatient pathway. The applicable CQUINs were:

1. PSS6: Provision of formulation or review within 6 weeks of admission, as a part of a dynamic evaluation procedure for admissions within Tier 4 CYPMH settings.
2. PSS7: Support for quality enhancement in the use of restrictive practice in Tier 4 CYPMH settings.

Schoen Clinic Newbridge achieved 100% data collection and therefore received full CQUIN performance payment for 2022-2023.

In addition, Schoen Clinic has an obligation to submit quarterly and monthly Key Performance Indicator (KPI) reports to NHS England. These reports are thoroughly examined and scrutinised by local Provider Collaboratives during quarterly quality and contract review meetings, allowing them to monitor the quality of our services and provide external oversight of our commitment to delivering high-quality care.

The KPI reports submitted include a detailed quarterly KPI return, which measures the level of quality across a broad range of categories within our services. We also provide a monthly Specialist Services Quality Dashboard (SSQD) that collects data on the quality of care based on the clinical outcomes of our services, utilising defined 'metric definition sets.' Within mental health services, an additional metric definition set is also required related to restrictive practices.

Furthermore, we submit the monthly Mental Health Services Data Set (MH SDS), which is a patient-level, output-based, secondary use dataset designed to gather comprehensive, nationally consistent and comparable patient-based information for children, young people, and adults in contact with our mental health services.

All of the above is mandated by the standard NHS contract and forms a part of our commitment to maintaining these contracts and demonstrating our continued excellence in patient care and treatment.



Part 3: Review of quality performance

What the CQC say about us

Schoen Clinic is proud that all of our services have been inspected by our regulator and rated as either 'Outstanding' or 'Good' overall and in all domains.

The Care Quality Commission has not taken any enforcement action against Schoen Clinic during the reporting period.

Service	Safe	Effective	Caring	Responsive	Well-Led	Overall
Schoen Clinic Newbridge	●	☆	●	☆	●	☆
Schoen Clinic York	●	●	●	●	●	●
Schoen Clinic Chelsea	●	●	●	●	●	●

● Good ☆ Outstanding





“Schoen Clinic Newbridge was committed to research and innovation within the eating disorders field. They took part in local, national and international research. Staff published papers, facilitated public health education and continuously evaluated current treatments and piloted new interventions with the aim of developing an evidence base for eating disorder treatment in young people and becoming a centre of research excellence.”
 “Staff provided high quality treatment and care. Different professionals worked well together to assess and

plan for the needs of patients. Staff were skilled and experienced. The provider supported ongoing training to develop specialist skills”
 “Patients had up-to-date care plans. These focused-on treatment plans, recovery and rehabilitation. Staff involved patients and their families and or carers in developing care plans, risk assessments and within clinical review meetings.”



“The service provided safe care, the ward environments were safe and clean, the wards had enough nurses and doctors and staff assessed and managed risk well. They minimised the use of restrictive practices, managed medicines safely and followed good practice with respect to safeguarding.”
 “Staff developed holistic, recovery-oriented care plans informed by a comprehensive assessment.

They provided a range of treatments suitable to the needs of the patients and in line with national guidance about best practice. Staff engaged in clinical audit to evaluate the quality of care they provided.”
 “Staff treated patients with compassion and kindness, respected their privacy and dignity, and understood the individual needs of patients. They actively involved patients and families and carers in care decisions.”



“Staff completed a comprehensive assessment of all patients and young people. The physical health of young people was closely monitored during their time in the programme. Staff engaged in clinical audit to evaluate the quality of care they provided.”
 “Staff treated patients and young people with compassion and kindness and understood the individual needs of patients and young people. They actively involved patients and young people in decisions. Young people were actively involved in care and treatment.”
 “Every person we spoke to was overwhelmingly positive about the care they had received or were receiving at the service. All the patients, young people and carers/

parents praised the staff and told us how they had helped put them at ease.”
 Over the past year, Schoen Clinic also received 2 Mental Health Act review visits. These visits are conducted by CQC staff to review the proper use of the Mental Health Act and ensure compliance with the Act and our responsibilities under it.
 During these visits, MHA reviewers thoroughly review the application of the act for patients who are detained. While reports and actions resulting from the visits are not published, Schoen Clinic has remained fully compliant with each review and no further actions or follow-up visits were necessary.

Clinical effectiveness

At Schoen Clinic, we employ a comprehensive range of patient outcome measures to thoroughly assess our clinical effectiveness. An outcome measure serves as a valuable tool to gauge specific results or improvements in a patient’s condition. These measures are applied at the outset of treatment to establish a baseline level of patient function. They are then repeated after treatment to evaluate progress, measure efficacy and determine the overall clinical effectiveness of our interventions. To cater to the unique needs of each of our diverse patient groups, each site collects a different set of outcome measures tailored to their specific requirements. These measures encompass a variety of sources, including patient-reported assessments, input from family members or caregivers, as well as reports provided by clinicians.

Over the next couple of pages, you will find tables which outline some of the routine outcome measures utilised by Schoen Clinic, along with some corresponding results for the calendar year spanning January 2022 to December 2022. These measures provide valuable insights into the effectiveness of our clinical interventions and help us continuously improve the quality of care we provide. Moreover, these outcome measures contribute significantly to our research efforts. The data collected helps us advance our understanding of various conditions, treatment modalities and patient outcomes. It provides a robust foundation for evidence-based practice and enables us to contribute to the broader body of medical knowledge (for more information, see ‘Participation in Clinical Research’ section)



Outcome Measure	Young Person	Parents	Clinician Rated
Weight and Height (BMI)			✓
Eating Disorder Examination Questionnaire (EDE-Q)	✓		
Compulsive Exercise Test (CET)	✓		
Revised Children's Anxiety and Depression Scale (RCADS)	✓		
Readiness to Change	✓		
Strengths and Difficulties Questionnaire (SDQ)	✓	✓	
CAMHS Satisfaction Scale	✓	✓	
Eating Disorder Symptom Impact Scale (EDSIS)		✓	
Health of the Nation Outcome Scale for Children and Adolescents (HoNOSCA)			✓
Children's Global Assessment Scale (CGAS)			✓

Table denotes outcomes measures collected at each site and indicates which stakeholder completes the outcome measure on admission and again at discharge.

The average length of stay for young people at Schoen Clinic Newbridge was **181 days**.

Median BMI measurements improved from admission at **73.1%** to **93.7%** on discharge, demonstrating significant weight restoration during treatment.

Other outcome data demonstrated significant improvements in clinician, patient and parent reported data including improvements with:

- Health problems
- Emotional and behavioural functioning
- Eating disorder symptoms
- Compulsive exercise
- Depression and anxiety symptoms
- Readiness for change
- Caregiver distress

Measure	Patient	Carer	Clinician Rated
Weight and Height (BMI)			✓
Health of the Nation Outcome Scale (HoNOS)		✓	
Eating Disorder Examination Questionnaire (EDE-Q)	✓		
Patient Health Questionnaire (PHQ)	✓		
GAD	✓		
CIA	✓		

Table denotes outcomes measures collected at each site and indicates which stakeholder completes the outcome measure on admission and again at discharge.

Schoen Clinic York had an average length of stay of **145 days**.

Average BMI on admission was **14.57 kg/m²**. This improved on admission after treatment to **17.00 kg/M²**.

Other outcome data demonstrated significant decrease (47.47%) in patient reported EDE-Q scores (the lower the score the less severe are the attitudes and behaviours towards eating disorders).

Other patient outcome measures also demonstrated improvements in feelings of depression, anxiety and psychosocial impairments attributed to their eating disorders.



Children and Young People Programmes

Measure	Patient	Carer	Clinician Rated
Weight and Height (BMI)			✓
Eating Disorder Examination Questionnaire (EDE-Q)	✓		
Difficulties in Emotional Regulation Scale (DERS)	✓		
Revised Children's Anxiety and Depression Scale (RCADS)	✓	✓	
Readiness to Change	✓		
Brief Parental Self Efficacy Scale		✓	
Children's Global Assessment Scale			✓
The Eating Disorder Flexibility Index (EDFLIX)	✓		
Patient Health Questionnaire (PHQ)			✓
Generalised Anxiety Disorder Assessment (GAD)	✓		
Work and Social Adjustment Scale (WSAS)	✓		

Table denotes outcomes measures collected at each site and indicates which stakeholder completes the outcome measure on admission and again at discharge.

Anxiety and mood disorder treatment pathway

After being admitted to our day treatment programme, children and young individuals showed notable enhancements in their median BMI percentages, rising from **82%** to **87.5%**.

Furthermore, there were significant improvements observed in various areas including additional health problems, emotional and behavioural functioning, cognitive flexibility, readiness to change and progress towards achieving patient goals.

Notably, most aspects of emotion regulation exhibited improvement, except for awareness and impulse, which remained unchanged. In addition, parents reported positive changes in their child's anxiety and mood-related symptoms, along with an increase in parental self-efficacy.

Colleague experiences

Colleague survey

Our 2022 colleague survey showcased significant improvements in both response rates and colleague engagement scores against the previous year. Response rates saw a notable increase of 5%, reaching an impressive 74%, exceeding our group target. Moreover, the engagement scores, which gauge a colleague's emotional connection to working for Schoen Clinic, their commitment to staying and their motivation to go above and beyond, witnessed an 8% improvement from 2021, rising to 75%.

To ensure effective communication of the survey results, site-specific findings were shared with Hospital Directors through a user-friendly dashboard. This dashboard facilitated the delivery of feedback on various aspects, including key themes, positive outcomes and areas to focus on in the future.

Colleague forums

In order to foster effective communication and engagement, colleague forums were successfully introduced across all our sites. The frequency of these forums was determined based on valuable input from colleagues and the insights gathered from the annual colleague survey. To assist local leaders in organising more impactful colleague forums, a clear planning brief and Site Framework Template were developed as supportive resources.

The colleague forums encompass a combination of sessions, some of which involve the presence of local leaders, while others do not. This intentional structure creates an environment which encourages open, honest and safe discussions where concerns, queries, ideas and solutions can be freely expressed. To ensure that the feedback from these forums is translated into action, a representative staff member from each site shares the insights with the Hospital Directors. Subsequently, the Hospital Directors implement necessary actions and changes, following a 'you said, we did' approach, reinforcing the commitment to addressing the feedback received.

Freedom to Speak Up Guardians (FTSUG)

Schoen Clinic is deeply committed to fostering positive workplace cultures which prioritise patient safety, quality of care and enhanced colleague experiences. To support this endeavour, the implementation of FTSUG roles has proven successful. These roles play a crucial part in promoting a culture of learning and improvement by providing individuals with the necessary support to voice their concerns, while also addressing any barriers that may hinder open communication.

To ensure consistent implementation and understanding of the FTSUG system, an overarching FTSUG policy has been established and widely disseminated through our policy suite, NetConsent. Furthermore, an additional FTSUG Framework and Role Specification has been developed to provide clear guidance on how concerns can be raised safely and confidentially, utilising both local FTSUGs and our group lead FTSUG. Local FTSUGs submit individual reports on each Speak Up case to the lead Guardian, to facilitate monitoring and ensuring compliance.

In addition to the reporting structure, regular meetings between local FTSUGs and Hospital Directors are held to discuss data, themes and trends while maintaining utmost confidentiality. Extensive training has been provided to all colleagues involved in the FTSUG system, ensuring their preparedness and understanding of their roles. Additionally, a monthly dashboard is submitted to the Executive Board to provide oversight and keep them informed about the progress and activities related to FTSUG work.

Data validation

The Data Security and Protection Toolkit (DSPT) is an online self-assessment tool which allows organisations to measure their performance against the National Data Guardian's data security standards.

All organisations that have access to NHS patient data and systems must use this toolkit to provide assurance that they are practising good data security and that personal information is handled correctly.

For 2021/2022 submissions, Schoen Clinic was assessed to have met all data standards and awarded 'Standards Met' status.

As part of the objectives discussed above, Schoen Clinic aims to gain 'Cyber Essentials +' for the upcoming year and therefore move to 'Standards Exceeded' for our 2023/2024 submissions.



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