Annual Report
2017-2018
Summary
Transforming for a fitter future
Our performance report
Welcome from our Chief Executive and Chair

We are proud to introduce Leicestershire Partnership NHS Trust (LPT) and our vision: “To improve the health and wellbeing of the people of Leicester, Leicestershire and Rutland by providing high quality, integrated physical and mental health care pathways”

Living our Trust Values of compassion, respect, trust and integrity play a key part in everything we do. We have four overarching strategic objectives:

- Deliver safe, effective, patient-centred care in the top 20% of our peers
- Partner with others to deliver the right care in the right place at the right time
- Staff will be proud to work here, and we will attract and retain the best people
- Ensure sustainability

We introduced a new clinical strategy this year to help create the right environment and approach for our staff to deliver the best care possible. It introduces a set of evidence-based principles to help develop the right service models and an aim to continuously improve the quality and efficiency of our care delivery, supporting people to receive the right care, in the right place, at the right time, by the right staff.

This framework is reflected in our focus over the last year, which has been on how we can transform our services to be fit for the future, using a whole-family approach, alongside how we cultivate an environment of continuous improvement, and invest in our staff and their leadership. It is important that our staff feel empowered to deliver the best care and that they can make local improvements through initiatives like our Listening into Action programme. Staff should also feel confident to raise concerns if they find something isn’t working. Our Freedom to Speak Up Guardian has greatly facilitated this.

We welcome external scrutiny of our services and in October 2017 the Care Quality Commission (CQC) inspected five core LPT service areas previously rated by them as either inadequate or requires improvement. We are pleased to say that this inspection removed all ‘inadequate’ ratings and showed improvements in numerous areas. Overall, the Trust was rated as ‘requires improvement’ for safe, effective, responsive and well led and ‘good’ for caring. However, we are confident we are moving in the right direction.

Some significant achievements this year include: the launch of an enhanced all-age mental health place of safety, continued improvements in the safety in our wards, an enhanced adult mental health crisis house, our new mental health crisis resolution and home treatment service for young people and investments to build a modern 15-bedded child and adolescent mental health inpatient unit, including eating disorders.

We have also continued to grow our digital offer, launching a new HealthForUnder5s.co.uk website, diversifying use of our ChatHealth messaging service for parents, and introducing a new app for the first episode of psychosis. Other improvement through innovation and research included the introduction of new roles such as medicine’s administration technicians in our community hospital wards, and research-based enhancement of dementia ward environments. You can read more about these and other highlights in our Year in Review (pg.4)
Looking ahead, we have begun transformation programmes to improve our child and adolescent mental health services, our community nursing services and our mental health and learning disability services across all ages. All of them are focused on improving the experience of these services for our patients and families, and also for our staff- to help them deal with rising demand and less resource. We are committed to adopting a single electronic patient record to make it easier for all our services to work together for the needs of our patients. We have also played an active role in our local sustainability and transformation partnership (STP).

Our top risks are around financial sustainability, the recruitment and retention of staff, demand and capacity pressures in our acute mental health pathway and the need to reduce out of area placements, and for improved, robust information systems to monitor our progress. We must also ensure we are compliant with the new GDPR regulations. All of these remain key priorities for the year ahead.

Thank you to all of our staff and to those service users and stakeholders who have contributed their thoughts and reflections on our services this year. We are committed to listening to each other and working together.

Dr Peter Miller, Chief Executive

Cathy Ellis, Chair of LPT

Vision About us

Values

Respect

Integrity

Compassion

Patients

Trust

Sustainability

Staff

Partnerships

Safety

Objectives

To improve the health and wellbeing of the people of Leicester, Leicestershire and Rutland by providing high quality integrated physical and mental health care pathways.
LPT in numbers

- 123 premises
- 206.2k bed days
- 5.5k staff (inc. bank staff)
- 1.25m active caseload
- £275m income
- 9.2k members representing the population we serve
- 425 volunteers
- 96.9% of patients recommend our service
- 1.8m community contacts
Our year in review

Adult Mental Health and Learning Disability Services

Newly refurbished ‘all-age place of safety’ facility opened at the Bradgate Mental Health Unit in June 2017

Our new specialist female psychiatric care unit (PICU) was opened in October 2017

Representatives of organisations across Leicestershire and Rutland attended an LPT co-hosted event spearheading a new drive to improve awareness of the effects of trauma

Roadshow maps a route to recovery-focused support in community. Attended by more than 200 people at Bradgate Mental Health Unit in October 2017

Recovery College launches its fourth ‘satellite base’ in Loughborough in 2017

RUOK? campaign volunteers speak to over 1,000 shoppers at wellbeing event in March 2018

LPT partners with Turning Point to unveil a new city based mental health crisis house for adults in Leicester

We successfully secured £299,000 from NHS England to extend our adult mental health services over the winter to help reduce pressure on emergency departments

Our criminal liaison and diversion team scooped a national honour in October 2017 for innovative partnerships with emergency services
The Health for Under 5s website was launched in January 2018, www.healthforunder5s.co.uk

To support the public health aspects of our Healthy Together 0-19 services, we launched two new games this year on the Health for Kids website, www.healthforkids.co.uk

Move it Boom continues to inspire the athletes of the future, the latest physical challenge was launched in March 2018

As part of our annual Family Health Week in July 2017, the focus was on different aspects of accident prevention

More than 55,000 local children vaccinated against flu between October and the end of December 2017

New film about the National Child Measurement Programme which explains how the measurements are carried out in school

Our Diana community children’s nursing team were recognised at the Leicester Mercury Carer of the Year awards in February 2018

New app about first episode psychosis provides a ‘one-stop-shop’ source of information and advice for patients, carers, and professionals
Our first four ward-based Medicines Administration Technicians hit our community wards in December 2017

During the year we started a major improvement programme for our community nursing teams

Giant murals of Leicestershire landmarks have been created on the walls of the Gwendolen and Coleman Wards at the Evington Centre, as part of a £140,000 upgrade

A project to improve the experience of people with dementia whilst they are hospital patients has produced positive results for both patients and staff

Age UK supporters—including some LPT staff—donated 325 presents so that every older person in our hospital beds had a present on Christmas day 2017

Research carried out in LPT’s communities has reached a worldwide audience

Rugby legend Martin Johnson officially opened St Luke’s Treatment Centre in September 2017

SystmOne rollout complete in community hospitals, the final two of our community hospital wards went live in February 2018

The integrated care team trained to help give better care to their residents

Staff nurse Lesley Wright won ‘mentor of the year’ in the Student Nursing Times awards in April 2017
Enabling Services

Our Trust Board signs NHS England’s tobacco control pledge and reaffirmed our commitment to becoming a smokefree trust in January 2018.

We pledged our support to military personnel past and present by signing the Armed Forces Covenant in June 2017.

Two recruitment fairs were held in May and October 2017 each with 1,000 plus people attending.

Both our monthly Valued Star Award and our annual Celebrating Excellence awards celebrated our staff and volunteers, with the staff awards receiving a record-breaking 252 entries.

Staff and volunteers with a total of 25 years or more of long service to the NHS were recognised in a special celebration event in September 2017.

We released our very own music single in July 2017 in collaboration with mental health arts company ‘rethinkyourmind’ as part of the Yellow Book mental health project.

Three LPT consultants received an honorary appointment from the University of Leicester at a conferral in June 2017.

We launched a new online portal called WARP-it in June 2017, with the aim of reducing waste, disposal costs and carbon emissions across the trust.

<table>
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<th>TIME SAVED (MINS)</th>
<th>WASTE AVOIDED (KG)</th>
<th>TREES EQUIVALENT</th>
<th>TOTAL SAVINGS (£)</th>
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<td>880</td>
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InVest-ing time and energy in a good cause

Two major challenge events in 2017, the Leicestershire Round Relay Challenge and the Lands End to John O’Groats cycle, saw more than £22,000 raised for the Vest Appeal- smashing the £18,000 target and enabling us to buy three high frequency chest wall oscillator vests. These vests are used by LPT’s children’s community respiratory physiotherapists in their treatment of sick children across Leicester, Leicestershire and Rutland who suffer from recurrent chest infections. Thank you to everyone who made the Vest Appeal such a success!

Wizzybug helps kids get their wheels

Sarah Willis, from our children’s occupational therapy team, made a successful Charitable Funds Application for £6,000 to purchase a Whizzybug and accessories. Helping children move around, this motorised wheelchair can be used therapeutically to contribute to a child’s cognitive and social development.

Miles for Smiles

Businessman Gary Brown, a marathon veteran, took on the world’s ‘prettiest’ marathon, in Stockholm, Sweden in June 2017, raising much-needed funds for the ‘Miles for Smiles’ appeal to keep patients with Huntington’s Disease on the move. Gary, UK programme director for Santander, raised £1,705 in sponsorship and match funding from Santander to support the running costs of a specialist wheelchair-accessible Ford Tourneo which has brought new levels of freedom for our patients at Mill Lodge.

Hayley Biggs uses her legs to raise cash for arm support.

Technical instructor, Hayley Biggs, ran the Virgin London Marathon in April 2017 to raise more than £2,600 to fund rehabilitation equipment for stroke support. Hayley raised enough money to buy a SaeboMAS arm support for patients who have reduced movement following a stroke.

www.raisinghealth.org.uk
Our performance report

Demand and capacity pressures in our acute mental health pathway and the need to reduce out of area placements remain high on our risk register. We have made significant progress in improving the safety of our services.

- Improving the safety of ward environments
- Strengthening our self-regulation approach
- Improved compliance with the Mental Health Act and clinical supervision
- Consistent results from Family and Friends test show 96% of patients likely to recommend our services
- The Trust received one Prevention of Future Death (PFD) Report under Regulations 28 and 29 of the Coroners (Investigations) Regulations 2013
- Development of MCA (Mental Capacity Act) Champions group to enhance learning from cases and support practitioner compliance
- Our ePrescribing system has helped to reduce errors, releasing more clinicians’ time to provide care
- Introduction of a self-harm and suicide prevention group to ensure our systems and processes are robust to enable staff to help patients at risk

Staff will be proud to work here, and we will attract and retain the best people

The recruitment and retention of staff remains a challenge for the Trust. We have continued to implement our people strategy and to create a culture where staff feel valued and empowered.

- Enhanced leadership development offer for all our staff
- Staff survey results have remained stable
- Listening into Action has supported 86 teams with local improvement
- The new interactive weekly enews and campaigns software, webchats with the Chief Executive and a closed staff Facebook group have all helped to improve staff communications
- Monthly Valued Star Awards, annual Staff Excellence and Long Service Awards recognise and reward staff
- Increased focus on staff health and wellbeing
- Agile working roll-out to support staff to work in the most productive ways
- Engagement with local universities and surrounding trusts to review workforce strategies in respect of future recruitment and retention
- An ongoing recruitment programme and a professional development programme to enable us to maintain safer staffing levels

Ensure sustainability

It is important that we remain financially sustainable. We have begun a 5 year all-age mental health and learning disability transformation programme, to co-design sustainable improvements with staff and service users. At the same time our Building on Co-ordinated Community Health Services transformation is helping to make community nursing pathways more efficient and effective to deliver care at the right time and place for older people. Other highlights:

- New mental health all-age place of safety unit, a new female psychiatric intensive care unit, and an enhanced adult mental health crisis house
- Deliver safe, effective, patient centered care in the top 20% of our peers
New crisis and home treatment service by our Child and Adolescent Mental Health Service (CAMHS)

Successful implementation of new contracts worth £171m for delivering the 0-19 healthy child programme through our Healthy Together service

£8m NHS England investment for a purpose built CAMHS acute inpatient unit, allowing us to move from Coalville Hospital to a permanent, more accessible base on the Glenfield Hospital site

£300k mental health winter pressures funding

£250k of refurbishments to enhance our dementia wards

Successful fundraising initiatives through Raising Health

Introduction of WARP-it, with the aim of reducing waste and disposal costs trust wide

Achieving all four of our statutory financial duties

An active partner in the sustainability and transformation partnership (STP) for Leicester, Leicestershire and Rutland

Signing of the Armed Forces Covenant

Healthy Together delivered in partnership with Barnados

Enhanced Crisis House service delivered by Turning Point

Mental health triage scheme with the police, East Midlands Ambulance Service (EMAS) and University Hospitals of Leicester (UHL)

Community health services working in integrated locality teams

Research partnerships with Clinical Research Networks (CRN), Collaborations for Leadership in Applied Health Research and Care (CLAHRC) and Academic Health Science Networks (AHSN) East Midlands

Education and training in Leicester University and De Montfort University

Quality improvement

Quality improvement is continuous. In line with the CQC approach we acknowledge that achieving safe, effective and person centred care can only be sustained when a caring culture, professional commitment and strong leadership are combined to provide responsive accessible services for our patients. Our focus has been on:

Safe care

Effective care

Person-Centred care

Our focus has been on continuous quality improvement and self-regulation, alongside improving engagement in clinical supervision, improved clinical record keeping and care planning, and improved discharge planning and follow-up.

Our Quality Account, which details our progress in more detail, is published separately alongside the full Annual Report
The NHS Friends and Family Test: What do our patients say?

During 2017-18 we continued to promote the Friends and Family Test (FFT) via an app for iPads across all appropriate commissioned services. Paper and easy read versions of the survey are also available.

The FFT app asks patients “how likely are you to recommend our ward/service to friends and family if they needed similar care or treatment”, and invites them to score the service using a five point range from ‘extremely likely’ to ‘extremely unlikely’. Some services have also developed further patient experience surveys for service users to complete after they have completed the FFT questions.

We received 13,682 responses in 2017-18 with an average of 96.9% of patients saying that they would recommend the service we provide.

Engaging our patients and service users

Patient voice is central to our continuous improvement journey across the trust. There are many ways, like those below, that we engage and listen to our patients and service users in creating, developing and improving our services and the quality of care we provide.

We always want to involve you in our service improvements so that they are shaped with input from those that receive them. There are a number of ways you can get involved, visit www.leicspart.nhs.uk/_InvolvingYou-Engagement.aspx
The Trust benefits from the invaluable support of around 425 local people volunteering their time and skills for the benefit of our patients and service users. There are around 50 different volunteer roles spread across a wide range of Trust sites and departments. The financial value of this contribution is over £700,000 per year. Volunteering opportunities are posted on our website at www.leicspart.nhs.uk/volunteering. For more information about the service, email volunteering@leicspart.nhs.uk

We have over 9,200 members who have expressed an interest in LPT and the NHS. Our membership is broadly representative of the communities we serve and during 2017/18 we have worked with others in the Trust and our stakeholders to find ways of reaching a range of communities. Membership strengthens the links between healthcare services and the local community. We regularly email our members with news about new developments and offer positive opportunities to get involved. Our membership is open to anyone over the age of 16 who lives in Leicester, Leicestershire and Rutland, and other parts of England.
How to contact us

We welcome your comments on this report or our services

Comments should be sent to:

Chief Executive
Leicestershire Partnership NHS Trust
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Bridge Park Plaza
Bridge Park Road
Thurmaston
Leicester LE4 8PQ

Telephone: 0116 295 6000
Email: feedback@leicspart.nhs.uk

You can also follow us on social media
Twitter @LPTnhs
Facebook /LPTnhs
YouTube /LPTnhs
Website www.leicspart.nhs.uk

Quality Account and Annual Report (full version)

You may also be interested to read our Quality Account for 2017-18, which complements our Annual Report. Copies of the Quality Account, and the full Annual Report, with Summary Accounts, are available from the communications team at the above address

These documents are also available on our website at www.leicspart.nhs.uk