Learning Disability Business Unit

Quality Account

2010-2011
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1. Clinical Director’s Statement

I am very pleased to be able to introduce the Quality Account for the Learning Disability Service. In our Service we have achieved significant progress in taking the initial steps towards our strategic vision. Our key achievements are the development of the Agnes Unit to its full potential, successful piloting of care pathways in two localities and a patient experience project. While we feel proud about the achievements we have made so far, this year we intend to progress the service further in line with the goals stated below which were developed through service user/carer consultation as part of The Patient Experience Project ((Changing Your Experience)). We have used the following framework to produce our Business Plan:

Advance the health and well-being of all people who use our services

By
supporting all of the people who provide those services
With
high quality processes and systems that enable and support them
To
deliver a financially sustainable organisation

We are also supporting this framework by the standards and promises that we have set for the service based on the Changing Your Experience project.

2. Business Unit Goals

1. Implement care pathways working across Learning Disability services and embed in the commissioning process

2. Maintain and develop the Inpatient standards of excellence and embed in the quality account

3. Develop equitable, productive and efficient locality based community services

4. With partner organisations develop flexible short breaks service for people with complex health needs.

5. Ensure LDSMT (Learning Disabilities Senior Management Team) deliver on a well developed business plan to account for the delivery of service and financial sustainability
3. Service Standards and Promises

- We welcome you
- We are there for you
- We listen and hear you
- We involve you
- We work together for you
- We make a positive difference

4. Progress on the 2010/2011 priorities and goals

Establish Care Pathways and supporting clinical networks with emphasis on partnership

The Business Unit has been developing 8 Care Pathways over the last year:
- Mental Health and Learning Disability
- Safe Eating and Drinking
- Challenging Behaviour
- Epilepsy
- Dementia and Learning Disability
- Complex Physical Disability
- Forensic
- Autism

The pathways have been piloted in the Coalville Community Team and are being rolled out to all teams in June 2011 as working drafts. A project lead has been appointed to support the development and delivery of the Pathway Implementation Plan. The plan also includes the development of a supporting workforce development plan which will enable the service to develop an appropriate skill mix across Community Teams. Clinical networks are also planned for each pathway and supported by an overarching communication and involvement network. Further work will now take place to develop and implement the core care pathway.

Work on pathways has supported Community Teams to work across organisational boundaries and develop new ways of working. A specific example of this in the Safe Eating and Drinking Care Pathway is the training and clinical advice given to staff in the third sector around enteral feeding in partnership with the Primary Care Home Enteral Feeding Team.

Develop an inpatient centre of excellence.

The Agnes Unit has achieved the Centre of excellence accreditation by the Royal College of Psychiatrists. The Unit will now work to maintain this accreditation.
**Involvement of Service Users and Carers**

The short break service carried out a carer satisfaction survey which resulted in 33 of the 34 responders reporting a positive experience of the services provided. This survey will be repeated this year. A service user satisfaction questionnaire is currently being developed using a range of approaches, including using engagement and behaviour observation for service users who are not able to communicate verbally or in a written format.

The Agnes Unit has developed a satisfaction survey which it was piloted in January 2011. There is also a service user forum, which meets regularly to look at all services provided on the unit.

By the end of the year, a full range of tools had been developed in order to gain information about the service user and carer experience both in real time and at the end of an episode of care. This also includes a satisfaction questionnaire based on the findings of a City pilot project. A tool was also developed to set and measure Service User reported outcome measures. The priority for 2011/2012 is to train staff in the use of these tools and embed their use into the core pathway.

The Business Unit has also supported the formation of the Speaking Up for Health Group, which is a group of local people with a learning disability who will be supported to develop skills and knowledge that will enable them to be involved in a more meaningful way across the health community (County, Rutland and Leicester PCT, LPT, UHL and East Midlands Ambulance Service) this group is progressing well and developing their understanding of health services and skills such as interviewing and communication.

As part of a Trust wide initiative the learning disability service piloted a Patient Experience Project called “Changing your Experience” which was supported by April Strategies. Initial work focused on gaining the views of people who use our services and their carers through a number of listening events. This was followed up with a range of activities with staff to consider how their experiences can also be improved and how they can work to improve the service user experience. This resulted in the production of our service promises. All of this work will lead to staff workshops in 2011 to gain commitment to the promises and set actions across the service which will help us deliver against these. The work with staff will also help us set priorities in relation to the issues raised by the staff survey.

**To develop the short break provision that can support people flexibly across a range of settings in the community while continuing to provide the current bed based provision for people with healthcare needs.**

This will be undertaken in collaboration with commissioners, social service and current group of carers.
To work towards a person centred short breaks service that is able to support People with Learning Disability and complex health needs.

The LD Business Unit has developed, in workshops with carers and other stakeholders, several options to support people with complex health needs in a variety of short break environments. These options are currently being considered by Commissioners as part of the Leicester, Leicestershire and Rutland Short Breaks Strategy.

To build capacity and capability in primary and secondary care
Systems and processes which include education, training, advice and support to ensure that services can make the reasonable adjustments required to reduce health inequalities experienced by People with Learning Disability are being developed. This work is being built into care pathways through the stepped care model. A specific example would be the training and support provided to health services in relation to improving communication with people with learning disabilities which has also involved partnership working with health facilitators and acute liaison nurses.

To re-provide care for People with Learning Disabilities who are currently residing in health homes and move them into the community.

This has now been completed with all residents being discharged from in patient care by 30th December 2010.

5. Brief Overview of the Business Unit

The Learning Disability Business Unit with in Leicestershire Partnership Trust is the specialist health provider for adults with learning disabilities in Leicester, Leicestershire and Rutland. We work in partnership with the three local authorities (Leicester City, Leicestershire County and Rutland), primary care services, University Hospitals of Leicester and the voluntary sector services to improve the well-being, safety and independence of People with Learning Disabilities, in line with the principles of Valuing People. The population of this area is about one million and it is estimated that there are about 4000 People with Learning Disability who are in contact with services. We provide a range of services to meet the specialist health needs of People with Learning Disabilities that include support for mental health problems, epilepsy, challenging behaviour, complex physical disabilities, eating and drinking and communication.
Community Team

The Learning Disability service has a strong locality presence due to it's co-location with the Learning Disability Social Services. This has helped to develop a good working relationship with social workers.

There are seven locality based community teams that provide a range of professional services including Psychiatrists, Psychologists, the Outreach team, Community Nurses, Social Workers, Occupational Therapists, Physiotherapists and Speech & Language Therapists.

The aims of these teams are

- To provide evidence based specialist interventions for people with the most complex need
- To build capacity and capability across mainstream services and communities in order to reduce health inequalities

Agnes Unit

The Agnes Unit is the inpatient service operating at its optimum capacity of 20 beds with 12 beds for assessment and treatment of mental health and behaviour problems for adults with Learning Disabilities from Leicester, Leicestershire and Rutland. The additional 8 beds are used for providing a step down pathway for people with complex mental health / behavioural problems. This provides an opportunity for bringing people with Learning Disabilities placed in hospitals out of county back into the county.

The unit has a dedicated consultant psychiatrist and a full multi disciplinary team to support individuals with Learning Disabilities and complex mental health or behavioural problems. The unit has achieved the Centre of excellence accreditation by the Royal College of Psychiatrists.

Short Breaks

Leicestershire Partnership Trust provides a short break service to individuals with learning disabilities and complex health needs. A short break “is for parents and family carers to get a complete break and for people with learning disabilities to get
an enjoyable break with real opportunities and choices” (County Short Break Strategy). Presently this is provided by qualified nursing staff and experienced trained nursing assistants from three building based properties to individuals with a range of needs from challenging behaviour to individuals with profound and multiple disabilities.

**Fosse Autism**

Fosse autism provides a day service for people with Autism Spectrum Disorder. The service provides intensive support to access ordinary community facilities and integrates individuals into college placements by setting up individualised communication systems. The service has won a national award from the National Autistic Society for their excellent transition support work.

**Sensory Stimulation Project**

The project provides a service for People with a Learning Disability to explore positive communication in various sensory environments such as snoezelen and sensory garden. Referrals are received from external agencies as well as from the Trust's Occupational therapists and Physiotherapists who may use the facility to extend an individual's physical abilities and interaction skills.

6. **Our Current Business Unit Position and Status regarding Quality**

6.1 **Patient Safety**

6.1.1 **Serious Untoward Incidents (SUI's)**

The business unit takes reporting of all incidents seriously using the Trust’s reporting system. Sharing and actioning lessons learnt at the local quality assurance monitoring meeting in line with care quality commission, NHSLA and national patient safety agency standards.

6.1.2 **Safeguarding**

Safeguarding is a priority for all organisations. The learning disability business unit is actively training all staff to the appropriate level and participates in the delivery of multi agency programmes, working with the partnership board and the police to raise awareness of learning disability hate crime.

6.2 **Clinical Outcomes and Effectiveness**

The Learning Disability Business Unit has set clear objectives for service improvements, aligned with the strategic objectives of the Trust. The business plan has defined key annual milestones and QIPP measures of success.
6.2.1 Implement care pathways working across LD services and embed in the commissioning process

**Quality**
With implementation, improvement is expected in both patient experience measures, patient reported outcomes and clinical outcomes including HoNOS trends.

**Prevention**
Patient outcome measures are expected to include focus on health promotion. Using the stepped care model the service will work to build capacity and capability in health promotion services in relation to health promotion. This will enable people with learning disabilities to access these services and be better able to manage their health

**Innovation**
Care pathways have principles of evidence based care embedded and are compliant with NICE guidelines. New approaches are being developed as part of the pathways and as these are rolled out so are the innovative approaches.

**Productivity**
As pathways are based on stepped care model, an improvement in efficiency is hoped to be achieved by a reduction in waiting times from referrals to step 3 and 4 interventions but this will take some time to achieve. The development of the core pathway and the reduction in duplication will ensure more efficient use of resources

6.2.2 Maintain and develop the Inpatient standards of excellence and embed in the quality account

**Quality**
The unit has achieved the inpatient centre of excellence accreditation. Further improvements are hoped by an active patient involvement plan and optimising the length of stay.

**Productivity**
Plans to target income generation whilst meeting bed occupancy targets. Ensure staff are well supported with appropriate training and education packages. The emphasis on safety is to be maintained by mechanisms to allow robust scrutiny of incidents and their management.

**Prevention**
Overall improvement to be reflected through improved HoNOS scores, and a reduction in incidents of violence and aggression, and seclusion Incident Report Forms.

6.2.3 Develop equitable/productive community services within the locality model

**Quality**
Ensure the focus of well-being and recovery in the community by supporting better use of community facilities and reducing the length of hospital stay.
6.2.4 With partner organisations develop flexible short breaks service for people with complex health needs.

**Quality**
To use a range of methods to measure experiences and outcomes which influence future services.

**Innovation**
Implement a new model of flexible services that will meet Leicester, Leicestershire and Rutland short break strategy

**Productivity**
Plans to meet cost improvements, clear service specifications and target potential income generation while providing more efficient services to meet individuals health needs during short breaks.

**Prevention**
Through prompt and service user and carer led plans, it is hoped there will be reduction in carer crises.

6.2.5 Ensure LDSMT will deliver the objectives as set in the business plan

**Productivity**
With clear plans to meet the CIP in full and deliver service specifications / activity targets.

Discharge Pathway (Improving Quality of Information)
Productive Wards (Mental Health and Learning Disability)
Data Quality Improvement Plan

6.3 Patient Experience

Overall, we are pleased that our service has received a low number of complaints. Our compliment reporting is improving.

6.3.2 Feedback from Service users – Experiences of Service Questionnaires in use

Over the past year the learning disability business unit has made considerable progress in relation to involvement and improving patient experience, as evidenced in the patient experience pilot presented to the Trust Board. A summary of the main developments is given below.

An “Easy Read” patient experience questionnaire has been piloted in the City team and the tool has now been agreed and will be included in the core care pathway. An action plan is also in place to address some of the issues raised. The Agnes Unit are also researching the best tools to capture patient experience.

The Business Unit has agreed the standards for involvement in pathways and we are working on care plans that will be easier to understand. There has been a steady increase in the range of Easy Read information and we are exploring ways of
involving and gaining the views of people with more complex needs. We are also working on tools to support the regular use of Patient Reported Outcome Measures.

The Business Unit is also working with April Strategies, an external consulting agency on the Patient Experience Revolution, a strategy to improve patient experience. We have held listening events and collected feedback cards and are now in the process of developing our service promises and building the findings into our business plan, our processes and our service developments. The two patient satisfaction measures developed are “how did we make you feel cards” and the net promoter score.

7. Involvement in Quality Initiatives (CQUINs)

**Regional CQUIN**

Equitable access from first appointment where a learning disability is diagnosed.

This Regional CQUIN is aimed at improving access to Health Services for People with a Learning Disability and demonstration of improved access via waiting times for people aged 18 and above with a learning disability accessing the following services:

- Adult Community Mental Health Team
- LD Medical (Psychiatry)
- LD Physiotherapy Team
- LD Speech and Language Therapy Team
- LD Psychology Team
- LD Community Nurses Team
- LD Outreach Team
- Eating Disorder Service (Mental Health)

The Learning Disability Business Unit has defined a strategy to implement this CQUIN over the next year.

**Trust level CQUINs**

The Learning Disability Business Unit has subscribed to the following Trust-level CQUIN’s.

- Discharge Pathway (Improving Quality of Information)
- Productive Wards (Mental Health and Learning Disability)
- Data Quality Improvement Plan
### Quality Schedule

<table>
<thead>
<tr>
<th>Quality Domains and Indicators</th>
<th>Source of information</th>
<th>2010 /11 Q1 and Q2</th>
<th>2010/11 Q3</th>
<th>2010 / 11 Q4</th>
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<tbody>
<tr>
<td><strong>Patient Safety</strong></td>
<td></td>
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</tr>
<tr>
<td>Serious Untoward Incident</td>
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<td>register</td>
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<td>Safeguarding (number of staff</td>
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<td>trained, number of cases</td>
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<tr>
<td>referred to social services</td>
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<tr>
<td>Medication errors</td>
<td>13</td>
<td>4</td>
<td>3</td>
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<td>Pressure Sores</td>
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<td>**Clinical Effectiveness</td>
<td>Quality Account</td>
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<tr>
<td>(Outcomes)</td>
<td>(both clinical and</td>
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<td></td>
<td>patient reported)</td>
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<tr>
<td>Outcome measures HoNOS LD</td>
<td>SORD REPORT</td>
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<td>83.6% (for all service users)</td>
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<td>Access to Healthcare for</td>
<td>Chair, LD SLAM</td>
<td>CQC level 3</td>
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<td>CQC level 3</td>
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<td>people with Id (Including</td>
<td>Taken from Vital</td>
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<td>response to Health Care for</td>
<td>signs</td>
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<td>All and Six Lives)</td>
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<td>Campus Provision</td>
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<td>Data Quality on Ethnic group</td>
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<td>Delayed Transfer of Care</td>
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<tr>
<td>Number of people with a</td>
<td>100%</td>
<td>100%</td>
<td>NA – Health Homes Reprovision Project ended December 2010.</td>
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<tr>
<td>care plan in Health Homes</td>
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<tr>
<td><strong>Waiting Times</strong></td>
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<td><strong>Patient Experience</strong></td>
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<td>Complaints data</td>
<td>LD Complaints register</td>
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<td>Compliments data</td>
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<td>8</td>
<td>0</td>
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<td>User Involvement (CQC National priority)</td>
<td>Involvement strategy</td>
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</table>
7. Our Staff

Our staff are highly committed to supporting people with learning disabilities to achieve the aims stated in Valuing People (DH, 2001) and Valuing People Now (DH, 2009). They have clear supervision arrangements and support to be effective in their duties. We have a good track record in providing in-house training with a Multi-Disciplinary Team focus. As part of the service redesign, we have undertaken a skills need analysis feeding into a work force strategy.

The Workforce Development Group was set up as a subgroup of the Care Pathway Implementation Programme. The group membership consists of professional leads from all disciplines within the Specialist Learning Disability Service, and representation from the Local Workforce Development Team and the LPT Academy. The aim of the group is to review the Specialist Learning Disability healthcare workforce in line with the implementation of the Care Pathway Project, and to develop a robust training programme for staff in order to deliver the care packages in line with the Care Pathway.

The first step is to map out the existing workforce in the different localities, in order to identify localities which may be receiving inadequate input from certain disciplines.

The second step is to explore the roles and responsibilities of each professional group within their localities inline with new ways of working and waiting list figures.

The third step is to identify training needs of staff; training needs are categorised into four tiers:

- Tier one consists of mandatory training requirements that are required to assure minimum statutory requirements of the trust.

- Tier two consists of training required in relation to core service pathway for the Specialist Learning Disability Service.

- Tier three consists of training in relation to the individual care pathways.

- Tier four consists of knowledge and skills related to the staff’s professional discipline and in relation to their career progression.

The Workforce Development Group will produce a proposal report at the end of 6 months which will be ratified by the Care Pathway Implementation Group, and if agreed will spend the next few months in implementing the proposals; in doing so the Specialist Learning Disability Health Service will work closely with the LPT Academy and the Local Workforce Development Group to identify shared resources. The group will also endeavour to work closely with the other business units within LPT, Acute Services and Primary Care Trust in order to enhance the training required in the respective clinical networks.
8. Working with our Partners

8.1 Partnership Boards

The service works closely with the three Learning Disabilities Partnership Boards, Leicester City, Leicestershire and Rutland, which include Self advocates Family/Carers, Private Providers, Adult Social & Communities, Education, Housing, County Councillors, Connexions, Employment, Voluntary Sector, and Valuing People. The main objective for the boards is to implement the principles espoused in the ‘Valuing People’ document and improve the lives of People with Learning Disability. There is a range of multi agency sub group which support the work of the Boards. These include:-

- Advocacy
- Choice and Control
- Communication
- Community Opportunities
- Employment
- Health
- Housing
- Keeping Safe
- Personalisation

8.2 Carers organisations

The Service works with local Organisations like CLASP, Ansaar and Rethink and the carer leads for the Partnership Boards through locality groups. There are regular interactive sessions with Carers of People with Learning Disability with the aims of promoting awareness of services, improving access and enabling Carers to work with organisations to improve service provision and quality.

8.3 Primary and acute health services

The Learning Disability Service works in partnership with the local acute hospital services to improve the quality of services to people with a learning disability and have supported UHL with the development of the “Make my stay” pacesetters project. This project has used a learning disability register information to enable those hospital users with a learning disability to be flagged up at referral / admission and appropriate information and support offered. Several other projects have focused on improving access to mainstream health services such as the work with the hearing clinic and cancer services. The health facilitation role involves working with primary care teams, community health professions and staff involved in delivering secondary health care to ensure that they can make the reasonable adjustments required to deliver safe and effective health care to people with learning disabilities. This role is supported by members of the community learning disability teams and the work of the Communication Strategy with support from speech and language therapy.
9. Clinical Audit Activity/ Research and Innovation within the LDBU

The Learning Disability Service has an active Research forum, with a multidisciplinary research and audit committee. The service is nationally known for its research and publishes at least 5-6 papers every year in peer reviewed journals. Trainees actively participate in research, and in the last few years, most trainees have won National awards for best research presentations. To evaluate service redesign, the service has won a grant for £32,000 from the NIHR (CLAHRC) to research the implementation and effectiveness of Care pathways. In line with the Trusts thrust towards Health and Well-being, the service has collaborated with the national DESMOND service for diabetes, and has been successful in a bid for funds from the HTA.

10. We acknowledge the untiring efforts of all the staff, who have stood by the principles of service improvement and supported the strategic vision of the business unit to deliver a more effective, safer and friendlier service.