



LPT All Age Transformation – The Journey So far

LPT is on a five-year journey to transform the care we deliver through our mental health and learning disability services, by co-designing improvements with service users, carers, staff and other key stakeholders.

Introduction

This document is a brief update on what has happened so far and the future work of our All Age Transformation Programme at Leicestershire Partnership NHS Trust (LPT).

We are thankful for the hundreds of service users, carers, staff and partners from other organisations who have been involved so far. We know that there are many more of you who still do not know much about the Transformation Programme and have not yet had a chance to contribute to the design. This document brings you up to speed and provides information on opportunities coming up for you to get involved.

Contents

Overview.....	3
➤ What is it?	
➤ Why are we doing it?	
➤ How will it work?	
The Journey So Far.....	6
➤ The Five Stages	
What's next?.....	9
How to get involved.....	10
Keep up to date.....	10
The Transformation Team.....	11
FAQs.....	12

Transformation Programme – Overview

What is it?

It is a five-year Transformation Programme of mental health and learning disability services delivered by LPT. It is focused on bringing together staff, service users, carers and stakeholders (e.g. social workers, GPs etc.) to build on the things we do well and redesign the things that need improvement. The ultimate aim of the programme is to have all our mental health and learning disability services delivering excellent, high quality integrated care and a better experience for all.

Why are we doing it?

Some mental health and learning disability services within LPT are meeting demand and delivering a good quality of care. However, many are struggling with long waiting lists, difficulties in meeting the demand for services and not meeting service user expectations. This is evident in previous Care Quality Commission (CQC) findings as well as service user and staff surveys.

We have been inspired by the learnings of Northumberland Tyne & Wear NHS Foundation Trust (NTW) as they transformed from a CQC 'requires improvement' to 'outstanding' rating. By adapting their methodology to suit our local needs and priorities, we have been undertaking our own five-year improvement journey in partnership with staff, service users and carers, to create a radical difference in the way we support people of all ages with their mental health and learning disability needs.

How will it work?

The All Age Transformation Programme has been designed using specific co-design methodology. Our dedicated Transformation Team is facilitating the roll-out of the programme by drawing together staff, service users, carers, external stakeholders, and by undertaking detailed analysis of data and observing how things work at the moment.

The focus throughout this programme is to:

**Add value to
service users**



We want to improve the quality of our services and provide added value to service users.

**Remove the things
that get in the way
of care**



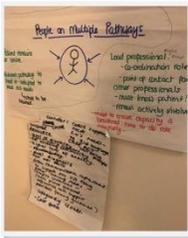
We want to release clinical time to care so that service users are able to have more time with our clinicians and we improve the working lives of our staff.

**Make the processes
and systems work well**



We want to make our systems and processes work well in themselves and together to ensure we provide the best experience throughout the service user's journey.

Co-designed with staff, service users, carers and stakeholders



We understand that we need the input of many different perspectives and expertise, as well as service data analysis, to ensure the design of a workforce model meets the needs of everyone.

The Transformation Team has spent the last year facilitating the co-design of the transformation principles and values, key design features and new intervention pathways (pages 6 to 8). We are also analysing each service's data to better understand service user needs, staff health and wellbeing and the current systems and processes. Alongside this, we are spending time with our mental health and learning disability teams to learn from them directly as to what is working well and what isn't, as well as the challenges faced by frontline staff on a day to day basis.

Each separate work stream provides insight into each service's current state, enabling us to identify and build on the things we are doing well and redesign the things that need improvement.

The Journey So Far

The Five Stages

Stage 1 – Formulate Principles

Between the end of 2017 and beginning of 2018 staff, service users, carers and stakeholders provided their views through surveys and workshops on what excellent services would look like for them, specifically around:



- How to access services
- How needs are assessed
- How individuals get treatment and;
- How they transition out of services

All of these views were analysed, and the transformation's key principles were developed:

<https://www.leicspart.nhs.uk/Library/Principles.pdf>

Some of our principles:

- **Timely access that is immediate when required and available 24 hours, 7 days a week**
- **Direct individual access through central access point**
- **Assessment process avoids repetition and involves the multi-disciplinary team with the right skills and knowledge**
- **No bouncing of service users between services**
- **New and improved intervention pathways**

Stage 2 – Design of High-Level Pathway

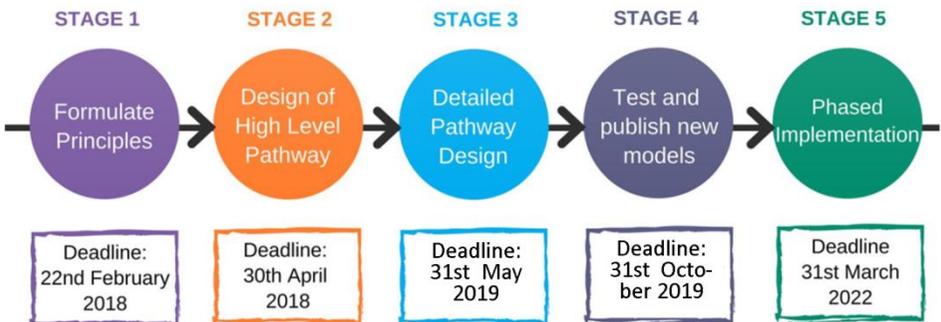
In March and April 2018, four week-long workshops took place based around **access, assessment, treatment and discharge**. These brought together staff, service users, carers and stakeholders to think of the best way to:

- Deliver the principles designed in stage 1
- Build on what works well at the moment
- Address what needs to be improved

Hundreds of people got involved across the four-week period and more than 50 different features were developed as a result. View the workshop outputs here: <https://bit.ly/2FU4WUB>

Where we are now?

Stage 3 - Detailed Pathway Design



From May 2018 until the end of May 2019 all of the 50 plus features generated in Stage 2 are being worked on to create more detail, understand what workforce and resource is needed for delivery and how a whole model can be brought together.

Some of the transformation's key features are soon to be trialled in our Trust, including:

- New peer support worker roles
- Better information and support for frontline workers on supporting other needs (e.g. benefits, housing, etc.).

Some of the features from Stage 2 are being worked on by other programmes within the Trust, such as improved electronic records (single EPR project), improved culture (culture programme – soon to launch) and the capacity, skills and capability for frontline staff to change things. We have also held workshops with existing Trust groups and external stakeholders about improving collaborative care and services.

Many co-design workshops took place across the autumn and winter of 2018 that focused on designing new Intervention Pathways. The pathways describe what interventions we expect to provide to service users and the likely journey they might have – recognising that everyone is different. For further explanation read our pathway FAQs here: <https://bit.ly/2CHR2AG>

In September 2018 there was a workshop designing crisis services so they can support people of all-ages without diluting the skills and expertise required to meet their needs. The model for this will continue to be developed for the remainder of the year.

Stage 4 and 5 – Testing and Phased Implementation

Stage 4 will see the newly co-designed model tested against the likely demand, amount of resource available and different scenarios. It will also see engagement with staff and the public to make sure they have had a chance to comment. It will be adjusted accordingly and completed by the end of October 2019. Stage 5 will see the phased implementation of the programme. This will start at the end of 2019 and continue to March 2022.

What's Next?

Remaining key Stage 3 activities:

Access

We continue to work through how a central access point to LPT mental health and learning disability services could work.

Assessment

The programme is finalising how to undertake an initial assessment utilising input from an MDT (multi-disciplinary team) to reduce any unnecessary repeat assessment.

Step Up

The programme is finalising the design for our Step-Up service described in the Intervention Pathways.

Transition to Primary Care

We are working with GPs to ensure smooth transition for service users out of our care.

Workforce model, specification and option appraisal of how to configure services

We are finalising the structure that will be used to deliver the transformed services.

Remaining LPT teams to be observed or take part in self-assessments

This is to identify areas that work well and the challenges faced by our staff.

Service data to be presented back to LPT service teams

We are analysing service information including caseload trends.

Further engagement with LPT staff in the coming months

We will keep you updated and seek your feedback throughout.

How To Get Involved

We really welcome your involvement in shaping LPT's all age mental health and learning disability services. Get involved by:

➤ **Reviewing the Intervention Pathways and providing responses to the following questions to us:**

1. Will this pathway meet the needs of every group within our care?

- For example, does it meet the needs of older people?
- If it does not meet the needs of a particular group what additions would have to be made?

2. Are there any areas of care that we currently offer that are not covered by any of the pathways?

- Whilst we are not looking to change every element of the way we deliver care unnecessarily, we want to ensure nothing is missed by accident.

➤ **Nominate your team to take part in a Peer Support Worker trial**

Contact us: MHLDTtransformationteam@leicspart.nhs.uk

Keep Up To Date

For the latest updates on the programme:

- Send your email address to the above contact for updates and help us spread the word about the transformation
- Visit our dedicated webpage here: <https://bit.ly/2MlrspB>
- Look out for us in the weekly LPT e-newsletter



Follow us on Twitter: [@TransformingLPT](https://twitter.com/TransformingLPT)

The Transformation Team



**John Edwards,
Associate
Director for
Transformation**



**Gala Suarez,
Transformation
Facilitator**



**Adrian Vann,
Consultant
Psychiatrist**



**Vesna
Acovski,
Consultant
Psychiatrist**



**Rosie Klair,
Business
Information
Manager**



**Matt Pickard,
Project Manager**



**Georgina Kelly,
Business
Support Officer**



**Richard
Prettyman,
Consultant
Psychiatrist**



**Hollie Bone,
Communications
Manager**



**Alex Baird,
Project Manager**



**Rob Melling,
Head of
Community
Development**



**Mark
McConnochie,
Consultant
Psychiatrist**

**Derris Aldridge,
Transformation
Facilitator**

**Shelley Burnett
Transformation
Facilitator**

**Catriona
Walker,
Consultant
Psychotherapist**

**Janet Guilford,
Transformation
Facilitator**

**Teresa Spilsbury,
Community
Development
Leader**

**Jeanette
Forster,
Clinical
Psychologist**

FAQs

What will happen to my job?

Roles may change but we don't expect to lose any jobs during this transition.

Will my team still exist after the transformation?

We don't know what the final structure will be yet, as it is a co-design process, but we do expect some changes.

Will I be expected to work with all ages and conditions?

We don't know for certain as we don't know the team structures yet. However, we acknowledge that there are specialist skills that are crucial in carrying out assessment, treatment and interventions for certain age groups and believe all patients should have access to the best care available. We do not want to lose specialist knowledge or reduce the quality of service for our patients.

Will I be supported in maintaining my specialist skills?

We will ensure that required specialist skills are maintained and used. Where new skills are required learning and development opportunities will be in place to support this.

Is this transformation different to any of the past change programs?

Yes. The All Age Transformation Programme is much wider ranging, covering all ages and learning disabilities. No mental health service or age group is being excluded from this. It is breaking down the silos between services. This is a trust-wide priority that is being engaged with at all levels of LPT as well as receiving input from groups outside the trust.

Read the full FAQs on our website here: <https://bit.ly/2FK5210>