

## Introduction

The All Age Transformation Programme was set up in late 2017 with agreement across Leicestershire Partnership NHS Trust (LPT), the Clinical Commissioning Groups (CCGs) other NHS Trusts and local authorities within Leicester Leicestershire and Rutland. It was set up to focus on improving all mental health and learning disabilities services delivered by LPT. While some of these LPT services have been meeting demand and delivering a good quality of care, many consistently struggle with long waiting lists, difficulties in meeting the demand for services and not meeting service user expectations. This has been evident in previous Care Quality Commission (CQC) findings as well as service user and staff surveys.

The approach to the All Age Transformation Programme was inspired by how the outstanding Northumberland, Tyne and Wear NHS Foundation Trust (NTW) approached changing themselves. Their change methodology was adapted to suit LPT's local needs and priorities and the programme was set up to be undertaken over 5 years.

Across the duration of the programme the understanding of what to change, the design and ultimate implementation of changes is achieved using several key methodological approaches:

- **Co-design** bringing the views of staff, service users, carers and other stakeholders together to understand and design (usually in workshops)
- **Data analysis** analysing data and observation to understand where we can improve the areas of the work and ultimately the impact of changes made
- **Quality Improvement cycles** when implementing change to use improvement cycles to refine the changes being made and ensure improvement is being achieved

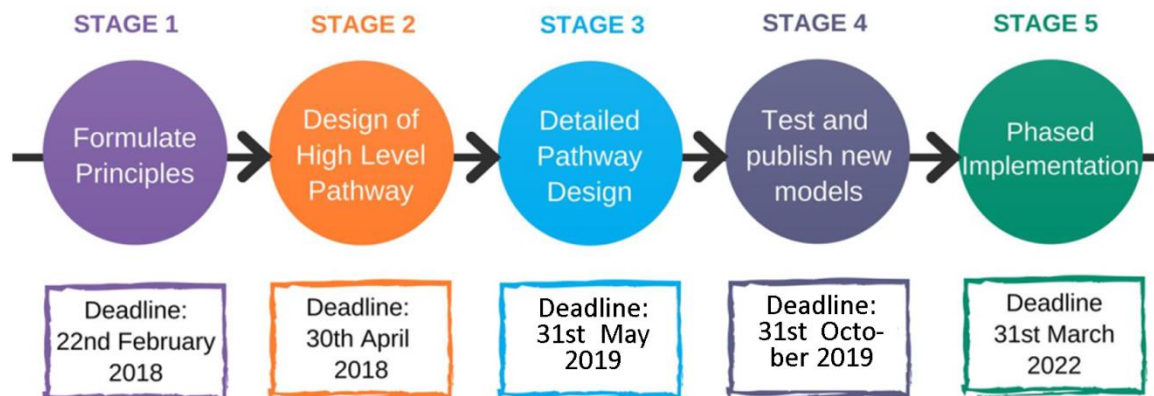
All of the different aspects of the work have been focused primarily upon **Adding Value** to the people that use our services. To help achieve this there is focus on **removing**

the things that get in the way of LPT staff adding that value and **improving the processes and systems** to work better for service users.

<p><b>Adding value –</b> Increasing the things that add value to the people that use our services</p>	<p><b>Removing the things getting in the way –</b> enabling clinicians to have more time to spend with service users and creating a better working life for staff</p> <p><b>Making the processes and systems better –</b> ensuring the best journey experience for service users throughout</p>
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### Progress so far...

LPT sets out to support a wide diversity of needs through its array of mental health and learning disabilities services. There are too many different services to be able to meaningfully work through all of them in the time that the All Age Transformation Programme has been running. Therefore the programme has been organised into two waves (Wave One and Wave Two). The focus of the programme to date has been on community based services in **Wave One**, which has been set out in a series of layers of design leading to a published model and its implementation. These layers are described over 5 stages:



The first stage set out to understand what excellent looks like for staff, service users, carers and stakeholders (such as local authorities, GPs and the voluntary sector). Hundreds of views were received through surveys and workshops. These views were thematically analysed into a set of principles that describe what excellent looks like for how people access services, have their needs assessed, receive treatment and leave services. Follow the link to these [principles](#).

The second stage brought together service users, carers, staff and stakeholders into four week long workshops (access, assessment, treatment and discharge) with many

other staff and stakeholders feeding in during each week. Using the principles from stage 1, the attendees developed high level designs of how mental health and learning disabilities could work better. There were over 50 different elements to the designs that came from the four weeks. Follow the following links to those summaries ([Access](#), [assessment](#), [treatment](#), [discharge](#))

The third stage has taken forward the different design elements from stage 2 into many different workshop days (more than 60) with staff, service users, carers and stakeholders focused in creating detailed designs.

### **What is the Key Design Features Document?**

This document summarises the **key features** from the end of Stage 3. It has come together from the many months of co-design workshops that have brought together hundreds of LPT staff, service users, carers and stakeholders. It is also been informed from the extensive detailed analysis of LPT service data and hundreds of hours of observing and learning directly of what is working well and what isn't within LPT's mental health and learning disability teams.

The key features will be brought together with a draft workforce model and proposed set of service structures to form a complete draft model at the end of May 2019. See next steps section for more information.