

WeAreLPT

Our 'Step up to Great' strategy

STEP up to GREAT



Who we are

We (Leicestershire Partnership NHS Trust) are an integrated mental health, community health and learning disability services provider for all ages.

Our 6,500 staff and volunteers provide services through over 100 in-patient and community settings, as well as in people's homes, across Leicester, Leicestershire and Rutland. Our collective vision is to create high quality, compassionate care and wellbeing for all.



Our strategy:

Step up to Great

Our strengthened vision and strategy make our direction of travel clear for everyone. They have been brought together using feedback from staff, service users and stakeholders to evolve our work so far into a clearer trust-wide strategy for all areas: Step Up to Great.



Through Step Up to Great we have identified key priority areas to focus on together. By doing this it will help us achieve our vision of creating high quality, compassionate care and wellbeing for all. It is about making a real and sustainable difference for our patients and supporting our staff to deliver safe, high quality care every day.

Through this collaborative working we are also building a culture of continuous improvement and learning, supported by a robust governance framework and more sustainable and efficient use of resources. Each priority within our approach is being led by an executive team member and progress is being monitored through our quality governance framework.

We will continue to keep our values of Compassion, Respect, Integrity, Trust at the centre of everything we do.

High Standards

Improve standards of safety and quality



We will know we're Great when we are receiving positive feedback, other accreditations, good CQC ratings and other regulatory feedback for everything we do.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Develop an agreed set of clinical and professional standards for safe, high quality person-centred care.	<ul style="list-style-type: none"> We have met all of the CQC must do actions in our action plan, with the exception of longer terms plans for which a financial case is being developed. Accreditation is being embedded in inpatient areas which incorporates 13 CQC core standards, NMC and RCN professional principles of Nursing practice and the Trust clinical priorities. Other external accreditation schemes will continue.



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In 2019, Langley Ward, our inpatient and day care unit which provides specialist support for adults with eating disorders, maintained its accreditation status from the Royal College of Psychiatrists for a further three years.

Transformation

Transform our mental health and community services



We will know we're Great when patients and staff share positive experiences, demonstrating patient-centred care, and staff experience of working here are good.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Implement a new model of care in our community nursing and therapy services – ensuring patients are cared for in the most appropriate place by health and social care.	<ul style="list-style-type: none">• Integrated community neighbourhood Teams (Home First), co-designed by staff and patients, were launched on 1 December 2019
Transform all-age mental health services by co-designing a new model – ensuring people can access the right support in a timely way through high quality services.	<ul style="list-style-type: none">• We have launched Step up to Great Mental Health, our 30-month phased implementation plan with continued engagement.• A network of peer support workers recruited

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Step up to Great Mental Health launch workshop in February 2020



Environments

Environments will be welcoming, clean and safe



We will know we're Great when we have welcoming, clean and safe buildings that reduce risk of harm to patients and improve their privacy and dignity.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Improve the quality of our buildings and ensure they are safe, clean and welcoming	<ul style="list-style-type: none">• We have reviewed our facilities management oversight with a view to bringing it back inhouse.• We have developed a strategic outline business case to create a purpose-built mental health acute inpatient unit for adults and older people, with a view to eliminating all dormitory style accommodation by 2030.• Building our new CAMHS (child and adolescent mental health) unit which is due for completion August 2020.



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Our new CAMHS inpatient unit is due to be completed in Autumn 2020

Patient Involvement

Involve our patients, carers and families



We will know we're Great when patient involvement is at the core of everything we do and our patient satisfaction, and feedback reflects this.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Make it easier for patients to share their experiences	<ul style="list-style-type: none">• We have rolled out over 100 iPads for patients to share their feedback, and have recruited volunteers to support this on the wards.
Increase numbers of people who are positively participating in care and service improvement.	<ul style="list-style-type: none">• New co-produced Patient Experience and Involvement strategy, including an involvement training programme, use of volunteers, collaborative care planning offer, and quality improvement framework for patient involvement.
Improve the experience of people who use services	<ul style="list-style-type: none">• We have introduced patient experience and involvement champions



Well-governed

Be well-governed and sustainable



We will know we're Great when we feel clear and confident about how we are governed and we use these practices consistently across the Trust

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Ensure the Trust's positive achievement of external regulatory body inspections and introduce effective governance arrangements across the Trust to maintain ward to board	<ul style="list-style-type: none"> Revised corporate governance arrangements and structures are now in place, alongside strengthened risk management and performance management .
Deliver our statutory financial duties and financial plan	<ul style="list-style-type: none"> We have met our statutory financial duties

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Penny Powers is our cost and myth busting expert, and we have been sharing her cost saving ideas.



Single Patient Record

Implement a single patient record



We will know we're Great when all staff are trained and proactively using our single patient record to improve our communications and ultimately ensure safer patient care.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Implement SystmOne as a replacement for the current RiO Electronic Patient Record, including the successful migration of RiO clinical data accessible for all staff.	<ul style="list-style-type: none">A project plan is in place to ensure safe data migration and a training programme for staff has begun.



Equality, leadership and culture

Improve culture, equality and inclusion



We will know we're Great when we value inclusive, compassionate behaviours and show pride in our collective leadership and in our Trust.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Embed a culture of inclusion, engagement and collaboration, where all staff and patients feel valued and recognised as we Step up to Great.	<ul style="list-style-type: none">• WRES improvement plan has introduced mandatory diverse interview panels, unconscious bias and cultural competence training, and a reverse mentoring programme.• We launched a Zero Tolerance campaign to support staff against abuse, including racist abuse.
Co-create a culture of collective leadership that engages staff and empowers them to improve the services we provide – using the 'Our Future, Our Way' programme.	<ul style="list-style-type: none">• Over 90 change champions have engaged staff and helped identify nine priorities for improvement.• New trust-wide vision has been co-designed, and a new leadership behaviours framework.



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In 2019, we launched a Zero Tolerance campaign to support staff against abuse, including racist abuse.

Access to services

Make it easy for people to access our services



We will know we're Great when we are delivering improved access to services that meets patient needs as well as local and national targets.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
Make it easier for people to access our services by reducing our waiting times	<ul style="list-style-type: none">• We've determined our priority services for waiting time improvements using a risk based approach• We have undertaken demand and capacity training for a more structured, consistent approach in our services

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A photo of the new and improved waiting room at the Valentine Centre, where we deliver some of our Child and Adolescent Mental Health (CAMHS) services.



Trust-wide quality improvement

Implement a trust-wide approach to quality improvement



We will know we're Great when quality improvement, learning and action is embedded in everything we do, and our services are high quality, safe and constantly improving.

Some examples of how we are Stepping Up:

We said we would...	Where are we at?
We will design and implement a Trust-wide programme of Quality Improvement that equips staff with the skills and resources to drive improvements	<ul style="list-style-type: none">• Launch of WelImproveQ – a new co-designed model of shared principles and approach to support staff to make improvements• New virtual Improvement Knowledge hub of advisors and a QI champions network to support staff, alongside communities of practice• Advisors have undertaken QSIR training and have developed a staff training and support package.



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Listening into
Action
awards at our
annual
Quality
Improvement
conference in
November
2019

Connect with us

Whether you are a member of staff, a bank member, a volunteer, a patient, service user, carer, stakeholder or member of the wider community, we are interested in your feedback. We invite you to be a part of our Step up to Great journey, and help us achieve our vision of creating high quality, compassionate care and wellbeing for all.

There are regular forums to shape and embed our Step up to Great priorities. For a range of resources for local discussions, or to join one of our organised discussions or workshops, get in touch:

feedback@leicspart.nhs.uk

www.leicspart.nhs.uk/StepUpToGreat

