

Annual Report 2019/20 - summary



The full version of our 2019/20 annual report
can be found on our website.



Our performance report

Welcome from our chief executive and chair

We are very pleased to share that we have created a new vision with our staff and refocused our strategy, **Step up to Great**, enabling us to strengthen and clarify our key areas of focus. Our staff have worked very hard to make significant positive progress in these areas, with some really outstanding practice. We know we have more to do, but we are pleased to have achieved 100% of our CQC action plan, and plans are now in place to address the longer term solutions we would like to carry out. This includes an outline business case for a purpose-built mental health unit for adults and older people.

Our new vision, co-designed by our staff, patients and volunteers, is keeping us on track: **creating high quality, compassionate care and wellbeing for all**. Our values of Compassion, Respect, Integrity and Trust remain at the centre of everything we do. Building on this, we have co-produced a leadership behaviours framework to empower staff as leaders in achieving our vision – because everyone is a leader within LPT and has the power to make a difference and take care of each other along the way:







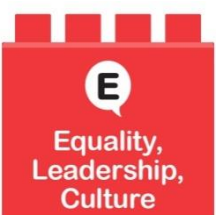
- Valuing one another.
- Recognising and valuing people's differences.
- Working together.
- Taking personal responsibility.
- Always learning and improving.



We are delighted to have also launched our trust-wide quality improvement framework - WelImproveQ - in November last year, which has been co-designed following staff feedback. It reflects our collective ambition to embed learning within and across the organisation, where we are all empowered to make improvements. We are proud of all of our staff undertaking quality improvements within their teams and services.

Our Step up to Great strategy has brought together feedback from staff, service users and stakeholders to focus our key priorities of quality and safety. It is about making a real and sustainable difference for our patients and supporting our staff to deliver high standards of care every day. We have introduced a robust governance framework to support this, and a sustained focus on quality improvement and culture.



Some of the key highlights include:

Objective	Mission	Highlights
	Improve standards of safety and quality.	<ul style="list-style-type: none"> We have completed all of our CQC actions Accreditation developments are in place across all CHS wards and is being piloted at the Bradgate Mental Health Unit
	Transform our mental health and community services	<ul style="list-style-type: none"> Integrated Home First community nursing teams launched Selected as Ageing Well accelerator Trust Step up to Great Mental Health business plan launched in mental health services Supporting the local Transforming Care Partnership to reduce hospital beds for LD and increase support to live well in the community
	Environments will be welcoming, clean and safe	<ul style="list-style-type: none"> New build CAMHS unit by Autumn 2020 Improving facilities management oversight and response times Strategic outline business case for purpose-build acute mental health inpatient unit for adults and older people
	Involve our patients, carers and families	<ul style="list-style-type: none"> New co-produced patient involvement strategy, using volunteers to gather feedback, a collaborative care planning offer, and a quality improvement framework for patient involvement. People's Council being developed with Healthwatch
	Be well-governed and sustainable	<ul style="list-style-type: none"> Revised and strengthened corporate governance arrangements and structures Delivery of a financial turnaround plan Active system partner to deliver the NHS long term plan
	Implement single electronic patient record	<ul style="list-style-type: none"> A robust project plan to implement SystemOne as a replacement for the current RiO Electronic Patient Record by June 2020. <p><i>*Please note that these plans have been postponed to later in 2020 due to Covid-19.</i></p>
	Improve culture, equality and inclusion	<ul style="list-style-type: none"> Implementation of Workforce Race Equality Standards (WRES) improvement programme co-designed by Black, Asian and Minority Ethnic (BAME) staff Creating a culture of collective leadership through Our Future Our Way culture change programme with over 80 change champions

 <p>Access to Services</p>	<p>Make it easy for people to access our services</p>	<ul style="list-style-type: none"> • Significant reductions in our CAMHS waiting lists, • Our demand and capacity management model was cited as an example of national good practice.
 <p>Trustwide Quality Improvement</p>	<p>Implement a trust wide approach to quality improvement</p>	<ul style="list-style-type: none"> • WeImproveQ co-designed and launched to support local improvements, including tools, training and a hub of advisors.

We know we have much to do. We are focused on the safety and quality of our services, and continue to work on improving our waiting times in our mental health services and sustaining improvements we've made in decreasing out of area placements for our acutely unwell mental health patients so that they can be treated closer to home. We are also committed to creating a learning organisation, supporting our staff to learn and share from incidents and lessons across the Trust, to enable us to continuously improve. The priority for safe, clean environments is also a top one – and we have begun to review the management of hard and soft facilities management within our estate.

We continue to be a proactive partner in the local health and social care system, developing a local plan that responds to the NHS Long Term Plan. We are operating a number of system roles to support the long term plan.

Finally, the Summary Financial Accounts for 2019/20 are presented within the full version of the Annual Report in Appendix A (available at www.leicspart.nhs.uk) and we are pleased to confirm we achieved all our statutory and planned financial duties. In the current context of NHS finances, this is an excellent achievement and we would like to thank all our teams. With the support of in-year £2.15m provider sustainability funding (PSF) from NHS Improvement and other non-recurrent support, our revenue surplus of £2.8m was delivered. This surplus helped boost our cash reserves and resulted in a closing cash balance of £15.4m at the end of the financial year.

Thank you to all of our staff and volunteers, and to those service users and stakeholders who have contributed their thoughts and reflections on our services this year. We are firmly committed to listening to each other and working together to ensure our NHS continues to thrive as it – “touches our lives at times of basic human need, when care and compassion are what matter most” (NHS constitution, 2015).




Cathy Ellis, Chair of LPT




Angela Hillery, CEO of LPT

About us

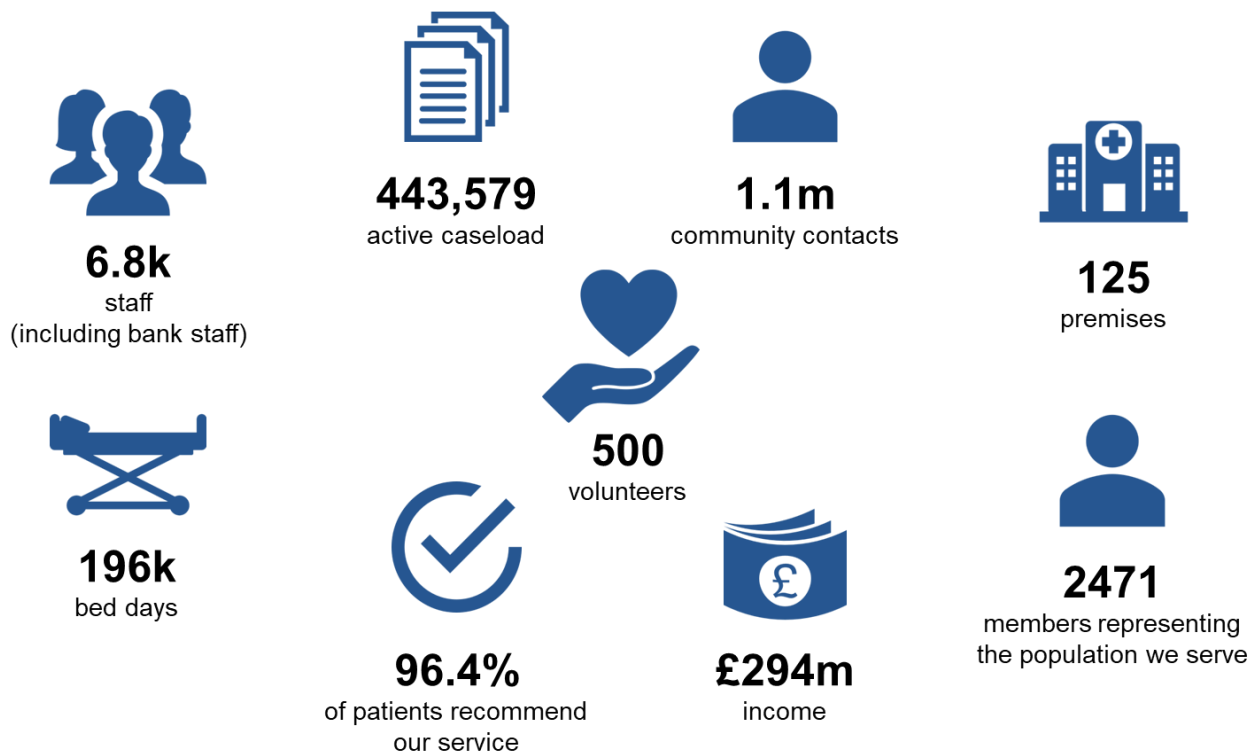
We provide community health and mental health support to over 1 million people living in Leicester, Leicestershire and Rutland. Our services touch the lives of all ages (from health visiting to end of life care), from head to foot (from mental health to podiatry) and everything in between. We have 6,800 staff (including bank staff) who provide this care through three clinical directorates:

- Mental health services
- Families, young people and children's services and adult learning disabilities services
- Community health services

Their work would not be possible without our enabling and corporate services staff, alongside our hosted service providers and around 500 volunteers. During 2019-20 LPT provided and/or subcontracted 98 relevant health services. Mental Health and Learning Disabilities account for 57 services and Community Health Services make up the remaining 41.

LPT in numbers

LPT in numbers



Our 2019/20 Highlights

Here's our journey so far to Step up to Great. How have you contributed?



Creating high quality,
compassionate care and
wellbeing for all



2. Good governance

Strengthened governance frameworks to support delivery of our strategy.

3. Our Future Our Way

Recruited 'Change Champions' who helped identify nine priorities to improve culture, leadership and inclusion.

1. A new strategy and vision

We have a strengthened strategy – 'Step up to Great' and a new co-produced vision:

"Creating high quality, compassionate care and wellbeing for all."

4. Single EPR

We are moving to a single electronic patient record, SystemOne, for mental health and physical needs.

5. Quality Accreditations

All wards have moved from self-regulation to quality accreditations.

9. WeImproveQ

A new 'WeImproveQ' quality improvement approach, supporting staff with an improvement knowledge hub of advisors.

8. Transformation

We've progressed transformation in community and mental health services through for example 'Home First' and 'Step up to Great Mental Health'.

6. Environments

Reviewed facilities management and escalation. Agreed a business case to eliminate dormitory accommodation.

7. Involving You

New co-produced patient involvement strategy includes staff champions and involving those with lived experience.



Our year in review – adult mental health

Our Acute Recovery Team (ART) has developed cafés for patients who have undergone, or are undergoing electro-convulsive therapy (ECT).



Winner!

Emerald Literati Awards 2019
Highly Commended Paper

Arts in mental health co-ordinator Tim Sayers has co-published the article 'Participatory arts, recovery and social inclusion' which has been published in Mental Health and Social Inclusion after being highly commended in the 2019 Emerald Literati Awards.

A new dedicated team of physical healthcare specialists have been brought together to improve the physical health outcomes of patients on our adult acute mental health wards.



LPT launched Mum's Mind, the dedicated perinatal mental health text messaging service which offers expert advice and information to support mothers across LLR who struggle with mental health issues during pregnancy and baby's first year. They can be contacted on 07507 330 026.

We are pleased to have been awarded 'gold standard' status by the Ministry of Defence's Employer Recognition Scheme (ERS) in recognition of our support for the Armed Forces community.



Leicester, Leicestershire & Rutland health and social care

Mental health crisis care for adults is to benefit from an annual boost of more than £900,000, thanks to a successful funding bid by the local clinical commissioning groups and LPT. The money will be used to expand the size and scope of LPT's crisis and home treatment support for adults.

Players from Broomleys FC and Broomleys Cricket Club united in a charity soccer match and raised £600 for LPT's North West County Adult Community Mental Health Team.



Launch of Step up to Great Mental Health in February 2020, which will see us putting co-designed plans into practice and start to make adult and older people MH services greater for the people who need them and work within them.

Our year in review – community health services

In February we were named winner of the Workforce Innovation category in the Health Service Journal's Partnership awards for pioneering the use of Autoplanner, a new module of a widely used electronic patient record system which allows us to create efficient visit lists for community nursing staff.



Sue Swanson was elevated to nursing royalty in July, when she was made a Queen's Nurse. There are just over 1,000 Queen's Nurses in England, recognised for their commitment to high standards of community nursing by the Queen's Nursing Institute.

In December we again teamed up with Age UK Leicester Shire and Rutland and UHL for the Making Christmas Special campaign to ensure that every patient in a hospital bed on Christmas Day has a gift to open. More than 300 LPT patients received these gifts.



The inpatient ward at Melton Mowbray Hospital reopened in October after an extensive refurbishment. The flooring was replaced, walls painted, light bulbs replaced, new patient and staff information boards installed, and heating and plumbing systems improved.

Work to improve the service provided to complex palliative and end of life patients in LLR took a significant step forward in February. Both LOROS and LPT palliative care staff will be based at LPT's eight community nursing and therapy hubs to deliver care in the new Integrated Community Specialist Palliative Care Service.



LPT continued working with charities to ensure items we can no longer use are given a fresh lease of life abroad. In July we donated a lorry-load of beds to International Medical Education Trust (2000), and in March we sent supplies including walking sticks and crutches to National Police Aid Convoys. The items went to a variety of health projects in Africa.

Our year in review – families, young people and children's services

Construction work is now underway at Glenfield Hospital in Leicester on our new £8 million purpose-built specialist mental health inpatient facility for young people, which is set to open in Autumn 2020.



This year we have celebrated two Cavell Star nursing award winners within FYPC – Chantelle Smith, health visitor, and Traci Jarvis, public health nurse. In addition, Claire Hands, senior clinical secretary for children's therapies and specialist nursing, was named Operational Services Support Worker of the Year 2019 for the East Midlands region at the national Our Health Heroes awards ceremony.

For the first time this year, boys as well as girls in Year 8 received the Human Papilloma Virus (HPV) vaccination, and our school age immunisations team were very busy visiting secondary schools across the region.



136 primary schools across LLR took part in this year's Move it Boom! physical activity competition, with children logging 114,629 activities.

The Diana 20th Anniversary appeal, raising funds for resources and equipment that will enhance the care provided to poorly local children in the community, was featured as the charity of the year at the Leicestershire and Rutland Construction Dinner in October 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.

One of our community dietitians, Jessica Mhesuria, is the face of a new resource, Your Healthy Kitchen, which seeks to help south Asian families lower their risk of diabetes, as they are six times more likely to develop type 2 diabetes than the population in general.



Our year in review – adult learning disabilities

Nursing colleagues from across our adult learning disabilities community service gathered in large numbers for a special celebration of LD nursing's centenary.



Once again, LPT was proud to host the national Therapeutics in Intellectual Disability Symposium on 15 November, bringing together more than 100 specialist clinicians from a range of disciplines and backgrounds from across the UK to discuss the latest advances, research and service developments in the area of learning disabilities.

The Agnes Unit, on Anstey Lane in Leicester, has been accredited by the Royal College of Psychiatry, the professional body responsible for raising and setting standards in psychiatry, until February 2022. This follows a stringent independent assessment by external reviewers under its Accreditation for Inpatient Mental Health Services (AIMS) programme.



Our year in review – enabling services

In February 2019, LPT was rated overall as 'Requires Improvement' by the Care Quality Commission (CQC), including an 'Inadequate' rating for the Well-Led domain. At this time LPT received a package of support from NHS Improvement, including a buddy relationship with neighbouring 'Outstanding' mental health and community trust, Northamptonshire Healthcare NHS Foundation Trust. The appointment of Angela Hillery as shared chief executive is an extension of this buddy relationship.



At a special awards ceremony on Friday 17 May, LPT recognised the outstanding achievements of staff and volunteers. This year, almost 200 nominations were received from members of staff, service users and the wider public across 11 award categories, from which 34 were shortlisted. The winners were selected by a judging panel comprising directors, staff representatives, members and patients.

We welcomed our second cohort of students onto their unique 'Nursing with Leadership' course, developed in partnership with the University of Leicester and University Hospitals of Leicester NHS Trust.



Staff and volunteers with long service to the NHS were celebrated at a special event on 4 October. The annual long service awards are an opportunity to recognise the fantastic dedication of staff and volunteers. This year, 123 staff and 23 volunteers were celebrated, having clocked up an impressive 3,875 years of service within the NHS.

Haseeb Ahmad, Equality, Diversity and Inclusion Lead at LPT was announced as one of the most influential people with a disability in the UK.



The ground-breaking mental health project 'Knead to Chat', run by LPT volunteers has been shortlisted for a national patient experience award.

Our year in review - fundraising

Raising Health

Leicestershire and Rutland's
Community and Mental Health Charity

LPT has volunteer-run breast feeding peer supporter groups across the county and Rutland. The groups support local parents and have had a great year fundraising to buy equipment and materials to promote their groups.



'The Beacon', our new 15-bed inpatient facility for young people, is due to open in Autumn 2020. The Beacon Appeal was launched to raise funds for sensory and sporting equipment that will enhance care.

Gardening activity supports mental health and wellbeing. We want to transform the outdoor spaces at the Bradgate Mental Health Unit to include a sensory garden, plant nursery and vegetable plot for patients to learn how to grow and care for plants and to use what is grown to improve the ward gardens.



For more information about our charity please visit www.raisinghealth.org.uk

Social responsibility and involvement

Placing patients, carers and their families at the centre of everything we do is key to creating high quality, compassionate care and wellbeing for all.

It is essential to ensure that service users, carers and the public are able to inform and influence how we deliver our services and how future services are designed. In order to achieve this ambition the Trust has co-designed its three year delivery plan for patient experience and involvement with our patients, carers, partners and staff.

Our plan sets out three key objectives:

1. We will increase the numbers of people who are positively participating in their care and service improvement

- Using the CHIME Framework -Connectedness, Hope and Optimism, Identity, Meaning and Empowerment within mental health services for older people
- Recovery and Collaborative Care Planning Cafes have been run every month for the last 24 months. During 2019/20 85 patients and carers and 139 staff have attended the cafes.
- **Hynca Lodge community mental health team**, were struggling to gather feedback from patients and carers, and FFT results were minimal. The team has been using the Always Event method in order to work with patients and carers to make improvements to the service together.
- Our **Immunisation team** gathered feedback from schools, children and families to inform changes in process to consent and opting out. As a result a new opt-out consent form was introduced which has led to a dramatic increase in the uptake of immunisations with the new process that has been introduced. The Trust has worked with targeted schools, including a majority BAME school in the City which had low uptake of immunisations and as a result of that work the uptake has improved.
- The **CAMHS Service** has introduced drop-in sessions aimed at children, young people and families. Their aim is to enable families to talk to clinicians, school nurses, care navigators, patient experience team and mental health professionals to share views about the emotional wellbeing of the child, feedback on any services received and any concerns.



2. We will make it easy and straight forward for people to share their experiences

Feedback on experience of care is provided in a range of ways ranging from Friends and Family Test, patient surveys, complaints and PALS to deliberative feedback through involvement activities such as recovery cafes, focus groups and café conversations. Patient perspectives are key to understanding the lived experienced of those who are impacted by our services. Perspectives are provided through stories which are recorded and used to open every Trust Board meeting.

The Trust continued to promote the Friends and Family Test (FFT). Over the last year 96% of patients and carers who responded would be extremely likely or like to recommend our services.

Valuable patient experience feedback is also captured through our concerns, complaints and compliments. Over the last year 2354 individual pieces of feedback were received. Of this 45% were in relation to positive experiences of care received through compliments and of the 46% of negative feedback received the key themes that patients had a poor experience of included staff attitude, poor communication and delays in appointments.

In 2018/19 we registered 497 complaints all of which were acknowledged within 3 working days. 74% of complaints were responded to within the agreed timeframe and 60% were upheld. One complaint was referred to the Parliamentary and Health Service Ombudsman.

Tailoring opportunities to provide feedback is essential. In order to ensure some of our harder to reach communities are able to provide feedback some services have developed different ways to collect experience of care:

- To improve the gathering of feedback from young people the Immunisation Team introduced coloured counters, green for a positive experience and red for negative experiences resulting in a wealth of counters on a regular basis.
- Learning Disability Services introduced a patient and carer facilitator to facilitate regular communications with carers of patients in inpatient and community services. Feedback on experience is discussed at multi-disciplinary team meetings and actions/outcomes are fed back to carers.



The Trust has introduced co-designed Patient Related Experience Measures (PREMS). These PREMS are used to evaluate the experience of collaborative care planning within Adult Mental Health and Older Peoples Mental Health Services. Service users and carers with lived experience of accessing LPT services, and colleagues from Turning Point have been trained to deliver PREM's Patient Related Experience Measures, in order to gather the experience of those who have been involved in collaborative care plans.

3. We will improve the experience of people who use or who are impacted by our services

The experience and involvement of patients and carers has made a difference at different levels across the organisation. For those patients involved in their care planning through the Collaborative Care Planning conversations they are taking part in shared decisions about their own care. Patients and carers who take part in engagement activities with services or through our transformation work are making a difference in how services are designed and delivered. Here are some examples.

- The **Falls Prevention Service** have been working with patient representatives over the past 12 months in developing prevention material currently being used for both service users and the wider community;
- The **CAMHS Team** has been working with young people to develop a workbook to support young people with ending therapeutic treatment.
- The **Occupational Therapy** team has undertaken a review of their service delivery, incorporating the voices of our service users and colleagues to ensure they can provide the best possible service for our patients.

Volunteering

The Trust benefits from the invaluable support of around 500 local people volunteering their time and skills for our patients and service users. There are 64 different volunteer roles spread across a wide range of Trust sites and departments. **The financial value of this contribution is over one million pounds per year and we thank them for all of their support.**



Highlights include:

- 147 new volunteers were recruited. The total number of active volunteers in the Trust is now the highest ever recorded.
- 5 new roles developed over this year
- Our team of 25 volunteer drivers completed around 5,000 journeys this year, enabling patients and service users to access our services.
- Awarded the Volunteer of the Year Award at the Trust's annual awards
- The team of 22 chaplaincy volunteers held 57 services for community hospital patients, including harvest and carol services, and visited 2,850 patients this year.
- The Volunteering Team raised £880 to support planned future developments for volunteers.
- Volunteer long service was celebrated with 34 volunteers who have volunteered either 5, 10, 15 or 20 years for LPT and with a total of 270 years' service.



To find out more about our volunteering opportunities visit our website: www.leicspart.nhs.uk/volunteering

Coronavirus (Covid-19)

Though the majority of our Covid-19 related work took place outside of the scope of this annual report, this infographic is a snippet of how we responded to the pandemic as a Trust.

In February we established major incident procedures to coordinate our response to issues relating to the COVID-19 pandemic. This involved:

- setting up new services and wards to best meet expected surges in demand
- altering the way we deliver services to minimise face-to-face contact and group based activities
- adjusting our approach to patient contact in line with guidance on isolation and protective approaches
- temporarily closing some services to prioritise delivery of critical services.

To find out please visit our website:

<https://www.leicspart.nhs.uk/latest/covid-19-latest-information/>



Contact us

We welcome your questions or comments on this report or our services.

Comments should be sent to:

**Chief Executive
Leicestershire Partnership NHS Trust
Unit 2
Bridge Park Plaza
Bridge Park Road
Thurmaston
Leicester LE4 8BL**

**Telephone: 0116 295 0030
Fax: 0116 225 3684
Email: feedback@leicspart.nhs.uk**

You can also follow the Trust on social media:

Twitter @LPTnhs
Facebook/LPTnhs
YouTube/LPTnhs
Website www.leicspart.nhs.uk

Quality Account

You may also be interested to read our Quality Account for 2019-20, which complements this Annual Report and Summary Accounts. Copies of the Quality Account, and extra copies of this document are available from the communications team at the above address.

These documents, alongside a shorter summary of the annual report, are also available on our website at www.leicspart.nhs.uk

Want to become a member?

Membership is all about local people being able to have greater input into how the services provided by the NHS are developed and delivered. Here at the Leicestershire Partnership NHS Trust (LPT), we are dedicated to ensuring that our members are a real community of influence and are able to be as involved as they would like to be.

To find out more and become a member please head to: <https://www.leicspart.nhs.uk/involving-you/membership/>

Need this report in a different language?

If you need this information in another language or format please telephone 0116 295 0903 or email: Patient.Information@leicspart.nhs.uk

Arabic

إذا كنت في حاجة إلى قراءة هذه المعلومات بلغة أخرى أو بتنسيق مختلف، يرجى الاتصال بهاتف رقم 0116 295 0903 أو إرسال بريد إلكتروني إلى: Patient.Information@leicspart.nhs.uk

Bengali

যদি এই তথ্য অন্য কোন ভাষায় বা ফরমেটে আপনার দরকার হয় তাহলে দয়া করে 0116 295 0903 নম্বরে ফোন করুন বা Patient.Information@leicspart.nhs.uk ঠিকানায় ই-মেইল করুন।

Traditional Chinese

如果您需要將本資訊翻譯為其他語言或用其他格式顯示，請致電 0116 295 0903 或發電子郵件至：Patient.Information@leicspart.nhs.uk

Gujarati

જો તમારે આ માહિતી અન્ય ભાષા અથવા ફોર્મેટમાં જોઈતી હોય તો 0116 295 0903 પર ટેલિફોન કરો અથવા Patient.Information@leicspart.nhs.uk પર ઇમેઇલ કરો.

Hindi

अगर आप यह जानकारी किसी अन्य भाषा या प्रारूप में चाहते हैं तो कृपया 0116 295 0903 पर हमें फोन करें या Patient.Information@leicspart.nhs.uk पर हमें ईमेल करें

Polish

Jeżeli są Państwo zainteresowani otrzymaniem niniejszych informacji w innym języku lub formacie, prosimy skontaktować się z nami telefonicznie pod numerem 0116 295 0903 lub za pośrednictwem poczty elektronicznej na adres: Patient.Information@leicspart.nhs.uk

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ ਵਿਚ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0116 295 0903 ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਜਾਂ ਇੱਥੇ ਈਮੇਲ ਕਰੋ: Patient.Information@leicspart.nhs.uk

Somali

Haddii aad rabto in aad warbixintan ku hesho luqad ama nuskhad kale fadlan soo wac lambarka 0116 295 0903 ama email u dir: Patient.Information@leicspart.nhs.uk

Urdu

اگر آپ کو یہ معلومات کسی اور زبان یا صورت میں درکار ہوں تو براہ کرم اس ٹیلی فون نمبر 0116 295 0903 یا ای میل پر رابطہ کریں Patient.Information@leicspart.nhs.uk