



Leicestershire Partnership  
NHS Trust

# Step up to Great Update

Trust Board  
April 2021



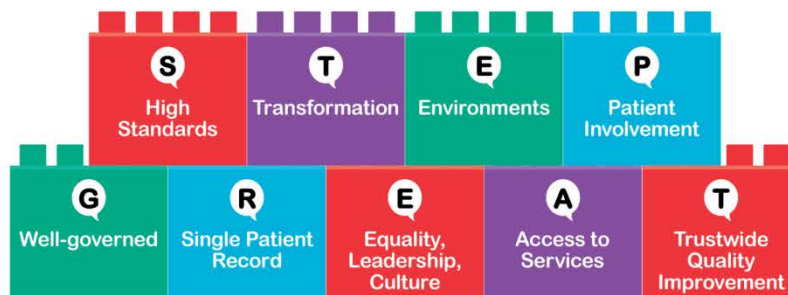
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“Creating high quality, compassionate care and wellbeing for all”



## STEP up to GREAT



# Introduction

This report provides an update on progress with the Trust's Step up to Great strategy.

Due to the significant impact of COVID-19 on the Trust's work, we have simplified this report to focus on capturing how we have responded to the delivery of our SU2G strategy in addition to our amended strategy of "preserving life" during the COVID-19 major incident.

# 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.**

### Progress & update

The high standards workstream consists of 9 workstreams. The outcomes for these are as follows.

1. Infection prevention control- implemented new national guidance in response to pandemic for staff and patient safety, IPC BAF reporting introduced to ensure board oversight, Quality Account hand hygiene priority met, IPC audits implemented, overseen use of PPE for pandemic, flu programme completed, COVID vaccination programme implemented.
2. Accreditation- developed and approved new accreditation tool. Building on 2019/20 Community Health Services accreditation programme, 2 further wards accredited achieving silver awards.
3. Falls- Fall group established for governance and quality improvement. Falls huddles implemented on wards and directorate interventions being delivered.
4. Pressure ulcers- quality summit held and QI programme in progress, Your skin Matters pressure ulcer plan reviewed and completed.
5. Deteriorating patients- NEWS 2 training on u learn to ensure staff skilled in early identification, action cards developed and implemented to respond to COVID-19

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## Progress & update

6. Safe and therapeutic care- Quality Improvement Tool implemented for ongoing scrutiny of seclusion practice and early targeted support for teams.
7. Ligature- wards reassessed on new risk assessment tool, in depth assessment of self harm from ligatures completed on the Beacon Unit using Human Factors approach
8. Clinical Leadership- Leading for compassionate care and high standards ward leaders programme developed and due to commence in April 2021.
9. Collaborative care planning- Recovery Cafes delivered, standards for care planning defined and an audit completed, new templates for SystmOne designed and implemented as part of single EPR programme.

# Transformation – Community Health Services

Transform our 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.**

## Progress and outcomes

1. Ageing Well - Home First offer established comprising Integrated Nursing and Therapy services delivered from hubs aligned to PCNs, working 7 days per week. Working towards achievement of 2 hour Urgent Community Response.
2. Community Services Redesign Phase 2: Community Hospitals - On hold throughout COVID period, due to bed pressures and priorities. This is being worked on with UHL during 21/22
3. Integrated MSK Therapy Services- On hold through COVID – this is part of our system recovery and reset and form a focus within the LLR design groups that drive the work of our system transformation work.
4. Cardio Respiratory redesign - Tele-health: Service has supported 900+ patients since March 2020 across 4 different pathways - COPD, Heart Failure, Cardio-Pulmonary Rehabilitation and Covid-19 Virtual ward including ECRAS. Completed NHSX case study and published nationally. Deployment of further pathways planned i.e. Covid Rehabilitation, exploring Virtual assessment for Respiratory/ Heart Failure Rehabilitation and extending the Covid Virtual Ward to include other cardio-respiratory conditions.

# Transformation – Adult Mental Health

Transform our mental health 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.**

## Progress and outcomes

1. Created a new Mental Health Urgent Care Hub for all ages at the Bradgate site to stream individuals away from the Emergency Department and create a space for assessment and support in a physical environment
2. Created a new Central Access Point (CAP) for mental health and learning disabilities to provide 24/7 direct access for members of the public, service users and professionals. This allows people to refer for urgent triage, signposting and, if required, leads to further assessment and treatment. The CAP also includes a new centralised triage of non-urgent adult mental health referrals (predominantly coming from GPs) to better support people into the right support first time.
3. Step up to Great Mental Health - Transformation programme developed and shared with local authorities in public meetings, with the local CCG commissioners and with NHS England. Public consultation expected in the summer of 2021.

# Transformation – FYPC & LD

Transform our learning disability and autism services



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## Progress and outcomes

1. Delivered provider collaborative model for regional Adult Eating Disorder Service - NHS England approval received for LPT to become the lead provider for the East Midlands Adult Eating Disorder Provider Collaborative that commenced on 1 April 2021
2. Transforming Care programme, 100% compliance of the LeDeR indicator, achievement of the annual health check indicator 29% reduction in inpatient numbers completed this year, benchmarked to 2014 data. A collaborative approach in place across LLR from 1 April 21.
3. Delivered the new CAMHS inpatient unit - The Beacon Unit opened on 23 November 2020.  
<https://www.leicspart.nhs.uk/news/new-mental-health-facility-is-a-beacon-of-hope/>
4. A 'LLR Learning Disability and Autism response service' has been mobilised. This service provides a multiagency process for agreeing any necessary interim care and support for individuals identified as high risk, in order to stabilise and reduce the risk.



# 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.**

## Progress and outcomes

1. Estates Strategy - Refreshing current Trust Estate Strategy in summer 2021. Trust examination of building requirements especially office accommodation as part of our service recovery. LPT now linked into new LLR Estate Forum. Review of current Clinical Strategies and staff engagement will drive estate configuration. Key focus on building condition, maintenance and compliance matters.
2. Facilities Management Transformation - Full Business Case completed in March 2021. Documents provide detailed analysis of 2 options with clear recommendation. Preferred option demonstrates best value outcome. Trust Committees presently reviewing proposals.
3. Large focus in year on supporting safe environments, mobilising vaccination centre space and supporting LPT deliver our business.
4. Dormitory eradication – Progressing with the conversion of dormitory accommodation across our Adult and older people mental health facilities into single room accommodation to improve the experience, privacy and dignity of our service users. Development on our Bradgate and Evington Centre sites will be undertaken during 2021/22.

# 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.**

## Progress and outcomes

1. Implementation and relaunch of new FFT system completed.
2. People's Council launched and up and running with 20 members including Experts by Experience and VCSO partners.
3. Patient involvement framework implemented including establishment of patient and carer involvement network; delivery of our first patient and carer leadership programme; patient engagement planning toolkit and QI for Involvement in a box all launched.
4. Complaints satisfaction survey implemented.
5. Complaints management process reviewed and updated in line with findings from 360 assurance audit and alignment with NHFT complaints process.

# 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**

## Progress and outcomes

### **Governance and Risk:**

- Corporate governance arrangements during COVID-19 were approved by Board and assurances provided to the Board and its level 1 committees. Revised arrangements covered future operating of our critical, high and low priority services. A COVID-19 focused agenda set of priorities for all critical and high priority meetings, and the governance framework of the Incident Control Centre (ICC) Gold Command.
- Delivery of the LLR People Plan - The LLR people board regularly meets to work on system workforce priorities aligned to the national people plan. Further refresh of the work and workstreams and currently being reviewed aligning to the ICS developments. LPT People plan aligns to system people plan.

### **Finance:**

- The Trust responded to national guidance around the revised contracting and payment mechanisms.
- The Trust's financial governance continues to operate according to our Standing Financial Instructions.

# Single Patient Record

## Implement 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.**

### Progress and outcomes

1. Single EPR system (SystemOne) went live on November 3rd.
2. Migration and validation completed by March 21.
3. Formal project close down and lessons learnt expected in April/May 21.
4. Data quality improvement groups established to develop and build new ways of working that increase the benefits from the connected IT system.

# 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.**

### Progress and outcomes

1. Culture and Leadership and Inclusion - Our Future Our Way programme continues with launch and implementation of Leadership Behaviours for all staff. Behaviours embedded into new and revised appraisal template and conversations. Collective/distributed leadership work continued.
2. Diverse interview panel monitoring system - established with regular reporting to EDI Workforce Group and Directorate Workforce Groups. Central pool of BAME recruiters established, trained and available to sit on panels. Best performing month was August with 68% of all panels diverse. Regular interview skills training offered to BAME colleagues.
3. Race and Cultural Intelligence Learning Sets - offered to all leadership cohort with 200 who have attended to date since roll out from November 2019. These were offered via MS Teams during the pandemic.
4. Risk assessments for BAME staff - rolled out with all staff risk assessed. Alongside these monthly compassionate conversations have taken place.
5. Regular Listening Into Action sessions - held with BAME staff hosted by the CEO and Directors.
6. Black History sessions run and 5 sessions during Disability History Month successfully delivered with extremely good attendance (around 50 delegates or more during sessions)

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### Progress and outcomes

7. Internal We Nurture Career Development Programme run during 2021 targeted at BAME colleagues with 3 BAME employees gaining promotion.
8. LPT leading on system wide reverse mentoring programme. 82 recruited with overwhelming participation by LPT (29 LPT participants). Matching currently underway with 26 pairs matched to date. 100% will be matched by end of April 2021.
9. System wide Cultural Intelligence Masterclass run by leading CQ experts. Again LPT have been at the forefront of driving this with 5 delegates of 24 from LPT. Currently LPT leading development of proposal on the feasibility of scaling this up.
10. LPT were fastest improving Trust for improvement in WRES indicator 2 prior to the pandemic (2019/20). This together with the Trust's strategy on anti-racism (WRES action plan) led to being successfully shortlisted for the HSJ award.

# 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.**

## Progress and outcomes

1. Access Policy updated and signed off at Finance Performance Committee and now in the process of implementation.
2. Waiting list prioritisation reviewed utilising standardised tool focusing on harm as a key driver.
3. Impact from Covid has fed in to Trust and System recovery plans developed to address these pressures and feeding into system plan. Some progress already visible e.g. audiology, cardio-respiratory. For some services (especially but not exclusively mental health) the longer term impact of Covid may emerge greater pressure and demand. Work with the East Midlands Alliance has supported further demand and capacity analysis.

# 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.

## Progress and outcomes

1. Full Quality Improvement (QI) Change Programme established for Trust wide Quality Improvement and all 16 of the 360 Assurance Actions met - March 31st 2021.
2. Delivered pilot of QI training and rolled out across the trust with 12 month plan to January 2022.
3. LifeQI system reporting 101 QI projects and ability to report on SUTG and CQC domains for LPT and Directorates.
4. Clinical Audit and NICE Quality Standards programmes strengthened by implementing into the Audit Management and Tracking System (AMAT) April 1st 2020 - March 31st 2022