
























LPT Q1 2022/23 SUTG Delivery Plan






Theme	Focus	Outcomes	SUTG Q1 22/23 Latest Delivery Update
	We will build on the learning from Covid and will deliver safe care and reduce harm.	We will demonstrably improve compliance against Health and Social care core standards and Care Quality Commission (CQC) registration requirements.	<ol style="list-style-type: none"> 1. We have developed our Foundations 4 High Standards approach working with NHFT to enable us to consistently be ready for inspections or regulations. This programme is underway. 2. We have achieved all our CQC must do actions and should do actions within timescales and have no warning notices in place and have improved inspection ratings for the acute services revisited. 3. We have supported the Urgent and Emergency Care system inspection. a positive report from the CQC for the Mental Health Liaison Team
	We will build on the learning from Covid and will deliver safe care and reduce harm.	Development of an implementation plan for the local National Patient Safety Strategy- includes pressure ulcers, deteriorating patient, self-harm, Infection, Prevention and Control (IPC), suicide prevention and least restrictive practice.	<ol style="list-style-type: none"> 1. The plan for implementation of the Patient Safety Strategy is being held within the Foundations 4 High Standards Programme with leadership from the Head of Patient Safety. 2. Patient partners roles are being developed to support the role out of the strategy. 3. The PSIRF framework publication is delayed nationally but preparation is underway within the patient safety team in readiness for this.
	We will transform our patients' experience of care - making no decision about them, without them.	Implementation of the Shared Decision-Making Framework.	The shared decision making framework has been approved by the executive team and implementation has commenced.
	Progress our Ageing Well accelerator work.	Quicker response, earlier clinical intervention and decreasing urgent care attendances by target population.	<ol style="list-style-type: none"> 1. We are now achieving the national 2hr urgent response national target 2. We have worked with the national team to test data reporting methodology to support other Trusts 3. We are part of the urgent community response team which is having positive results in decreasing hospital attendance and admissions 4. We have decreased falls in the community and care homes 5. We have funding and are in the planning phase for frailty virtual wards






 <p>Transformation</p>	<p>Address our waiting lists, particularly in relation to continence and Neuro.</p>	<p>Reduced waiting times.</p>	<p>1. We have transformational programs of improvement in place, we are currently finalizing this year's trajectory for improvement & we are seeing a reduction in our longest waits. Our Finance and Performance Committee are providing additional assurance and oversight of our progress.</p> <p>2. Actions are in place and within our Neuro Developmental programme we are establishing a new Access Team to triage referrals & re-direct to most appropriate health professionals to avoid delays, new primary care assessment forms that will streamline the referral process (and avoid families repeating their experience).</p> <p>3. Working with YAB on a referral form that can capture the voice of the CYP at the outset. The LD Service Implemented a new single point of access service in January 2022.</p> <p>4. Transforming the process of referral to assessment within all disciplines and supporting the wider implementation of the pathway process, which is fully mobilised on SystemOne. Improvement trajectories in place or under development for services to March 2023.</p>
 <p>Transformation</p>	<p>Work in partnership to develop and deliver a strategic plan to ensure the Best Start for Life and the importance of the 1001 first critical days.</p>	<p>Continue to participate in the system-wide coalition of organisations to agree and deliver a strategic plan for the first 1001 days.</p>	<p>We continue to work closely with the LLR CYP partnership on priorities for CYP as we move towards a future CYP collaborative. Healthy Together Project Manager is post to mobilise the HT 0-11 service and 11+ transition.</p>
 <p>Transformation</p>	<p>Increase the focus on Learning Disability.</p>	<p>People with a learning disability are better supported to live fulfilling lives in the community and have quicker access to services when they need it.</p>	<p>The LLR LD&A Collaborative is expected to commence in September 2022 with the collaborative's baseline operating model, governance framework, MoU and partnership agreement prepared for the partnership. The Collaborative Maturity Framework 2022/23 will be further developed and is due to commence in September 2022 following sign-off by all ICS partners. First year end report and second year plan submitted to NHSEI (for the 3 year LD roadmap).</p>
 <p>Transformation</p>	<p>Establish Neurodevelopmental Transformation Programme and Leicester, Leicestershire and Rutland (LLR) Autism service (children, young people and adults).</p>	<p>Our service users with Autism will wait less time to receive care when they need it and will be supported to stay out of hospital as much as possible.</p>	<p>The clinical process is drafted and to be confirmed by our task and finish group by the 8th July. New assessment forms will be piloted and then evaluated/signed-off in November 2022. Work continues on the accessible digital platform for families. Business Case development is underway. Training framework and associated competency framework (inter-disciplinary and inter-organisational) is under development. A pilot of Chat Autism to expand the age range for the 0-14 to provide timely support and prevent escalation and admission. Project is on-track for all key milestone for 2022/23.</p>

	<p>Respond to the outcome of the public consultation on mental health services and support.</p>	<p>Develop a clear Step Up To Great Mental Health Delivery Plan building on the outcome and learning from the consultation.</p>	<p>Workshops for Mental Health (MH) Practitioners in primary care are happening in July and August with recruitment from September. Targeted MH access work continues in neighbourhoods that have historic low access rates to services. Preparedness for the Mental Health Support Teams in Schools Wave 7 to commence in September 2022. Co-production of digital information on access to services in progress Focus on improving demographic data collection to improve our ability to address inequalities and improve performance.</p>
	<p>Lead a clear digital plan that makes sure digital transformation is owned by the Trust.</p>	<p>Refresh the Trust Digital Information Management & Technology plan in line with key national initiatives.</p>	<p>We have a digital strategy from 2020-2024. We are working through refreshing and updating this, in line with the new ICS digital strategy.</p>
	<p>Make the Trust a better place to work by ensuring staff are safe and healthy, physically and mentally well and able to work flexibly.</p>	<p>Delivery of the objectives for this year of our Trust's People Plan.</p>	<p>This is ongoing and we are now including actions from staff survey and the people promise exemplar programme.</p>
	<p>Take action to ensure our Trust engages staff well.</p>	<p>Improving our culture, leadership and inclusion with the Our Future Our Way programme, and embedding our Leadership Behaviours for All staff.</p>	<p>Continue to meet with change champions and planning to increase change champions numbers through a recruitment drive</p>
	<p>Take action to ensure our Trust engages staff well.</p>	<p>Roll out of our Reset & Rebuild Programme of Big Conversations and resulting actions.</p>	<p>Health & well-being priorities and blended working principle being rolled out</p>

 <p>Equality, Leadership, Culture</p>	<p>Recruiting and retaining our people.</p>	<p>Improving employment and development opportunities for our Black, Asian and Minority Ethnic people.</p>	<p>We are running interview skills training and career development programmes for our BAME workforce. Active bystander master class delivered at system and group level, Compassionate and inclusive leadership program developed and implement this has been shared at group level. Our model employer target indicator has improved.</p>
 <p>Equality, Leadership, Culture</p>	<p>Recruiting and retaining our people.</p>	<p>Further develop and support the Trust's staff support networks.</p>	<p>Ongoing support and development of networks additional funding for networks to use approved and supported by charitable funds.</p>
 <p>Patient Involvement</p>	<p>To capture and use the learning from patient feedback and engagement to inform and influence how the Trust delivers and designs its services, including Implementation of the new Friends and Family Test system across the organization.</p>	<p>We will make it easy and straight forward for people to share their experiences.</p>	<ol style="list-style-type: none"> 1. Staff offer underway to include FFT analysis, understanding touch points and creating QI, ENVOY, patient stories is being built into staff & patient exp. 2. Work commenced on 15 steps, PLACE cohort of patient reviewers, and A&C staff offer 3. All work on target for the qtr 4. Establishing re starting carers task and finish group will commence in Q2. 5. Work to understand trust activity and position has been undertaken during Q1 including liaising with other trusts/buddy trust. Q2 aim to strengthen progress
 <p>Patient Involvement</p>	<p>To capture and use the learning from patient feedback and engagement to inform and influence how the Trust delivers and designs its services, including Implementation of the new Friends and Family Test system across the organization.</p>	<p>We will increase the numbers of people who are positively participating in their care and service improvement.</p>	<p>Further work on Friends and family Test and use of QR code roll-outs being completed</p>
 <p>Patient Involvement</p>	<p>Deliver continuous development of patient/carers participation and involvement.</p>	<p>We will improve the experience of people who use or who are impacted by our services.</p>	<ol style="list-style-type: none"> 1. Involvement network continues to grow with increased collaborative working, and the development of a QI share and learn space for service users and carers, with regular attendance. 2. Involvement cafes currently being reviewed. 3. Review of training and resources for staff offer, identifying gaps and conversations with key staff, staff groups. All Q1 targets met 4. Youth Advisory Board ongoing leadership and support established. Continuous engagement with services to co-produce/engage ongoing.

 <p>Well-governed</p>	<p>Providing leadership for ongoing improvement across our Well Led framework, informed by learning from others.</p>	<p>Improvement against the well-led Key Lines of Inquiries.</p>	<ol style="list-style-type: none"> 1. Internal Audit annual report and Head Of Internal Audit Opinion Significant Assurance 2. Provider Licence - compliant 3. Draft framework of potential well led system inspection regime in anticipation of CQC next steps 4. CQC reinspection feedback 5. Showcase presentation at NHS Providers Governance Conference with excellent feedback. Video to remain on NHS Providers website as a resource.
 <p>Well-governed</p>	<p>Contributing to the development of ICS governance and risk systems.</p>	<p>To have effective governance and risk systems in place with system partners to input into the Integrated Care System (ICS).</p>	<ol style="list-style-type: none"> 1. ICB nomination submitted within timescales. Revised governance structure and assurance flow. 2. Paper received at SEB May 2022 and Trust Board development workshop 21 June 2022. Further paper taken to SEB July 2022. On track for delivery in September 2022 to include revised SEB and Executive Management Board arrangements. 3. Attendance at the company secretary network with workshop by the Good Governance Institute for ICB governance development
 <p>Well-governed</p>	<p>Invest in our resources to deliver optimal health outcomes.</p>	<p>Good financial plans and delivery of plans, aligned to investment in key areas will support the Trust's ability to deliver against the vision of improving health and wellbeing.</p>	<p>Financial approval levels process re-worked and approved within both trusts (December 2021)</p>
 <p>Well-governed</p>	<p>We have a clear data quality framework and plan that guides our delivery of great data quality.</p>	<p>Review data quality policy, develop data quality improvement plan and submit data privacy and security toolkit.</p>	<p>Review in progress, further update in Q2</p>
 <p>Reaching Out</p>	<p>Support a sustainable local community in Leicester, Leicestershire and Rutland.</p>	<p>Review the current work with other NHS partners, local authorities and other stakeholders and identify areas of work where the Trust can work with others to support our sustainable communities.</p>	<p>Individual Directors are attending local authority health and well-being board meetings, support the development of strategic plans across LLR, these are exploring how the public sector can support our communities further.</p>

 <p>Reaching Out</p>	<p>Positively support environmental, economic & regeneration improvements, policies and practices in LLR.</p>	<p>To have an agreed set of principles that set out our commitments to this aim, agreed through our Trust public board meetings.</p>	<p>These will be developed during this financial year and come to board approval later in the year.</p>
 <p>Reaching Out</p>	<p>Supporting our most vulnerable in society; raising health equity across Leicester, Leicestershire and Rutland.</p>	<p>We will be a member of the local authority and NHS group to reduce health inequalities in Leicester, Leicestershire and Rutland and play a full role in agreeing a plan and implementing that plan to improve equity.</p>	<p>We are a member of this group, we are actively supporting system plans to reduce inequalities. In June 2022 LLR system colleagues attended an LPT Board workshop to support our work on tackling inequalities. LPT has shared our work to reduce inequalities for people with a learning disability and or neurodevelopmental needs with other colleagues across the Midlands.</p>
 <p>Environments</p>	<p>Therapeutic environments that improve outcomes for people using services by supporting safe, joined up, person-centered care.</p>	<p>Eradication of dormitory accommodation</p>	<ol style="list-style-type: none"> 1. Phase one work at Bradgate site – Bosworth ward completed July 2021 and Thornton completed October 2021. 2. Phase two commenced in November 2021 at Ashby ward completed February 2022. Aston ward due for completion in July 2022. The new Safehinge doors will be incorporated onto Aston ward as they have been on Ashby ward. 3. This will see all 4 shared sleeping wards identified by CQC in report from October 2021 eradicated. 4. Further work at Evington ward is planned for completion in February 2023. Work on Bennion ward is planned for completion in May 2023.
 <p>Environments</p>	<p>A positive and effective working environment for all staff building on the learning from post Covid 'reset and rebuild' work.</p>	<p>Implement facilities management business case to deliver the capacity and capability for high quality estates.</p>	<p>Health & well-being priorities and blended working principle is rolling out across our estate. We have implemented a range of cost of living support Facilities Management services transferring to LPT 1st November 2022 as per the business case</p>
 <p>Environments</p>	<p>Greener NHS buildings and identifying our route to net zero.</p>	<p>Develop and deliver a green action plan for the Trust.</p>	<p>LPT have produced Green Plan which sets out how the Trust will support the transition to a Net Zero NHS and help achieve the ambitious Net Zero targets. The Trust has recognised the importance of environmental sustainability and the role it must play in reducing the impacts of climate change. Development of data to support the plan is one key aspect as currently limited historic data is available. The Green Plan lays out the Trust's nine areas of focus. Each sub-section details the purpose and proposed actions for the Trust to reduce carbon emissions.</p>

 <p>Access to Services</p>	<p>Improve access in a prompt responsive and suitable manner.</p>	<p>Support the implementation of the policy framework - improving Access policy implementation across all 3 directorates.</p>	<p>We are using a Quality Improvement approach to waiting list management, focused currently on our high priority services we are working in partnership across LLR to achieve this more effectively. This includes clear access/referral criteria for all services, response to referrer standards; Governance via "deep dive" sessions, reported through to monthly meetings and then to LPT Access Committee.</p>
 <p>Access to Services</p>	<p>Ensure that the Standard Operating Procedures governing access are being adhered to consistently across all areas.</p>	<p>Ensure all services have a Standard Operating Process for access.</p>	<p>All service Standard Operating Procedures are either in final drafting or have been updated to reflect the current Access Policy. Preliminary discussions are now taking place about Equity of Access to services.</p>
 <p>Access to Services</p>	<p>Improving data quality and performance monitoring in relation to access.</p>	<p>Quality Improvement focused approach to waiting list management including implementation of validation and Patient Tracking Lists.</p>	<p>Service PTL processes are established, supported through our Quality Improvement Approach. Improvement trajectories established and reported at deep dive sessions.</p>
 <p>Trustwide Quality Improvement</p>	<p>We will proactively work with Northamptonshire Healthcare Foundation Trust (NHFT) on a single approach for both Trusts, optimising the shared learning approach, building on the learning from post Covid 'reset and rebuild' work.</p>	<p>Develop joint Quality Improvement strategy with NHFT.</p>	<p>Single approach to QI in place within LPT and an opportunity to refresh at a strategic level is being revisited as part of reset and rebuild. The potential to align transformation and trust wide QI is being explored and the implementation of the QI methodology for the trust is being revisited.</p>
 <p>Trustwide Quality Improvement</p>	<p>We will set clear priorities for Quality Improvement initiatives.</p>	<p>Develop and implement the Trust's priorities for Quality Improvement.</p>	<p>The Trust Head of Quality, clinical governance and QI has reviewed the projects on Life QI and is working to align with the Trust strategic priorities. QI is being realigned with the Trust transformation programme to share resource, capacity and expertise and ensure quality is at the centre of transformation.</p>



Widening the opportunities for more people to participate in research to inform future health and social care.

Strengthening research projects across a wider range of partnerships crossing organisational boundaries.

LPT and NHFT are Category A Partner organisations of the Clinical Research Network, with separate research delivery contracts. The current Senior Research Nurse at NHFT has met with the R&D Lead at LPT, to discuss opportunities where both Trusts can deliver the same Portfolio study and learn from each other. Developing areas of clinical and service priority of joint concern, and therefore develop potential locally-led research projects from this, with suitable leadership and resource.