

# Annual Report Summary

## 2022/23

Creating high quality, compassionate care and wellbeing for all



# Our performance report

## Welcome from our chief executive and chair

We are proud of our staff and the way they continue to Step up to Great towards our Trust's vision:

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

As we entered our Reset and Rebuild phase from the Covid-19 pandemic this year, our staff have built on the new and different approaches we developed to support people who use our services, whilst continuing to improve the access to our mental health, community health and learning disability and autism services for all ages. Supporting staff health and wellbeing has also been really important, as we moved back into 'business as usual'.

Working with our system partners, our Step up to Great strategy has focused us to ensure we are always striving to achieve great health outcomes, through great care, a great place to work and being an important part of our community. We are all leaders at LPT and we all make a difference.

It has been a consistent part of our Step up to Great improvement journey to put improved patient experiences and safety as our highest priority, and we are pleased that the Care Quality Commission (CQC) has recognised that we continue to make significant progress. Although the CQC did not visit any of our services in this last financial year, we did receive an improved report and ratings following the inspection report in May 2022 in relation to their focused unannounced inspection of the acute wards for adults of working age and psychiatric intensive care units, which took place in February 2022.

The CQC moved up our ratings in this core service in recognition of these improvements in the two key domains they inspected – Safety and Responsiveness. The CQC report concluded that 'The Trust have met all actions required in the enforcement action issued at the last inspection.'

The CQC did not inspect the other domains of Effective, Caring and Well-led hence our overall rating for these domains remain the same and the overall core service rating remains Requires Improvement. However, there are no longer any services rated inadequate in their overall ratings. This is a true testament of the hard work and commitment of everyone involved, and we are proud that the CQC has recognised continued improvement.

The CQC are changing their regulation to a risk-based approach, and although we have had no inspections this year, we continue to have regular relationship meetings with the CQC, to offer assurance and updates on our improvements.

We have had many highlights over the last year that we are proud to share. We draw your attention to some of these below; read more about these and other updates in the Year in Review section.

### Our vision, values and strategy



Leicestershire Partnership  
NHS Trust



November 2021

- Our mental health transformation programme launched a 'Getting Help in Neighbourhoods' programme with our ICS, investing over a million pounds in supporting our new voluntary and community sector alliances to support mental health and wellbeing initiatives at a local level.
- The launch of 25 Crisis Café with voluntary sector partners, to provide a safe, supportive and welcoming space for individuals struggling with emotional and mental wellbeing who do not require urgent medical care. This has complemented our 24-hour crisis telephone line.
- Our 18-bedded inpatient ward at Rutland Memorial Hospital has received a £1.5m refurbishment.
- Our first cohort of 30 international nurse recruits have graduated and all of them are now working in our hospitals and inpatient units.
- We have been awarded £85,000 to develop a virtual falls prevention programme, which includes an evidence-based education and exercise programme, and an app to communicate with clinicians via a patient portal to improve mental health and support.
- Teams across our Trust have played an important part in supporting exceptionally challenging winter pressures this year, including opening more inpatient beds, support in the community, vaccinations and enhanced community crisis responses for all ages.
- An increased focus on improving waiting times, with success in several areas including the Community Integrated Neuro and Stroke Service (CINSS) and the Adult Continence Service. We also continued to develop virtual wards with our partners, helping to reduce pressures in inpatient wards. We have more to do in mental health services, including CAMHS, and this remains an area of focus that we continue to improve.
- We were pleased to have been awarded contracts to deliver health visiting and school nursing services to 0-11 year olds in Leicestershire and Rutland, in the Spring of 2022. Leicestershire and Rutland County Councils decided to bring in-house the contracts to provide services for 11-25-year-olds. Leicester City Council has also carried out a public consultation regarding the Healthy Together services we deliver in the city and are recommending the use of Section 75 to re-award this contract to LPT.
- Our Specialist Autism Team (SAT) launched ChatAutism text messaging service which was selected as a finalist in the prestigious Nursing Times Awards - it is the first and only service in the UK offering text-based healthcare for autistic people. They also launched an Autism Space on the LPT website, offering specific information and support.
- Our ChatHealth text messaging service was crowned winners of two top NHS awards at the AHSN Network and NHS Confederation's Innovate Awards.
- The corporate finance team won the Finance Team of the Year Award in the East Midlands Healthcare Financial Management Awards.
- We undertook several recruitment fairs, for CAMHS services, community and mental health services, and a careers fair with our system partners, attracting thousands of potential candidates between them.

We have continued to be active in our integrated care system, Our leadership on the Learning Disabilities and Autism collaborative across Leicester, Leicestershire and Rutland, has been held as a national exemplar and an NHS England case study was produced on our success. We are also shaping the system-wide shadow Mental Health collaborative, building on the outcomes of our Step up to Great Mental Health public consultation. We have also developed greater partnership working with others connected to:; urgent and emergency care, planned and community care, children and young people - especially those needing additional support.

We were pleased that our Leicestershire Partnership and Northamptonshire Healthcare Group were selected by NHS England as one of only nine participants in a new national innovator scheme in February 2023. This is a great opportunity for our Group to lead as an exemplar on provider collaboratives, building on our Group objectives and system objectives for wider impact.

Ensuring we are an inclusive, compassionate trust, that is 'Together Against Racism' is an important one of our Group objectives. This year we have relaunched our Zero Tolerance campaign, to make it clear that any form of abuse against our staff is unacceptable. There has been a focus on ensuring diverse interview

panels, reverse mentoring, cultural competence and Active Bystander programmes, Developing Diverse Leaders programme and joint inclusive leadership masterclasses.

We were pleased that the LLR ICS was awarded Inclusive ICS of the Year in this year's Midlands Inclusion and Diversity Awards, and Angela was named Inclusive Leader of the Year. Angela was also named the number one NHS chief executive in the country by the Health Service Journal (HSJ) in March 2023, recognised as a 'pioneer' for leading two Trusts since 2019, and leading closer collaboration and partnership working. This is a credit to teams across LPT and NHFT.

Having a great working culture is important to help our workforce to thrive and deliver great patient and service user care and experience. Around 3000 staff (51%) shared their experience of working at LPT through the 2022 NHS staff survey, which is above the national average of 50%. It was the first year that the survey included Bank staff. The response rate from Bank staff was 20%, which was also above the national average of 19%. We were pleased that we see positive improvements in scores across the questions compared to last year, and several results are higher than the national average. There were 101 questions in total. Of these, 89 improved, five stayed the same and seven went down slightly. All of our People Promise indicators were either above or in line with the national average. We are particularly pleased that the majority of staff who responded felt that LPT is an inclusive and compassionate place to work – a positive reflection of our values and leadership behaviours for all. The proportion saying patients are LPT's top priority also improved significantly.

While we've made significant improvements in many areas in the staff survey, there are some key areas our staff identified for improvement. We have relaunched our culture improvement programme, Our Future Our Way, enabling 80 change leaders to review these areas in more detail with staff, through a series of roadshows, focus groups and board interviews. This (now embedded) approach, will engage staff in identifying the barriers within these issues to co-design solutions. Creating an inclusive compassionate culture is a key part of our People Plan, which is shaped around the NHS People Promise. We are focusing further targeted interventions around recruitment and retention as an NHS People Promise exemplar.

Our summary Financial Accounts for 2022/23 are presented with this Annual Report in Appendix A. As with the rest of the NHS, it has been a challenging year, particularly in relation to finances and we close our accounts with a £2.9m deficit in our 2022/23 annual accounts (this excludes impairments and other technical adjustments which do not form part of our financial control total basis). We thank all of our staff for their increased efforts to make efficiencies and a value for money approach will continue to be a focus in the coming financial year.

We would like to thank everyone who makes up the "WeAreLPT" family – our staff, volunteers, service users and partners. You have each played a significant part in our journey over the last year. Working in partnership, listening to and engaging you, will remain our focus, as we continue to Step up to Great.



*Cathy Ellis*

Cathy Ellis, Chair of LPT



*Angela Hillery*

Angela Hillery, CEO of LPT



# About us

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In April 2011, mental health and learning disability services in Leicester, Leicestershire and Rutland were brought together with local community services and families, children and young people's services to create Leicestershire Partnership NHS Trust as we know it today.

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 over 7000 staff (including bank staff) who provide this care through three clinical directorates:

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

Their work would not be possible without our enabling and corporate services staff, alongside our hosted service providers and around 200 volunteers.

**During 2022/23 we provided and/or subcontracted 129 relevant health services. Mental health and learning disabilities account for 72 services, and 57 were community health services.** It should be noted that in addition to the services listed above, LPT has been a key provider in relation to the Covid-19 vaccination programme to the population of LLR and has been running the workforce bureau for staffing LLR vaccination sites. LPT also hosted the LLR staff mental health and wellbeing hub on behalf of the system up to 31 March 2023, at which point the funding was discontinued.

## LPT in numbers



**7.1k**  
staff  
(including bank staff)



**422k**  
active caseloads



**1.8m**  
community contacts



**100+**  
premises



**178k**  
bed days



**85%**  
positive FFT ratings



**£395.7m**  
income



**212**  
active volunteers

# Our year in review – adult mental health

## CQC recognises further improvements in acute wards and psychiatric intensive care units

The Care Quality Commission (CQC) inspected our acute wards for adults of working age and psychiatric intensive care units in February 2022 and announced improvements had been made in their May 2022 report.



The CQC report concluded that 'The Trust have met all actions required in the enforcement action issued at the last inspection (2019)'. They stated that our 'Staff treated patients with compassion and kindness. They respected patients' privacy and dignity' and that 'Facilities promoted comfort, dignity and privacy'.

## CQC report for mental health crisis psychiatric liaison service

In April the CQC carried out a planned, unannounced CQC system-wide inspection of urgent and emergency care services in Leicester, Leicestershire and Rutland. This inspection was part of a series of coordinated inspections in England, to identify how services in a local area work together to ensure patients receive safe, effective and timely care, and included our all-age mental health crisis service psychiatric liaison team at the Leicester Royal Infirmary.

We are proud that the CQC's recognised that the multi-disciplinary team working demonstrates 'excellent practice and standards' in collaboration with families and carers. The CQC also noted how easy the service was to access, that it was available 24-hours a day and the team engaged with patients who had found it difficult or were reluctant to engage with mental health services.

## 'Better Mental Health for All' voluntary sector network goes live

One hundred voluntary and community sector (VCS) organisations, the NHS and local authorities came together to start a new mental health network to promote and deliver better mental health support and services in local communities, following our Step up to Great Mental Health consultation from 2021.

## Grants to help transform mental health services in local neighbourhoods

Fifty charitable, voluntary and community groups received grants – from our Getting Help in Neighbourhood programme - totalling millions of pounds to increase the support available for mental health and wellbeing in local areas.



## Mental Health Facilitators achieve national recognition

One of LPT's newest teams was officially recognised as the top performing team in the East Midlands, and ranked third across the whole country, for the work they do in supporting people with serious mental illness.

The Mental Health Facilitators, who are responsible for physical health checks at GP practices, topped the regional leader board with an impressive 60% of patients seen, against a national target of 40%.

## Crisis Cafés

We have opened 25 crisis cafés across Leicester, Leicestershire and Rutland, each of which provides a safe, supportive and welcoming space for individuals struggling with emotional and mental wellbeing who do not require urgent medical care.



# Our year in review – community health services

## Rutland inpatient ward has £1.5m refurbishment

The inpatient ward at Rutland Memorial Hospital received a £1.5m refurbishment.

The 18-bed ward relocated temporarily to Loughborough for seven months so contractors could carry out the work – including replacing gas boilers, remodelling patient bays, improving the flooring, and redecorating.



## Nurses honoured for care and dedication

Two senior LPT nurses have been honoured by the Queens Nursing Institute (QNI), which champions community nursing.

Donna Fraser, community service matron for Melton, Rutland and Syston, has been made a Queen's Nurse by the QNI. Pauline Rawle, community service matron (care homes) has been recognised for an innovation project, also by the QNI.



## Falls App to help patients

We have been awarded £85,000 to develop a virtual falls prevention programme.

The initiative means that patients can benefit from an evidence-based education and exercise programme, and a means of communication with clinicians via a patient portal to improve mental health and support.

## District nurses graduate

Another group of LPT district nurses have graduated. They were each selected from within the existing community nursing teams for a year of intensive study at De Montfort University, and extended placements in different parts of LPT.



## Additional inpatient beds to support winter pressures

LPT's community hospitals provided an extra 27 inpatient beds to help deal with additional winter demand.

An additional ward was opened at Coalville Community Hospital, with further additional beds on existing wards at our other six community hospital sites.

## Waiting times fall

The Community Integrated Neuro and Stroke Service (CINNS) and the Adult Continence Service have made significant improvements in their waiting list numbers and length of time to be treated. The number of patients waiting for treatment in the CINNS service reduced by 70% between February 2022 and February 2023, reducing the longest wait from 29 weeks to nine weeks.

## First international nurses 'graduate'

LPT's first group of nurses recruited from around the world to care for patients in Leicester, Leicestershire and Rutland celebrated after passing their final hurdle.

The 30 men and women received “graduation” certificates from Leicestershire Lord Lieutenant at a special ceremony at County Hall. All 30 are now working in hospitals and inpatient units for LPT.



## Our year in review – families, young people’s and children’s services, and learning disability and autism services

### Learning Disability Covid-19 vaccination clinics

Throughout 2022 and into 2023, the Covid-19 Vaccination Programme team helped to put on 31 specialist clinics for children and adults with a learning disability, issuing more than 680 protective vaccinations.

### The Healthy Together contract for Leicestershire and Rutland 0-11 services re-awarded

We were awarded contracts to deliver health visiting and school nursing services to 0-11 year olds in Leicestershire and Rutland, in Spring 2022.



### Proposed offer developed for Healthy Together support in Leicester City

Throughout 2022, the Healthy Together service carried out rigorous work, research and engagement with service-users to put together a draft service-specification relating to the delivery of health visiting and school nursing services for 0-19-year-olds in Leicester City.

### Learning disability and autism health professionals joined system colleagues to launch the learning disability and autism collaborative

The LDA Collaborative, led by our Trust - and in partnership with Leicester, Leicestershire and Rutland Integrated Care Board (ICB) - was formally launched in November. It will help to address health inequalities and transform the lives of people with learning disabilities and/or autism (LDA) across Leicester, Leicestershire and Rutland by co-ordinating the transformation of services, while also overseeing quality, performance and outcomes.



## The CAMHS service held their first ever recruitment event to great success

More than 700 people turned up to our first ever CAMHS recruitment event at the Morningside Arena on 28 April.

Roles were available for application and interview at the event and included a wide range of roles, from registered mental health nurses and health care support workers to occupational therapists, psychiatrists and administration roles.



## LPT's Diana Children's Community Service wins coveted Cavell Star Award

The Diana Children's Community Service Team, which provides community care and support for children with acute, complex, palliative, and long-term conditions, was awarded a Cavell Star Award for their exceptional work during the Covid-19 pandemic.

The Cavell Award is a prestigious national awarded which recognises outstanding commitment and dedication in nursing staff across the country.



## People with learning disabilities and autism were invited to share experiences of health and social care

Around 30 autistic people and people with a learning disability attended a number of special feedback events across Leicester, Leicestershire and Rutland to share their experiences of health and social care to gain insight that will help to address health inequalities.

## New online healthy recipes launched by the early years nutrition and dietetics public health team

In June, we launched a range of step-by-step, budget friendly, delicious easy to prepare and nutritionally balanced recipes on the Health For Under 5s website. The meals, put together by the early years nutrition and dietetics public health team, come with easy to follow guides and videos to help get all the family cooking together – including little ones aged 0-5 too!

## Face-to-face peer support groups reopen in time for National Breastfeeding Week

In June we celebrated the reopening of our face-to-face breastfeeding peer supporter community groups in Leicestershire, following the Covid-19 pandemic. After two years of not being able to run in person, the first groups began opening their doors to new mums and their babies.

## New ChatAutism service launched and announced as a Nursing Times Award finalist

The ChatAutism text messaging service was a finalist at this year's prestigious Nursing Times Awards in the Technology and Data in Nursing category.

The Trust's Specialist Autism Team (SAT) launched the new service in November 2021 and is the first and only service in the UK offering text-based healthcare for autistic people.



## ChatHealth has a double award-winning victory at major healthcare awards

The ChatHealth text messaging service was crowned winners of two top NHS awards at the AHSN Network and NHS Confederation's Innovate Awards.



## Launch of Wave 7 mental health support teams in schools

January 2023 saw 10 trainee educational mental health practitioners (EMHPs) begin working in schools as part of the final step to complete their training as part of Wave 7 of the Mental Health Support Teams in schools.

## Launch of system-wide traffic light poster for young people as part of Children's Mental Health Week

Children's and young people's mental health teams across the directorate worked together with the digital team to create a new system-wide poster to help young people understand how to look after their emotional wellbeing and where to go for help. It was launched in Children's Mental Health Week (6-12 February 2023).

## Digital Team lead launch of Autism Space

The FYPCLDA digital and autism teams worked with Leicester City Council and the Learning Disability and Autism Collaborative to launch Autism Space in March. The hub, hosted on the LPT website, is a free and safe online area providing clear, reliable and accessible advice and information about autism related topics – as well as a directory of support services available in Leicester, Leicestershire and Rutland (LLR).



# Our year in review – enabling services

## Celebrating Excellence Awards 2022

The outstanding work of teams and individuals who have gone above and beyond their everyday roles to transform care – including providing immunisations in schools, allowing people to be discharged quickly from hospital and introducing new tools, services and ways of working to support patients – were among the winners celebrated at our annual Celebrating Excellence Awards on 13 October.



## Our Valued Star Awards

Our staff and volunteers are our greatest asset, displaying hard work, commitment, passion and stepping up to great on a daily basis. We want LPT to be a workplace where there are lots of opportunities to say "thank you" and celebrate our staff – where everyone feels proud to be part of our LPT family. Throughout 2022, we awarded 11 Individual Valued Star Awards, 11 Team Valued Star Awards and 3 Health and Wellbeing Hero Awards.

## Angela Hillery named top CEO in the NHS

Angela Hillery, chief executive, was named as the number one NHS chief executive in the country by the Health Service Journal (HSJ) in March 2023.

Angela is only the second woman to take the top HSJ CEO spot and the HSJ recognised Angela as a 'pioneer' for her work leading two Trusts since 2019, a trend which is being replicated in other parts of the country.



## LPT's first ever nursing fellows graduated

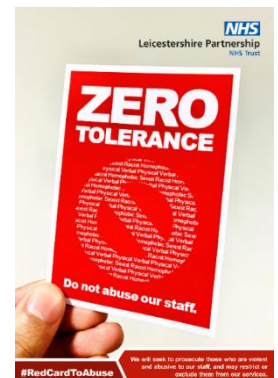
Six frontline clinicians completed the Director of Nursing fellowship programme to enhance the quality of care they provide, using an evidence-based approach.



## Zero tolerance campaign refreshed

We are committed to our Trust being an organisation free from discrimination, where all staff can reach their full potential and play their part in creating high quality, compassionate care and wellbeing for all.

In October 2022, we reviewed and refreshed our Zero Tolerance (ZT) campaign alongside colleagues across the Trust, to ensure we are absolutely clear on how staff can enforce our Zero Tolerance approach and how staff will be supported.



## MIDAS Inclusive Leadership Award

Angela Hillery, chief executive, won the Excellence in Executive Inclusive Leadership Award in the 2022 Midlands Inclusivity and Diversity Award Scheme (MIDAS Awards) in November 2022.

## Veteran Aware re-accreditation

LPT received its formal re-accreditation status from the Veterans Covenant Healthcare Alliance (VCHA) in July 2022. The VCHA is a group of NHS healthcare providers in England, committed to providing the best standards of care for the Armed Forces community, based on the principles of the Armed Forces Covenant.



## Finance team wins three awards at the East Midlands Healthcare Financial Management Awards

In November 2022, our corporate finance team won the Finance Team of the Year Award in the East Midlands Healthcare Financial Management Awards. Two other awards were presented: Chris Poyser, Head of Corporate Finance, was awarded the Outstanding Leadership Award. Contribution of the Year Award and Zoya Gina, Finance Apprentice, won Student of the Year Award.



## LPT provided Flu and Covid-19 vaccination clinics

From October 2022 to March 2023, we held even more vaccination clinics than in 2021/22, with twice weekly clinics for both members of the public and staff to get their flu and Covid-19 boosters (and first or second doses) at Feilding Palmer Hospital and Loughborough Hospital.



# Our year in review - fundraising



LeicesterShire and Rutland's  
Community and Mental Health Charity

Our registered charity, Raising Health, plays an important part in improving the experience, care and wellbeing of our patients, service users and our staff. Our aim is to raise funds and spend them on the extras that are not covered by core NHS funding. If you would like to support or raise money for any of our current projects, please visit our website: [www.raisinghealth.org.uk](http://www.raisinghealth.org.uk), email [LPT.RaisingHealth@nhs.net](mailto:LPT.RaisingHealth@nhs.net) or call 0116 295 0889.

We would like to thank the community of Leicester, Leicestershire and Rutland for their generosity and support. Our supporters, which included individuals, community groups and businesses made sure that our patients, staff and volunteers were in their thoughts. Here are some of our achievements throughout the year.

## NHS Charities Together

We applied for and were awarded almost £300,000 in grants in 2020/21 from NHS Charities Together and have continued to use this funding throughout 2022/23. Our latest projects include:

- Over 100 staff rooms were upgraded so that they are of a more consistent quality across LPT and are a comfortable space for staff to relax and recharge.
- A series of twelve roadshows helped to promote Raising Health to staff and visitors.
- Promotion of the charity with new signage at all of our main sites.



## Veteran's Appeal

The Covenant Fund granted nearly £16,000 to run our Buddy 2 Buddy online café for Veterans. This is a popular forum for Veterans to share their story and find peer support for their physical and mental health.

## Carlton Hayes Mental Health Charity



We received a grant of £55,000 from the Carlton Hayes Mental Health Charity ([www.carltonhayes.co.uk](http://www.carltonhayes.co.uk)). We delivered some amazing projects to support our patients with mental health conditions. One project saw a group of young mental health patients take a hiking trip to the Peak District.

## Let's Get Gardening Appeal

Raising Health, once again supported this year's Let's Get Gardening Competition which was open to all 22 mental health wards. After stiff competition, Coleman Ward were our well-deserved winners.



## Christmas time

Once again, we ran “Raising a Smile for Christmas”. appeal to provide Christmas presents for all of our inpatients. We would like to express our thanks to the many people who supported this, including our corporate partners Novotel, Dunelm, Tilbury Douglas and GMP Driver Care who sponsored our Christmas Trees on the wards.

## Evington Dementia Garden

We are pleased to report that our dementia garden at the Evington Centre has been completed with many generous donations.

The Women in Philanthropy group donated £5,000 towards this project.

## Our fundraising achievements

Our supporters continued their marvellous efforts to take up challenges throughout the year in aid of Raising Health appeals.

We had nine runners in the Leicester Half Marathon, three riders in Ride London, supporters taking part in the London Big Half and a charity football match.

## Our corporate partners

Corporate partners both large and small continued to support us throughout the year, some with financial donations and others with donations of products or sponsorship. Examples include the sponsorship of our on-site Christmas trees to help fund our patient gifts. Their support is highlighted on our Raising Health website, and we are truly grateful - thank you.

## Looking after the health and wellbeing of our staff

This year, Raising Health funded Golden Tickets for each of LPT's 357 teams. This was a thank you to staff for their hard work and dedication as part of the Covid recovery programme, and the Tesco vouchers were used to support the team's health and wellbeing.

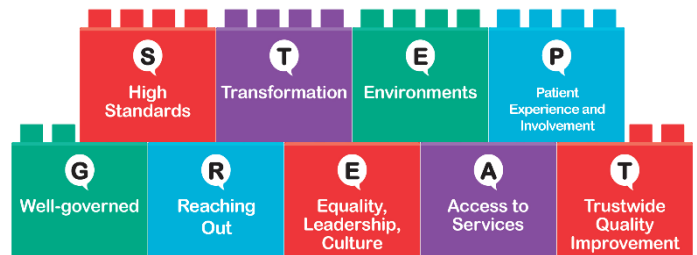


# Performance analysis

Our vision is 'creating high quality, compassionate care and wellbeing for all'. This is underpinned by ensuring the quality and safety of all our services. Our staff have worked hard to make significant positive progress in these areas, with some really outstanding practice. There is more we want to do.

## Step up to Great

We are proud of our staff and how they have stepped up to great since the launch of this strategy in 2019, refreshed in 2021. Co-produced with staff we have embraced nine key improvement areas,



which has led to positive changes in quality and safety. We know we have more to do. Our strategy outlines how we will build on our solid foundation, to enable our LPT family deliver our vision of 'creating high quality compassionate care and wellbeing for all' with our partners. We will continue working towards this vision, by developing a great organisation, that is able to deliver great outcomes, with great people as part of our local communities.

You can read it on our website: <https://www.leicspart.nhs.uk/wp-content/uploads/2021/11/LPT-strategy-refresh-final-small.pdf>

## Care Quality Commission (CQC) ratings

LPT is required to register with the Care Quality Commission (CQC), the independent regulator of health and adult social care in England. The CQC monitors, inspects and regulates services, and publishes ratings based on what they find.

The CQC published a report in May 2022 in relation to their focused unannounced inspection of the acute wards for adults of working age and psychiatric intensive care units, which took place in February 2022.

It has been a consistent part of our Step up to Great improvement journey to put improved patient experiences and safety as our highest priority, and we are pleased that the CQC has recognised that significant progress continues to be made by our staff.

The CQC **moved up our ratings** in this core service in recognition of these improvements in the two key domains they inspected – Safety and Responsiveness.

- The Safety domain of the service has moved up **from Inadequate to Requires Improvement**
- The Responsive domain has moved up **from Requires Improvement to Good** for this service.

This is a true testament of the hard work and commitment of everyone involved, and we are proud that the CQC has recognised continued improvement.

The CQC did not inspect the other domains of Effective, Caring and Well-led hence our overall rating for these domains remains the same and the overall core service rating remains Requires Improvement.

The CQC report concludes that *'The Trust have met all actions required in the enforcement action issued at the last inspection (2019).'*

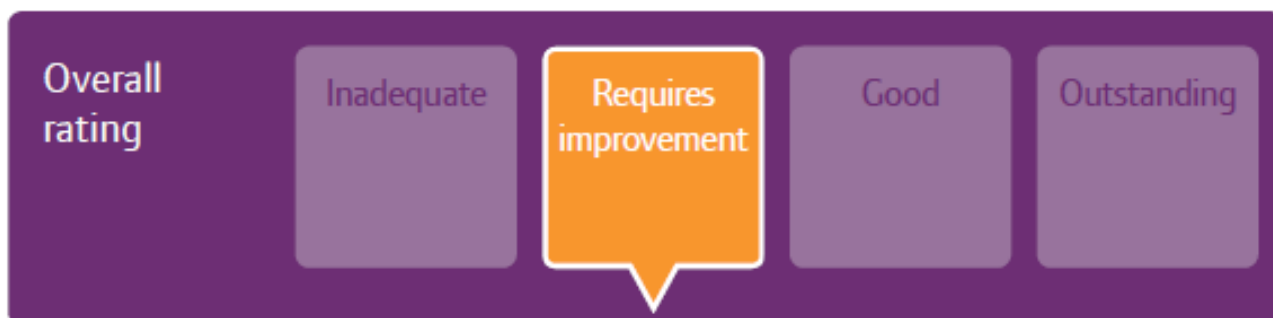
The Trust has not been inspected by the CQC in 2022/23. The Trust does not have any enforcement actions against it and no services are rated as inadequate overall.

Further information about the CQC's reviews of LPT can be found at <https://www.cqc.org.uk/provider/RT5>



Last rated  
22 June 2022

## Leicestershire Partnership NHS Trust



### Are services

Safe?	Requires improvement
Effective?	Requires improvement
Caring?	Good
Responsive?	Requires improvement
Well led?	Requires improvement

## Overall rating

Inadequate

Requires improvement

Good

Outstanding

	Safe	Effective	Caring	Responsive	Well led	Overall
Child and adolescent mental health wards	Good	Good	Good	Good	Good	Good
Acute wards for adults of working age and psychiatric intensive care units	Requires improvement	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement
Long stay or rehabilitation mental health wards for working age adults	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Wards for people with a learning disability or autism	Requires improvement	Good	Good	Good	Requires improvement	Requires improvement
Community-based mental health services for older people	Good	Good	Good	Good	Good	Good
Specialist community mental health services for children and young people	Requires improvement	Good	Good	Inadequate	Requires improvement	Requires improvement
Community-based mental health services for adults of working age	Requires improvement	Requires improvement	Good	Requires improvement	Good	Requires improvement
Community health services for adults	Good	Good	Good	Good	Requires improvement	Good
Mental health crisis services and health-based places of safety	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Wards for older people with mental health problems	Good	Requires improvement	Good	Good	Good	Good

	Safe	Effective	Caring	Responsive	Well led	Overall
Community end of life care	Good	Requires improvement	Good	Good	Good	Good
Community health inpatient services	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement
Community health services for children, young people and families	Good	Good	Outstanding ★	Good	Good	Good
Community mental health services with learning disabilities or autism	Good	Good	Good	Requires improvement	Good	Good
Forensic inpatient or secure wards	Good	Requires improvement	Good	Good	Good	Good



# Social responsibility and involvement

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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'.

## Patient involvement, feedback and complaints

We are pleased to share our achievements over the last 12 months, working in partnership with our staff, patients and carers to improve the experience and participation of those who use or who are impacted by the services we deliver.

We would like to thank everyone who has worked with us over the year: the patients and family members who have brought their fresh eyes, insights and challenge to our work and our colleagues across the Trust who have worked with us to co-design, test and challenge our thinking and approach to patient experience and involvement.

Our driving ambition is to put the patient at the heart of services – with services that listen to patient and family needs, and then utilise the skills and expertise of both the clinician and patient to design the experience to meet these needs. Ultimately by consistently asking people whether they are receiving the care they need and then improving things based on what they tell you will help patients feel more supported and better cared for.

Our service user and carer network continue to grow, and we now have over 180 people with lived experience of using our services registered on the network working with us at various levels of involvement to improve services.

## Patient and Carer Involvement in Quality Improvement (QI)

The Patient Experience and Involvement Team have been working closely with the WelImproveQ Team throughout the year, to ensure that patients and carers are central to our approach to quality improvement. Each project is assessed by a group of advisors including a lived experience QI volunteer. All projects that are assessed as requiring patient and carer involvement are then matched to patient and carer representatives who then work in partnership with project leads to codesign and coproduce improvements. Below are a few examples of projects with lived experience involvement over the last year:

- **Neurological Services** – A new carers group (including three Patient and Carer Involvement Network members) has been formed and is being supported by the network
- **Care Co-ordination Group** - Care Coordination Policy refers to people's packages of care when accessing mental health services. This policy will guide care planning across all of our mental health services
- **Adult Eating Disorders Clinical Steering Group** are working with a Lived Experience lead who provides a lived experience perspective to:
  - Inform commissioning and provision of services
  - Develop, revise and enact the clinical model for the Adult Eating Disorders New Care Model
  - Understand population need, current service provision and opportunities for improvement
- Establish and support the work of a series of sub-groups including the **Learning disabilities and Autism Response Group**.

- Focus on impact for the service user, understanding service use pathways and flow through the service and involve service users in all stages of planning and delivery to ensure genuine co-production
- **Nutrition and Dietetics** – Patient with lived experience co-facilitating four sessions discussing professionalism from a patient perspective with Nottingham University Undergraduate students

## Providing a patient perspective – Recruitment Panels

Over twenty patients, service users and carers, including members from our Youth Advisory Board, have now received training in recruitment to enable them to get involved in staff recruitment. Throughout the year the number of recruitments involving patients and carers has continued to increase. Examples of recruitments that have had patient and carer input include: Mental Health Practitioners; Deputy Director of Mental Health, Deputy Director of Nursing, Peer support workers, Senior project manager for Integrated Neighbourhoods, Personality Disorder Service Lead, plus much more.

When we are not able to provide a representative for a recruitment the group has developed a library of patient and carer values-based questions. This enables patient/carer voice in recruitment where involvement is not possible.

## Feedback into Action – Our Reader Panel

Over the last year we have re-established our Reader Panel. The panel has input into a range of materials and information provided by the Trust, ensuring that the information we provide is accessible, relevant, and understandable, materials including posters, leaflets, and surveys.

Bradgate Mental Health Unit and Mental Health Services for Older People (MHSOP) teams worked with the reader panel to gain feedback on new and improved welcome packs. These included glossy images of staff and scenery across Leicestershire. It was essential that all documents also involved carers and the reader panel, providing a lived experience perspective. We were able to take on board feedback and have a fantastic, finished product.



## Patient-Led Assessments of Care Environments – PLACE Visits

Our PLACE programme of assessments over the year have been carried out in partnership with patients and carers and staff from non-clinical settings. This has been a great programme and having fresh eyes and perspectives on things that matter to patients and carers directly from them has been essential. PLACE focuses on the care environment, privacy and dignity, cleanliness and food, and we have been able to implement change instantly in some areas.

Following the assessments a reflection workshop took place, where the experience of those involved was shared alongside improvements made in direct response to the visits. Here are some of the improvements that have taken place in direct response to the PLACE visit and recommendations made by patients, carers, and staff.

- Maintenance jobs were able to be escalated, chased where required and in some areas, jobs were able to be completed there and then.
- Extra seating and tables were sourced to ensure enough seats were provided for mealtimes.
- Additional training for staff in some areas to further enhance patient mealtimes.

- On a temporary ward a lot of changes were made quickly to enhance patients' experiences, including the repurposing of a communal room, ordering of TV's and radios, putting up wall clocks including dementia friendly clocks.

One of the top priorities that came out of the assessments was inpatient food. Following the assessments, a further review has taken place of inpatient food along with one of our patient leaders working collaboratively with the project lead. Early improvements that have been identified include:

- A plan to test out new food options with patient/carer PLACE assessors attending
- The monitoring of food waste is now in place
- A catering lead for the Trust is being appointed
- A patient survey has been created to monitor the feedback of patients experience of food
- Creating a checklist for ward staff/managers so they can observe and audit meal serving standards.

### Success stories of those with Lived Experience

Charles has struggled with mental health difficulties most of his life and experienced a mental breakdown three years ago. Charles eventually returned to education and started a Psychology degree at The Open University and joined the Patient Experience and Involvement Team. Charles went on to become a volunteer working on a project with the PIER team supporting the engagement of other service users, involved in recruitment panels, then trained in peer support to become a peer supporter in PIER, and went on to develop and launch a non-profit organisation called Knus to offer peer support and life coaching.

Another fabulous network member has been volunteering with the ECT team for quite a few years now after accessing the service some years ago themselves. They are using their lived experience to support patients and their carers/families through their ECT treatment; before, during and afterwards to allow them to reflect on their experience of treatment. They have now successfully secured a Health Care supporter role at the Bradgate Unit, and intend to gather other experiences, and insight to try to find new ways to improve the service for other patients and their families.

Youth Advisory Board (YAB) member Georgia has been successful in joining LPT as a peer support worker in the CAMHS Crisis Intervention Service. Georgia, who has lived experience of using CAMHS Services, continues to work with the YAB to support the group and young people to ensure their voices are heard.

### Feedback into Action – Listening to our patients

Over the last year there has been a focus in improving the ways in which our patients can share their experiences of receiving care at the Trust. The Friends and Family Test (FFT) has been central to this and as a result we have seen our average quarterly response rates increase from 1% to 9%.

**During 2022/23 we received 23,707 individual pieces of feedback via FFT with 84% Positive feedback and 9% of feedback reporting negative experience of care.**



Throughout the year services were invited to share their 'You said, we did' Boards, reflecting how we listened to and responded to feedback from patients and their families and carers. A small panel of patients and carers then judge entries and those services which are deemed good examples of feedback are awarded vouchers which they can then use to improve patient experience in that service. The team have also developed a learning board that services can use to demonstrate how they listened and responded to the experience of their patients.



The CAMHS Eating Disorder Team at Loughborough hospital have created feedback chalk boards on the walls to act as areas for young people and carers to add their views, advice, and feedback. Four big clouds with different prompts and themes have been painted into the wall along with a doodle board in the other corner where the games are kept making the display age-inclusive. Despite this being a new addition, the team have received many responses such as, 'I think I am great just for coming here' 'you are not alone' and 'be honest, they can't help if you don't let them'.

### LPT Youth Advisory Board (YAB)



The YAB continued to meet and work together each week virtually. They support and work on projects impacting young people across Leicester, Leicestershire and Rutland. Local and wider system partnership projects involved with over the last 12 months include:

- ✓ LPT Neurodevelopmental Transformation Project, the YAB have worked with this system wide project on an ongoing basis over the last year, including individual members with lived experience supporting and promoting the voice of young people within work streams such as communications and assessment pathways.
- ✓ The YAB have been working with CAMHS and adult MH services to support preparing young people for adulthood and transitions between services, and have worked with local CAMHS Care Navigators focussing on what is helpful for young people when they are transitioning to adult services.
- ✓ LLR Young People's Charter: they have inputted their views and voice in the development of a Young Persons charter along with the UHL Youth Forum. This will be shared across UHL and support young people's experiences when accessing services.
- ✓ Young People's experiences and Gender Identity, developing frequently asked questions (FAQS) to advise and support staff in understanding gender, LGBTQ+ and feeling confident in having discussions with young people.
- ✓ Joint Strategic Needs Assessment (JSNA), Mental Health (MH) Priorities across Leicestershire, the Local Authority Public Health Service have engaged with the YAB around mental health plans.
- ✓ The YAB supported this year's annual LPT Raising Health Campaign and successfully contributed through members individual fundraising efforts over £420 to the total. This ensured that young people accessing outpatient MH services also received a gift this Christmas.
- ✓ LPT Service Improvements, continuing to support LPT services to develop and inform service delivery through the voice and views of young people. This includes improving communications, patient information, pre-assessment materials and group work activity. The YAB have informed and worked with Mental Health in School Teams, School Nursing services and CAMHS services frequently over the last year.



## People's Council

Over the last year Council members have been involved in the co-design of the Trust's new Lived Experience Leadership Framework. The Framework sets out how the Trust will work with people with lived experience at all levels of its business.



The Framework will introduce the new codeveloped role of Lived Experience Partners who commenced in early 2023. Partners will work alongside clinical and non-clinical staff, patients, and carers, drawing upon personal experience and expertise to provide insight into the design, improvement and delivery of the services provided by Leicestershire Partnership NHS Trust. The Trust has also committed to consider the role of Lived Experience Directors as set out in the NICE Shared Decision Guidance. This role will be scoped further in 2023/24.

The role of the People's Council in the Framework will provide an independent voice to help the Trust to ensure that our services are great for all. Its membership consists of Patient and Carer Leaders, Lived Experience Partners, senior representatives of local Voluntary and Community Sector Organisations and representatives of the Trust.

The Council will do this by supporting LPT to: learn by being a critical friend, involve, engage and co-produce, shape strategy and policy, and supporting LPT to deliver on its equality, diversity, and inclusion commitments and to tackle health inequalities. Recruitment to a new membership will take place in Spring 2023.

## Improving patient involvement and experience - how did we do?

Priorities	We said we would	What we did
We will make it easy and straight forward for people to share their experiences.	Using patient experience and involvement insight to inform service and quality improvement and to continually improve the experience of those who use our services.	<ul style="list-style-type: none"> <li>100% of all services capturing feedback via the Friends and Family Test. Recruitment of Talk and Listen volunteers to support the capture of patient feedback.</li> <li>Increase of 3% in the response rate to the Friends and Family Test with an increase of 4% in satisfaction and decrease of 2% in dissatisfaction in experience.</li> <li>Reduced the number of concerns managed through the formal complaint process, through the introduction of triage and approach to resolving concerns informally.</li> </ul>
We will increase the numbers of people who are positively participating in their care and in service improvement.	Deliver continuous development of patient/carers participation and involvement, both through volunteering and paid employment, to better enable co-production of services.	<ul style="list-style-type: none"> <li>15 Steps Challenge Programme commenced with a cohort of lived experience representatives and staff recruited to undertake reviews at various services across the Trust.</li> <li>Patient Led Assessments of the Care Environment (PLACE) took place, resulting in all identified issues being resolved. Ten assessments took place, resulting in a range of improvements to care environments.</li> <li>Service user and carer involvement in recruitment panels providing a patient</li> </ul>

		<p>perspective and lived experience input into recruitment.</p> <ul style="list-style-type: none"> <li>• Increase in Lived Experience representatives working collaboratively within service areas Quality Improvement projects.</li> <li>• Patients and Carers are active partners in delivering quality improvement and transformation. Including co facilitation on introductory workshops via Recovery College; Recruitment panel training.</li> <li>• Foundations of Patient Experience programme delivered with 30 attendees made up of service users, carers and staff focusing on patient-centred improvements, experienced based co-design and collaborative working.</li> </ul>
We will improve the experience of people who use or who are impacted by our services.	To capture and use the learning from patient feedback and engagement to inform and influence how the Trust delivers and designs its services.	<ul style="list-style-type: none"> <li>• Programme of Complaints Peer Review delivered. Representation from staff from across directorates and lived experience representatives contributing to ongoing improvement of our complaints process.</li> <li>• Review of Patient Advice and Liaison Service (PALS) completed with a range of improvement recommendations adopted to improve access and responding to concerns.</li> <li>• Customer services training modules reviewed with staff and lived experience representatives. The new modules will improve concern resolution at point of contact and reduce concerns and complaints formally received.</li> </ul>

## Volunteering

We are so proud to have around 200 volunteers supporting at LPT, and as we emerge from the pandemic, we are now actively recruiting in many areas, as well as getting our volunteers back in their roles. There are also some volunteering roles that have changed to supporting the Trust in a virtual way.



### Voluntary Transport

We have 10 volunteer drivers who are available at different times of the week and we continue to recruit more. Achievements by our volunteer drivers this year include:

- Delivery of over 204 prescriptions covering 931 miles.
- Carrying out over 1584 journeys covering over 36392 miles.

### Recruiting volunteers

We actively work with our services to create new and different volunteering roles, and identify areas where volunteers would add value to our services. Recruitment of volunteers over the last year included:

- The Mealtime Assistant role, which has been hugely popular, especially at Evington Centre.

- Raising Health Volunteers – asking existing volunteers to support one-off projects including bag packing or collecting charity collection tins from around Leicester, Leicestershire and Rutland.
- Patient Experience Volunteers – such as Talk&Listen and Patient Capture Volunteering. This area has been refined with some volunteering roles now being treated as Involvement Roles, including the Reader Panel.
- Volunteer Drivers.
- Meet and Greet Volunteers.
- Ward Assistants Volunteers.
- Mealtime Assistant Volunteer.
- Pharmacy Volunteers.

We advertise volunteering roles on our website, we also advertise some roles through Voluntary Action Leicester and at De Montfort University. We continue to make links in the community to try to engage potential volunteers that are fully representative of our local population.

Over the last year we have:

- successfully recruited 30 volunteers
- received around 150 volunteering/placement enquiries
- 24 volunteers going through the recruitment process
- created the Welfare Caller Service, created to support service users. The use of this service has not been fully utilised.
- Attended various careers events and networking events to raise the profile of volunteering

## Celebrations in volunteering

The Volunteer Drivers were the winners of “Volunteer of the Year” at LPT’s annual Celebrating Excellence Awards.

Several Volunteers were nominated for the Platinum Volunteer Awards in 2022.

For Volunteer Week 2022 a Thank you video was created and shared to all of our volunteers as well as a volunteer prize draw involving asking volunteers to guess the length of ribbon used to make a jubilee bow.



Christmas volunteer celebrations took place over the whole of December with a Christmas did you know message being sent each week. The Christmas raffle resulted in money being raised for us to spend on saying thank you to our volunteers in Volunteer Week 2023.

## Supporting our volunteers

We have weekly communications to our volunteers to keep them engaged and informed.

We have introduced both online and face-to-face induction sessions to introduce them to LPT, and will soon be using the national NHS England volunteering into health e-learning programme to supplement this.

Every volunteer has a clear role descriptor and are supervised by a local service.

**For more information about our volunteering opportunities please visit [www.leicspart.nhs.uk](http://www.leicspart.nhs.uk)**

# Engaging our staff

## Our Future Our Way

Culture, leadership and inclusion is a key priority in our Step up to Great strategy. Our culture, inclusion and leadership programme is called Our Future Our Way, and has been refreshed at the end of 2022 to include more than 80 Change Leaders from across the Trust.



Having a great working culture, is important to help our workforce to thrive and deliver great patient and service user care and experience. Around 3,000 staff shared their experience of working at LPT through the annual NHS staff survey, and while we've made significant improvements in many areas (see below), there are some key areas they have identified for improvement.

Our Change Leaders have begun to review these areas in more detail, and are planning a series of roadshows, focus groups and board interviews, to engage staff in identifying the barriers and solutions to address these. The framework has been adapted for the NHS Culture and Leadership Programme, starting with a Discovery phase and moving on to Design and Delivery throughout 2023.

Our last round of the Our Future Our Way change programme (pre-pandemic) supported a number of important improvements in our culture and we aim to build on this. Previous achievements included co-designing a new vision, introducing our leadership behaviours for all, making appraisals more meaningful in relation to health and wellbeing and development, and influencing more compassionate HR policies.



## NHS Annual Staff Survey

We want LPT to be a great place to work and deliver care for all. The annual NHS staff survey is an important way for LPT to hear about the experience of staff – about what they think works well and what needs to improve. It gives the opportunity for staff to share their views on their role, their health and wellbeing, their managers, the Trust's safety culture and more. The 2022 survey took place between October and November 2022, and the results were published on 9 March 2023.

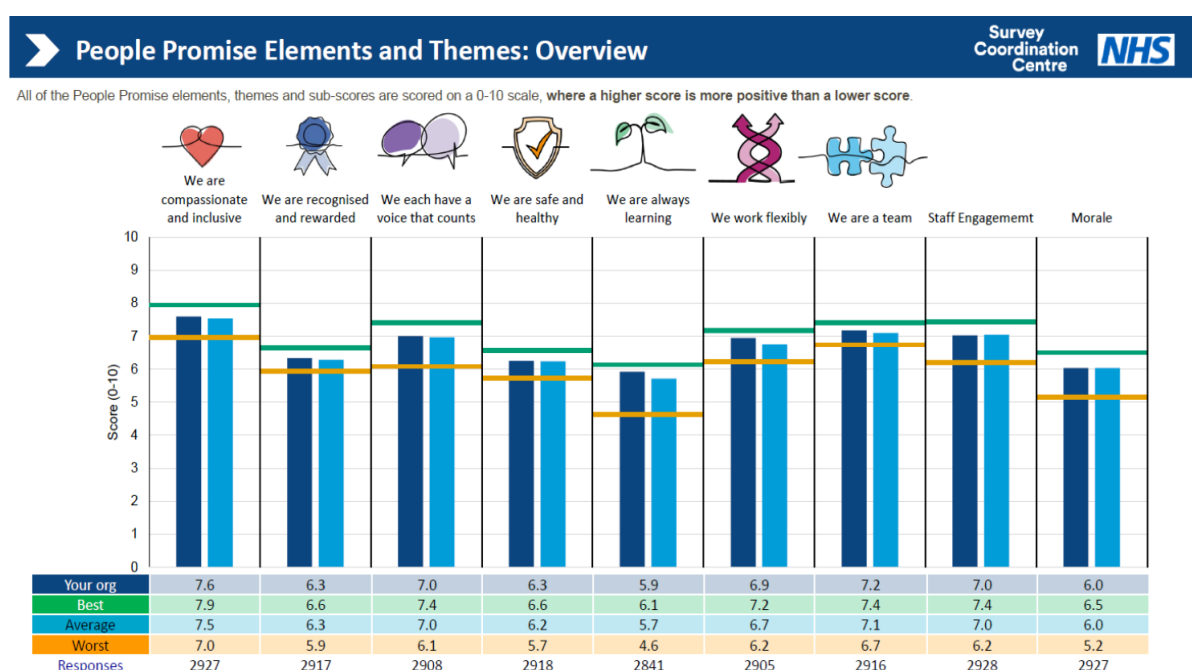


Around 3000 staff (51%) shared their views in the 2022 survey, which is above the national average of 50%. It was the first year that the survey included Bank staff. The response rate from Bank staff was 20%, which was also above the national average of 19%.

Overall scores improved across the questions, compared to last year, and several results are higher than the national average. There were 101 questions in total. Of these, 89 improved, five stayed the same and seven went down slightly.

With regards to the national People Promise indicators, no scores are below the national average, and none have gone down. This is great news as it shows that overall, staff experience of working at LPT continues to improve.

The graphic below shows our results against the national People Promise indicators compared to the national average.



We are particularly pleased to share that the majority of staff who responded to the survey felt that LPT is an inclusive and compassionate place to work – a positive reflection of our values and leadership behaviours for all. There are four areas of the People Promise that have significantly improved compared to last year, again reflecting areas we have focused on as part of our Step up to Great journey:

- We are safe and healthy
- We are always learning and improving
- We work flexibly
- We are a team

The results also show that overall staff engagement and staff morale has improved slightly from last year, both of which are now in line with the national average compared to previous years (where they were lower).

How staff feel about recommending LPT as a place to work and deliver care is also important and there are two questions that specifically measure this:

- The proportion of staff recommending LPT as a place to work has improved slightly, whereas the NHS average has seen a downward trend. In addition, more of our LPT family look forward to coming to work compared to last year.
- However, staff recommending LPT's standard of care to friends or family has gone down from 64% to 62%, which although is in line with the downward trend nationally, is disappointing, and an area we need to further understand from our staff.

More positively, staff feeling that LPT's top priority is care of patients/service users has gone up (from 75.4% to 76.9%) – this improvement is now closer to the national average compared to the last two years. Staff also feel more valued and recognised by LPT than last year, and 80% of staff said the people they work with are polite and treat each other with respect. These indicators clearly reflect our vision and values in action.

An area where we are performing noticeably above the national average is staff's improved experience of diversity and inclusion at LPT, particularly in relation to respecting individual differences, career progression, discrimination and bullying. This is really positive to see, however we have much more to do in championing our Group's Together Against Racism agenda and building on our EDI priorities.

Other areas where experience is significantly better than the national average is in relation to line manager support, appraisals, opportunities for career development, teamwork, flexible working, always learning and compassionate leadership. Again, all positive developments.

The lowest indicator of satisfaction was with pay, which is being dealt with at a Government level. Areas that we can do more about at a local level however, are the areas we have identified a decline in: work pressure and burnout, staffing, feeling that staff make a difference to patients/service users, and feeling able to raise concerns.

These areas will be explored further through the next phase of our culture programme Our Future Our Way, as outlined above, through which over 80 Change Leaders will engage with staff across the Trust over the next few months. This will build on the work we are currently focused on around recruitment and retention as part of our People Plan.

## Support and advisory services

Our staff have access to a wide range of support and advisory services:

- Occupational Health Service available to all staff
- Confidential counselling and psychological support services (Amica)
- Professional organisations and trade unions
- Disabled staff support group (MAPLE)
- Interfaith forum
- Black, Asian and minority ethnic staff support group (BAME) – note name change to REACH (Race Equality and cultural Heritage) in November 2022
- Carers support group
- Spectrum (lesbian, gay, bisexual, transgender members of staff)
- LPT Young Voices
- Women's Network
- Men's Health Network
- Anti-bullying and harassment advice service (ABHAS)
- Access to mediation for resolving workplace conflict
- Listening Ear service provided by Chaplaincy services
- Access to Freedom to Speak Up Guardian

- LLR Mental Health and Wellbeing Hub (up to March 2023)
- Wellbeing Wednesday active sessions
- Mindfulness sessions for staff
- Monthly Health and wellbeing roadshows at sites

## Our Staff Support Networks

Our staff networks offer support, connection with others, information and awareness, and work to improve LPT as a whole.

	<b>Armed Forces</b> For staff with experience with the armed forces		<b>Race Equality and Cultural Heritage (REACH)</b> For staff from black, Asian, or minority ethnic backgrounds
	<b>Carers</b> For staff with caring responsibilities		<b>Spectrum</b> A network focusing on LGBTQ+ issues, straight allies welcome
	<b>Mental and Physical Life Experiences (MAPLE)</b> For those with long term health conditions		<b>Women's network</b> For discussing issues relating to women, all genders welcome
	<b>Neurodiversity</b> For staff with any range of neurodiverse conditions such as dyslexia, ADHD, and autism		<b>Young Voices</b> For staff 16-35 for support and information on careers

We want to create a culture of openness and transparency, where staff are not afraid to raise concerns. Just some of the ways we are enabling this are:

- A monthly Team Brief with our chief executive, which includes a question-and-answer session with our executive team on current themes.
- A monthly senior leadership group forum – for senior leaders to not only hear about our direction of travel, but contribute, share views and concerns, and take ownership.
- If a member of staff has concerns about an issue that affects the delivery of services or patient care, they are encouraged to speak to their line manager, head of service or director.
- They can also contact the Trust's Freedom to Speak Up Guardian for advice – referring to the 'Freedom to Speak Up: Raising Concerns (Whistleblowing) Policy for further sources of advice.
- If staff have concerns about a work issue, they can contact their trade union / professional organisation representative or a member of our human resources team.
- An e-learning package is available for staff to increase awareness of how to raise concerns.
- Our Leadership Behaviours for all provides a framework to hold each other to account, including a feedback model.
- We support Duty of Candour, and have raised the profile of the importance of this through various forums and communications, including a learning lessons exchange to improve culture. We are also working towards implementing PSIRF.
- Staff listening events on key themes or hot topics and monthly staff support networks.
- Our appraisal process includes a section on health and wellbeing and also a focus on our leadership behaviours.
- Directorate staff drop-ins which give staff within the directorates a safe space to voice their thoughts.

# Freedom to Speak Up

## Together we are making speaking up business as usual

We are committed to creating high quality, compassionate care and wellbeing for all. Our chief executive is the lead director for Freedom to Speak Up, which signals to staff the importance the organisation places on speaking up about patient care, quality improvement and resolving work related issues. Staff are encouraged initially, to speak up and raise concerns with their line manager, with another member of the leadership teams or directly with the Freedom to Speak Up (FTSU) Guardian. The FTSU Guardian provides confidential and impartial advice, or practical support where requested.



The Freedom to Speak Up: Raising Concerns (Whistleblowing) Policy is published in line with current guidance from NHS Improvement & NHS England. The policy provides assurance to staff and explicitly states that harassment or victimisation, of anyone speaking up and raising a concern, or any form of detriment will not be tolerated and could be dealt with through disciplinary procedures.

The Policy identifies a variety of ways in which staff can speak up within the Trust in addition to the FTSU Guardian or manager, for example, the Chaplaincy 'Listening Ear' service, AMICA counselling services, Occupational Health service, Human Resources and Staff-side services. In addition, the policy also identifies the specific non-executive director with responsibility for FTSU, and other external mechanisms such as Care Quality Commission, specific professional bodies and the National Whistleblowing helpline.

An essential part of the Freedom to Speak Up process is to ensure that the people who speak up receive feedback on how their issue is being managed or addressed e.g., who is responding to the matter, what they have found, is there any wider learning or opportunities for service improvements and what specific actions are being taken (recognising confidentiality issues as appropriate). Feedback is seen as a significant phase of a learning and improving culture and therefore the ongoing response when someone speaks up supports the development of trusting relationships, builds confidence in the speaking up process and promotes a positive speaking up culture. Encouraging speaking up and supporting colleagues who do speak up is a common thread through all five of the Trust's Leadership Behaviours.



## Freedom to Speak Up Champions

The Trust now has over 20 volunteer Freedom to Speak Up Champions who play an important role in positively promoting the key messages about speaking up and widening the reach of the FTSU agenda. They can offer support and signpost colleagues to appropriate services as required.

Given the national acknowledgment of additional barriers for speaking up on certain groups of staff, great care has been taken to ensure the Champions network is representative of the workforce in terms of equality, diversity and inclusion and professional groups. The Trust Champions network has representatives from all staff support networks and from a variety of services and disciplines including physical health and mental health teams (nurses and Health Care Support Workers), Allied Health Professionals and administrative roles across the breadth of the workforce.



# Contact us

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

Comments should be sent to:

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Bridge Park Road  
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Fax: 0116 225 3684  
Email: LPT.feedback@nhs.net**

**You can also follow the Trust on social media:**

Twitter @LPTnhs  
Facebook/LPTnhs  
YouTube/LPTnhs  
Website [www.leicspart.nhs.uk](http://www.leicspart.nhs.uk)

## **Quality Account**

You may also be interested to read our Quality Account for 2022-23, 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](http://www.leicspart.nhs.uk)

# Need this report in a different language?

If you need this information in another language or format, please telephone 0116 295 0903 or email: [lpt.patientinformation@nhs.net](mailto:lpt.patientinformation@nhs.net)

## 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](mailto: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](mailto: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](mailto: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](mailto: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](mailto:Patient.Information@leicspart.nhs.uk) पर हमें ईमेल करें

## Polish

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