

# Living our values to improve health and lives

## Our strategy 2018 - 2023



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# introduction

We are pleased to present our strategy for 2018 – 2023, where we set out our ambitions and plans for the next five years.

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health and learning disability services in Leeds. We also provide specialist services across York, the Yorkshire and Humber region, and some highly specialised national services.

Our vision is to provide outstanding mental health and learning disability services as an employer of choice. This means supporting our service users and carers, our staff and the communities we serve, to live healthy and fulfilling lives where we can all achieve our personal and professional goals, and live free from stigma and discrimination.

## How we got here

We published our first ever strategy 'Improving health, improving lives' in 2010. Since then there have been significant changes in our organisation and across the NHS. Therefore, it was time to look to the future to make sure our plans:

- reflect what our service users, carers, communities and staff are telling us
- are in line with national policy
- are based on latest evidence and best practice

Our new strategy has been developed by listening to people who use our services and our staff. We started in March 2016 with listening events for staff hosted by our chief executive. They highlighted a real commitment and compassion from staff and showed their enthusiasm for wanting to do a great job and feel proud of the quality of our care.

We followed these listening events with a series of online conversations with Trust members, staff, service users, carers and people from partner organisations. We used a process called crowdsourcing to pose questions, enable discussion and collect feedback. The process is similar to social media and it added a new way of identifying and discussing priorities, extending our ability to have a genuine conversation about what is important and what our focus should be.

## Policy context

We know that existing approaches to the delivery of care and support, and the way the system operates, need to change.

The NHS Five Year Forward View, the development of local and regional Sustainability and Transformation Partnerships, and the Mental Health Five Year Forward View have all been influential in developing our Trust strategy. They have been translated into local action through the sustainability and transformation plans, the local Leeds plan and the Transforming Care programme for learning disability services.

The mental health objectives in all of these work programmes are underpinned by the ambitions set out in the national Five Year Forward View for Mental Health and Transforming Care for People with Learning Disabilities publications. If you aren't familiar with these plans and publications, a brief explanation of them is available at the end of this strategy document.

Senior staff from our Trust work actively in all of these forums to influence the future direction for services based on the experiences and expertise of our service users and staff.



## How we will work

We have agreed that prevention is crucial and proactive care and rapid response in a crisis must be a priority.

We believe we can improve quality, consistency and experience of care for people by working with our partners in teams, rather than as standalone organisations.

We need to maintain our focus on the quality of care we provide to people who need our services long term. These people often have complex needs that historically have not been well met across health and social care.

Our approach will be rooted in local communities, with co-ordination between primary care, community, specialist and social care.

The providers of mental health and learning disability services across West Yorkshire, working with those who commission our services, and our partners, are developing a shared way of working that will reduce variation in quality whilst improving the outcomes we deliver.



# a bit more about us

We are an NHS foundation trust. That means:

- we have some freedoms to decide locally how to meet our obligations
- we are accountable to local people, who can become members and governors
- we are authorised and monitored by NHS Improvement, who support us and hold us to account

We offer services to people who need support and treatment for a wide range of mental health conditions, from depression, anxiety and obsessive compulsive disorder, to dementia, bipolar disorder, schizophrenia and personality disorders.

We support people living with issues such as addictions, eating disorders, or physical problems with psychological causes, and those needing the support of our gender identity service.

We offer community, supported living and inpatient care to people with a learning disability, who can present with challenging behaviour or complex physical health needs.

We offer services across the region, and in a variety of locations, including inpatient children's services in York, deaf children's services across northern England, and secure services for Leeds and York.

The majority of our care is provided in, or close to, people's own homes, with the need for people to stay in hospital kept to a minimum.

During 2016/17 we saw over 25,000 new service users and had contact with over 270,000 people in the community.

We have 408 inpatient beds and 2,600 highly trained staff committed to providing outstanding mental health and learning disability care.

Many of our services are provided in partnership with local third sector organisations, GPs and primary care, and other statutory organisations such as NHS healthcare providers, local authorities and the police.

Find out more about us and our services on our website at [www.leedsandyorkpft.nhs.uk](http://www.leedsandyorkpft.nhs.uk).

## key facts

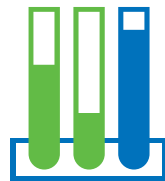


**£153m**  
our annual turnover

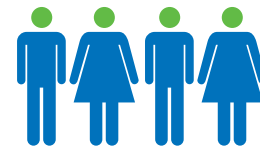


**25,531**  
service users were seen  
by the Trust in 2016/17

## our research



**£2,343,665**  
in research grants from the  
National Institute of Health  
Research funding programmes  
received by the Trust in  
2016/17

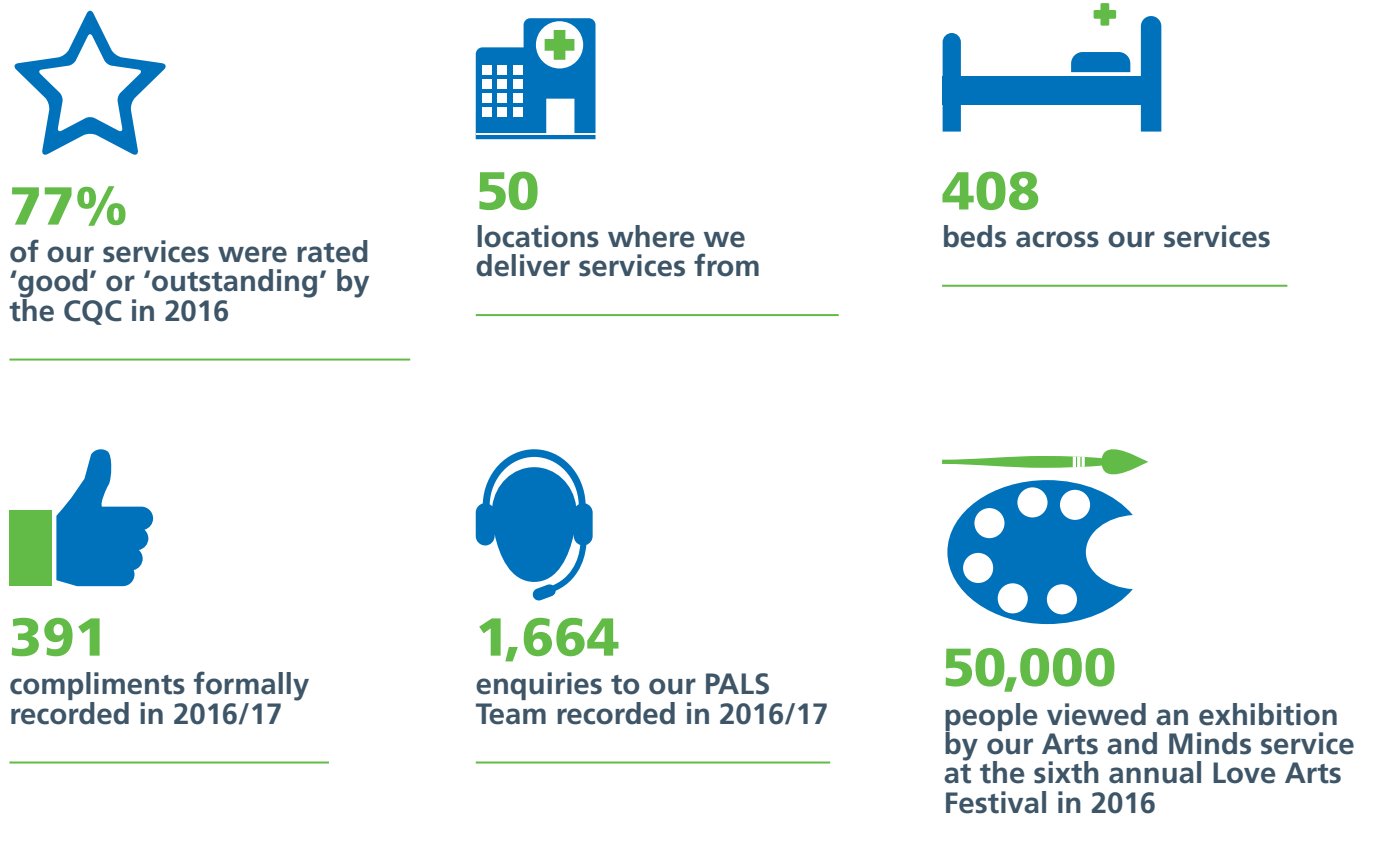


**1,196**  
service users, carers and  
staff recruited to research  
conducted by the Trust in  
2016/17

## we have



## our services



# how have we improved?

Since we published our first strategy 'Improving health, improving lives' we have made a range of improvements and launched new initiatives. We've highlighted a few below.

## Our Service User Network

We established a Service User Network (SUN) which gives a voice to our service users and their carers. SUN encourages people to express their views, share their experiences and explore what works well in our Trust and what may need improvement.

## Crisis partnership

We have developed effective partnerships to improve how people access crisis services. This includes the development of a new Crisis Assessment Unit, liaison work with the police, and work alongside the third sector to improve crisis support.

## Liaison Psychiatry

We developed and improved our approach to how we liaise with service users attending Accident and Emergency who might be admitted to hospital in Leeds. Our Acute Liaison Psychiatry Service saw over 2,400 people during 2016-2017.

## Place of Safety

We opened a new Section 136 health-based Place of Safety at The Becklin Centre for people detained by the police under Section 136 of the Mental Health Act. The unit has four dedicated beds and ensures we can give care and treatment in a clinical environment to people who, in the past, may have been taken into police custody. Since opening the new unit for both adults and children we have received 753 referrals into the service.

## Perinatal service

We launched a new regional Perinatal Outreach service to support families in the community who are experiencing significant mental health difficulties during pregnancy and for the first year after their baby is born. Since the launch, 47 families have benefited from this new service.

## Substance misuse partnership

We formed a partnership for people needing support with alcohol and drug issues. The service, called Forward Leeds, brings together a range of expert organisations, including DISC, Barca Leeds, St Anne's Community Services, St Martin's Healthcare Service and the Leeds Addiction Unit to deliver better outcomes.

## New home for children's unit

We relocated our York Child and Adolescent Mental Health (CAMHS) inpatient services into a newly-renovated environment at Mill Lodge.

## Rehab and recovery

We developed a new Recovery and Rehabilitation service that brought our staff together with the third sector to create a new combined community service. This has resulted in more opportunities and choice for service users, especially around community support, and has led to significant reductions in reliance on inpatient beds.

## What our inspectors said in 2016

The agency that inspects and rates NHS trusts, the Care Quality Commission (CQC), rated 77% of our services as good or outstanding in 2016, with an overall rating of requires improvement. Our national Deaf Child and Adolescent Mental Health Service was rated outstanding.





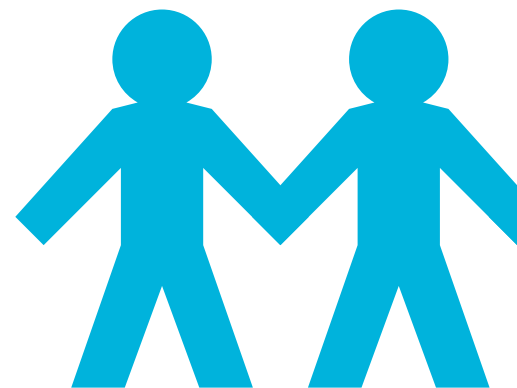
# what we stand for

This strategy aims to set out:

- our strong ambition for our future
- the difference we want to make to the lives of people who use our services
- how we will support and develop our staff
- our values - which we feel are integral to how we go about our business

The following tables set out what we are here to do (our purpose), what we are aiming to achieve (our vision and ambition) and how we go about this (our values).

<b>Our Purpose</b>	Improving health, improving lives.
<b>Our Vision</b>	To provide outstanding mental health and learning disability services as an employer of choice.
<b>Our Ambition</b>	We support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives. We want to achieve our personal and professional goals; to live our lives free from stigma and discrimination; and to improve the lives of people with a learning disability and mental ill health.



# our values

We developed our values with our staff, members and partners. They define who we are, what we believe and how we will work to achieve the best outcomes for our service users and carers. In 2017 we started to embed them across the Trust, as we know they will have a direct impact on the experiences of our staff and service users.

Our values	The behaviours that support our values
<p><b>We have integrity</b> We treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.</p>	<ul style="list-style-type: none"> <li>• We are committed to continuously improving</li> <li>• We consider the feelings, needs and rights of others</li> <li>• We give positive feedback and constructively challenge unacceptable behaviour</li> <li>• We're open about the actions we take and the decisions we make, working as one team with service users, colleagues and relevant partner organisations</li> </ul>
<p><b>We keep it simple</b> We make it easy for the communities we serve and the people who work here to achieve their goals.</p>	<ul style="list-style-type: none"> <li>• We make processes as simple as possible</li> <li>• We avoid jargon and make sure we are understood</li> <li>• We are clear what our goals are and help others to achieve their goals</li> </ul>
<p><b>We are caring</b> We always show empathy and support those in need.</p>	<ul style="list-style-type: none"> <li>• We make sure people feel we have time for them when they need it</li> <li>• We listen and act upon what people have to say</li> <li>• We communicate with compassion and kindness</li> </ul>



# our strategic objectives and priorities

We have set ourselves three strategic objectives that will enable us to deliver on our ambitions.

1	We deliver great care that is high quality and improves lives.
2	We provide a rewarding and supportive place to work.
3	We use our resources to deliver effective and sustainable services.

## Strategic objective one

### We deliver great care that is high quality and improves lives.

To improve lives we know we have to work with those who use our services and the people who care for them. Great care comes together when we understand peoples' needs, goals and lived experiences, and can draw from a wealth of professional expertise to support them to meet their goals.

Great care is:

- Accessible – people know how to get it, when they need it and it is available
- Engaging and expert-driven – care that engages with the individual and is personalised; it is the best care available as experts draw on evidence and best practice
- There for the whole journey – we know that handovers and changes of teams can be challenging and we take particular care to learn from and improve these transitions

To support continuously improving high quality care we need to have the right leadership in place, the right culture and a spirit of continuous learning and improvement at every level of the organisation. The ways in which we are supporting this can be found in our Quality Plan.

We have identified three priorities that are aimed at supporting both the delivery of our strategic objectives, and shape how we will deliver services in the future. We have also developed a supporting Clinical Plan which provides more detail about how we intend to deliver these priorities.

### Priority 1

#### Supporting people in their recovery

Recovery may be both clinical and personal. Whilst we support people in clinical recovery – reducing or eliminating symptoms – we are equally committed to supporting personal recovery. Personal recovery is supporting people to live the lives they want to live, in spite of or because of their lived experience of illness depending on their choices and priorities.

We know that we need to work to support people to keep themselves well and safe as a central part of the recovery journey. We know that formulating these plans in partnership with our service users and those who care for them is the most effective way of achieving this.

### Priority 2

#### Supporting people to achieve their agreed goals and outcomes

Recovery plans – and recovery supporting services – may be measured by how well they meet the goals and improve the lives of those we serve.

Being able to judge how well we achieve peoples' goals and understand the outcomes that we achieve together is central to learning how well we are doing as a service and where we need grow and improve. We know that outcomes can be hard to measure and we are committed to working together to use and refine the right patient and professional outcome measures to guide us for each service area.



We also need to understand how we can empower people to express their goals and understand their experience alongside what might be possible for their future. We understand that hope for the future is an essential characteristic of services that support recovery.

### Priority 3 Supporting staff to promote and coordinate helpful and purposeful practice

We know that the process of supporting people in their recovery journey is complex – and will require that different skills and perspectives are brought together in a joined up, personalised plan. We need to be adept at team working, bringing together different views and perspectives to decide the most effective service offer to each person, each time.

We need to have clarity and accountability in teams; fostering environments which are respectful and safe for people to express differing views and come together to agree the best approach to an individual's care and treatment.

We need to be skilled at understanding the different perspectives that make a well-functioning team greater than a single approach.



## Strategic objective two

### We provide a rewarding and supportive place to work.

Every day of the year, hundreds of people use our mental health and learning disability services and benefit from the experience, skills and commitment of our staff. We employ around 2,600 staff and we are supported by over 400 bank staff, and around 160 volunteers who provide support to service users, their families and carers.

Our staff and volunteers are at the heart of our organisation. Our vision to provide outstanding mental health and learning disability services as an employer of choice requires us to continue to develop our workforce.

Our priorities to meet strategic objective two are set out below. These form the basis of our Workforce and Organisational Development Strategic Plan which provides more detail about how we intend to deliver these priorities.

#### Priority 1 Recruitment, retention, reward and talent management

We continually evaluate our approaches to recruitment to ensure we attract great people who can live our values. Working with local partners and higher education providers we will use innovative approaches to encourage people to choose a career in health and social care. We will continue to develop better employment processes to reduce the time it takes from appointment to employment.

We will design and deliver a talent management process to support the workforce needs of the organisation, while seeking to retain and develop existing members of staff to identify and nurture the next generation of leaders at all levels of the Trust. We will ensure that we reward people in a fair and appropriate way and there is equity in the support for professional development. When there is a need to change the way we deliver our services, we will ensure that people are engaged in how they are developed and delivered, and in the development of new roles and ways of working.

As a teaching organisation, we also provide clinical training and development for a range of health professionals. In partnership with local medical schools, universities and colleges, we provide a variety of education programmes and mental health-focused continuous professional development through the nationally-renowned Andrew Sims Centre.

#### Priority 2 Embedding values and behaviours to deliver cultural change

Our values are aimed at creating a culture where we work with service users to gain genuine agreement on what's important:

- with a focus on good teamwork and communication
- creating an environment in which we feel comfortable and have opportunities to raise concerns
- where we are accountable and work in a safe and respectful manner

We are committed to embedding our new Trust values and behaviours at every level to ensure these are understood and lived by everyone. We know increasing our Board and Executive Director visibility within the organisation, and our values is an important part of this. We have identified the behaviours required to ensure our new Trust values 'live', and we want to develop and encourage our workforce to have the confidence and support to challenge unacceptable behaviour.

In the latest national NHS staff survey, staff told us:

- they feel motivated at work
- they are able to contribute towards improvements at work
- they would recommend the Trust as a place to work or receive treatment

These positive signs are a strong foundation for achieving our Trust vision and ambition and we plan to build on this, using our 'Your Voice Counts' platform to address our priority areas. Staff also told us that there are areas we could improve, such as communication with senior managers, team effectiveness, and reducing violent incidents, bullying and harassment.

We are committed to developing high performing teams to deliver improvement and change and continue to work with teams who need support. We will use latest evidence to support team leaders to take ownership for their team development.

We will continue to use coaching as a key enabler, to develop health conversations and build relationships. This includes further use of the health coaching model and developing leaders and managers to use a coaching approach.

### Priority 3 Staff support and health and wellbeing

We will support our workforce through improving staff health and wellbeing, focusing on encouraging physical activity into staff daily routines and providing Health and Wellbeing Practitioners to offer fast-track support for stress-related conditions. We will also offer physical health checks for all staff.

Building on the success of our in-house physiotherapy service to support musculoskeletal conditions, we will be offering bespoke team interventions and advice, fast-track referrals and triage to support staff to stay in work. We are investing in technology to improve access through telemedicine and video tutorials on our staff intranet, Staffnet.

Supporting staff to live a healthy and fulfilling life is really important to us. We will continue to provide our employee assistance programme which is available to all staff and family members. It offers confidential counselling services as well as a range of other services including general health advice, legal advice, support with debt management, and family matters.





## Strategic objective three

### We use our resources to deliver effective and sustainable services.

The Trust operates within the challenging financial climate of the wider NHS, and as a publically accountable organisation we have a duty to demonstrate on-going value for money.

We recognise the link between efficient and effective high quality care and the best use of resources. Increasing pressures within the mental health and learning disability system have resulted in a continued rise in demand. It is essential that our services are sustainable, so we can continue to meet this need in the most efficient and cost effective way possible.

Delivering our strategy in the current economic climate will not be easy and will mean making some tough decisions and choices about our priorities for action. Our underlying financial position is stable and we need to maintain this to support the viability of the Trust through the next five years. We recognise that our financial plans need to be sufficiently stretching but without compromising the quality, safety and effectiveness of our services, if we are to achieve our vision of becoming an outstanding organisation.

It is clear that we need to manage our cash resources and make investment decisions carefully. We must base these decisions on robust evidence and business cases, linked to our other key supporting plans.

The financial challenges across the NHS and value for money principles require us to constantly make cost improvements, to maintain our financial position and make the necessary improvements in quality to achieve our vision and ambition.

We actively engage in work at a national, regional and local level. We also collaborate with other organisations across a range of sustainability and transformation partnerships to identify ways to work together to deliver better care in the most economical way possible.

Our workforce is our largest resource and expense, and we have a strategic priority which specifically considers this, including how our staff work to achieve effective and sustainable outcomes for people who use our services.

It is vital that we demonstrate that the investment decisions we make contribute to these outcomes, including decisions on how we use our other main resources of estate and information technology. We have developed a Health Informatics Plan and an Estates Plan which provide more detail about how we intend to make the most of these resources to support the delivery of our overall strategy and priorities.

### Best use of technology

The innovative use of information has the power to transform mental health and learning disability services and is essential in implementing our strategy. Over the last year we have made some significant investments which we intend to build upon further to make the best use of technology across all of our services. Our future plans include:

- replacing our clinical information system with a solution that works on mobile devices and can exchange and share data with our other systems and those of our partners
- introducing a document management system that can safely store our patient records
- delivering a reporting service that provides a 'balanced score card' to front line staff to help them measure performance and achieve their goals, and which re-engages clinical teams with the value of data they produce
- rolling out robust mobile technologies that support agile working
- implementing what is known as a 'system integration product' to link up our workforce applications and streamline key processes in corporate and support services





## Our estates

People who use our services are at the heart of everything we do and their wellbeing and recovery is our main focus. There is a broad shift in the way we deliver care which is pivotal to our estate plans. This is the increase in community-based provision that reduces the length of time people spend in our inpatient services wherever possible, and provides care that is closer to home or within a person's own home.

We need to streamline the way we use our existing estate to reduce the overall cost of running it and modernise the estate we do have, ensuring it is the best it can be for both our service users and staff.

We need to increase the mobility and agility of our workforce, linked to the investments we are making around digital and mobile technologies, already. Effective digital plans will enable us to make full use of our Private Finance Initiative (PFI) estate (such as the Becklin Centre) and streamline our owned premises to ensure our efficiency plans are targeted at support costs and not clinical resource.

Our Estate Plan consists of three main elements:

- consolidation of our existing estate with greater emphasis on working closely with our partners in shared community-based settings at key locations across Leeds
- disposal of old estate which is no longer fit-for-purpose and would need considerable investment
- Using our PFI premises for our core clinical services to maximum effect



# delivering our strategy

We will deliver our strategy by the following principles:

- living our values
- working in partnership with local, regional and national partners from all sectors
- building better and longer term relationships with the voluntary and community sector
- engaging meaningfully with service users, carers and staff
- being open and transparent about what we are doing and how well we are doing it

Delivery on this strategy is the responsibility of the Trust Board. To turn this into action we have developed a set of strategic plans which provide detailed information about how we will achieve our ambitions over the next five years.

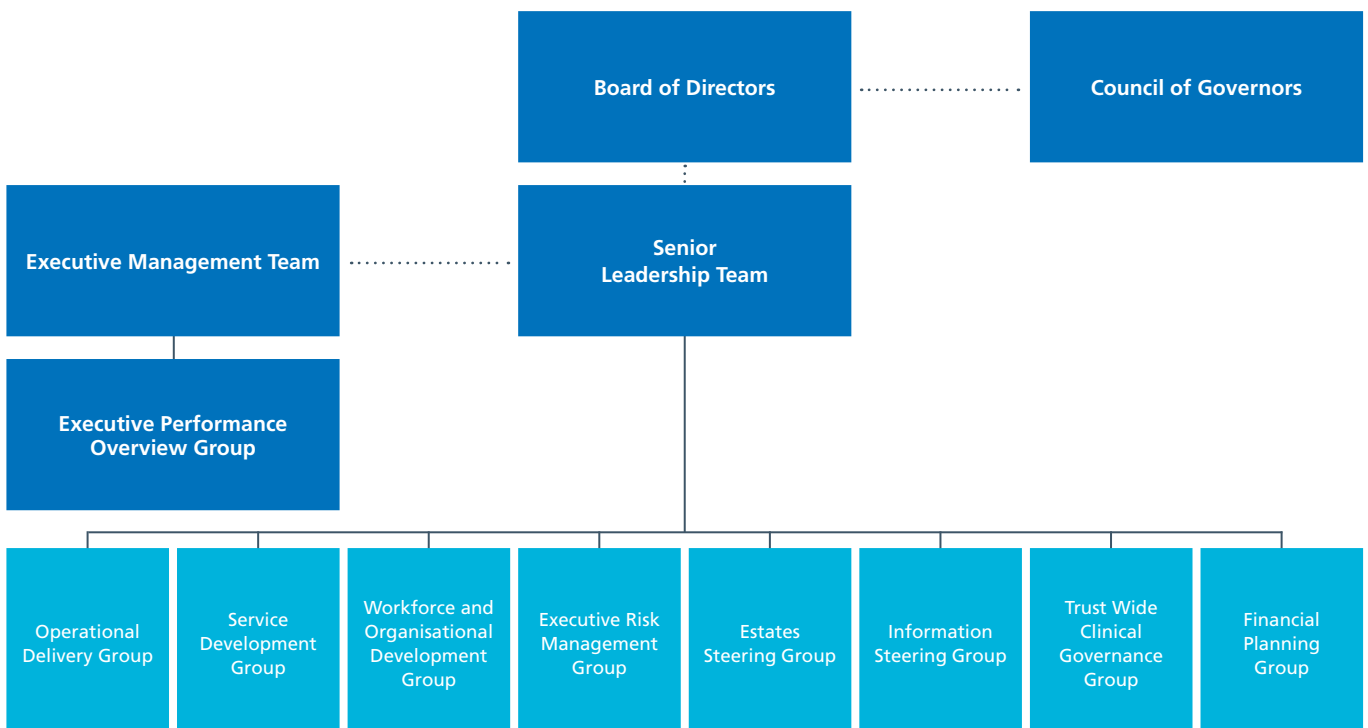
The plans are listed below and each has an executive director lead.

Each year we will set our annual actions to keep us on track with our strategic plans. The Board and Council of Governors will receive regular reports on the progress we are making and importantly, the impact this is having for service users, carers and staff.

Strategic Plan	Executive Lead
Clinical Services	Chief Operating Officer
Workforce and Organisational Development	Director of Workforce Development
Quality	Director of Nursing
Estates	Director of Finance
Information Management and Technology (IM&T)	Director of Finance

The diagram below shows the Trust’s governance structure, this is the set of meetings that bring together the right people to deliver

the plans and report progress to our Trust Board and Council of Governors.



# a quick a-z guide of our services\*

## Acute Inpatient Services

These services are primarily for people of working age who require inpatient assessment and treatment. People who are admitted to The Becklin Centre and to Ward 4 at The Newsam Centre have complex and acute mental health needs, and will have significant risks which need to be managed in a 24 hour care service.

## Addiction Services (Forward Leeds)

Forward Leeds is our alcohol and drug treatment service in Leeds. It provides assessment, treatment and aftercare for people who misuse alcohol and other drugs and who have complex needs. Leeds Addiction Service staff are based in locality hubs in Armley, Seacroft and the city centre. In addition, we offer home visiting, primary care based clinics and hospital liaison.

## Adult Attention Deficit Hyperactivity Disorder (ADHD) Service

This service is based at The Mount. It provides specialist assessment and management of Attention Deficit Hyperactivity Disorder (ADHD) in adults and young people in transition from the Child and Adolescent Mental Health Service (CAMHS) who require ongoing monitoring and management of their condition.

## Autism Diagnostic Service (LADS)

The Leeds Autism Diagnostic Service (LADS) provides assessment and diagnosis for people in Leeds over the age of 18 who have all levels of intellectual ability, and who may have autism. A follow-up appointment is offered to those who receive a diagnosis of Autism Spectrum Disorder.



## CFS / ME Service

The Leeds and West Yorkshire CFS / ME Service is a specialist service for adults (aged over 17) with Chronic Fatigue Syndrome (CFS) / Myalgic Encephalomyelitis (ME). Individual care plans and different options for treatment help people to make sense of their condition and work towards recovery.

## Child and Adolescent Mental Health Service (CAMHS) Inpatient Unit

Our Child and Adolescent Mental Health Service (CAMHS) inpatient unit is based at Mill Lodge in York and looks after children aged 13 to 18. The unit is staffed by nurses with the support of

a larger team of psychiatrists, teachers, clinical psychologists, occupational therapists, a family therapist, a dietician, secretarial support staff and a pharmacist.



## Community Learning Disability Teams

We have two Community Learning Disability Teams working across Leeds. They're made up of professionally qualified staff including psychiatrists, psychologists, physiotherapists, dietitians, occupational therapists, speech and language therapists and nurses. We also have an Assessment and Referral Team and a Health Facilitation Team.

## Community Mental Health Services

Our Community Mental Health Teams are based across three localities in Leeds and provide a range of services including mental health assessment and treatment, a medical outpatients service and an older people's service. The teams accept both urgent and routine referrals from a wide range of services including primary care and voluntary and third sector organisations.

\*accurate as of November 2017



### **Crisis Assessment Service**

The Leeds Crisis Assessment Service (CAS) is a city-wide acute mental health service. It offers assessment to people aged 18 years and over who are experiencing acute mental health problems that may pose a risk to themselves and/or others, and who require an assessment quickly. CAS works across health, social care and the voluntary sector to improve access to appropriate mental health services.

### **Deaf Child and Adolescent Mental Health Service**

Our national Deaf Child and Adolescent Mental Health Service works with children and young people aged up to 18 who have severe to profound hearing loss, have deaf parents or have British Sign Language as a first language, and who also experience emotional and/or behavioural issues. They work to improve the mental health of these children and young people through supporting them and their families.

### **easy on the i**

This is an information design service based in our learning disability services. They work in partnership with service users to produce information that is easy to understand.

### **Gender Identity Service**

The Leeds Gender Identity Service offers assessment and support to people aged 18 and over with gender dysphoria. The service provides assessment which allows the team, in conjunction with the individual, to consider the diagnosis of gender dysphoria

and their readiness to move forward.



### **Healthy Living Service**

People with mental health problems are at a higher risk of developing physical health problems such as obesity, diabetes, stroke and heart disease. The Healthy Living Service improves physical health by supporting service users to make positive lifestyle changes. They focus on our acute services in Leeds and include dietitians, physiotherapists, a health improvement specialist and a team of healthy living advisors.

### **Intensive Community Service (ICS)**

Our Intensive Community Services offer an alternative to hospital and are provided via our three locality bases. They offer a flexible mix of home visiting and unit-based acute treatment.

### **Learning disability inpatient services**

This team offers a range of services including respite for people with profound and multiple learning disabilities, continuing treatment for people who require longer term care, and an acute

assessment and treatment service for people who require more intensive specialist interventions which can only be delivered within an inpatient setting.

### **Learning Disability Specialist Health Planned Care (Respite) Service**

This service provides care to adults with challenging behaviour and associated complex health needs. People accessing the service require specialist health respite care on an intermittent basis.

The team involves service users and their families or carers in their care and support packages and works closely with individuals to help them to make healthy lifestyle choices.

### **Liaison Psychiatry**

Our Liaison Psychiatry Service supports people whose physical health problems have led them to experience emotional difficulties. Many of the people who access our Liaison Psychiatry Service are referred from general hospital and have been receiving treatment for physical health problems. They offer a mixture of outpatient, acute and inpatient services.

### **Locked Rehabilitation Service**

This service is based at The Newsam Centre and is an 18-bed locked rehabilitation ward. Referrals can come from low secure, acute services and open rehabilitation units. The team work therapeutically with service users to reduce their risks to themselves and



others, while increasing their levels of engagement and independence.



### Low Secure Forensic Service - Leeds

The service provides inpatient, outpatient and community outreach support to people in Leeds. People come to the service from medium secure care, transfer from prison and from adult mental health services. The forensic service addresses the needs of those under Part III of the Mental Health Act (service users concerned in criminal proceedings or under sentence) and has 37 beds in Leeds.



### Low Secure Forensic Service - York

The Low Secure Forensic Service in York is based at Clifton House and includes a specialist Personality Disorder

Service for women, along with community forensic services and a court assessment/probation liaison service. High quality inpatient care is provided to adult men and women from a range of pathways, including from a prison setting, medium secure, community or inpatient working age adult services.

### Memory Service, Young People with Dementia and Memory Support Worker Teams

These teams provide assessment, diagnosis, treatment and interventions for people experiencing early dementia. The teams encourage and support service users to live well with dementia, with an emphasis on quality of life.



### National Inpatient Centre for Psychological Medicine (NICPM)

The National Inpatient Centre for Psychological Medicine is an eight-bed specialist inpatient unit that provides care for people with complex medically unexplained symptoms and physical and psychological comorbidities. This means when a service user has physical and psychological conditions simultaneously. The unit provides services to

people in Leeds and West Yorkshire, but also takes referrals from across the UK.

### Older People's Inpatient Services

These services are for people with acute mental health needs, including dementia, where assessment, treatment and rehabilitation are provided 24-hours-a-day in a hospital setting. There are separate wards for people with mental health needs and dementia.

### Pathway development service – Yorkshire and Humberside

The Yorkshire and Humberside Pathway Development Service (PDS) is for people across the region with severe personality disorder. Its aim is to improve the pathways offered to these individuals – which could include either finding an appropriate unit within a low secure hospital for an inpatient admission, or providing an alternative.

### Perinatal Service

The service provides specialist input to women experiencing significant mental health difficulties during pregnancy and the first year after a child's birth. A variety of treatment options are available, most commonly on an outpatient basis. The service also provides inpatient care at the Yorkshire and Humber Mother and Baby Unit based in Leeds.

### Personality Disorder Managed Clinical Network (PDCN)

The Leeds PDCN is a city-wide, multi-agency and multidisciplinary service that works with people with personality disorder, complex needs and significant risk issues. It provides a range of different services to meet the needs of people at varying stages of their journey in the recovery process.



### Pharmacy

The Pharmacy Team work alongside the medical and nursing teams to ensure that medicines are used safely and appropriately and are dispensed in a timely and efficient manner. In addition, they provide service users with the information and education they need to feel comfortable taking their medicines and provide dispensing and clinical services to all inpatient units, day hospitals and outpatients.

### Psychiatric Intensive Care Service (PICU)

PICU provides intensive and specialist care and treatment for adults with mental health needs, whose risks and behaviours cannot be managed on an open acute ward.

### Psychology and Psychotherapy Service

The Psychology and Psychotherapy Service employs a range of staff from different professional backgrounds, including psychotherapists, clinical psychologists, consultant psychiatrists in psychotherapy and highly experienced counsellors. It offers a range of psychological approaches and therapies to service users aged 18 and over, including individual therapy, group therapy and family therapy. It also offers cognitive and neuropsychological assessments, and some staff work specifically with older adults or with people experiencing psychosis.

### Rehab and Recovery Inpatient Services

The services at Asket Croft and Asket House offer comprehensive assessment and individualised care packages within a safe and supportive inpatient environment. The service promotes recovery and aims to improve service users' everyday functioning. It's for people with complex mental health needs who are unable to live safely outside a hospital setting, and for people detained under the Mental Health Act with the same needs. The service also provides a Recovery Centre where a team of professionals work alongside voluntary sector staff. They support service users for up to six months after discharge and help them through continuity of care.

### Specialised Supported Living Service

Our Specialised Supported Living Service (SSLS) has 16 dedicated support teams helping around 100 adults with complex needs, including learning disabilities, to live in their own homes. Their support is based upon each individual's care plan to help them remain healthy and safe on their own terms.



### Yorkshire Centre for Eating Disorders

The Yorkshire Centre for Eating Disorders (YCED) is the largest specialist eating disorders service in the north of England. The team helps people to return to a state of wellness and to achieve an acceptable quality of life by offering choice, working in a partnership of mutual respect and providing person-centred treatments.

# jargon buster

We've tried to keep the acronyms, abbreviations and 'NHS speak' to a minimum in this strategy document, so we've picked out a few phrases below which might need further explanation.

## Agile working

Agile working is a way of working in which an organisation empowers its people to work where, when and how they choose, with maximum flexibility and minimum constraints. It uses communications and information technology to enable staff to work in this way.

## Balanced Score-card

The balanced scorecard is a strategic planning and management system that organisations use to:

- Communicate what they are trying to accomplish
- Align the day-to-day work that everyone is doing with strategy
- Prioritise projects, products, and services
- Measure and monitor progress towards strategic targets

## Care Quality Commission

The Care Quality Commission (CQC) is an independent regulator of health and adult social care in England. Their role is to make sure that health and social care services provide people with safe, effective, compassionate, high-quality care, and they encourage care services to improve. They inspect and rate NHS trusts.

## Leeds plan

The West Yorkshire and Harrogate Sustainability and Transformation Partnership (STP) has six local areas including Leeds, Bradford and Craven, Calderdale, Kirklees, Harrogate and Rural District and Wakefield. Each of these areas has its own local plan, for example the local Leeds plan. It is expected that the regional STPs will focus on services which will benefit from planning and delivery on a regional scale, while the local plans will focus on change and sustainability in their respective local areas. The Leeds Plan will also help to deliver a significant part of what is known as the Leeds Health and Wellbeing Strategy.

## NHS Five Year Forward View

The NHS Five Year Forward View was published in October 2014 and sets out a shared vision for the future of the NHS. It addresses the challenges facing the health and care system and outlines how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.

## Mental Health Five Year Forward View

The Five Year Forward View for Mental Health was published in February 2016 and is a national strategy which covers care and support for all ages. It is the product of wide-ranging engagement with people with personal experience of mental health issues, families, carers and professionals, as well as a review of the clinical and economic evidence. The top priorities highlighted when considering how the system needs to change were; improvements in access to high quality services, choice of interventions, integrated physical and mental health care, prevention initiatives, funding and challenging stigma. This feedback directly shaped the Five Year Forward View for Mental Health.



### Primary care

Primary care services provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS. Primary care includes general practice, community, pharmacy, dental and optometry (eye health) services.

### Private Finance Initiative (PFI)

A private finance initiative is a method of providing funds for major capital investments where private firms are contracted to complete and manage public projects. Under a private finance initiative, the private company, instead of the government, handles the up-front costs.

### Sustainability and Transformation Partnerships (STP)

Sustainability and Transformation Partnerships or STPs consist of NHS organisations and local councils in 44 areas in England. Each partnership has drawn up proposals to improve health and care in their areas, and these are called Sustainability and Transformation Plans. The plans set out practical ways to improve NHS

services and people's health in every part of the country. They aim to meet a 'triple challenge' set out in the NHS Five Year Forward View – better health, transformed quality of care delivery, and sustainable finances. We are part of the West Yorkshire and Harrogate STP, and the Humber, Coast and Vale STP.

### Transforming Care programme for learning disability services

The Transforming Care programme for learning disability services is led jointly by NHS England, the Association of Adult Social Services, the Care Quality Commission, Local Government Association, Health Education England and the Department of Health. Its aim is to improve services for people with learning disabilities and/or autism, who display challenging behaviour, including those with a mental health condition. A clear programme of work has been set out to drive system-wide change and enable more people to live in the community, with the right support, and close to home.





# contact us



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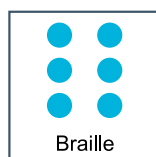
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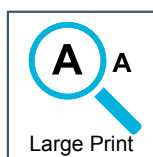
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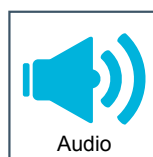
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