

# Annual Review

1 April 2018 - 31 March 2019



# About us

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.

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.

In 2017 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. Since then we've been embedding them across the Trust as we know they will have a direct impact on the experiences of our staff and service users.

## Our values are:

- **Integrity** - we treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.
- **Simplicity** - we make it easy for the communities we serve and the people who work here to achieve their goals.
- **Caring** - we always show empathy and support those in need.





# Contents

04	Foreword from our Chief Executive
06	Foreword from our Chair
08	Our year on a page
10	Celebrating 70 years of the NHS - NHS70
12	Looking forwards - our priorities - a summary of our five strategic workstreams
16	Looking back over 2018/19
16	<b>Delivering great care</b>
16	- our services
18	- partnerships
20	- clinical research
22	- service user experience and our evolving strategy
26	On the front line - our teams
28	A rewarding and supportive place to work
30	Quality and accountability
32	Effective and sustainable services - financial review
32	- Summary of financial performance
34	Leadership and our Board of Directors
36	Governance and our Governors
39	Contact us



# Welcome from the Chief Executive

I'm delighted to present our annual review for 2018/19, which gives a summary of the important work our Trust has done over the last 12 months. This is a period of celebration for the NHS, having turned 70 in 2018 and celebrating 100 years of learning disability nursing in 2019.

We've continued to work hard to implement our strategy and we've kept our values at the heart of everything we've done. A key focus has been on raising employee engagement and the results of the 2018 staff survey were a tribute to our hard work, showing significant improvements this year, with notable progress in relation to staff feeling valued, recommending us as a place to work and patient care being seen as our organisational priority. We'll continue to further support employee health and wellbeing and ensure equal opportunities for our staff.

I'm very proud that we launched a range of new community mental health services in March including new dedicated community teams for younger and older adults, a new 24/7 mental health crisis service and an intensive home treatment team. We've also been successful in the work we've led for West Yorkshire on rehabilitation, and we've secured over £11million of capital money to invest over the next two years. Our York-based forensic services have developed an expanded outreach service and a new rehabilitation pathway to support more people to move out of hospital. Part of this work involved reopening Westerdale Ward at Clifton House as a male forensic low secure ward following its temporary closure in 2017.

We're also pleased to have delivered some significant changes in our clinical services, such as the expansion of our community perinatal and liaison psychiatry services, and significant improvements in our forensic services. In addition, we're leading on a new model of care for eating disorders for West Yorkshire, which has eliminated out-of-area placements.

We've made good progress over the last year, though we've also had some challenges, most notably the fire we had at The Becklin Centre in May 2018. Thankfully nobody was injured, and our teams worked hard to keep patients safe and calm as the incident unfolded. Thanks to the incredible work from our clinical, facilities, estates and Interserve staff, and our wonderful partners at Bradford District Care NHS Trust, we had a new ward up and running within 24 hours.

I wish I had space here to write about each and every one of our teams and services. As Chief Executive, what I am most proud of every day is the staff I meet across our organisation who do the most amazing job. I'm grateful to all of them for their tremendous efforts and commitment over the last twelve months and on an ongoing basis.

The job we do is hard and demanding, but it is also hugely rewarding. We don't always get it right but that is never about lack of intent and we are committed to continuing to develop and improve for the benefit of our service users, their carers and their families.

**Dr Sara Munro**  
Chief Executive





# Welcome from the Chair

During the 70th anniversary year for the NHS and beyond, I continue to be humbled and inspired by so many of our staff and volunteers by their day-to-day commitment to the NHS. Every day, they show acts of kindness and compassion, professional knowledge, shared experience and commitment to team working.

Sometimes these are tested by pressures in the system, sometimes by unforeseen crises such as the fire last May at the Becklin Centre. Despite such difficulties, I see our values lived out in abundance – through our staff working with integrity and simplicity and through their care and compassion towards those we're here to serve.

This year the Board agreed our strategic vision and a number of three-year detailed underpinning plans. The plans cover workforce, estates, information technology, clinical services and quality. They represent a huge amount of work, detailed planning and a creative ambition for the future provision of services for people with mental illness and learning disabilities in Leeds and York. We've also welcomed the development of new services for armed services Veterans and also for people who experience gambling addiction. Both of these services were developed in collaboration with other agencies and we look forward to their continued development over the coming year.

I'm extremely grateful to the Council of Governors for their commitment and continued work in the Trust. The 2018/19 year has seen a number of changes in welcoming new Governors and saying goodbye and thanks to a number of long-serving Governors. Our Lead Governor Steve Howarth stepped down from this role after his two-year tenure. Steve has been a great support in the role and generous in sharing his knowledge and insights after a long career in mental health nursing.

The Board has also seen some changes this year, and we were delighted to welcome one new Non-Executive Director Andrew Marran, and a new Executive Director, Clare Holmes. I would like to take the opportunity of thanking their predecessors, Steven Wrigley-Howe and Susan Tyler for all their dedication and support to the Trust in recent years.

As we look to next year, we're confident that we have strong foundations in place and we're proud to have staff who continue to improve and develop our services to ensure excellence for all our service users and their families.

**Professor Sue Proctor**  
Chair of the Trust

# 2018/19 Our year in numbers



**87%**

staff who felt  
their role makes a  
difference (NHS Staff  
Survey 2018)



**2,500**

permanent staff  
we employ



**500**

bank staff we employ



**24**

number of different  
clinical services



**123**

number of sites we  
operate out of



**141**

volunteers giving up  
their time freely



**24%**

reduction in hospital  
bed days within first  
six months by new  
CONNECT community  
eating disorders  
service



**150**

number of people our  
new Veterans' Mental  
Health service helped  
in first year



**50**

research projects  
open at March 2019





# 80%

people discharged from learning disability services who felt supported



# 84%

inpatients rated the care given during their stay as excellent, very good or good



# 524,592

views of our website



# 27%

increase in number of compliments we received



# 400+

people taking part in our Service User Network activities



# 781,000

people we provided services to



# 87%

community mental health service users who felt their care was organised well



# 188

number of nominations for our 2018 Trust Awards



# 5

staff or teams nominated for an NHS70 Parliamentary Award





# Celebrating 70 years of NHS - NHS70



Last year marked the 70th anniversary of the NHS. At our Trust, we used this to celebrate the achievements of our own work and the wider work of the NHS - one of the nation's most loved institutions. We were able to talk about the wide array of opportunities being created by advances in science, technology and information, and to thank our extraordinary workforce.

We held events and activities in abundance across the Trust to mark this significant year. We're always eager to involve our service users in celebratory activity and we have some truly impressive and unique activity in our Trust which recognises the value of supporting positive mental health and tackling the stigma of mental illness.

The special event in the city centre last July to celebrate the progress in the provision of services for adults with learning disabilities over the last 70 years was a powerful illustration of radical positive change over the decades.

## Celebrations with our service users

The 'NHS Big 7 Tea' saw people come together to celebrate on or around the big day of 5 July. There were tea parties involving around 1,000 service users and carers, for which the Trust made a small financial contribution for each team.

Looking Back, Looking Forward: 70 years of Learning Disability Services in Leeds, was a very special event organised by our Anti-Stigma Co-ordinator Tricia Thorpe. Held at Leeds City

Museum, it reflected on the last 70 years of learning disability services in the city, recognising how far we've come.

Our Child and Adolescent Mental Health Service staff in York opened their new and improved 'sensory garden', spending hours working on the garden with help from local partners, companies and volunteers.

We held a conference for our nurses and allied health professionals (AHPs) on World Mental Health Day (10 October 2018). This special event saw the launch of our nursing and AHP strategies, performances and artistic displays from mental health and learning disability groups, and the sharing of powerful stories. None more powerful than the keynote speaker Professor Dame Elizabeth Nneka Anionwu - a nurse, health expert, tutor, lecturer and medical professor, who shared her intensely personal account of 'From Shame to Dame'.

The 'Leeds Love Arts' festival in October had a 70th birthday theme and was once again a wonderful celebration of the role of art, creativity, learning and mental health.







# Looking forwards - our priorities

Our purpose is to improve health and improve lives and our vision is to provide outstanding mental health and learning disability services as an employer of choice. Our service users are at the heart of everything we do and we aim to deliver the services they need in line with our values – we have integrity, we keep it simple and we are caring.

We want to 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. To achieve this, we need a strong and sustainable organisation as a secure vehicle for service delivery and we have three strategic priorities we aim to achieve:

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

These are underpinned by five strategic plans that we published in 2018/19 in line with the following themes:

1. **Quality**
2. **Clinical Services**
3. **Workforce and Organisational development**
4. **Health Informatics**, and
5. **Estates**

You can read more information about the five key strategic themes over the coming pages or you can read them in full on our website.



## Quick summaries of our five strategic plans

### Quality

To form the basis of our Quality Strategic Plan, we've chosen to draw on the White Paper from the Institute for Healthcare Improvement called 'A Framework for Safe, Reliable and Effective Care' (January 2017). This outlines the evidence base for conditions which support high quality, continuously improving, and compassionate care to flourish. It also has a focus on creating systems of safety. Our model to deliver our Quality Strategic Plan outlines how we will:

- Use the evidence to build the conditions for quality care to flourish through our organisation
- Establish a system that helps us see how we're doing floor to Board
- Provide help and support where it's needed and do this in a joined-up way
- Develop systems to ensure that we can set and deliver Trust-wide and local priorities with clarity and equity
- Use our integration skills to work across boundaries and systems with partners to make sure that we deliver joined-up high quality care as part of a system

### Clinical Services

To allow us to deliver great care that is high quality and improves lives, we aim to ensure that:

- People have access to 24/7 services and receive the right care, at the right time and of the right quality
- People have access to acute mental health services and learning disability services based on their need and across the age range
- Improving right time and right intervention access to community services
- Working with partners to improve access to holistic care that recognises people's mental and physical health needs
- Children have access to high quality mental health care
- Improving right time and right intervention access to highly specialised services
- Improving the quality and scope of our secure services
- We support our workforce to deliver evidenced-based interventions





## Workforce and organisational development

Our workforce is our most important asset and therefore our Workforce and Organisational Development Plan aims to:

- Create a culture within the Trust where everyone is united around a shared vision and high levels of employee engagement are the norm
- Ensure our values and behaviours live in everything we do
- Build capacity for innovation, learning and change
- Maximize the performance and wellbeing of individuals, teams and the whole organisation, aligning capacity and skills with future models of care
- Develop the reputation of the Trust both as a place where service users want to receive healthcare and where people want to come and work i.e. to be an employer of choice
- Provide a clear framework of aspirations for our workforce

## Health informatics

Through our health informatics plan, we'd like to become a digital leader in mental health, providing the best systems and services, at the best cost to meet local and national objectives. We aim to do this by:

- Delivering an electronic patient record system that makes us an exemplar
- Collaborating with our partners to provide integrated systems
- Delivering mobile and network solutions that enable clinical and estates plans
- Delivering technologies that streamline our support (non-clinical) services

## Estates

Our estates and facilities team have already overseen the refurbishment of a number of premises as we continue to modernise and streamline our use of estate. We're working closely with our colleagues at Leeds Community Healthcare NHS Trust to support the build of a brand-new Child and Adolescent Mental Health Service (CAMHS) unit for West Yorkshire on our St Mary's Hospital site.

The overarching streams of our Strategic Estates Plan are the consolidation of the existing estate with closer collaboration with partners in shared community-based settings, disposal of old estate which is no longer fit for purpose and best use of our private finance initiative (PFI) premises for core clinical services. Our aims are to:

- reduce estate by circa 12,000m<sup>2</sup>, reducing the cost of the estate by £2million
- reduce financial and operation risk through backlog maintenance
- Have a fit for purpose modern estate, with flexibility to adapt and aligned with clinical services
- Have an estate that aligns with the Carter and Naylor Reports

You can read our Trust strategy and five strategic plans on our website at [www.leedsandyorkpft.nhs.uk](http://www.leedsandyorkpft.nhs.uk)

# Looking back over 2018/19

The next sections of the report look back at what we've achieved over the last year, where we've sought to improve and also how our service users have found the services we've delivered.

## Delivering great care - our services

Our service users are at the heart of everything we do and we strive to deliver care that will help them to achieve the best they can for their health and wellbeing. We provide a range of acute and community-based services to adults in Leeds, including services in our Leeds Mental Health Care Group and our specialist and learning disability services which work across a wider area.

### Leeds Mental Health Care Group/Services:

- mental health inpatient services
- community mental health teams
- crisis assessment services
- intensive community services including the home-based treatment team
- care homes team
- memory service
- younger people with dementia team
- psychological and psychotherapy services
- assertive outreach team
- dementia inpatient service
- rehabilitation and recovery services
- healthy living service

### Our specialist and learning disability services which operate on a local, regional and national basis:

- forensic services
- child and adolescent mental health service (CAMHS) tier 4 inpatient services
- learning disability services
- eating disorders services
- gender identity services
- liaison psychiatry

- older people's liaison mental health service
- national deaf children and families service
- northern school of child and adolescent psychotherapy (NSCAP)
- perinatal services
- personality disorder services
- veterans' service
- gambling addiction service (from August 2019)

### Service developments in 2018/19

#### Community mental health services

During 2018 the Trust involved thousands of staff, service users, carers and partners in shaping the services and lots of their suggestions have been implemented in the new service models. The range of new look community mental health services was launched in March 2019 and include new dedicated community teams for both younger and older adults, a new 24/7 mental health crisis service and an intensive home treatment team. The information and data generated from the engagement work within this project has helped us work with our commissioners in Leeds to identify where more investment is needed, which in the long run will reduce the need for patients to have to go 'out of area' for inpatient care.

## Our CONNECT Eating Disorders Service

We're leading on a new model of care for eating disorders for West Yorkshire. This service has achieved great results since launching in April 2018, including eliminating out-of-area placements. The past year has seen the expansion of, and changes to, existing eating disorders services to significantly reshape both inpatient and community care for adults with eating disorders across a regional footprint. In recognition of their work, the eating disorders team was honoured at the national Positive Practice in Mental Health Awards in October 2018, alongside colleagues from the Personality Disorder Service. More recently the team were highly commended at the Health Service Journal's Value Awards.

### Abbie's story

“ Abbie was referred to the CONNECT service by her GP after realising she needed support. She was initially scared about going into group therapy but it ended up helping her the most. Her message to people struggling with similar problems is: “You have to feel the fear and do it anyway.” ”

### Adam's story

“ Hi, my name is Adam Brook and I was medically discharged from the Royal Air Force (RAF) Regiment in 2012. After joining the military in 2005, I went on two to three tours of Northern Ireland, Iraq and Afghanistan before leaving the military seven years later. Upon returning to civilian life I struggled with my post-traumatic stress disorder (PTSD) symptoms and I was constantly trying to seek help from mental health organisations. However, I found that long waiting periods and constant assessments had a negative impact on my mental health. To make things worse, three members of my unit took their own lives between 2016 and 2017. Luckily the new NHS Veterans' Service was launched and I was one of the first to be referred. Over the last 18 months I have been engaging with the service and it's been a life saver for me, the process of support and help has changed my life for the better. ”

## Veterans Mental Health Service

In 2018 we launched our Veterans' Mental Health Complex Treatment Service (VMH CTS) for former forces personnel diagnosed with complex mental illness. The new service offers trauma-focused therapies and other support to veterans, including help with substance misuse, physical health, employment, accommodation, relationships and finances. We are one of five NHS trusts providing this service nationally, and we're partnering with Combat Stress, the UK's leading veterans' mental health charity, to deliver this service in the north of England from communities from South Yorkshire and Cheshire up to the Scottish Borders. The new service builds on the NHS Veterans' Mental Health Transition, Intervention and Liaison Service (VMH TILS) which launched in 2017 and this year, the service was commissioned for a further two years, taking its contract up to 2022.

You can watch Abbie and Adam talk about their experiences in short videos on our website and on our You Tube channel.





# Delivering great care - partnerships

The next sections of the report look back at what we've achieved over the last year, where we've sought to improve and also how our service users have found the services we've delivered.

The Trust has focused on strengthening relationships and delivering system-wide improvements to services with a range of partners. The Trust values working in partnership and recognises the positive impact this has on service users' experience of clinical services. This ethos underpins the strategic clinical plan and as a result of this approach, we've seen an increase in the number of partners with which we engage and collaborate.

Some key examples of our strategic partnership working are highlighted below.

## **Mental Health, Learning Disability and Autism Collaborative**

This Trust, along with Bradford District Care Foundation Trust, South West Yorkshire Partnership Foundation Trust and Leeds Community Healthcare, came together to form the West Yorkshire Mental Health, Learning Disability and Autism Collaborative. This brings together collective expertise from the region's providers of these services. Our Chief Executive took on the lead for this programme of work during 2018 and the publication of the NHS Long Term Plan has provided us with a very strong mandate to develop our five-year strategy.

## **West Yorkshire and Harrogate Integrated Care System (WY&H ICS)**

We continue to participate as a key partner in the West Yorkshire and Harrogate ICS, formally the STP, with our Chief Executive being the Senior Responsible Officer. The focus of this partnership is to set out the vision, ambitions and priorities for the future of health and care in the West Yorkshire region. We have been an active participant in the development of the partnership with our executive team members taking an active role in the development of plans and governance arrangements.

Read more about this partnership at [www.wyhppartnership.co.uk](http://www.wyhppartnership.co.uk).

## **Leeds Providers' Integrated Committees in Common**

The Leeds Providers' Integrated Committees in Common (LPICC) is made up of the Chair and Chief Executive from this Trust, Leeds Community Healthcare NHS Trust (LCH), Leeds Teaching Hospitals Trust (LTH) and the GP Confederation. It has been established to facilitate joint working and decision making to improve the ability for organisations to deliver changes within Leeds.

## **Third sector involvement**

We also very much recognise the importance of third sector providers in supporting our service users and equally value working in partnership with them. We've instigated a forum to bring together third sector partners on a quarterly basis to undertake in-depth reviews into different service areas to improve the care provided across all providers.

## **Achievements**

The main benefit of working in partnership is those that impact on the delivery of clinical services. Over the last year we have made significant achievements, some of which are captured on the table on page 19.

Partnership	Achievement
Humber Coast and Vale Health and Care Partnership (HC&V HCP)	The development and implementation of the new community forensic model
West Yorkshire and Harrogate Health and Care Partnership	Implementation of the new model of care for Eating Disorders - CONNECT
Consortium with LTHT, LCH and LYPFT	Implementation of a new weight management service
Consortium led by Wakefield Council	Expansion of Liaison and Diversion Services
Partnership with Combat Stress	Implementation of a veterans' health service across the North of England.









# Delivering great care - clinical research

We have a dedicated Research and Development (R&D) Team who undertake national and local research projects. These projects are conducted with the support of service users, their carers, friends and family alongside our staff and allow us to establish important research outcomes that improve future support and treatment of people with mental health difficulties and learning disabilities. By Spring 2019 we had 50 open research projects.

We aim to give service users, their carers, friends and families and our staff the chance to find out about research and we actively encourage people to take part.

## Celebrating our research success in 2018/19

Our 2018 Annual Research Forum showcased the fantastic research and evaluation work completed by our Trust staff and academic collaborators. Almost 100 delegates from a range of disciplines attended the event on 15 November.

Here's just some examples of the successes of our medical training and education celebrated during 2018/19 include:

- Our core trainee Zoe Goff received the Royal College of Psychiatrists Old Age Faculty Mohsen Naguib Prize for the best short scientific paper presented by a trainee. Zoe was recognised for her research into how some medication used to treat the symptoms of Alzheimer's, Lewy Body and mixed dementia can affect the heart.
- Our 15 dietitians, dietetic assistants and dietetic associate practitioners created a Trust-wide dietetics group, working together to improve service users' nutrition, and supporting them to make changes to their diet. They've worked strategically, inputting into the new catering review and working on protocols such as highlighting the risk of refeeding syndrome. They're also embracing new research, practice and innovation, and

are providing training and consultancy to other members of staff, including a suite of videos. Their work was shortlisted in the Health and Wellbeing Category of the 2018 LYPFT Trust Awards.

- As part of a wellbeing strategy adopted by the Trust's Leeds Care Group, a service evaluation was completed to establish the current levels of burnout within Leeds-focused mental health services to identify levels of employee burnout, any themes relating to this and levels of job satisfaction. It was completed through an employee survey using the burnout inventory questionnaire and the results informed an action plan to support staff in their wellbeing at work. The research project has been entered at number of healthcare conferences to be presented both verbally and via poster presentations.

## Stay in touch with our Research and Development (R&D) work

Find out more on our website at [www.leedsandyorkpft.nhs.uk/research](http://www.leedsandyorkpft.nhs.uk/research)

Subscribe to our quarterly R&D magazine Innovation

Follow the R&D team on Twitter @LypftResearch





# Delivering great care - service user experience

We started a journey to improve patient experience, involvement and engagement in 2018/19 as well as continuing to listen, engage and act on feedback. Here is a summary:

## Your Views meetings

These service user community meetings remain a key activity to keep service users and carers up to date with local events and plans for our wards and services. In June 2018 the Patient Experience Team (PET) reviewed the 'Your Views' meetings and highlighted ones that were listening and learning from the patient's own journey. This allowed the wards to improve communications and make any reasonable adjustments.

## Service User Network (SUN)

We have a well-established Service User Network (SUN) and the PET continues to support service users to attend the monthly meetings. This is an opportunity for service users, carers and staff to get together to share their experiences of Trust services, as well as providing a platform to support the shaping and influencing of service provision and development.

## Sharing Stories with Trust Board

At our Board meetings we have the privilege of meeting with some of our service users and carers and this year we've heard some powerful accounts. Some were very moving descriptions of how it feels to live with a mental illness and be served by an imperfect system. Others have been more positive accounts of the life changing impact of our services on individuals and their families. Each story has been full of opportunities to learn, improve and strengthen our services for the better and the Trust is hugely grateful to all those who've shared their story with us for their courage and openness.

## Service user surveys

We gather feedback from people who use our services and their carers through a range of methods including local and national surveys.

In 2018, we were one of 56 providers of mental health services in England that took part in the national survey for people who use community mental health services. For most of the scores we were placed in the middle 60% across all trusts nationally. Two scores were in the top 20% and one of our scores was the highest score nationally - as a direct result of our improvement actions taken last year. In the context of significant changes in the community services we provide, maintaining a response rate of 26% (212 useable responses) was an achievement.

We were also one of 18 Mental Health Trusts that voluntarily undertook the National Mental Health Inpatient Survey and although we only had a response rate of 20% it remains important that we work to ensure this feedback is looked at alongside feedback from other sources. All but one of the scores were in either the top 20% or middle 60%, when compared to the organisations surveyed by our survey provider, Quality Health. Four of the best overall scores were:

1. Having enough time with a psychiatrist to discuss a condition and treatment
2. Always having confidence and trust in the psychiatrist
3. Being involved in decisions about care and treatment, and
4. Being contacted by the mental health team since discharge.

## Compliments and complaints

During 2018/19 there were 434 compliments formally recorded, which is an increase of 27% from those recorded in 2017/18.



# Our evolving patient experience strategy

Engagement with our service users, carers and the public on their experience of our services is at the centre of improving quality of care. Our Quality Strategic Plan describes this in more detail.

We already know we involve service users well in pockets across the Trust, and this has been recognised by various people who've come in to either inspect or audit us in the past. However, we know we don't do this consistently well across the Trust, and that's something our Director of Nursing, Professions and Quality, Cathy Woffendin, has been working hard with a range of groups and people to change.

One of the first things Cathy did when she joined the Trust in March 2018 was to commission an external review carried out by Professor Mark Gamsu of Leeds Beckett University. The review outlined the things we're doing well and it also made a number of recommendations for improvement for 2019. Work has already started to strengthen our approach to involving people and listening to their experiences. This work will ensure that that our services, activities and policies are shaped by the people best placed to know what works - our service users and those closest to them.



Cathy Woffendin

A few examples of the key points from the report:

## Things we're doing well

- some areas, such as PALS, are well connected and active
- the Trust's responses to online comments and feedback have improved and become more personalised
- there are a range of channels that provide meaningful up-to-date information, including NHS Reviews, PALS, Care Opinion, complaints and compliments
- Our SUN and SUNRAYS groups are run in an inclusive way that promotes discussion and involvement
- our Learning Disability Service employs experts by experience
- Mill Lodge young people's forum involves young people in service decisions

## Things we're working to improve

- the Friends and Family Test question is too general and not specific enough to Trust services
- Care Opinion will be made better by increasing the number of people who use it and respond
- the feedback and data is given and gathered at a Trust level, rather than a service level, and so it is hard to tell how well the Trust is hearing from specific groups of service users or carers



### Following on from the report

We wanted to test its findings with a range of people, including service users and carers. We wanted to find out what was important to them and what good looks like in terms of involvement. So we held an event on 22 March and got some useful feedback. It was a really helpful day and we came away with a number of key themes that people felt were important to them, which included:

- Valuing and listening to carers, and learning and acting on their feedback;
- Improving communications about involvement opportunities, including the use of digital communications and social media; and
- Developing an overall involvement and engagement model.

We've come up with a plan together of how we want to take this forward. The first step was to create a steering group to oversee our approach to public involvement and the development of our involvement strategy. This steering group met for the first time on 30 April and we agreed to form three sub groups to get into the detail and do the work on the ground. These are:

1. **A public involvement sub group**  
to be chaired by our Associate Director of Corporate Governance
2. **A patient experience sub group**  
to be chaired by our Deputy Director of Nursing, and
3. **A carers sub group**  
chaired by our Head of Nursing

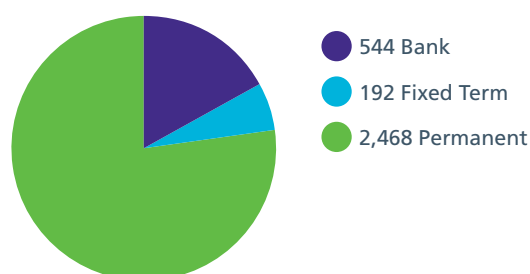




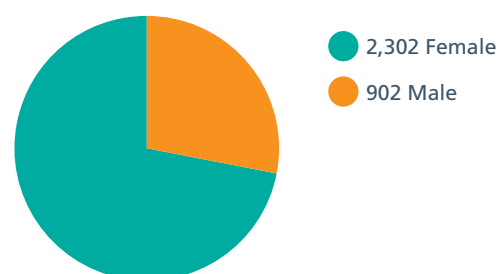
# On the front line - our teams

Our people are our most important asset – they work exceptionally hard with integrity and compassion across a range of service areas and a range of professions. We currently provide services from 123 dispersed sites and we employ in the region of 2,500 staff and just over 500 bank staff. You can see more detail about the make-up of our workforce in the tables below.

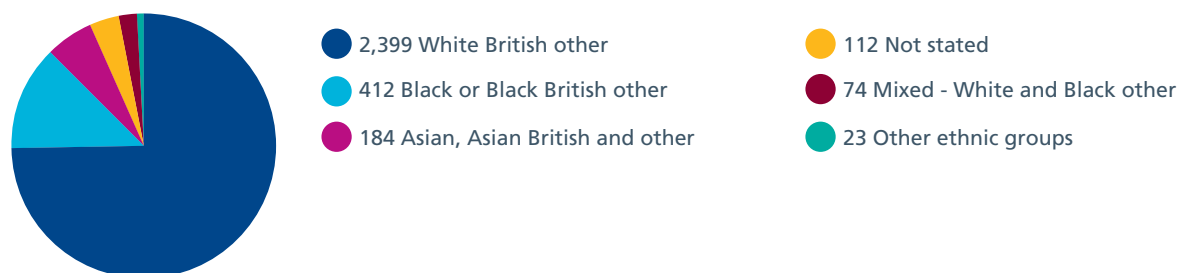
## Staff numbers by contract type



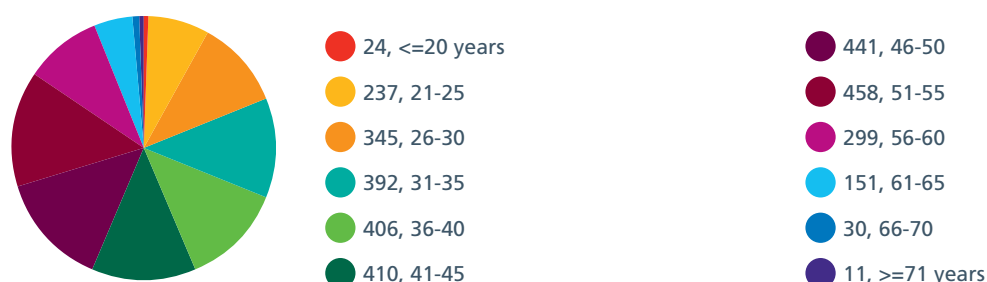
## Staff numbers by gender



## Staff numbers by ethnicity



## Staff numbers by age



Numbers accurate as at 31 March 2019





# A rewarding and supportive place to work

## What our staff say...

A record-breaking number of staff at the Trust took part in the national staff survey in autumn 2018, with 58 percent (1420) completing the 90 question survey – four percent above the national average for mental health and learning disability trusts in England. The results show that the Trust is performing better than the national average for similar organisations in 70 percent of key areas, including significant improvements in the quality of appraisals, safety culture and staff engagement. We are now ranked thirteenth nationally, up three places on last year, and one of only seven trusts to show year-on-year improvement.

Results showed that we've made some great improvements over 2018/19 in relation to employee engagement. 81 percent of our staff feel happy with the quality of care they provide to patients and service users. In addition, 87 percent of our staff feel that their role makes a difference, which adds greatly to their levels of job satisfaction.

Our staff report that appraisals, training and learning are helping them to develop, and as a result they are feeling more valued. More staff are feeling able to make improvements in their own areas of work, 91 percent feel trusted to do their job, and 85 percent feel supported by their colleagues. Our staff also feel more confident that action will be taken when unsafe clinical practices are either raised or occur, and two thirds would now recommend the Trust as a place to work or to receive treatment.

## An inclusive workforce

There are many examples of efforts we make to ensure that our workforce, working environment and culture are inclusive. Membership of our WREN (Workforce Race Equality Network) for example, has increased to over 90, which aims to strengthen access to development and support opportunities for staff from Black and Minority Ethnic communities.

We also aim to ensure that we employ and develop a workforce that is diverse, non-discriminatory and appropriate to deliver modern healthcare. Valuing the differences of each team member is fundamental. It enables staff to create respectful work environments so we are able to deliver high quality care and services whilst giving service users the opportunity to reach their full potential.

## Staff Health and Wellbeing

We continue to focus on health and wellbeing as a Trust. Following their success in 2017, we ran a series of Health and Wellbeing Roadshows again in 2018. We've also launched a Workplace Wellbeing Scheme designed to promote positive health and wellbeing in the workplace through peer support and signposting. The scheme is facilitated by a team of 'Workplace Wellbeing Advisers', who are trained staff volunteers with a passion for promoting a positive and inclusive culture.

Whilst we have supportive employment practices in place for all colleagues, we offer additional and specialist support not only for the people we employ who have a disability, but also for those who may become disabled whilst working for us. This includes a support package within the Employee Wellbeing and Managing Attendance Procedure; a process for the management of work-related stress including a stress pathway toolkit; an Employee Assistance programme (EAP) providing counselling and other support to staff; flexible working arrangements; and a bespoke Occupational Health Service. These procedures and services support the employment and retention of staff including disabled employees and the implementation of reasonable adjustments to take account of individual needs.

# Quality and accountability

Our next visit from the Care Quality Commission (CQC) is imminent and we are expecting inspectors in July 2019. Since our last inspection, a huge amount of work has taken place to address the matters raised by the inspectors.

Like many NHS organisations we continue to meet the challenge of improving the quality of care in a time of constrained resources and increased demand for our services. We've managed our resources well to remain in a positive position financially whilst undertaking to transform, develop and ultimately improve our services. Our challenge will be to sustain this position in parallel with making future cost improvement savings and ensuring our estate is fit for purpose.

Patient safety and quality of clinical care is at the heart of everything we do and reducing avoidable harm is everybody's business. Embedding safety within our service Care Groups is a high priority for us. Our services have well established and robust safety and clinical governance arrangements in place, which are embedded through operational teams and services. During the last 12 months the oversight of risk and incident management reporting, for example, has been strengthened within both of our Care Groups. These developments have given staff the opportunity to understand where things have gone well and to identify opportunities for learning and development; as well as share this with other services.

We've made, and are still making, continuous improvements to our clinical governance structures and processes to ensure they're robust and facilitate learning and improvement. Our Quality Improvement Priorities for 2019/20 feed into our operational priorities, which are part of three-year strategic (long term) plans. The following 2018/19 quality improvement priorities continue in a new way into the priorities for 2019/20:

- Review of the Patient Experience Service and team structure
- Community Mental Health Services Redesign
- Implementation of a model for Quality Improvement to be used across the whole Trust

## CQC inspection 2018

Following the CQC inspection in January 2018, we have continued to address the actions we identified as necessary to move to being rated as a 'good' organisation, as assessed by the CQC's Key Lines of Enquiry (KLOE). All of these actions are now complete; or on track for completion by the required timescale. We regularly meet and closely engage with our CQC inspection team and are currently preparing for our next inspection.

The report from our 2018 inspection identified that our said staff were 'caring and compassionate during their interactions with patients' and that 'feedback from patients confirmed that staff treated them well and with kindness, compassion and respect.' It also said that 'patients were positive about the care and treatment they received and felt involved in the decision-making' and that 'staff involved carers and others close to patients in decisions about the care and treatment provided by the service.'

The report showed that 85% of the Trust's services are now rated as either good or outstanding. However; the inspection found that there were a number of issues to resolve including three services rated as 'Requires Improvement' alongside some actions the Trust needs to take centrally. As such the Trust was rated 'Requires Improvement' overall.

You can read our full inspection report on our website or the CQC's website.



## Our overall ratings

Are services safe?	Are services effective?	Are services caring?	Are services responsive?	Are services well-led	Overall
Requires improvement	Requires improvement	Good	Good	Good	Requires improvement

Over 2018/19 our improvement approach has been to address and complete our “must do” actions from the January 2018 CQC Inspection and continue to address and complete the “should do” actions. Monthly CQC Steering Group meetings chaired by our Director of Nursing, Professions and Quality, seeks assurance from all services and corporate areas that the actions from the last inspection are progressing and being implemented. In addition, all peer reviews are reported to the steering group and any areas of concern, themes or trends are discussed and plans put in place to address and mitigate future risks. Quarterly updates are provided to the Board.

Over the course of 2018/19 we’ve also been carrying out peer reviews on a scheduled basis.

This is an opportunity to share best practice and improvement plans as well as using feedback to continuously improve the process of review within our organisation. We are in regular contact with the CQC and are part of the ‘Moving to Good Programme’ (North) with NHS Improvement. In the medium term we are:

- Learning from other comparable Trust’s presenting best practice and gaining assurance of our own practices (organisational culture, staff engagement, medical engagement and quality improvement)
- Learning first-hand about what ‘good’ looks and feels like from being paired with an ‘outstanding’ Trust with planned visits for 2019



# Effective and sustainable services - financial review

## Summary of financial performance

Despite the increased and ongoing risks to our financial position, we've delivered on the control total set by our regulator, NHS Improvement, and have maintained the best score possible for our financial performance in 2018/19. We've made some significant financial transactions this year, including disposing of old and inadequate buildings and refinancing our PFI estate. These transactions have resulted in some additional money for the Trust, which will be used to support significant investments in the coming years. The first of these investments is our new electronic patient record system, CareDirector.

Our overall financial performance was very strong, and the Trust continued its good track record of delivering all its financial targets. We were able to deliver an exceptionally high income and expenditure surplus and our underlying performance remained stable. Our challenges and pressures were not dissimilar to those being experienced across the NHS and within the mental health sector, namely on going workforce challenges and inpatient bed occupancy linked to patient flow between hospital and community settings.

## Our financial performance in 2018/19

The statement of comprehensive income shows a surplus of £32.4 million for the year ending 31 March 2019 (compared to £3.8m in the previous year). This exceptionally high performance was mainly as a consequence of non-recurrent measures which enabled the Trust to access nearly £22million of provider sustainability funds. The key specific non-recurrent actions which increased our income position were the refinancing the PFI contract and asset disposals which generated profit.



The table below gives a summary of our financial position at 31 March 2019 demonstrating overall a very solid financial performance, building on good performances in previous years.

Summary of income and expenditure	£'000
Income from activities	140,302
Non-clinical income	45,841
Total income	186,143
Pay spend	(113,468)
Non-pay spend	(44,934)
Total	(158,402)
Operating surplus	27,741
PDC dividend, finance costs and interest (net)	2,602
Other gains	2,060
<b>Surplus for the year</b>	<b>32,403</b>
Reserves:	
Gain on revaluation of assets	(1,345)
Total Comprehensive Income	31,058
Summary of assets and liabilities	£'000
<b>Assets</b>	
Property, plant and equipment	37,863
Cash	69,424
Other assets	36,652
Total assets	143,939
<b>Liabilities</b>	
Payables and other liabilities	(19,790)
Borrowings	(21,416)
Provisions	(4,334)
Total liabilities	(45,540)
<b>Total Assets Employed</b>	<b>98,399</b>
Use of Resources Score	1



# Leadership and our Board of Directors

At the end of 2018/19 the Board of Directors was made up of seven non-executive directors (including the Chair of the Trust) and six executive directors (including the Chief Executive). You can see below the full Board of Directors as at 31 March 2019.

Non-executive directors (NEDs), including the Chair of the Trust, are appointed by the Council of Governors. All the non-executive directors are considered to be independent in both judgement and character, and the

Board has confirmed there are no relationships or circumstances which are likely to affect, or could appear to affect, judgment in this respect.

## Executive Directors



**Dr Sara Munro**  
Chief Executive



**Joanna Forster Adams**  
Chief Operating Officer



**Dawn Hanwell**  
Chief Financial Officer  
(Deputy Chief Executive)



**Claire Holmes**  
Director of Organisational  
Development and  
Workforce



**Dr Claire Kenwood**  
Medical Director



**Cathy Woffendin**  
Director of Nursing,  
Professions and Quality

## Non-Executive Directors



**Professor Sue Proctor**  
Chair



**Professor John Baker**  
Non-Executive Director



**Helen Grantham**  
Non-Executive Director



**Andrew Marran**  
Non-Executive Director



**Margaret Sentamu**  
Non-Executive Director



**Sue White**  
Non-Executive Director  
(Deputy Chair)



**Martin Wright**  
Non-Executive Director  
(Senior Independent Director)

## Non-Executive Team

Professor Sue Proctor	Chair of the Trust
Professor John Baker	Non-Executive Director
Helen Grantham	Non-Executive Director
Andrew Marran	Non-Executive Director
Margaret Sentamu	Non-Executive Director
Sue White	Non-Executive Director (Deputy Chair of the Trust)
Martin Wright	Non-Executive Director (Senior Independent Director)

## Executive Team

Dr Sara Munro	Chief Executive
Joanna Forster Adams	Chief Operating Officer
Dawn Hanwell	Chief Financial Officer (Deputy Chief Executive)
Claire Holmes	Director of Organisational Development and Workforce
Dr Claire Kenwood	Medical Director
Cathy Woffendin	Director of Nursing, Professions and Quality

# Governance and our Governors

The Council of Governors is the body that gives the public a voice in helping to shape and influence the future of mental health and learning disability services provided by our Trust. It's made up of people who have been elected from and by our membership and who are representative of our constituencies.

It also includes people appointed from a range of partner organisations. The Council of Governors is chaired by the Chair of the Trust, who ensures a link between the Council and the Board of Directors; the Deputy Chair of the Trust is also the Deputy Chair of the Council of Governors.

NHS Improvement requires each foundation trust to have a Lead Governor. Steven Howarth was our Lead Governor throughout 2018/19 and he stepped down in February 2019. We

then ran an election process to find a governor from amongst our current Council membership and in April we confirmed Peter Webster as our new Lead Governor. We'd like to thank Steven for his dedication to the role of Lead Governor during his time of appointment and welcome Peter to the role.

During 2018/19 there was no change to the composition of seats within our Council of Governors. The composition ensures the Council is representative of our members and the public.



A selection of our governors as at March 2019



## Governors who have served during 2018/19

### Elected Governors

Name	Constituency
Marc Pierre Anderson	Service User: Leeds
Sarah Chilvers *	Staff: Non-clinical
Les France	Public: Leeds
Gill Galea	Staff: Clinical
Jo Goode *	Staff: Clinical
Christopher Hobbs *	Carer: Leeds
Steve Howarth	Public: Leeds
Andrew Johnson	Staff: Clinical
Sarah Layton **	Staff: Non-clinical
Jessica Lintin * **	Service User: Leeds
Kirsty Lee	Public: Leeds
Ellie Palmer *	Service User: Rest of UK
Ivan Nip **	Public: Leeds
Sally Rawcliffe-Foo	Staff: Clinical
Ann Shuter **	Service User: Leeds
Nicola Swan	Public: Rest of England and Wales
Peter Webster	Public: Leeds

\* Indicates governors who stepped down early during 2018/19 before the end of their term of office

\*\* Indicates governors who were newly elected or re-elected part-way through 2018/19

### Appointed Governors

Name	Constituency
Sarah Armstrong *	York Council for Voluntary Services
Councillor Jenny Brooks	City of York Council
Councillor Neil Dawson *	Leeds City Council
Helen Kemp	Volition
Councillor Keith Wakefield **	Leeds City Council

\* Indicates governors who stepped down early during 2018/19 before the end of their term of office

\*\* Indicates governors who were newly elected or re-elected part-way through 2018/19



# Contact us

## Leeds and York Partnership NHS Foundation Trust

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West Yorkshire  
LS15 8ZB

### Chief Executive

If you'd like to get in touch with Dr Sara Munro, our Chief Executive, please call:

Tel: **0113 8555913**

You can follow Sara on Twitter: @munro\_sara

### Associate Director of Corporate Governance/Trust Board Secretary

Cath Hill  
Tel: **0113 85 55930**  
Email: [chill29@nhs.net](mailto:chill29@nhs.net)

### Patient Advice and Liaison Service (PALS)

Our Patient Advice and Liaison Service (PALS) is a confidential and free service to guide you through the different services available at our Trust.

Our PALS offices are open from Monday to Friday, 9.00am to 12 noon and 2.00pm to 4.00pm and are closed on bank holidays. You can contact the service on:

Tel: **0800 052 5790**  
Email: [pals.lypft@nhs.net](mailto:pals.lypft@nhs.net)

## Membership

If you're interested in becoming a member of Leeds and York Partnership NHS Foundation Trust, please contact:

The Membership Office  
Tel: **0113 85 55900**  
Email: [ftmembership.lypft@nhs.net](mailto:ftmembership.lypft@nhs.net)

## Communications

For all media enquiries or if you would like copies of this report or more information about the Trust, you can contact us on:

Tel: **0113 85 55989**  
Email: [communications.lypft@nhs.net](mailto:communications.lypft@nhs.net)

## Members of the Board of Directors and Council of Governors

Email addresses for members of the Board of Directors and Council of Governors can be found on our website:

[www.leedsandyorkpft.nhs.uk](http://www.leedsandyorkpft.nhs.uk)

## Let's get social

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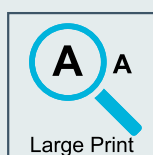


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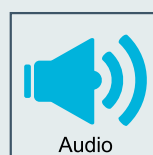
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