

# Our Year

Annual Review: 1 April 2020 - 31 March 2021

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# About us

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health and learning disability services in Leeds along with some 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 provide the following services:**

- for people experiencing a mental health crisis
- to people who need support and treatment for a wide range of mental health conditions and disorders
- secure services in Leeds and York
- community, supported living and inpatient care to people with a learning disability
- assessment and diagnosis of people who may have autism
- specialist services across the region including York and northern England

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.

## **Living our values to improve health and lives**

Our values are integrity, simplicity, caring. They are integral to how we go about our business and have been developed 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.

### **We are an NHS foundation trust. This means:**

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

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# Welcome from our Chair

This year has been one of the most challenging for the NHS in living memory. The impact of the Coronavirus pandemic has been far-reaching, and we are only now beginning to understand its longer term impact on our way of life, our economy, and our mental and physical health. Responding to the demands of the pandemic has been a priority for all our services, requiring fast but thoughtful changes, resilience, creativity, adaptability, strong leadership and a positive 'can do' attitude from us all. Many staff have worked largely at home over the last year, but services have continued and staff have found new ways to engage and support our service users and carers.

We are grateful for the wonderful support of the public in Leeds and York, and for the sacrifices being made to stay safe. As a Trust family, many staff and service users have been personally affected by Covid-19. Further, we have sadly lost some of our service users and at least two members of staff to this terrible virus. Our thoughts and prayers are with their loved ones at this very sad time. Despite the challenges of the pandemic, every day I continue to be humbled and inspired by so many of our staff, volunteers and service users by their day-to-day commitment to the values underpinning the NHS. Our Trust values are Integrity, Simplicity and Caring and are, despite such difficulties, demonstrated in abundance. For this I am so very grateful.

The Board has continued to meet monthly albeit via Zoom, and we still start every Board meeting with an opportunity to hear about the experience of service users, carers or members of staff. This is more important than ever to remind us of the purpose of our organisation and of the reality of the day-to-day challenges we all face in trying to

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deliver services to the best of our ability within our financial limitations. Each story has been full of opportunities to learn, to improve and to strengthen our services for the better. I am hugely grateful for the candour, courage and willingness to share by all those who have participated in our 'virtual' Board meetings.

Last summer, as national data on those affected by Covid-19 started to emerge, the disproportionate impact on people of colour was made clear. In addition, we were shocked and saddened by the killing of George Floyd in America. It brought to a head the need to address matters of racial discrimination, injustice and prejudice. We started to have important, but sometimes challenging conversations in the Trust about these matters. Led by the Workforce Race Equality Network, we worked together to challenge and address inequalities in our Trust. This work has been complemented by a Reciprocal Mentoring Programme for staff from ethnic minorities and Board members. It is an important start in our work across the Trust to eradicate racial inequalities.

Our Staff Survey has demonstrated some significant improvements and real progress in the embedding of our values and the levels of engagement of our staff, including our Bank Staff.

We continue to play an active role in partnerships with NHS, social care, third sector and others in Leeds and as part of the West Yorkshire and Harrogate Integrated Care System.

I am extremely grateful to the Council of Governors for its commitment and continued work in the Trust. Governors have continued to work closely with the Board and have participated in virtual service visits in addition to attending virtual meetings. Our lead governor, Peter Webster, has been a great support in the role. He has worked with the governors to help build their confidence in asking questions, participating in virtual service visits and Board meetings. Governors have such an important role in holding the non-executive directors to account, and in representing the views of the public, staff, service users

and carers. We have done some important work to strengthen their contribution and to enable them to carry out their roles effectively.

Board membership has been relatively stable this year. I am grateful for the commitment and professionalism of all Board members. We said 'au revoir' to our Medical Director, Dr Claire Kenwood, and welcomed her successor, Dr Chris Hosker. Sue White ended her term as Deputy Chair, but will stay with us as a Board member. I am very grateful to Sue for her commitment and dedication to this role over the last two years. Helen Grantham will now take on the Deputy role and I wish her well in this new endeavour.

As we look to the coming year, we will continue to plan and respond to the needs of people with mental illness, and learning disabilities and to those affected by Coronavirus across Leeds and York. We will also plan for how we need to adapt further to respond to the potential longer term effects on the mental health and wellbeing of our service users, staff and the wider community.

This last year has been like no other. But, together, we have survived. As a Trust we have worked hard to deliver safe, quality services. We have worked closely with our partners in the NHS, local government and the third sector to navigate our way through these difficult times. None of this would be possible without the wonderful dedication, compassion, professionalism and flexibility of all of our staff. Thank you, each and every one.

**Professor Sue Proctor**  
Chair of the Trust



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# Welcome from our Chief Executive

The Trust's Annual Review gives us an opportunity to share some of the important work we have done over the year and celebrate our achievements. I am immensely proud to say that we have continued to deliver on our core ambition to support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives.

## **Great care that is high quality and improves lives**

In our inpatient wards, the crisis assessment unit and supported living settings, we have worked incredibly hard to keep people safe - implementing national measures and testing and cohorting people to help minimise the spread of infection. On occasions we paused admissions to manage outbreaks swiftly and effectively while working with partner organisations to maintain capacity for people needing care.

Our community mental health and learning disability services, along with our specialist and regional services, have continued to support people in their recovery remotely and our Leeds Recovery College courses have also successfully moved online. Some service users do not have access to technology or have been at heightened risk of poor health, so we have continued to offer face-to-face contact where it has been most needed.

We have continued to develop and expand our specialist services, helping more people receive the treatment they require. In November 2020, the new Veterans' Mental Health High Intensity Service was launched to provide care and treatment for veterans experiencing a mental health crisis. The Northern Gambling Service expanded in 2020, launching clinics in Manchester and Sunderland, and marked its one year anniversary in September with the news that it has supported over 400 clients.

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In September 2020 we announced that the Young People's Mental Health Inpatient Service at Little Woodhouse Hall in Leeds would be managed by our Trust from 1 April 2021. Young people will benefit from our new £20million purpose-built unit, known as Red Kite View, which will open in December 2021 providing a spacious, safe and modern facility for young people with significant mental health needs.

Engagement with our service users, carers and the public on their experience of our services is at the heart of all we do, enabling us to improve the care we provide. In April 2020 we launched 'Together' our new three year Experience and Involvement Strategy. Our newly established Patient Experience Team will play an important role alongside our service users and carers in making sure we take a joined up approach and put co-production at the centre of our work.

### **A rewarding and supportive place to work**

A key priority for us is supporting the health and wellbeing of our staff. We have launched individual wellbeing assessments to understand the issues facing our staff and how best we can support them to feel safe and well at work. Taking our lead from the NHS People Plan, we are continuing to foster a culture of compassion, inclusion and belonging. Our new staff Facebook group 'LYPFT Together', our popular staff engagement platform 'Your Voice Counts' and the annual NHS Staff Survey along with regular forums have given staff a variety of opportunities to talk and provide feedback about their experiences and also to be directly engaged in improving our workplaces. I am delighted that in the middle of a difficult year so many of our staff have taken the time to make their voice count and share their views.

I would also like to give a special mention about the excellent work to confront racism and improve diversity and equality within the Trust led by our Workforce Race Equality Network which has done much to improve the culture of our organisation in becoming more inclusive.

### **Using our resources to deliver effective and sustainable services**

Responding to increased demand and acuity, often with pressures on staffing levels, we have had to move some teams into different locations, pause some services and redeploy some staff to support our acute and crisis care settings.

Key members of our management team have been heavily involved with working groups both within the Trust and across the local health and care system. We have consulted with experts from our clinical, operational and corporate services, enabling us to develop innovative ways of working and cut through some of the usual red tape. This kind of agile joined-up working has really helped us get through this crisis effectively and efficiently together.

The work of our often unsung support services has played a huge part in ensuring the continuity of our frontline clinical services – colleagues in infection prevention, IT support, communications, human resources, logistics, procurement, estates and finance have kept us all going safely and efficiently whether working remotely or on site.

Despite the pandemic, the construction of the new Young People's Mental Health Inpatient unit has progressed to schedule and is on track for an 'excellent' BREEAM rating in sustainability.

As I write this the pandemic is still with us, and the physical, emotional and economic impact of the virus will shape how we provide services in the future. Every day seems to bring more challenges, new problems to solve and barriers to overcome. Yet, again and again we see amazing efforts, a real desire to do the best we can for colleagues, services users, their families and partners. There are many challenges ahead, of course, but there is also a lot of hope that we will soon move towards a better, healthier and brighter future, together.

**Dr Sara Munro**  
Chief Executive

# Our Trust in numbers



**781k**

people we provide  
services to

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**39**

services we  
provide

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**Good**

our overall CQC  
rating

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**£202.9m**

annual turnover  
for 2020/21

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**66**

sites we operate  
from

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**2,929**

staff

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**563**

bank staff

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**180**

medical staff, including  
consultants, doctors  
and registrars

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794

other clinical staff,  
including health care  
support workers

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805

registered nursing  
and midwifery staff

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217

other professional,  
scientific and technical staff,  
including psychologists,  
psychotherapists and  
pharmacists

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188

allied health professionals,  
including occupational  
therapists and dietitians

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745

admin and non-  
clinical staff

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101

volunteers

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178

members of our  
Workforce Race  
Equality Network  
(WREN)

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33

members of our  
Disability and  
Wellbeing Network  
(DaWN)

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**RAINBOW  
ALLIANCE**  
LGBT+ Network

100

staff already committed  
to attend trans and  
non-binary awareness  
training in 2021

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# The pandemic and the 'new normal'

On the 31st January 2020 the NHS declared a level 4 incident regarding Coronavirus. This level of response is reserved for the most disruptive events where a national level of coordination is needed to manage the incident.

The Trust established its own incident coordination arrangements in February 2020 based on the standard 3 tier arrangements which are Strategic (also known as Gold), Tactical (Silver) and Operational (Bronze). In addition wider incident management arrangements were set up at city and Integrated Care System level.

The Trust set its aim as: **To provide a response to the Covid-19 pandemic that minimises the impact on the health and welfare of the Trust's service users, staff and the wider community.**

The processes adopted were based on a full risk assessment of how we believed the pandemic would affect service provision and where the Trust needed to set up additional measures to counter risks.

**These interventions were based on addressing our most significant risks:**

- Outbreaks in ward areas – we set up cohorting areas in the Mount, and the Becklin and Newsam Centres to manage positive cases in inpatients
- Reduced staff numbers due to infection, shielding and caring responsibilities
- Swab testing for our service users

Whilst some services had to be reduced or paused we continued to provide the majority of our mental health and learning disability services to our service users.

Staff across the Trust have adapted to the demands of dealing with the crisis in practical, kind and inspiring ways. There are some fantastic examples of creative, imaginative activities including the 'Ward Olympics', Letters to Loved Ones, wobble rooms and rainbow name badges.

Latterly, the response has moved into the vaccination arena and additional incident arrangements including a new tactical vaccination group which was established to manage all aspects of the vaccination roll out:

- vaccine procurement and delivery/storage
- the vaccination hub at the Mount including the Trust's patient and staff vaccination programme
- our vaccination team have also been involved in the citywide vaccination bus project visiting areas of low vaccine uptake in Leeds to make it as easy as possible for residents to receive their Covid-19 vaccine

We also took part in 9 Covid-related research studies plus supported Novavax and Astra-Zeneca vaccine trials.

In order to comply with Government directions, Board of Directors' and Council of Governors' meetings have been held virtually throughout 2020/21. The Trust's Annual Members' Meeting was also held virtually.

As we contemplate how we will return to the 'new normal' we will be looking at the positive changes we have made to service delivery, such as adopting new technology and engaging with services users and staff in different ways.



# Coronavirus: a year like no other

## Our stories



For many of us, the past year will have been one of the most challenging we've faced in our lifetimes. Both our personal and professional lives have been turned upside down and we've had to deal with a huge amount of change, loss, and uncertainty.

But time and time again, our people have responded with resilience, flexibility and bravery, rising to many different demands and challenges.

We want to share the incredible efforts of our teams, services and staff, who have either stepped out of their comfort zones, or continued to do their day job in much harder circumstances, to enable us to keep being there for those who need us most.

We want to shine a light on their ongoing successes, and the big and little things they've done, and continue to do, to make life a bit easier for service users and each other.

This doesn't mean we'll forget the challenges we've faced or those we've lost.

But it's also a reminder of what we can continue to achieve, together.

Here are some of our stories.

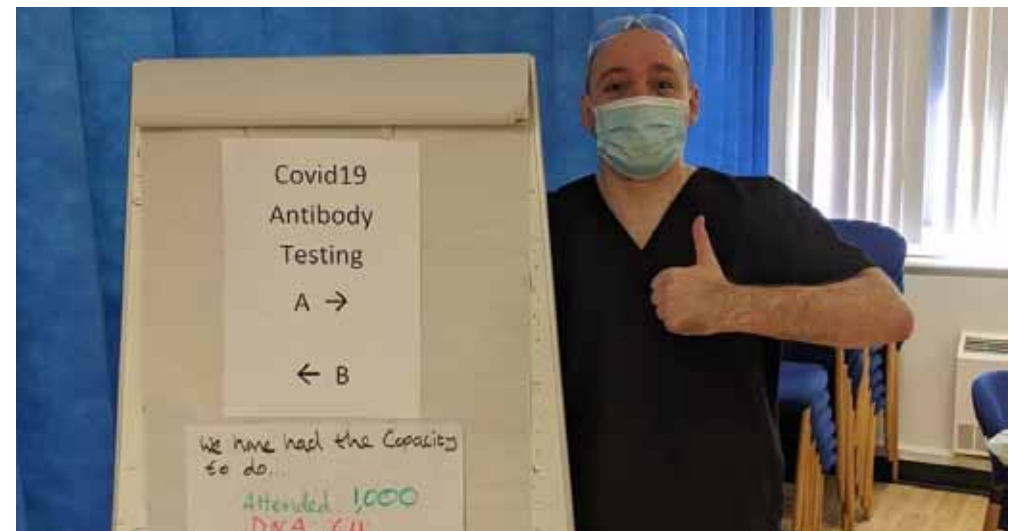
### Running an antibody testing clinic during the pandemic

"At the start of the pandemic there was a big push for research to find out more about how Covid-19 behaves. As part of this, our Trust was asked to participate in a study looking at antibody prevalence among NHS employees," says Dan Taylor, a Specialist Practitioner with our Forward Leeds Hospital In-Reach Team.

"I initially volunteered to support this by helping to take blood, and when the offer came along to run it on the ground, I was really eager to say yes and contribute to the Covid response in any way I could.

"We only had a few days to get everything up and running and to start testing and this posed some pretty big challenges.

"The clinic was temporary. We set up quickly and finished once the tests had been offered to all staff within our Trust and contractors working on our sites. However, we achieved so much in that short time. I've learnt a lot from my involvement in this clinic, and the staff who volunteered to take blood alongside their own busy clinical duties are real unsung heroes."



## Looking out for our service users with learning disabilities

For our service users with learning disabilities, navigating the pandemic has been particularly challenging. For some, the sudden introduction of PPE, changes to routine, and trips to vaccination centres had the potential to be quite frightening. In early 2020, our Health Facilitation Team responded, putting much of their usual work on hold to begin campaigning tirelessly to improve the experiences of those with learning disabilities during the pandemic.

They created a suite of easy-read, accessible resources, to explain everything from why we must wear PPE, to how to test for Coronavirus, and handwashing advice. They also campaigned for those with learning disabilities to be offered a vaccine earlier, and advocated for reasonable adjustments to be made at vaccination centres to make them more suitable for patients with a learning disability.

“Throughout, we’ve wanted people with learning disabilities to know that the NHS is still here for them,” explains Julie Royle-Evatt, Strategic Health Facilitator with the Health Facilitation Team.

“We wanted them to know that PPE is for protection, to keep them safe and well, and we wanted them to feel as comfortable as possible getting a vaccine.

“One of the things that changed as a result of our input was that patients and carers could be vaccinated together. This helped them to know what to expect and gave them reassurance that it wouldn’t hurt.”



Leeds and York Partnership  
NHS Foundation Trust

## Face Covering



To help stop the spread of Coronavirus **you must** wear a face covering when you are on public transport and when you go to Hospital.



You should wear a **face covering**.  
This should cover your **nose and mouth** when you are in public places that are busy.  
You could use any material to cover your face.



You should still try to keep **2 metres** apart from people.  
Keep **social distancing**, even if you are wearing a face covering.



If the police or staff ask you to take your face covering off then you must do so they can see who you are.

integrity | simplicity | caring

### **'Lifeline' online support from our Eating Disorders Service**

Our Connect Eating Disorders Service provides support and treatment to those with anorexia and bulimia across West Yorkshire, and at the start of the pandemic decided they wanted to do more to make sure that no-one was left facing an eating disorder alone.

They took their expertise online and received an overwhelming response, with their award-winning Instagram Live series garnering tens of thousands of views.

Connect has been using Instagram since 2019, but started their 'Connect Conversations' series during the first lockdown in 2020 to offer vital support to those with eating disorders across the country.

Since then they've hosted nearly 500 Lives, which are recovery-focused and cover topics including self-compassion, regular eating and identity. There are regular slots to offer support with snacks and to tackle myths surrounding food and eating disorders, and followers are supported to set and re-evaluate goals.

The series has been hailed a 'lifeline' by those who've benefited from the online support, and has been described as 'therapy at your fingertips' by the BBC.

### **Support for staff**

It's never been more important to prioritise our health and wellbeing, and throughout the pandemic we've seen some great examples of our staff, teams and services looking out for each other.

The self-care boxes pictured were sent by the leadership team at our Veterans' Mental Health Complex Treatment Service to their colleagues to thank them for their flexibility and resilience, and remind them of the importance of looking after themselves at a challenging time.

They've been holding regular wellbeing time-outs to pause and check-in with each other and even managed a five-hour Christmas party on Zoom!



**CONNECT**  
The West Yorkshire Adult  
Eating Disorders Service



### An Olympian effort to raise spirits

We may not have made it to Tokyo in 2020, but there was one set of games that went ahead, thanks to the hard work of our Occupational Therapists.

The Ward Olympics ran for four weeks, involving both staff and service users, to provide a welcome distraction from the pandemic, lockdown, and increased social isolation.

Each ward chose a country to represent and took part in a daily challenge. Traditional sporting activities were shunned in favour of keepy-uppies, Origami and a 'Jigsaw Sprint', and competition was fierce.

At the end of the four weeks, Team GB came out on top (Westerdale Ward at Clifton House in York).

Vicky Search, an Occupational Therapist from our Low Secure Forensic inpatient ward at the Newsam Centre, created the Games, and said: "In what would have been an Olympic year, we developed the games as a way of supporting our service users to take part in meaningful activity, and encourage a sense of togetherness between wards in these challenging times."

These are just some of the things our staff have been doing to support service users and colleagues during a year like no other. To read more stories like these, visit the news section of our website, [www.leedsandyorkpft.nhs.uk/news/articles/](http://www.leedsandyorkpft.nhs.uk/news/articles/), or follow us on social media.

Facebook: [Leeds and York Partnership NHS Foundation Trust](https://www.facebook.com/LeedsandYorkPartnershipNHSFoundationTrust)

Twitter: [@leedsandyorkpft](https://twitter.com/leedsandyorkpft)





# Delivering great care - our services

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.

We provide specialist services to approximately 781,000 adults in the Leeds areas and accept referrals from across the UK. We operate from 123 dispersed sites and employ approximately 2,900 staff and over 500 bank staff.

**Clinical services are currently delivered across nine service lines:**

|                                      |   |
|--------------------------------------|---|
| Acute services                       | Learning disabilities services                        |
| Perinatal and liaison services       | Older people's services                               |
| Children and young people's services | Regional eating disorders and rehabilitation services |
| Forensic services                    | Community and wellbeing services                      |
| Regional and specialist services     |   |

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Our services are delivered across a range of settings in Yorkshire and the Humber and our Deaf CYPMHS service operates from Manchester and Newcastle. They are commissioned by a range of commissioners, including national specialised commissioning (NHS England), local CCGs, the Local Authority and Public Health. A number of our services are also delivered through formal partnerships with other agencies.

**The services we provide include:**

- Community Mental Health Teams
- Care Home Team
- Memory Service
- Crisis Assessment Services
- Intensive Community Services including the Home-Based Treatment Team
- Younger People with Dementia Team
- Psychological and Psychotherapy Services
- Assertive Outreach Team
- Older People's Liaison Mental Health Service (based at St James's Hospital)
- Mental Health Inpatient Services
- Dementia Inpatient Service
- Rehabilitation and Recovery Services
- Healthy Living Service
- Alcohol and drug services (via Forward Leeds)

- Forensic Services
- Children and Young People's Mental Health Inpatient Services
- Learning Disability Services
- Eating Disorders Services
- Gender Identity Services
- Liaison Psychiatry
- National Deaf Children and Families Service
- Northern School of Child and Adolescent Psychotherapy (NSCAP) Clinical Services
- Perinatal Mental Health Services
- Personality Disorder Services
- Veterans Service
- Gambling Addiction Service

**Service developments in 2020/21**

**Leeds Recovery College goes online**

In response to the pandemic, the Leeds Recovery College launched their 2020/21 prospectus adapting their courses to enable people to take part in them, at home.

These courses have been co-designed and co-facilitated by people who have experienced their own mental health challenges, working alongside health professionals and education providers to share their knowledge and advice.

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### **A new mental health service for our former armed forces personnel**

The Veterans' Mental Health High Intensity Service (HIS) went live in November 2020 to provide treatment for veterans experiencing a mental health crisis who need urgent help.

The HIS is part of a new national service being rolled out across England, now under the brand name OpCOURAGE. In the North of England, it is being delivered in partnership between the NHS and well-established veterans' support charities Walking With The Wounded and Combat Stress, with our Trust as the lead provider.

Since going live, the HIS has supported around 150 veterans. It has also supported veterans into employment, found them housing and places in specialist addiction rehab programmes.



# 150+

armed forces veterans  
in crisis and their  
families supported by  
Op COURAGE Veteran's  
Mental Health High  
Intensity Service in its  
first 6 months

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**OpCOURAGE**

### **The Northern Gambling Service expands**

In a tumultuous year in which Covid-19 lockdown restrictions led to a significant increase in online gambling, the Northern Gambling Service has provided free, confidential and effective treatment for over 400 people struggling with gambling addiction.

From our initial clinic in Leeds, and two subsequent clinics in Manchester and Sunderland established in 2020, the service has reached over 400 clients, with 50 completing treatment so far.

Clients using the service have described the treatment and clinicians delivering the therapies as 'life-changing' and 'giving back control'.



### **New mental health team helping rough sleepers**

The newly launched Specialist Therapeutic Outreach Team is part of Forward Leeds, the city's alcohol and drug service, offering trauma-informed care.

The team works alongside the Safer Leeds Street Support Team and other support services in the city, to bring about positive change for this vulnerable client group.

### **New improved inpatient unit for young people in West Yorkshire**

A new £20million unit, to be known as Red Kite View, will accommodate an enhanced Children and Young People's Mental Health Inpatient Service (previously known as CAMHS) and is being built on our St Mary's Hospital site in Armley, Leeds. The unit will include 22 inpatient beds and much needed improvements and facilities. We expect the first patients into Red Kite View in December 2021.

The management of NHS inpatient mental health services for young people across West Yorkshire transferred from Leeds Community Healthcare NHS Trust (LCH) to our Trust, on 1 April 2021. Our Trust now manages the current 8 bed inpatient unit at Little Woodhouse Hall.



### **CareDirector goes live**

We took the decision to continue with the launch of our new electronic patient record system, CareDirector, although making the system live in the midst of a global pandemic was challenging. We're taking every opportunity we can to learn and to work together to further develop this system.





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# Delivering great care - our partnerships

The West Yorkshire and Harrogate Integrated Care Partnership (WY&H ICS) is made up of NHS organisations, local councils and voluntary and community sector organisations working closely together to address shared challenges facing health and care services.

By working in partnership across the WY&H system we are better able to share good practice and reduce inequality. The Trust is working with the three other mental health providers (Bradford District Care NHS Foundation Trust, Leeds Community Healthcare NHS Trust and South West Yorkshire Partnership NHS Foundation Trust) in a mental health, learning disability and autism services collaborative.

We are working together on delivering priorities agreed before the Covid-19 pandemic:

- **Acute Mental Health Pathway (Adults):** We will ensure that people are treated in the community wherever possible by expanding community services in partnership with primary care and other partners. If people do need to go into hospital, they can access care locally and if not, they will be cared for in West Yorkshire.
- **Complex Care/Rehabilitation Services:** We plan to repatriate patients, by providing both intensive community support and inpatient provision, thereby preventing out of area placements and minimising lengths of stay.
- **Adult Medium and Low Secure Services:** Taking on responsibility for commissioning and providing new models of care within secure services.
- **Children and Young Peoples' Mental Health Services (CYPMHS):** Preventing unnecessary admissions and reducing out of area placements, with effective management of children and young people in the community.

- **Autism:** Better understanding the needs for people with autism and neurodiversity, including barriers to accessing services and support, and developing networks and service offers to improve this support.
- **Learning Disabilities - Assessment and Treatment Units:** A 'centre of excellence' model, with reduced reliance on inpatient beds and a move towards reinvesting in community provision.
- **Improving determinants of health:** Investing in suicide prevention, better understanding barriers to access for different ethnic groups with regard to perinatal mental health services and sharing good practice in improving the physical health of people with mental illness or a learning disability.

We are also working together on delivering support during the Covid-19 pandemic:

**Regular mutual aid arrangements:** Working as a collaborative on crisis pathways, cohorting arrangements and wider mutual aid possibilities.

**Population support schemes:** Helping keep people with neurodiversity connected during the pandemic so they can access support and developing a Grief and Loss helpline.

Delivering new priorities identified as a result of the Covid-19 pandemic:

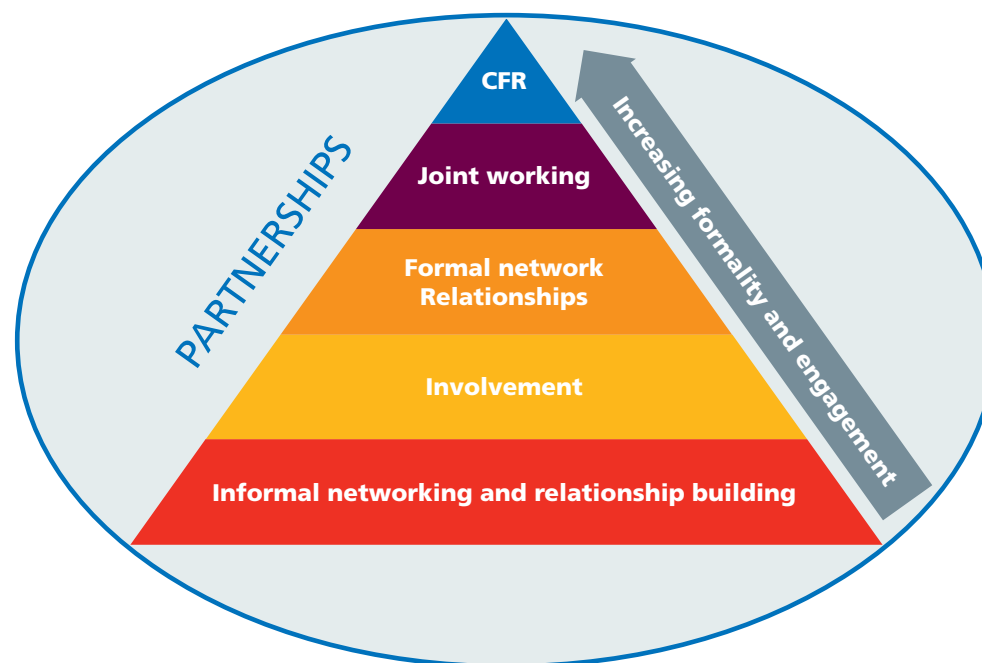
**Improving collaboration:** Working together as a collaborative to agree a common methodology for Prevention and Management of Violence and Aggression, and undertaking of restraint, and developing a collaborative bank.

**Staff wellbeing:** Launching the WY&H Mental Wellbeing Hub for staff across all NHS, local authority and other partners; providing access to specialist psychology support, approved advice and guidance, and training of teams.

In December 2020 NHS England and NHS Improvement carried out a consultation 'Integrating Care – Next steps to building a strong, integrated care system across England'. This sought views on the

proposed changes in the governance framework for the ICS. We anticipate that in 2021/22 we will play an important role as part of a statutory ICS to support care delivery and transformation both at place and system levels.

The Trust values working in partnership and recognises the positive impact this has on service users' experience and we will continue to develop partnerships through 2021/22 using the framework and approach illustrated below:



● **Informal networking and relationship building:** Leadership Forum, Business Leaders Network

● **Involvement:** Older Peoples Forum

● **Formal Network Relationships:** STP, LYPFT / Third Sector Partnership Forum

● **Joint Working:** Integrated neighbourhood forums, A&F Liaison Service

● **Contractual Financial Relationship (CFR):** Section 75, Third Sector



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# Delivering great care - clinical research

As a Trust, we have strong links to local universities and a reputation as a centre of excellence for teaching, research and development.

We have a dedicated Research and Development (R&D) Team who lead and support national and local research projects involving our staff, service users, their carers, friends and family.

This work is vital as it helps us to improve the care and treatment we provide and contribute to national policy.

## **Involvement of service users and carers**

The “Help from Experts by Experience for Researchers” (HEER) group, facilitated by the R&D team moved its monthly meetings to Zoom and continues to meet virtually to discuss research ideas, study detail, promotion and dissemination with a wide range of researchers who found their input invaluable.

## **Keep up-to-date with our Research and Development work**

There were 49 publications in a wide range of peer-reviewed journals in 2020/21 related to the Trust’s research activity.

Find out more, and read our quarterly magazine, Innovation, on our website: [www.leedsandYorkpft.nhs.uk/research](http://www.leedsandYorkpft.nhs.uk/research).

Follow the R&D Team on Twitter

 **@LYPFTResearch.**

## Research in numbers 2020/21



52

research studies the Trust was involved in during 2020/21



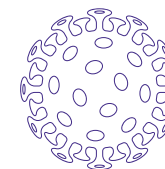
1,044

people took part in research hosted or led by the Trust in 2020/21



£2m+

received in research grants from the National Institute for Health Research and other funders in 2020/21

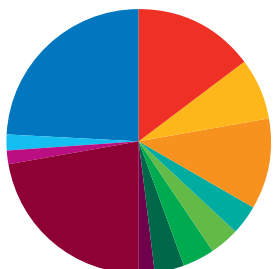


9

Covid-related research studies the Trust has been involved in (we've also supported the Novavax and Astra-Zeneca vaccine trials)

You can see a breakdown of our research studies by activity area below:

\*some studies include more than one activity area



- Child and Young Peoples' Mental Health 8
- Adult Acute / Inpatient 4
- Older Adults 6
- Gender Indentity Service 2
- Eating Disorders 2
- Learning Disability 2
- Liaison Psychiatry 2
- Personality Disorder 1
- Adult Community 12
- Leeds Autism Diagnostic Service 1
- Gambling 1
- Other 13



# Delivering great care - service user experience



Engagement with our service users, carers and the public on their experience of our services is at the heart of all we do, and this enables us to improve the quality of care we provide.

In March 2020 we launched a new three year Experience and Involvement Strategy 'Together' and established a new Patient Experience Team to make sure we take a joined up approach putting co-production at the centre of our work.

This year has required new ways of working in order to maintain contact with service users and carers and we have been able to progress a number of projects.

## Involvement

- 👂 Involvement Database of service users and carers
- 👂 Implementation of the Policy for Reimbursement and Payment for service users and carers who take part in high level opportunities
- 👂 Involving service users and carers on recruitment panels
- 👂 Development of a Supportive Training and Awareness Involvement module
- 👂 Service User Network (SUN) meetings are now co-facilitated by 2 service users and members have continued to meet on a monthly basis via zoom during the pandemic

- 👤 SUN newsletter was introduced and 20 editions have been created since the beginning of the pandemic
- 👤 Spotlight on Services enables SUN members to learn more about LYPFT services

### Experience

- 👤 Service user and carer stories at Trust board meetings
- 👤 Introducing a new Trust wide feedback measure – Have your Say. Team managers will be encouraged to report back on feedback
- 👤 Acute Inpatients Survey and a Community Mental Health Survey
- 👤 We produce accessible communications information in easy read through our 'Easy on the I' service and we provide interpreting and translation services. We are implementing the Accessible Information Standard and monitoring the recording of communication support needs of service users with a disability, impairment or sensory loss.

### Carer support

The Trust continues to adopt the Triangle of Care framework to ensure that we identify, listen and support our carers. We have introduced:

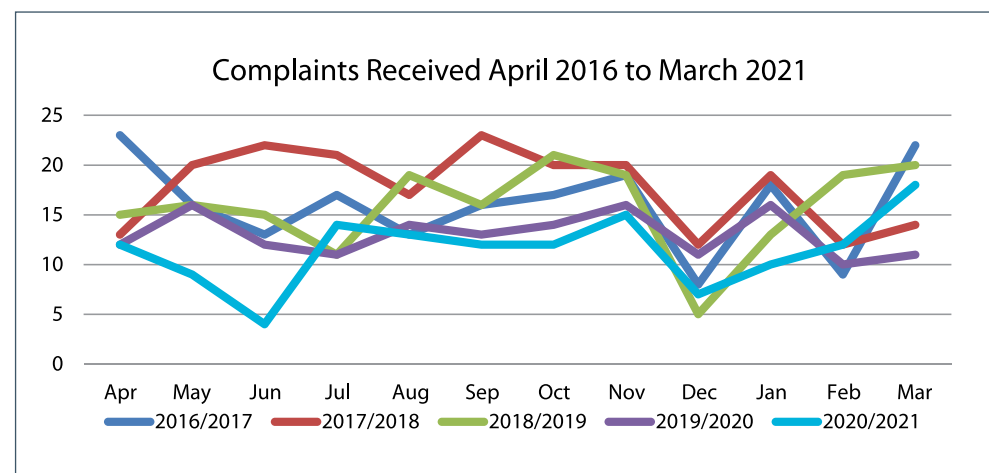
- 👤 Carer awareness training for staff who have direct contact with carers
- 👤 Triangle of Care meetings which provide staff with up to date resources and information to help support carers and a safe space in which barriers to providing support can be discussed and overcome

### PALS (Patient Advice and Liaison Service), Concerns and Complaints

We are committed to providing opportunities for any user of the organisation to seek advice, raise concerns or make a complaint about the services it provides. We continue to promote a welcoming and positive culture for everyone making contact with the PALS and Complaints Team. Our PALS team are accessible for all users of our services via our dedicated Freephone number.

During 2020/21, the Team dealt with 1650 PALS enquiries/concerns and 138 complaints.

The chart below shows the comparison of complaints received over the last five financial years:



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Themes of concerns tend to vary from formal complaints. Concerns are often problems that require immediate action such as meal options and environmental issues.

The top three themes for **complaints** during 2020/21 were:

- General Care 39%
- Conduct of staff/attitude 30%
- Admission, discharge and transfer 10%

We receive a relatively small number of complaints, however they present an opportunity for us to review care, our services; and the way in which we interact and provide information to our service users, from another perspective. Actions from complaints and their progress are discussed within relevant service meetings.



Our teams and staff often receive compliments. Compliments are received for treatment, care and support, in respect of our environment, atmosphere, and cleanliness.

During 2020/21, the Trust received **412** compliments. Compliments are a key measure of patient experience and we are keen to develop recording of compliments alongside our other methods of feedback in order to create a fuller picture of where we are doing well and where we might be able to further improve.

**“Intensive Support Service is an absolutely invaluable service. The support I have received during my recent referral has been of an exceptionally high standard despite being in lockdown.”**

Anonymous service user

A graphic featuring a thumbs-up icon with an orange square to its left, and the number 412 in a large, bold, orange font below it.

412

compliments  
received by the  
Trust in 2020/21

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# A rewarding and supportive place to work

The demands on NHS staff during the past year have been unprecedented and supporting our staff to keep well and continuing to ensure they feel valued has been central to our approach.

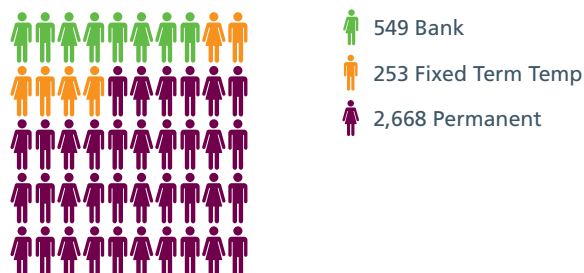
Work to develop our people priorities has continued through 2020/21 and has been further informed by individual staff feedback received from various sources. Our Trust Strategic People Plan will continue to be developed as we emerge from Covid-19 response.

## **Staff health and wellbeing**

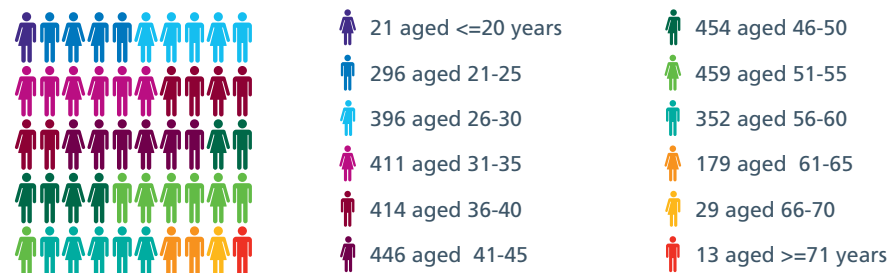
The pandemic has had a significant physical and psychological impact on NHS staff. In 2020/21 we introduced the Wellbeing Assessment process for all staff; a holistic and supportive risk assessment process through a recorded supportive discussion between a staff member and their manager, to identify actions or reasonable adjustments required.

The 'Ways to Wellbeing' campaign sign-posted staff and managers to a wide range of resources including helplines. We used the Trust website to develop our Staff Health and Wellbeing Hub which became a cornerstone of our strategy to support staff with resources and opportunities to maintain their mental and physical health. The Hub received around 15,000 views during the year.

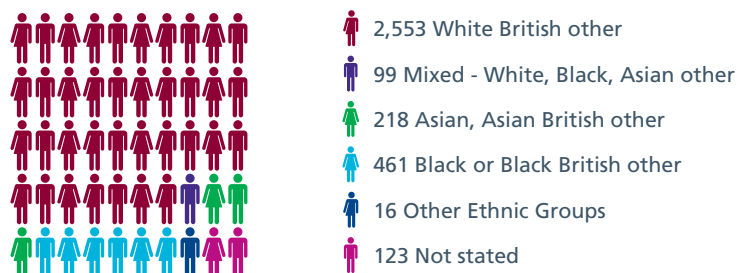
## Staff numbers by contract type



## Staff numbers by age



## Staff numbers by ethnicity



## Staff numbers by gender



## Staff communications

Throughout 2020/21, the Trust published over 160 'All Staff Briefings', providing our staff with timely information and updates on all aspects of the Coronavirus response. We developed a dedicated section of the Trust website for staff to be able to access important guidance and resources. With staff working remotely and with restrictions on meeting in person, we set up regular video conference webinars with the Chief Executive via the video conferencing app Zoom. We also launched our staff Facebook Group 'LYPFT Together' which was designed to give staff the opportunity to connect in a safe space – it now has over 500 members.

## Our volunteers

Our volunteers continue to show great commitment and dedication and have provided invaluable support to services users and staff. Throughout the Covid-19 response, volunteers have been actively supporting in new roles as Volunteer Healthcare Assistants, specifically supporting the allocation and use of personal protective equipment (PPE), the Trust vaccination programme and supporting our service users with shopping.



### Engaging with staff and improving our culture

We have adapted to the new ways of working, brought on by the Covid-19 pandemic, to ensure meaningful staff engagement work has still taken place. Our approach has been to develop our culture together and we have worked with staff to listen to their feedback and drive changes.

In the summer of 2020 we held an online conversation via the 'Your Voice Counts' platform to ask staff about their experience of the changes made as part of the Trust's response to Covid-19. This conversation gave us valuable quantitative and qualitative data, particularly around what support staff have found beneficial during the pandemic and what more we could be doing moving forward. Via an online webinar, senior leaders from across the Trust shared the improvements that were being made in their areas to improve staff experience.

The 2020/21 Staff Survey response rate for Trust staff was 47%. Our overall response rate declined by 7.5% compared to the previous year although this decline did not come as a surprise due to the impact of the pandemic. We are performing better than the national average for

mental health and learning disability trusts in England across four of the 10 key themes. We are equal to the benchmark group average for three themes and below the benchmark average for three key themes.

The Trust is committed to tackling racial inequality and improving inclusion for our staff. The Workforce Race Equality Network has been especially active this year, and the Trust has worked closely with members, listening to experiences and developing some new policies. The focus on improving staff experience was picked up by a number of working parties and has led to some important implementations across the Trust:

- **Freedom to Speak Up:** The Trust's Freedom to Speak Up Guardian has now been joined by a diverse team of five Ambassadors to help encourage people to speak up about any concerns.
- **Recruitment and retention:** Career conversations for staff from ethnic minorities to ensure staffs' full potential can be developed. A representative for staff from ethnic minorities is now included on the recruitment panel for all jobs band 8C and above.
- **Reciprocal Mentoring:** Members of our Workforce Race Equality Network and Board members have committed to Reciprocal Mentoring. The pairs will offer insight through their personal lens to promote organisational learning and personal growth.
- **Staff networks:** Have met regularly remotely, with a focus on enabling social inclusion and challenging stigma.
- **Agile working:** All staff working from home have been issued with the relevant equipment to keep them safe and working effectively.
- **Compassionate and inclusive leadership:** Activities have included 'Leading Beyond the Crisis' sessions, a Leaders Pack and Leadership Support Circles.



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# Quality and Accountability

The Board is required to carry out an independent review of governance against the well-led framework every three years. Due to the Covid-19 pandemic and the delay in the CQC releasing new standards the scheduled review due to take place in 2020 was postponed.

Previous to this an independent review of our governance arrangements against the NHS Improvement well-led framework was carried out in 2017/18 by Deloitte LLP. We plan to update this work and are arranging a new independent review of our governance later this year.

We have reviewed and refreshed the Board Assurance Framework and strengthened our quality governance reporting.

The key arrangements that are in place to ensure we are well-led are:

- An experienced leadership team with the skills, abilities, and commitment to provide high quality services
- The Board and the Senior Leadership Team have set out a clear vision and values that are at the heart of all the work within the organisation
- The Trust's strategy is directly linked to the vision and values of the Trust and we have involved stakeholders in the development of the strategy
- Senior leaders visit all parts of the Trust and feed back to the Board to inform the discussion in relation to the challenges staff and the services face
- We co-create how our services are run

- We are actively engaged in and leading on collaborative work with external partners
- The Board has sight of the most significant risks and the mitigating actions through the Board Assurance Framework
- Robust governance arrangements are in place to ensure we discharge our safeguarding responsibilities appropriately
- Appropriate governance arrangements are in place in relation to the administration of and compliance with the Mental Health Act
- We have a structured and systematic approach to staff engagement
- The Board reviews performance reports which include data about the services. We also have an Executive Performance Overview Group which allows executive directors, service managers and staff to be sighted on their key performance indicators (KPIs) and any issues to delivery.
- We are committed to improving services by learning from when things go well and when they go wrong; we also promote research and innovation

The Board can report that there are no material inconsistencies between the Annual Governance Statement, the Corporate Governance Statement and the information within the Annual Report.

It can also be reported that the Trust was rated overall 'good' in the last Care Quality Committee (CQC) inspection in 2019 with the well-led domain also being rated as 'good'.

The Trust has not participated in any special reviews by the CQC during the reporting period but have continued meeting regularly with CQC providing information on complaints, incidents, clinical governance, change to services and learning.

Clinicians and frontline staff had limited capacity to address action plans from the last CQC inspection and the CQC agreed with Trusts that other emergency activities took priority during this whole reporting period.

The CQC has not taken enforcement action against the Trust during 2020/21.

## Our overall CQC ratings

| Safe                 | Effective | Caring | Responsive | Well-led | Overall |
|----------------------|-----------|--------|------------|----------|---------|
| Requires improvement | Good      | Good   | Good       | Good     | Good    |



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## Financial review

The Trust's financial performance during 2020/21 was managed in the context of the interim financial framework put in place as a response to the Covid-19 pandemic. The key approach in this framework was the immediate suspension of normal contracting arrangements from 1 April, which were replaced by a series of block contract payments and other allocations.

The challenges and pressures we experienced were not dissimilar to those being faced across the NHS and within the mental health sector. The two most material financial pressures that the Trust experienced during the year were both linked to our inpatient settings and managing the risks and challenges that Covid presented. The first consequence was the need for substantially more staff, including cover arrangements for staff absence. The second was linked to the unpredictable use of out of area inpatient bed placements. Due to environmental constraints, managing Covid outbreaks safely in ward areas impacted on bed capacity, resulting in higher demand for alternative provision at peak times.

The table on the following page provides a summary of our financial position at 31 March 2021.

**Summary of income and expenditure****£'000**

|  |            |
|--|------------|
| Income from activities                         | 173,283    |
| Non-clinical income                            | 29,628     |
| Total income                                   | 202,911    |
| Pay spend                                      | (140,798)  |
| Non-pay spend                                  | (57,718)   |
| Total  | (198,516)  |
| Operating surplus                              | 4,395      |
| PDC dividend, finance costs and interest (net) | (4,014)    |
| Other gains                                    | (131)      |
| <b>Surplus for the year</b>                    | <b>250</b> |
| Reserves:                                      |            |
| Gain/(Loss) on revaluation of assets           | (1,266)    |
| Total comprehensive income                     | (1,016)    |

**Summary of assets and liabilities****£'000**

|                                |                |
|--------------------------------|----------------|
| <b>Assets</b>                  |                |
| Property, plant and equipment  | 60,423         |
| Cash                           | 111,695        |
| Other assets                   | 5,879          |
| Total assets                   | 177,997        |
| <b>Liabilities</b>             |                |
| Payables and other liabilities | (35,918)       |
| Borrowings                     | (17,497)       |
| Provisions                     | (9,353)        |
| Total liabilities              | (62,768)       |
| <b>Total assets employed</b>   | <b>115,229</b> |

Use of Resources Score



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# Leadership and our Board of Directors

The Board of Directors is the body legally responsible for the day-to-day management of the organisation and is accountable for the operational delivery of services, targets and performance, as well as the definition and implementation of our strategy. It has a duty to ensure the provision of safe and effective services for our service users.

At the end of 2020/21 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.

The next page shows our Board of Directors as at 31 March 2021.

## 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 Christian Hosker**  
Medical Director



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



**Darren Skinner**  
Interim Director  
of Human Resources

From 10 May 2021

## Non-Executive Directors



**Professor Sue Proctor**  
Chair



**Professor John Baker**  
Non-Executive Director



**Helen Grantham**  
Non-Executive Director  
(Deputy Chair)



**Andrew Marran**  
Non-Executive Director



**Sue White**  
Non-Executive Director



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



**Cleveland Henry**  
Non-Executive Director

There has been 1 change to our Board since 31 March 2021:

Darren Skinner joined the trust on 10 May 2021 as Interim Director of Human Resources replacing Claire Holmes on the Board.

Dr Claire Kenwood was on the Board as Medical Director until 1 August 2020.

During 2020/21 in order to comply with Government directions, Board meetings were held more frequently and were held virtually. Members of the public were not invited to attend the meetings, although some of our governors were able to attend. We also invited our members, governors and members of the public to submit questions. Video recordings of the meetings were published on the Trust's website within one week of the meeting. Copies of the agendas, papers and minutes for Board meetings can be found on our website.



A selection of our governors at March 2021

# 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 is 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. We're required to have a Lead Governor and Peter Webster has carried out that role since April 2019.

During 2020/21 the Council of Governors had three formal business meetings which were held virtually in order to comply with Government directions. Members of the public were not invited to attend the meetings but were invited to submit questions. Video recordings of the meetings were published on the Trust's website within one week of the meeting.

Notice of public Council of Governors' meetings along with the agenda and papers are published on our website.

The governors also held an Annual Members' Meeting. This was held as a virtual meeting in November 2020. This was a public meeting and members were encouraged to attend to hear more about the work of the Trust and the Council of Governors.

## Our Governors for 2020/21

### Elected Governors

| Name                 | Constituency        |
|----------------------|---------------------|
| Marc Pierre Anderson | Service User: Leeds |
| Sophia Bellas**      | Service User: Leeds |
| Caroline Bentham**   | Carer: Leeds        |
| Peter Chapman*       | Service User: Leeds |
| Mark Clayton**       | Carer: Leeds        |
| Rita Dawson**        | Service User: Leeds |
| Les France           | Public: Leeds       |
| Gill Galea           | Staff: Clinical     |
| Ruth Grant           | Staff: Non-Clinical |
| Peter Holmes         | Service User: Leeds |
| Steve Howarth        | Public: Leeds       |

\* Indicates governors who stepped down early during 2020/21, before the end of their term of office

\*\* Indicates governors who were newly elected or re-elected part-way through 2020/21

### Elected Governors

| Name                  | Constituency                      |
|-----------------------|-----------------------------------|
| Andrew Johnson        | Staff: Clinical                   |
| Mussarat Khan         | Public: Leeds                     |
| Sarah Layton          | Staff: Non-clinical               |
| Kirsty Lee**          | Public: Leeds                     |
| Ivan Nip              | Public: Leeds                     |
| David O'Brien**       | Public: York and North Yorkshire  |
| Sally Rawcliffe-Foo** | Staff: Clinical                   |
| Adam Seymour*         | Staff: Clinical                   |
| Ann Shuter            | Service User: Leeds               |
| Nicola Swan           | Public: Rest of England and Wales |
| Peter Webster**       | Public: Leeds                     |

### Appointed Governors

| Name                          | Constituency                                    |
|-------------------------------|---|
| Councillor Rebecca Charlwood* | Leeds City Council                              |
| Helen Kemp**                  | Volition - Leeds (mental health representative) |
| Councillor Anna Perrett       | City of York Council                            |

\* Indicates governors who stepped down early during 2020/21, before the end of their term of office

\*\* Indicates governors who were newly appointed or reappointed part-way through 2020/21

### Appointed Governors

| Name            | Constituency  |
|-----------------|---|
| Sue Rumbold**   | Director of Children and Families Programme, West Yorkshire and Harrogate ICS** |
| Tina Turnbull** | Volition - Leeds (learning disabilities representative)                         |



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# Contact us

## **Leeds and York Partnership NHS Foundation Trust**

Tel: 0113 85 55000

Trust Headquarters  
2150 Century Way  
Thorpe Park  
Leeds  
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 85 55913

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)

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### **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**

 **Leeds and York Partnership NHS Foundation Trust**

 **@leedsandyorkpft**

 **Leeds and York PFT**

 **Leeds and York Partnership NHS Foundation Trust**

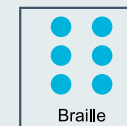
# integrity

# simplicity

# caring

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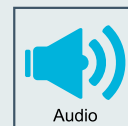
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Audio

or



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please contact the Interpretation and Translation Support Team on  
0113 85 56418/9 or [translation2.lypft@nhs.net](mailto:translation2.lypft@nhs.net)