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Job Ref: 1111

Leeds Partnerships **NHS**
NHS Foundation Trust



Annual Review 2007 - 2008



Contents

Page	Content
4-5	Welcome
6-7	About the Trust
8-9	Highlights
10-11	Foundation Trust
12-13	Adult Services
14-15	Learning Disability Services
16-17	Older Peoples' Services
18-19	Specialist Services
20-21	Service Users
22-23	Medical & Allied Professions
24-25	Nursing & Risk Management Services
26-27	Our Workforce
28-29	Social Responsibility
30-31	Foundation Trust Membership
Back cover	Contact Details



Welcome from Chris Butler

As the Chief Executive of Leeds Partnerships NHS Foundation Trust I would like to welcome you to our Annual Review. I hope that it will give you an insight into the work we do in providing specialist mental health and learning disability services to the people of Leeds and further afield.

Mental health and learning disability services have changed dramatically over the years. They are no longer located in large asylums but are, rightly, provided as close as possible to peoples' homes.

In August 2007, Leeds Partnerships NHS Foundation Trust became the first NHS Foundation Trust in West Yorkshire, signalling another important change for how services are organised. Our ambition is simple but challenging,

"in 2011 people choose our Foundation Trust because we always deliver the best mental health and learning disability care."

Our services are rated as "excellent" by the Healthcare Commission but none of us in the Trust are complacent. We know that we can always improve and that we will only do this in partnership with service users, carers and also our partner organisations. For example, this year we

are working hard to improve how people access and use our services and we are focussing on further improving the safety and effectiveness of what we do.

As an NHS Foundation Trust, we are proud to be an integral part of the NHS whilst being free from the direct control of the Strategic Health Authority and the Government. As well as working with others as part of a complex system of care, we also work closely with local communities to provide services based on their needs. We are directly accountable

to local people through our members and our Board of Governors. Having more people involved in our work also presents us with an opportunity to play an increasingly significant role in promoting positive awareness about mental health and learning disability issues - challenging both stigma and discrimination.

This year, the NHS celebrated its 60th birthday and we are proud of our collective achievements over the years in continually striving to provide the best possible care, free at the point of need to the people who need it. I am equally proud of the work of my colleagues who, through their dedication, do their best to ensure that services users reach and sustain their full potential as people. We do this through our values which are:

- ***Be the best for everybody, everyday***
- ***Treat people with openness decency and consideration***
- ***Learn and improve***
- ***Be effective and honest in our communications***
- ***Lead, do not blame***
- ***Take on challenges and do not look for excuses***
- ***Listen to others and respond***
- ***Put others first***

I hope this Annual Review will give you a small insight into our work and our plans for the future. Since August 2007, over 10,000 people have become members of the Trust and I'd like to ask you to do the same. It's completely free and there is an application form on the inside of the back cover.



Chris Butler
Chief Executive



Back: Guy Musson, Finance Director; Michele Moran, Director of Service Delivery & Chief Nurse; Dr David Newby, Medical Director; Alan Valks, Non-Executive Director, Steve Griffin, Director of Human Resources. Middle: Mike Doyle, Director of Corporate Development. Front: Ian Hughes, Chairman; Chris Butler, Chief Executive; Linda Phipps, Non-Executive Director; Niccola Swan, Non-Executive Director; Merlin Hughes, Non-Executive Director. Picture Inset: Catherine Coyle, Non-Executive Director.

About the Trust

Leeds Partnerships NHS Foundation Trust provides specialist mental health and learning disability services to over 572,000 adults within the Leeds metropolitan boundary. Each day we provide help to over 2,000 people.

Our service users are at the heart of our organisation. We constantly strive to provide the best possible care and support. We work closely with related organisations to assist our local communities and to promote positive mental health.

Breaking down the stigma

Alongside our research and care, we also raise awareness and challenge misconceptions regarding mental health by increasing awareness and understanding. We want to build

healthier communities that are free of prejudice and discrimination.

Our Services

Our clinical services are delivered by one of four clinical areas:

- Adult Services
- Learning Disability Services
- Older Peoples' Services
- Specialist Services



Board of Directors

The Trust is managed by our board of executive and non-executive directors (pictured opposite).

Board of Governors

The Board of Governors is made up of appointed and elected governors who oversee the work of the Trust and represent the views of stakeholders, the public, service user and carer members.

Highlights of 2007/08

In March 2007, the Chief Medical Officer, Sir Liam Donaldson, visited the Trust and gave a talk on patient safety. During his speech he set the organisation a challenge: "To become, by 2012, the safest provider of mental health and learning disability services in the country."

Year of Patient Safety

Following this, the Trust's Board of Directors approved a paper entitled: "First Do No Harm: the challenge of safe, reliable and effective services" and agreed that during 2008, we would make patient safety one of our key priorities.

The underlying principle is that clinical



staff must consider the possible harm that any action might do and seek to avoid or reduce it wherever possible. Safety and reliability are truly everyone's business and this principle is seen as the essential foundation for aiming to build excellent services.

Specialised Supported Living

The Specialised Supported Living Service has maintained its rating

of 'Excellent' across all domains of the National Minimal Standards by Commission for Social Care Inspection. The service has achieved the maximum rating three stars in the 2007 star ratings for social care services.

NHS Chief Executive praises Trust

Last November David Nicholson, Chief Executive of the NHS visited the Trust's Crisis Resolution Team and our partnership with Broomby, a social enterprise company who run Busters Café at The Becklin Centre.

We made quite an impression and our work with the café has been included in his annual report, in which he says, "This kind of programme... is a kind of litmus test for a fair and personalised NHS that is committed to tackling health inequalities; using the financial flexibility



we now have to make a real difference to our communities."

Stamp Out Stigma campaign

Since August 2007 we have signed up over 10,000 members of the public as members. We believe that the Trust also has a responsibility to increase the



awareness and understanding of mental health issues and reducing the stigma which surround them.

Our Stamp Out Stigma campaign has been at numerous venues across the city to allow people to sign our 'Stamp Out Stigma Foot'.



Enhanced Healing Environment

Back in June, actress Gaynor Faye (pictured above) visited the Trust to officially open the Perinatal Unit's pioneering new 'Enhanced Healing Environment'. The healing environment includes a new therapy suite, conservatory and holistically landscaped garden, designed to transform the recovery of mums in an environment where they can stay without being apart from their children. The project was funded by an investment of £90,000 by the Trust and a £30,000 grant from The Kings Fund.



Foundation Trust

As an NHS Foundation Trust we work with local people and the local communities to ensure our services continue to meet the needs of the people of Leeds.

Being an NHS Foundation Trust means that we are a new type of NHS organisation, classed as an 'independent public benefit corporation', meaning that we are run in a similar way to a mutual building society.

We have control over the services we provide and are free from the direct control of the strategic health authority and the government. We maintain the core NHS principle of free care, based on need and not ability to pay. We are accountable to local people, who can become members and governors of the Trust.

To date, we have over 13,000 members, and 12 members have been elected to the Board of Governors, representing the views of staff, service users, carers and the public. The Trust aims to increase membership to 28,000 members by 2010.

Members receive information about the Trust, future plans and service innovations and are given the opportunity to voice their views. Members are also eligible to vote in the Board of Governor elections and are



eligible to stand to become a governor.

If you would like to sign up as a member, please complete and return the form on the back page using the freepost address, or join online at www.get-involved.co.uk

Membership is free and available to anyone over 16 years of age. Your involvement need be no more than receiving regular newsletters, or you may want to get more involved – the choice is yours.



Adult Services

Adult Services provide a modern, specialist service for adults aged between 17 and 65 who suffer from serious and complex mental health problems.

Care is delivered in a variety of settings ranging from service users' homes to acute inpatient wards.

Some of our service developments

- We have improved our inpatient wards and reviewed the ways people come in and out of wards to improve levels of safety, which has gained national recognition of good practice
- The Becklin Centre achieved Level 1 accreditation as a Practice Development Unit by the University of

Leeds. This four-year program provides recognition for clinical teams who can demonstrate patient-centered care that is leading edge, evidence-based and innovative, all within existing resources.

- We are supporting the Trust's Vocational Strategy by looking at ways in which service users can be employed within the Trust, including voluntary placements, work placements and shadowing opportunities.



Our main areas of focus for the coming year are the consolidation of risk assessment and management skills across the clinical workforce and the provision of safe and effective services.

Our clinical governance plan for the year has identified 10 top areas of focus to address key risks and improve safety and quality. The other area of focus will be on the need to comply with, and exceed, national and local targets that support good, safe quality care.



L-R Ingrid Martin, Michelle Marriott, Katie Halley
(not pictured, Emma Birch)

Learning Disability Services

The Learning Disability directorate provides a modern, specialist service for people with a learning disability and complex health needs.

The Learning Disability directorate has a single point of access and the way in which health care, rather than social care, is provided is organised into three different tiers. This ensures that the service user receives the correct level and type of care, matched to their needs.

Also, within the Learning Disability directorate is the Specialised Supported Living Service which supports 94 adults with learning disabilities and complex health and support needs, to live in their own homes.

Over the past year, the directorate has undergone several service developments. The 'All Means All' project supports the people of Leeds with severe physical and learning disabilities to campaign and be proactive in addressing the issues that affect them.

Funding won by the Community Learning Disability Team's award winning 'Breast Screening Project' has been used to develop packs to support women with learning disabilities to protect themselves against the risks of breast cancer, and to



recognise signs, which should lead them to seek further medical advice.

The directorate also won the NHS Centre for Involvement 'Involvement to Impact Award' for seldom heard groups for its development and use of the Inclusive Consultation Approach.

A new management structure and function was implemented to enable the development of multi disciplinary team working.



Older Peoples' Services

The Older Peoples' service provides a range of community and inpatient services for older people.



Some of our service developments

- The main area of work for the Older Peoples' directorate is the consultation on, and implementation of the Older Peoples' Strategy. So far we have spoken to a wide range of people about our plans and over the coming months, we will be holding a formal consultation before the strategy is implemented, subject to feedback from the consultation.
- Move towards completing the implementation of single sex inpatient services, to supporting service user choice and improving the quality of the service and safety.
- We have brought in a comprehensive workforce plan to support staff by developing their skills and competencies to help them deliver new and improved services.
- Review and improvement of the structure of community services. Eight Community Mental Health Teams (CMHTs) have been reconfigured into

six larger CMHTs, which are now aligned to GP practices.

- The Care Home service was successfully integrated into Community Mental Health Teams and an education package has been developed for Trust staff to use with care home staff. This should reduce the need for acute admission into acute mental health beds by improving the capability of care home staff and enabling appropriate referrals to be made to the care home team.



Gaynor Faye (L) and Bev Whittham (R)

Specialist Services

Specialist Services are comprised of 11 specialist services which provide therapies and treatment to service users from Leeds, the region and in some cases from across the UK

Our services include: Yorkshire Centre for Eating Disorders, Perinatal Service, Leeds Addiction Unit, Personality Disorder Services, Gender Identity Service and Forensic Services

Some of our service developments

- Our services have a strong focus on regional and national, as well as local, provision. To ensure we continue

to develop the quality of our services we will continue to develop strong regional and national links, particularly for Yorkshire Centre for Eating Disorders and the Perinatal Unit, as well as looking at expanding specific areas of our service.

- In June, we officially opened the Perinatal Unit's new Enhanced Healing Environment, funded in partnership with the Kings Fund. Actress Gaynor Faye (pictured



opposite) joined us to celebrate the opening of the project, on behalf of her mum, Kay Mellor, who is Patron of the service. This new holistic development will really help as we increase our promotion of the service, with the aim of establishing it as a regional service.



Service Users

Listening to people who use our services is vitally important and helps us improve the way we work and develop person centred services with greater openness.

The Trust is committed to ensure that involvement is meaningful and representative of our service users and carers.

Service User Feedback

The Healthcare Commission has carried out four national surveys of community mental health service users since 2004. Information from the survey, in which our performance was 'Good', provides performance indicators for the patient experience component of the 2007/2008 Annual Health Check.

Service User Involvement

One of the most positive changes in the past year has been service users' representation on the Trust's Board of Governors. This has provided a direct way for service users to get involved in the decision making about the way services are designed and delivered.

Involving People Council

Involvement groups meet in each of the directorates, or are in the process of being established. A wide range and variety of involvement activities have taken place and our Learning



Disability Service won an NHS Centre for Involvement award for their inclusive consultation processes. We believe that by working together constructively and openly we can build positive, reciprocal relationships.

Patient Advice and Liaison Service

PALS is an accessible, confidential and free service that supports service users, carers and family members with any concerns they have about Trust services.

Contact PALS free on 0800 0525 790
Email: PALS@leedspft.nhs.uk

Medical & Allied Professions

Medical & Allied Professions covers doctors, occupational therapists, psychologists, research and development and clinical governance.

Our responsibilities include:

Professional Leadership

- Medical Staff including Doctors in Training
- Allied Health Professionals
- Psychology and Therapies Service
- Pharmacy

Clinical Governance Functions

- Clinical Audit Support Team
- Clinical Guidance & Care Pathway Work
- Mental Health Legislation & CPA
- Research & Development

Year of Patient Safety

- Our Year of Patient Safety campaign has given us the opportunity to really focus on developing our services to be as safe, effective and reliable as possible. We have worked to integrate the principles of safety, effectiveness and reliability into the way we work.

Allied Health Professionals

- This year we, held our second Annual Conference of Allied Health Professionals, continuing the development of partnership working

with associated organisations, service users and carers.

Medical Leadership

- Medical staff have been integrated into multidisciplinary teams, as part of the Learning Disability Strategy.

Yorkshire School of Psychiatry

- The Trust's Associate Medical Director for Doctors in Training was appointed as Head of the Yorkshire Deanery School of Deanery, which hosts postgraduate training schemes for

psychiatrists across the current Yorkshire Deanery.

Mental Health Legislation

- Work has focussed on implementation of the Mental Capacity Act 2005 and we are preparing for the changes in legislation as a result of the Mental Health Act 2007.
- Hosting a citywide multi-agency group to prepare for the changes to the Mental Health Act 1983, which comes into force in November 2008.

Psychology and Psychological Therapies

- We achieved significant reductions in waiting times in 2007, and our focus for the next year is on enabling wider access to psychological therapies to service users within the Trust.

Research And Development

- The Trust hosts the West Yorkshire Mental Health Research and Development Consortium, a collaboration between West Yorkshire's



three specialist mental health and learning disability trusts and academic partners in the Universities of Leeds, Bradford, Huddersfield and Leeds Metropolitan University.

- Covering a population of some 2.1 million, this provides a positive opportunity to work together on the research agenda and streamline research management and governance arrangements across the three organisations.

Nursing & Risk Management Services

The Nursing & Risk Management Team is based in Chapeltown, but works across the whole organisation through a variety of personnel including lead nurses and training officers.

The team comprises a range of functions including:

- Nursing and associated clinical advice
- Risk management
- Mandatory training
- Infection control
- Psychosocial intervention co-ordination
- Practice learning facilitation

The team drives, develops and supports all agendas in nursing development and risk management throughout the organisation.

Some of the key developments over the next year will involve the improving of patient safety through the risk management standards process and profiling, implementation and evaluation of the new Nursing Strategy.

Nursing Strategy

One of the team's key achievements is the development of a Nursing Strategy which aims to:

- To raise awareness of the contribution that nurses and healthcare support

workers make to our patients quality of life.

- To promote and develop professional autonomy and accountability within the nursing profession.
- To describe the priorities for nursing over the next three years and to support nurses in delivering those priorities
- To promote and pursue excellence in everyday nursing and practice and care.

The strategy outlines a developing nursing structure inclusive of a Professional Nurse Advisory Forum, and a Nursing Reference Group, as well as localised directorate nursing fora.

The team is both leading and supporting many Trustwide safety initiatives allied to these areas, including medicines management, the 'essence of care' and 'standards and accountability in practice'.

The team is very responsive to emerging

agendas in both practice learning and psychosocial interventions, training and education, and is in the process of rolling out strategic approaches to both of these areas within the organisation.

Allied to the personal safety agenda addressed through mandatory training, the department also offers support and advice regarding environmental and asset security promoting and developing external links with outside agencies, such as the police and probation services.



There are some key challenges ahead, not least in consistently maintaining the profile and development of mental health and learning disability nursing within the Trust. We are also developing new ways of working for direct care staff as well as ensuring systematic and rigorous approaches to compliance and safety in all areas of mental health and learning disability care. The team feels that it is in a strong position to meet these challenges over the coming years.



Our Workforce

Staff are our most valuable asset and we recognise this in making a commitment to ensure they are well trained, well informed and that they are given every opportunity to contribute.

We employ approximately 2400 substantive staff and 500 bank staff and are fully committed to diversity and equality both for our staff and for our service users.

Some of our achievements during the past year include:

Mindful Employer

In 2008 we signed up to the MINDFUL EMPLOYER® initiative, aimed at increasing awareness of mental health

at work and providing support for businesses in recruiting and retaining staff.

New Ways of Working

During the past year we have further embedded New Ways of Working into our culture. The initiative is about a new way of thinking which includes the development of new and enhanced roles for mental health staff and redesigned systems and processes to support staff to deliver effective, person centred care.



Staff Awards

In February, we held our 7th Annual Staff Awards ceremony to reward the hard work, good practice and achievements of our staff over the past 12 months.

Staff had an opportunity to nominate their colleagues and a judging panel cast a the final vote! Pictured opposite are the team from the Forget Me Not Dementia Café, winners of the award for 'Best Project That Involves Service Users and/or Carers'.



Social Responsibility

We have a social responsibility to address social, economic and environmental challenges and encourage other organisations to do the same.

Environment

We have been working with the Yorkshire and Humber SHA and Yorkshire Forward to look at ways in which it can reduce carbon emissions. We have identified savings of £45,000 through improving efficiency and the use of those resources that impact on the environment.

We recycle print cartridges and all old ICT equipment. We recently purchased our first LPG vehicle (*pictured opposite*) to reduce our impact on the environment and reduce transport costs. We currently have 46 vehicles and we plan to eventually replace

them all with LPG powered vehicles.

Social Inclusion

We are one of the three pilot sites with National Social Inclusion Programme (NSIP) developing programmes to promote social inclusion in NHS Trusts.

We are using our membership and communications events to positively challenge stigma and discrimination.

Arts and Minds

We have been involved in six Arts Council funded creative projects within clinical



services. The projects have been very successful with clear evidence of the positive impact on both people who use services and staff.

Diverse communities

We have run courses for all staff to develop cultural competence through exposure to different faith groups and minority communities which prove most successful. We have positive links with the third sector organisations working closely with Volition, Leeds Older Peoples' Forum and Leeds Voluntary Sector Learning Disabilities Forum.

