

# Annual Review

| 1 April 2016 - 31 March 2017



## about us

Leeds and York Partnership NHS Foundation Trust provides specialist mental health and learning disability services to people in Leeds.

We also provide an inpatient Child and Adolescent Mental Health Service (CAMHS) and a Low Secure Forensic Service in York, which serve the regional population.

Our specialist services accept referrals from across the UK.

Service users are at the heart of everything we do. We constantly strive to offer the best possible support and work closely with partner organisations to provide effective, accessible and modern healthcare.

### key facts



**£153m**

our annual  
turnover



**25,531**

service users  
were seen by the  
Trust in 2016/17

### we have



**408**  
beds



**2,578**  
substantive staff



**414**  
bank staff



**70**  
consultant psychiatrists



**114**  
other doctors



**721** qualified nursing  
and midwifery staff



**172**  
allied health professionals



**27**  
pharmacists



**23**  
psychotherapists



**70**  
psychologists



**679**  
health support workers



**50** locations where  
we deliver services from

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## welcome from the chair

I am pleased to present the Annual Review for 2016/17 for Leeds and York Partnership NHS Foundation Trust - my first annual review since becoming Chair at the beginning of April 2017. Thank you for taking the time to read this document, it gives us a welcome opportunity to showcase some of the work we've been doing over the past financial year.

I came into the organisation just as our refreshed Trust Strategy had been agreed. As a Board, our next job is to discuss, refine and launch the various plans that will support this strategy. These will outline the priorities for the next three to five years for our clinical services, quality, workforce, estates, and information technology.

When I was appointed I made a commitment to get out and see for myself as many Trust services as possible. I have been humbled and inspired by the level of dedication, energy and focus I have seen from our staff who strive to provide high quality and safe care to our service users. Evidence of this was the outcome of our July 2016 CQC inspection, which said our staff are "respectful, caring and compassionate". It also rated 77 per cent of our services as 'good' or 'outstanding'. Whilst it was disappointing that our overall rating was still 'requires improvement', the CQC recognised the hard work that had taken place since the previous inspection in 2014. This is testament to the continuing dedication and commitment of our staff.

We continue to work closely with all our partner organisations to strive to improve services for our shared communities. We have strong and effective links with our third sector partners, our commissioners, other local NHS organisations and our local authorities. These partnerships are vital to us and to those we all care for in order to develop services now and in the future. We now have a greater opportunity to work more closely together through the Sustainability and Transformation Partnership (STP) which will have an influence over the way we will all work together. Strong and effective

working relationships are vital and I would like to thank all our partners for their support, guidance and counsel through the year.

I would like to express my sincere thanks and gratitude to our Council of Governors for its commitment, continued support and constructive challenge. The Council plays a vital role in representing the views of our members (public, service users, carers, staff and other key stakeholders) and holding the Trust Board to account for performance. I very much look forward to working with our governors during my term of office and I am committed to doing all I can to ensure they are able to carry out their role in the most effective way.

Finally, I would like to thank my colleagues on the Board of Directors for their expertise and leadership during the year. I would also like to take this opportunity to thank my predecessor, Frank Griffiths, for his dedicated leadership of the Trust, not least during 2016/17, in leading a number of Board-level appointments. These have resulted in changes to the membership of the Board leaving it in a strong position to see our Trust through any future challenges.

Looking to the year ahead, we face unprecedented challenges due to the pressures across the national financial landscape and a growing demand for NHS services. We are confident, however, that we have strong foundations in place and will remain focused on delivering excellent services for our service users.

**Professor Sue Proctor**  
Chair of the Trust





## welcome from the chief executive

I joined the Trust in September 2016, during a year of change and challenge both for us, and for the wider NHS. Since then, I have seen first-hand many examples of the hard work and dedication of our staff to overcome these challenges, embrace change and maintain a real commitment to the quality of care we provide – and for this, I am grateful. We have so many staff and services to be proud of.

It is vital that we have the right capacity, capability and key partnerships in place to allow us to meet current and future financial and workforce challenges, and to ensure that we continue to deliver the best possible care for those who use our services. As such, 2016/17 has been a period of reflection which saw us re-imagine our Trust Strategy. We used innovative crowdsourcing technology and face-to-face engagement events to ask the people who use our services, their carers, our staff and our partners to help co-create our goals and strategic objectives, and develop a list of priorities for action. This work was highly commended in the Best Internal Communications category at the annual Association of Healthcare Communications and Marketing (AHCM) awards in March.

Our new strategy describes what we want to achieve over the next five years and how we plan to get there. It focuses on three key elements – improved outcomes and wellbeing for our service users, a compassionate, highly skilled workforce, and effective and innovative partnerships. As part of this work, we developed a new set of organisational values. You can read more about these on page 9. Living our values and bringing our strategy to life will be a key focus for the coming year.

Collaboration and partnership working will also continue to feature highly on the Trust's agenda. We are part of an alliance with Bradford District Care NHS Foundation Trust and South West Yorkshire Partnership NHS Foundation Trust as the three lead providers of mental health and learning disability services in West Yorkshire and Harrogate. The alliance is working together to promote parity of esteem between mental and physical health and to ensure the best mental health outcomes for people in the communities we serve. This will

be achieved by providers and commissioners working together to develop a local delivery framework for mental health services with clear and consistent care standards across West Yorkshire and Harrogate.

We are also actively involved in the development of new care models in the specialist areas of eating disorders, child and adolescent mental health services (CAMHS) and forensic services, in collaboration with a range of partners across the Yorkshire and Humber region.

More locally we have been working with primary, secondary and social care partners on neighbourhood team projects to develop integrated services that are tailored to the needs of our local populations. This work will continue from the initial pilot projects and learning will be shared across the wider Leeds footprint. We are working with our commissioners and Leeds Community Healthcare NHS Trust to look at how we can provide a more integrated pathway of access to mental health support, which encompasses primary care, Improving Access to Psychological Therapies (IAPT) and community mental health teams.

Finally, I would like to reiterate my thanks and appreciation to all our staff, service users and carers for their continued hard work and their on-going commitment, honesty and challenge. Although the wider landscape is challenging we are so very fortunate to be part of an experienced and diverse group of people, who are all united in a passion for quality mental health and learning disability services.

Dr Sara Munro  
Chief Executive



## our values and behaviours

### Our values

#### We have integrity

We treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.

#### We keep it simple

We make it easy for the communities we serve and the people who work here to achieve their goals.

#### We are caring

We always show empathy and support those in need.

### Behaviours that uphold our values

- We are committed to continuously improving what we do because we want the best for our service users. We consider the feelings, needs and rights of others.
- We give positive feedback as a norm and constructively challenge unacceptable behaviour.
- We're open about the actions we take and the decisions we make, working transparently and as one team with service users, colleagues and relevant partner organisations.

- We make processes as simple as possible.
- We avoid jargon and make sure we are understood.
- We are clear what our goals are and help others to achieve their goals.

- We make sure people feel we have time for them when they need it.
- We listen and act upon what people have to say.
- We communicate with compassion and kindness.



## putting our service users at the heart of everything we do

Our service users and carers are at the centre of everything we do. Our purpose is to provide them with excellent quality mental health and learning disability care.

Everyone who comes into contact with our organisation can expect to be treated with dignity and respect, and we work with our partners to offer service users a choice of interventions and to ensure that our services provide a joined-up pathway of care.

### Valuing service user feedback

We are committed to continuously improving the quality of the services we provide. To achieve this, engagement with our service users and carers is essential. This is something we do in a number of ways.

Our Recovery and Social Inclusion Team has continued to support the Service User Network (SUN), Your Voice Counts programmes and Your Views meetings. Our Learning Disability and Specialist Services have also developed their approaches to service user and carer engagement.

Most of our clinical teams have a recognised lead for involvement and regularly hold local meetings to keep service users and carers up-to-date. These meetings are an opportunity to give feedback and share ideas on everything from the information available on the wards to planned development of services.

In addition, the 'Building your Trust' model has provided us with an opportunity to consult with people who use our services, and a new involvement forum has been formed to bring together key staff and service users to talk about service improvement.

### Service User Network (SUN and SUNRAYS)

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

Our Service User Network meets monthly, with guest speakers at the request of members.

The group works closely with the Trust to help improve services. SUN members can share ideas or concerns which will then be raised at Trust governance meetings. SUN ensures that members' recommendations are valued and acted upon.

In 2016/17, the Trust launched SUNRAYS, an offshoot of the Service User Network group.

As well as providing a forum for people to use their personal experiences to help improve services, local SUNRAYS groups will encourage people to maintain their wellbeing while living in the community. The focus is on self-support and the activities, groups and information-sharing opportunities that exist in the local area.

### Direct contact with clinical staff

We know how much our service users benefit from having direct contact with the people that provide their care and we are committed to maximising the amount of time clinical staff have to spend with service users.

In 2016/17 we continued to review how we ensure that our information systems support the delivery of high quality and safe care, without placing an excessive burden on clinical staff.

We now have in place a three-year digital roadmap which includes our plans to support greater compatibility between different healthcare records systems.

### Working with our partners

We recognise that we are one of many partner organisations who come together to provide care and support to service users and we





appreciate the importance of building and maintaining strong relationships between these organisations.

We have been a key contributor to the Leeds Mental Health Framework and we will continue to work collaboratively with all partners to plan and deliver joined-up, effective and safe services which are recovery-focused, person-centred, and deliver positive outcomes for our service users.

We are also involved in a pilot project to support people with both physical and mental health needs in primary care, for example at GP practices. These exciting developments give us the opportunity to deliver real parity of esteem for people with mental health conditions, by providing a range of services wrapped around primary care. The plans are in the very early phase of development but could become a standard model, building on the neighbourhood teams that already provide integrated health and social care for older people.

#### Recovery

Recovery is key to developing sustainable services that are service-user focused.

In the last year, we have directed our attention to key areas that we believe will bring the greatest benefit to service users. We have concentrated on making the Care Programme Approach (CPA) recovery plans a more meaningful, inclusive and useful experience, putting service users at the centre of planning their care from beginning to end. We have begun to introduce the health coaching approach into teams to help service users achieve and sustain their personal goals and we are embedding the Triangle of Care to strengthen the therapeutic alliance between carers, service users and staff.

The Trust also worked closely with its partners to develop a Recovery College prototype in 2016/17, using education to improve mental health. Service users and professionals have been working together to design and deliver courses, including 'understanding recovery', 'understanding mental health conditions', 'looking at mental health services and treatments' and 'life skills, managing money and moving towards other education or

employment.' An evaluation is now underway and further developments are planned for 2017/18 including the development of a digital and actual college for Leeds.

#### Arts and Minds

The Arts and Minds network run creative projects within our services to promote recovery and wellbeing. They undertake a wide range of activities each year to enable our service users to participate in the cultural life of our cities.

In 2016/17, Arts and Minds invited services to bid for five £1,000 grants for creative projects. The successful bids supported the development of a photography project at The Becklin Centre, a weaving project with the East North East Community Mental Health Team, a mosaic project with the Recovery and Rehabilitation Service, a craft and reminiscence project with Wards 3 and 4 at The Mount and a graffiti project with the Forensic Unit at Clifton House in York. In total, 40 service users took part in these projects and some of those who have since been discharged have continued to attend groups run by artists in the community.

The sixth Love Arts Festival took place in October. Over a two week period, 1,500 people attended a variety of events and 50,000 people visited an exhibition by Arts and Minds members. Each year, the festival aims to get people thinking and talking about mental health in a creative way, while tackling stigma.

As a response to the Love Arts Festival, the first 'Beyond Festival' launched in June in partnership with Pyramid of Arts and 14 other partners. The festival was initiated by Arts and Minds and the aim was to showcase artwork created by people with learning disabilities.

#### PALS, compliments and complaints

The Trust's Patient Advice and Liaison Service (PALS) guides people through the different services offered by the Trust. In 2016/17 the PALS team received 1,664 enquiries, which is a 26 per cent increase on 2015/16.

In addition, 391 compliments were formally recorded during 2016/17 and the Trust received 187 formal complaints from service users, relatives and advocates. Complaints decreased by 6.5 per cent on the previous year.





## reasons to be proud

We are committed to continually improving the services we provide and to enhancing service user experience.

The following pages highlight some of the Trust's successes over the past financial year.

### Outstanding Deaf Children and Adolescent Mental Health Service in York

The Trust's specialist service for deaf children and young people was given the highest possible rating of outstanding by the Care Quality Commission following their inspection in July 2016.

The Trust hosts the York-based Deaf Child and Adolescent Mental Health Service (CAMHS) for the north of England, with other bases in Manchester and Newcastle. It's one of four centres across England offering a highly specialised mental health service for deaf children and young people. The team is made up of deaf and hearing staff, reflecting the bi-lingual and bi-cultural nature of the service, enabling it to meet the complex mental health needs of deaf children, young people and families regardless of their language and communication needs and preferences.

Inspectors were impressed by the range of therapies and treatments delivered by the service and praised team members for tailoring their work to meet the specific communication needs of families. They described staff as "passionate and enthusiastic" and noted that the feedback from young people and carers who used the service, and from partners who work with the team, was "universally positive".

### FREED: a new, early intervention service for young adults with eating disorders

The Trust is taking part in a trial which aims to ensure that young adults with eating disorders receive help and treatment sooner.

The Yorkshire Centre for Eating Disorders is one of only four sites in the country, and the first outside of London, to be involved in the national FREED study. It went live here in January 2017 in association with South London

and Maudsley NHS Foundation Trust, the Health Foundation, and the Institute of Psychiatry, Psychology and Neuroscience, where the team is being led by Ulrike Schmidt.

FREED stands for 'First Episode and Rapid Early Intervention Service for Young Adults with Eating Disorders' and is for young people aged 18 to 25 who have developed an eating disorder within the last three years.

Previous studies have shown that the FREED early intervention service model speeds up treatment for eating disorders and has a wide range of benefits, including cutting waiting times, reducing dropout rates and improved prognosis.

The current two-year research study aims to see if this early intervention model of care can be replicated across other eating disorder services in the UK. At the moment, in many services, patients can wait months for specialist eating disorder interventions after being referred by their GP. With the new FREED model, they can expect to be assessed by a specialist and start treatment within two to four weeks from the point of the initial GP referral.

### Place of Safety for children and young people opens in Leeds

In 2016, we opened a dedicated 'Place of Safety' for children in need of urgent mental health care.

The suite at The Becklin Centre is for young people aged under 18 who have been detained by police under Section 136 of the Mental Health Act.

The aim of the unit is to ensure that vulnerable young people receive acute care and assessment in a clinical environment, rather than being detained in police custody.





### Designing with care – improving dementia wards at The Mount

A programme of improvement works, designed to make two wards at The Mount more 'dementia friendly', is complete.

The project was developed by the teams from Wards 1 and 2 - a 12-bed female dementia care ward and 17-bed male dementia card ward.

Staff looked at the ward environment and highlighted ways in which it could better support the needs of older people with dementia. The aim was to create an environment for service users that was less confusing and easier to move around. As well as introducing contrasts of colour, changes were made to the flooring and new units were installed to provide storage for activities and resources.

### Trust sets example by providing quality services for people with medically unexplained symptoms

Two of our services have been nationally showcased as examples of how to provide high quality care for people with medically unexplained symptoms.

The Leeds Liaison Psychiatry Service and the Yorkshire Centre for Psychological Medicine (now the National Inpatient Centre for Psychological Medicine) are featured as case studies in national guidance for commissioners that examines what good services look like.

The guidance has been issued by the Joint Commissioning Panel for Mental Health, which is co-chaired by the Royal College of General Practitioners and the Royal College of Psychiatrists. Its intention is to encourage the commissioning of comprehensive services for those with medically unexplained symptoms.

The term 'medically unexplained symptoms' is commonly used to describe people with pain in different parts of the body, discomfort, fatigue and exhaustion, as well as a variety of other symptoms which cannot be easily explained. Some people with medically unexplained symptoms also have mental health conditions such as anxiety or depression, which are either caused by, or exacerbate, their physical health concerns.

### Awards

Our work has been recognised with a host of awards and nominations over the past year. These accolades include an award for one of the Trust's lead pharmacists for the outstanding contribution she's made to undergraduate medical education in Leeds. Anita Solanki was presented with a Teaching Recognition Award by the Leeds School of Medicine at the University of Leeds. Meanwhile Caroline Foster, a specialist dietitian working in the Trust's Rehab and Recovery Service, has been highly commended at the Yorkshire Evening Post 'Best of Health' Awards.

Three of our community learning disability nurses were shortlisted for a Nursing Times Award for their work to help people with learning disabilities to access annual health checks, and there was an HSJ Award nomination for our Memory Support Worker Team for their role in offering timely advice and support to people living with dementia and their families, and providing a vital link between primary and secondary care services. The team have produced a film to showcase their work which is available on our website.

### New Trust website launched

In March 2017, we launched our new Trust website.

Our Communications Team worked closely with service users, carers, staff and our partners to develop the new site, which is fully responsive. This means it works just as well on a mobile phone or tablet as it does on a desktop computer.

Information is now easier to access and each of our services and locations has its own dedicated page.



## membership and engagement

Being a Foundation Trust brings the added benefit of being able to recruit a membership of people who are passionate about mental health and learning disability services.

### Becoming a member

As a Foundation Trust, we are able to shape the future of our services to meet the needs of people in our local communities. By becoming a member, you can have a say in the development of your local NHS services. The Trust currently has around 17,650 members.

Anyone over the age of 16 can become a member. Members are split into constituencies depending on where they live and whether they are a member of Trust staff, a service user, carer, or member of the public.

Membership is completely free and you can be involved as much or as little as you like.

Members receive updates, news and information about our Trust through our magazine, *Imagine*. Members are also eligible to elect representatives to our Council of Governors and can stand for election themselves.

For more information, or to become a member, visit the membership pages of the Trust's website, or contact the Membership Office on 0113 855 5900 or [ftmembership.lypft@nhs.net](mailto:ftmembership.lypft@nhs.net).

### Lose the label...This is Me!

The aim of the Trust's membership campaign is to help combat the stigma experienced by people with mental health conditions and learning disabilities.

In 2016/17 the campaign chosen by Trust members was 'Lose the label...This is Me'. This focused on identity and the labels we are given through our circumstances, roles, responsibilities, gender, culture, sexuality or diagnosis.

We know that a diagnosis can quickly become a label by which an individual is defined and judged, which can in turn become a catalyst for

stigma and discrimination. On the other hand, labels can sometimes be created and owned to form a more positive identity.

We gathered as many labels as we could in 2016/17 and explored the impact they have on our sense of self and wellbeing.

### Annual Members' Day 2016

At the Trust's Annual Members' Day in September we focused on our 'This is Me' campaign by looking at how we attach labels to people that can re-inforce stereotypical views and stigma. Independent theatre company, The Lawnmowers, performed a thought-provoking drama piece entitled 'Drop the Label'. The group, run by and for people with learning disabilities, then used audience participation to explore the role that labels and identity can have on mental health and wellbeing.

We also held our Annual Members' Meeting on that day and the Board of Directors and Council of Governors made reports to members and the public on the work and performance of the Trust in the previous financial year.

### Everything you need to know about...

Over the past year we have also run a series of twilight 'Everything you need to know about...' sessions. The purpose of these sessions is to inform our members about aspects of mental health and learning disability and the care and support provided to people who use our services.

The events are led by senior clinicians at the Trust and provide an opportunity for services to showcase their work.

Areas covered in 2016/17 included dementia, medication and learning disability services.





Our 'Next Steps' trainees

## our staff

Our workforce is our most valuable asset and we currently employ 2,578 staff and 414 bank staff.

### Equal Opportunities

We aim to have a workforce which is fully representative of the communities we serve and we are undertaking actions to achieve this.

During 2016/17 we delivered the Next Steps programme. This bespoke 12 month pilot programme supported eight black and minority ethnic graduates to access leadership and development placements within the Trust. Following completion, seven of the trainees secured employment within NHS organisations, including one within the Trust.

Following the success of this we are developing an internship programme to increase employment opportunities for people with a learning disability or a learning difficulty, which is due to begin in 2018.

Our recruitment and selection procedures give full and fair consideration to applicants with a disability or long-term health condition. We have also committed to the Mindful Employer Charter and through our annual health and wellbeing plan aim to further develop our Trust as a healthy workplace in respect of mental health.

### Volunteers

Our 160 volunteers have a variety of skills and experiences and we are extremely grateful for the work they do and the difference they make to the lives of our service users, carers and staff.

In 2016, the Trust's Voluntary Services achieved the Leeds Volunteering Kitemark. This is recognition by the City Council and Voluntary Action Leeds that Trust volunteers receive a high quality and positive volunteering experience.

### Staffside

Staffside is the elected body of the representative trade unions in our Trust and has successfully worked in partnership with the Trust for many years.

In 2016/17 Staffside continued to be involved in service redesign and management restructuring, and also in communication and engagement with staff.

### NHS Staff Survey 2016

Each autumn the Trust participates in the NHS Staff Survey. A record number of Trust staff took part (1,265 or 53 per cent), which is three per cent above the national average for all mental health and learning disability trusts in England.

The results show significant improvements in six key areas compared to the 2015 scores, including the number of staff receiving appraisals, development opportunities, the quality of non-compulsory training, the Trust's commitment to staff health and wellbeing and the way in which the organisation appreciates and values its workforce. In addition, 83 per cent of staff said they were satisfied with the quality of care they are able to provide.

There are also a number of areas in which we need to improve. These include effective team working, staff experiencing bullying and harassment and staff reporting good communications with senior management. Work is already underway to make improvements in these areas.

### Participation in clinical research

The Trust was involved in 74 research studies in mental health and learning disabilities in 2016/17.

During this period, 1,196 service users, carers and staff were recruited to participate in research and we were awarded more than £2.3m from National Institute for Health Research funding programmes.

A new volunteer post of Patient Research Ambassador was created in 2016/17 with the intention of offering greater opportunities for our service users to be involved in research.





## quality and performance

The quality of our service is so important to how we improve the health and lives of the people who use our services. We have robust measures in place to monitor the quality and performance of our service and that allow us to respond quickly to address areas of concern and apply any wider learning across the organisation.

Trust performance is measured against a number of sets of targets, including NHS Improvement targets, NHS standard contract requirements, national and local Commissioning for Quality and Innovation (CQUIN) measures and performance and quality measures that we agree locally with our commissioners.

Over the past year, we have improved the way we monitor our performance. This was to ensure that we could report against the requirements of what is known as the Single Oversight Framework, which came into effect in September 2016. This replaced the NHS Improvement Risk Assessment Framework. NHS Improvement is the organisation responsible for overseeing NHS Foundation Trusts.

In 2016/17, the Trust met the standards required under both of the above frameworks.

### Care Quality Commission

The Trust was inspected between Monday 11 and Friday 15 July 2016 as part of the Care Quality Commission's (CQC) comprehensive inspection programme. The inspection team looked at the Trust as a whole and in more detail at 13 core services, including inpatient mental health wards and community-based mental health, crisis response and learning disability services.

In November 2016 our report was published, giving us an overall rating of 'requires improvement'. However, eight of the 13 core services inspected were rated as 'good' and one as 'outstanding'. We were also rated 'good' in two of the CQC's five key domains (caring and responsive), whereas in 2014 we were only rated 'good' in one domain (caring).

The inspectors found many areas of good practice and received many positive comments about care. In particular, the Trust received positive feedback on service user involvement, recruitment and use of bank and agency staff, focus on estates issues, and partnership working. There were also areas of concern. These include the reporting of incidents, levels of clinical supervision, appraisals and mandatory training, ensuring privacy and dignity in mixed sex environments and physical health monitoring in the community.

Following the inspection, the Trust submitted its action plan to the CQC within the agreed timeframes. Progress against this is being monitored through our agreed internal governance process and we will continually strive to improve the quality of our service to good and outstanding.

The CQC report is available on our website.

### Quality Report

Our full Quality Report for 2016/17 has been published. In this report we describe the quality improvements we have made over the past year and how these have contributed towards the achievement of safe, effective care and a positive experience for service users and their carers. However, we have also been honest about where our performance has fallen short of expectations. Having a culture that is open and transparent, that seeks and encourages feedback, and that focuses on what we can learn to continually improve the quality of care we provide to our service users and their families is incredibly important to us. For this reason, our Quality Report also sets out our ambitions for 2017/18. The full report is available on our website.



## financial review

### Financial performance

In 2016/17 the Trust achieved a surplus of £5,190k.

### Income

The Trust's total income was £153,332k, which was mainly income from patient care activities through our Clinical Commissioning Groups (CCGs) and NHS England (£120,365k).

### Expenditure

The Trust's total expenditure was £148,142k. Non-pay expenditure includes the Trust's PFI schemes (£6,682k), premises costs (£4,503k), establishment (£1,877k), drug costs (£2,294k) and purchasing healthcare from non NHS bodies (£4,650k).

### Cost Improvement Plans (CIPs)

The Trust achieved CIPs of £2,077k in 2016/17. CIP schemes include Leeds Mental Health Care Group, Specialist and Learning Disabilities Care Group, Workforce and Development, Fit for Purpose and Cost Effective Buildings and Delivering Cost Effective Corporate Services.

### Capital Programme

The Trust invested £3,479k in its estate and IT capital programme in 2016/17. A significant capital programme has been agreed for 2017/18 and beyond.

### Use of Resources Score

The Trust achieved a Use of Resources Score of 1 in 2016/17. This is the highest score achievable.

The Use of Resources Score is made up of five key metrics: capital service cover, liquidity, income and expenditure (I&E) margin, variance from financial plan and agency spend.

**Capital service cover** is our ability to repay debt, e.g. our PFI schemes.

**Liquidity** measures the number of days the Trust could continue to operate in the future based on its current financial position.

**I&E margin** is the surplus/deficit as a percentage of operating income.

**Variance from financial plan** measures our I&E position against our plan for the year.

**Agency spend** measures our total agency spend against the defined ceiling set by NHS Improvement.



## summary of financial performance

The tables below provide a summary of our financial position at 31 March 2017.

Summary of income and expenditure	£'000
Income from patient care activities	128,967
Non-clinical income	24,365
Total income	153,332
Pay spend	(106,372)
Non-Pay spend	(37,524)
Total	(143,896)
Operating surplus	9,436
PDC dividend, finance costs and interest (net)	(4,246)
<b>Surplus for the year</b>	<b>5,190</b>
Reserves:	
Gain on revaluation of assets	1,594
Total Comprehensive Income	6,784
Summary of assets and liabilities	£'000
<b>Assets</b>	
Property, plant and equipment	50,259
Cash	47,737
Other assets	12,244
Total assets	110,240
<b>Liabilities</b>	
Payables and other liabilities	(13,222)
Borrowings	(24,754)
Provisions	(4,773)
Total liabilities	(42,749)
<b>Total Assets Employed</b>	<b>67,491</b>
Use of Resources Score	1





## our governors

The Council of Governors provides a vital link between our Trust and the local community, enabling the public to help shape and influence the future of our mental health and learning disability services. It is made up of people who have been elected by our members and who are representative of our constituencies. It also includes people appointed from a range of partner organisations.

The primary role of the Council of Governors is to make our Trust publically accountable for the service it provides. It does this by representing the interests of members and the public. It informs our forward plans, and holds the non-executive directors to account for the performance of the Board.

Governors are either elected or appointed to seats on the Council for up to three years. During 2016/17 a number of our governors came to the end of their terms of office and two rounds of elections were held.

Details of each of the Trust's governors and notice of public Council of Governors' meetings, along with the agenda and papers, can be found on our website.

We are grateful for the hard work of those on our Council and for the valuable contribution they make to the development of services.

“Hello, my name is Steve Howarth. I've been passionate about mental health and been involved with the Trust throughout my life, so it's a great honour to have been elected as Lead Governor.

“Both my parents were mental health nurses and I followed their path. I spent most of my career as a nurse teacher, and I retired as a senior lecturer in mental health nursing at the University of Leeds in 2010.

“My vision is for the Trust to become a beacon for mental health and learning disability services. For the care and support we provide to be recognised

as the best available, be based on the most current evidence, and be provided by staff who are committed, supported, and remunerated appropriately.

“Most of us will experience mental health problems in our lifetime. Research suggests it's one in four, although I'd say it's closer to one in one. Despite these numbers, it feels to me that we are currently passing through a period where too many in society are keen to label, criticise, insult and disenfranchise those who are most vulnerable and dependent on the rest of us for support. History has shown us that labelling people who are 'different' only helps to ostracise them from society. There's a huge role for us all to play in tackling this stigma.

“In recent years the Trust has taken some positive steps around inclusive, person-centred care, and tackling stigma, but of course there is much further to go. As governors we can make a unique contribution to this journey, and it would be great to welcome individuals from underrepresented groups to come forward and be part of our governor team.

“You can get in touch with me and the team by emailing, [governor.lypft@nhs.net](mailto:governor.lypft@nhs.net). ”

Steve Howarth  
Lead Governor



# our board of directors

at 31 March 2017

The Board of Directors is responsible for the day-to-day management of the organisation and is accountable for the delivery of services and the Trust's performance.

It upholds our vision, values and standards of conduct, and ensures that obligations to members are understood, communicated and met.

As well as setting the strategic direction of the organisation, the Board is responsible for

making sure that the work of our Trust is safe, effective and economical.

It makes objective decisions in the best interests of the Trust and monitors performance against our objectives, targets, measures and standards.

## Executive Directors



**Dr Sara Munro**  
Chief Executive



**Anthony Deery**  
Director of Nursing,  
Professions and Quality



**Dawn Hanwell**  
Chief Financial Officer/  
Deputy Chief Executive



**Dr Claire Kenwood**  
Medical Director



**Lynn Parkinson**  
Interim Chief Operating  
Officer



**Susan Tyler**  
Director of Workforce  
Development

## Non-Executive Directors



**Frank Griffiths**  
Chairman



**Prof John Baker**  
Non-Executive Director



**Margaret Sentamu**  
Non-Executive Director



**Jacki Simpson**  
Non-Executive Director



**Julie Tankard**  
Non-Executive Director



**Sue White**  
Non-Executive Director



**Steven Wrigley-Howe**  
Non-Executive Director

## Non-Executive Team

Frank Griffiths	Chair of the Trust	1-year final appointment from 1 April 2016*
Prof John Baker	Non-Executive Director	3-year appointment from 1 September 2016
Margaret Sentamu	Non-Executive Director (Deputy Chair to 16 February 2017)	3-year appointment from 6 February 2014 extended until 31 July 2017**
Jacki Simpson	Non-Executive Director	3-year appointment from 15 February 2017
Julie Tankard	Non-Executive Director (Deputy Chair from 17 February 2017)	3-year appointment from 1 March 2016
Sue White	Non-Executive Director	3-year appointment from 7 November 2016
Steven Wrigley-Howe	Non-Executive Director (Senior Independent Director from 6 February 2017)	3-year appointment from 17 February 2016

\* Frank Griffiths was appointed for a final one-year term of office by the Council of Governors with effect from 1 April 2016. This appointment finished on 31 March 2017. Prof Sue Proctor was appointed as the new Chair and took up the post on 1 April 2017.

\*\* Margaret Sentamu was due to come to the end of her first term as a Non-Executive Director on 6 February 2017. The Council of Governors agreed to extend this first term in order to cover a period of change in the Chair of the Trust.

## Executive Team\*

Dr Sara Munro	Chief Executive
Anthony Deery	Director of Nursing, Professions and Quality
Dawn Hanwell	Chief Financial Officer (Deputy Chief Executive)
Dr Claire Kenwood	Medical Director
Lynn Parkinson	Interim Chief Operating Officer
Susan Tyler	Director of Workforce Development

\* at 31 March 2017.

Since 31 March 2017, there have been a couple of changes to our Board:

Professor Sue Proctor	Chair of the Trust
Joanna Forster Adams	Chief Operating Officer

Meetings of the Board of Directors are held in public and copies of the agendas, papers and minutes for Board meetings can be found on our website.



## contact us

### Leeds and York Partnership NHS Foundation Trust

Trust Headquarters  
2150 Century Way  
Thorpe Park  
Leeds  
LS15 8ZB  
0113 85 55000  
[www.leedsandYorkpft.nhs.uk](http://www.leedsandYorkpft.nhs.uk)

### Chief Executive

If you want to contact the Chief Executive, please get in touch with:

Julie Wortley-Froggett  
Executive Assistant  
0113 85 55913  
[julie.wortley-froggett@nhs.net](mailto:julie.wortley-froggett@nhs.net)

### Head of Corporate Governance and Trust Board Secretary

Cath Hill  
0113 30 55930  
[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, 9am-12pm and 2pm-4pm.

Please contact:

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

### Membership

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

The Membership Office  
0113 85 55900  
[ftmembership.lypft@nhs.net](mailto:ftmembership.lypft@nhs.net)  
[www.leedsandYorkpft.nhs.uk/get-involved/membership](http://www.leedsandYorkpft.nhs.uk/get-involved/membership)

### Communications

If you have a media enquiry, require further information about our Trust, or would like more copies of this report, please contact:

The Communications Team  
0113 85 55989  
[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).

Alternatively, you can contact your governor by emailing [governor.lypft@nhs.net](mailto:governor.lypft@nhs.net) or via the membership office.

More information about the Trust, including our full Annual Report, is available on our website, [www.leedsandYorkpft.nhs.uk](http://www.leedsandYorkpft.nhs.uk).



**integrity**  
**simplicity**  
**caring**