

# Annual Review

1 April 2017 - 31 March 2018



# 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.



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# 17 reasons to feel proud in 2017/18

**85%**

of the Trust's services are now rated as good or outstanding by the CQC



Our Specialised Supported Living Service has been rated as good overall and outstanding for caring by the CQC



We are leading a new model of care for people with eating disorders in West Yorkshire, which includes providing a service in areas where there hasn't previously been one



We successfully bid for a contract to provide a new mental health service for 268 armed forces veterans over two years



We started work to redesign our community services, inviting feedback on our proposals from more than 17,000 people



We introduced our new-look Community Learning Disability Services



Our perinatal service received accreditation from the Royal College of Psychiatrists



Our Personality Disorder Service and the Yorkshire Centre for Eating Disorders were highly commended at the Positive Practice Awards



We launched a new SUNRAYs group for service users in South Leeds



Our Trust has been ranked 34th in the Inclusive Top 50 UK Employers list for promoting equality and inclusion



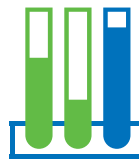
More of our staff would recommend the Trust as a place to work or receive treatment according to the results of this year's NHS Staff Survey



The number of staff who feel the Trust is interested in supporting their health and wellbeing has also gone up according to the results of this year's Staff Survey



The National Community Mental Health Survey placed us in the top 20% of all 52 Trusts



We recruited 1,510 service users, carers and staff to research conducted in the Trust



We celebrated the achievements of our staff, receiving a record-breaking 126 nominations for our Trust Awards



Our Arts and Minds Network held the 7th annual Love Arts Festival



We launched our new visual identity and Trust website, which receives an average of 1,081 hits a day





# welcome from the chair

This has been my first year at the Trust and I have spent much of it learning about our services and listening to staff, service users, carers and our partners. Again and again I have been inspired by the passion our staff have for their work, and our Trust values of integrity, simplicity and caring are demonstrated in abundance every day. However, these are difficult times for the NHS, and we are facing many challenges.

We start every Board meeting with an opportunity to hear about the experience of service users, carers or members of staff. This discussion reminds us of the purpose of this organisation and of the reality of the day-to-day challenges we face in trying to deliver services to the best of our ability within our financial limitations.

A recent session was led by a manager, matron and healthcare support worker from The Becklin Centre. They talked to us about delayed transfers of care. However, rather than tell us about numbers and problems with processes, they gave three examples of how this impacts on patients and their families - how it feels to be a 'bed blocker' and how demoralising it can be for both patients and staff when the system fails to respond to complex and challenging need. This session was powerful because in the midst of our focus on finances, performance management, regulation, and other matters, it is easy to forget about the human side of our services and the emotional impact on our staff and those they care for. In their words and actions, these staff demonstrated real compassion and a quest for solutions. It was both humbling and inspiring to hear.

This year the Board agreed our strategic vision and underpinning implementation. The plans cover workforce, estates, information technology, clinical services and quality. They represent a huge amount of work and will provide a focus for the Board during 2018/19.

In 2017/18, we had an inspection from the CQC who visited a number of our services and reviewed the leadership of the Trust. We were delighted they rated our supported living service as outstanding for care, and rated many of our services as good. We were also pleased to

be rated good for being 'well-led'. Our overall rating of 'requires improvement' means there is more to do and work is underway to address matters raised by the CQC. We will welcome the inspection team back next year to review our service improvements.

We work closely with many partners in delivering mental health and learning disability services to people in Leeds and York. We are also taking an active role in the wider collaborative systems across West Yorkshire and Harrogate, working with other mental health providers to improve services. I would like to take this opportunity to thank our partners and we look forward to continuing this work to deliver sustainable improvements in the coming year.

I am also extremely grateful to the Council of Governors for their commitment and continued work in the Trust. They have such an important role and we have been working to strengthen their contribution and enable them to carry out their roles effectively.

In 2018 we celebrate the 70th anniversary of the NHS. We have some truly impressive and unique activity in this Trust which recognises the value of supporting positive mental health and tackling the stigma of mental illness.

As we look to next year, we will no doubt continue to face pressures across our services, but we have strong foundations in place, and staff who live and demonstrate our values every day. We are focused on continuing to improve and develop our service to ensure excellence for all our service users.

**Prof Sue Proctor**  
Chair of the Trust







# welcome from the chief executive

I am delighted to present our Annual Review for 2017/18, which has been an extremely busy year for the Trust.

In November 2017 the Board approved our new five-year strategy, which puts our values at the heart of all we do.

- **We have integrity**
- **We keep it simple**
- **We are caring**

These values are being embedded across the organisation and this came through loud and clear during our CQC inspection. Staff were described as kind and compassionate, and there was consistent feedback from service users and carers that they are treated with dignity and respect.

While it was disappointing that our overall CQC rating remained as 'requires improvement', over 85% of our services are now rated as 'good' or 'outstanding', and this is something we need to celebrate.

The CQC also reviewed our governance arrangements and following a recent overhaul - strengthening our leadership, board to ward visibility and assurance - I am pleased to report that we have improved our well-led rating to 'good'.

A further testament to the hard work of our staff, managers and leaders is that we continue to see improvement in our Staff Survey results in times of increased demand. We know that our workforce is our biggest asset and it is our ambition to be an employer of choice.

Furthermore, despite increased and on-going risks to our financial position, we have delivered on the control total set by our regulator, NHS Improvement. We have also maintained the best possible score for our financial performance.

Collaboration and partnership working have been a key focus of our work in 2017/18 and this will continue in the year ahead. It is clear that mental health, learning disabilities and the concept of parity of esteem remain high on the political and national agenda. In 2017/18 we submitted a refresh of our operational plan which responds to and aligns our clinical strategy with the requirements of both planning guidance and our local Sustainability and

Transformation Partnerships (West Yorkshire and Harrogate, and Humber Coast and Vale.) We have continued to develop our alliance with Bradford District Care NHS Foundation Trust, Leeds Community Healthcare NHS Trust and South West Yorkshire Partnership NHS Foundation Trust as the lead providers of mental health and learning disability services in West Yorkshire and Harrogate. We agreed to formalise our arrangements with the creation of a Committees in Common.

There were several developments to our services in 2017/18 that I want to highlight here. Among these, we were successful in our bid to lead on a new care model for eating disorders in West Yorkshire and Harrogate and this went live on 1 April 2018. We secured additional investment for liaison psychiatry and have been commissioned to deliver a new service for complex mental health provision for armed forces veterans in the north of England.

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. I've had the privilege of meeting with many of them throughout the year and regularly receive direct contact and feedback, both on areas of success as well as areas where we have more work to do. We have so much to be proud of and I want us to build on the work we do well in the year ahead, learning and seeking feedback in order to improve where we need to. We are all passionate ambassadors for mental health and learning disabilities and through living our values we are committed to making a difference.

Dr Sara Munro  
Chief Executive





# our strategy

In November 2017 we launched our reimagined Trust Strategy, 'Improving health, improving lives', which describes what we want to achieve over the next five years (to 2023) and how we plan to get there.

The strategy was developed using a crowdsourcing\* approach and through extensive engagement with our staff we agreed a new vision and ambition, a set of objectives, and our values. We have deliberately kept these simple so they remain at the front of our minds every day and in everything we do.

We have three strategic objectives, which centre around delivering great care, a

rewarding and supportive place to work, and effective and sustainable services.

These themes feature in this Annual Review, which will look at some of the things we are already doing in these key areas.

A headline summary of our strategy on a page can be found below:

<b>Our purpose</b>	Improving health, improving lives	
<b>Our vision</b>	To provide outstanding mental health and learning disability services as an employer of choice.	
<b>Our ambition</b>	We support our service users and carers, our staff and the communities we serve to live healthy and fulfilling lives. We want to achieve our personal and professional goals; to live our lives free from stigma and discrimination; and to improve the lives of people with a learning disability and mental ill health.	
<b>Our values</b>		
<p><b>We have integrity</b></p> <p>We treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.</p>	<p><b>We keep it simple</b></p> <p>We make it easy for the communities we serve and the people who work here to achieve their goals.</p>	<p><b>We are caring</b></p> <p>We always show empathy and support those in need.</p>
<b>Our strategic objectives and priorities</b>		
1. We deliver great care that is high quality and improves lives.	2. We provide a rewarding and supportive place to work.	3. We use our resources to deliver effective and sustainable services.

## \*What is crowdsourcing?

Crowdsourcing is a process that involves asking a group of people, or 'crowd', to input into a task or project, usually online





# delivering great care - our services

We put our service users at the heart of everything we do. Our purpose is to provide them with great mental health and learning disability care, supporting them to achieve the best they can for their health and wellbeing.

We provide a range of acute and community-based services to adults in Leeds, including:

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

We also provide a variety of specialist and learning disability services:

- forensic services
- child and adolescent mental health service (CAMHS) tier 4 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 (NSCAP) clinical services
- perinatal services
- personality disorder services

## Service developments

In 2017/18 there have been a number of developments to our services.

### Redesigning our community services

This year we started work to redesign our community services. We plan to change the way we provide community mental health services

for adults and older people across Leeds and this project will continue into 2018/19. For the latest developments, visit our website: [www.leedsandyorkpft.nhs.uk/get-involved/community-mental-health](http://www.leedsandyorkpft.nhs.uk/get-involved/community-mental-health).

### Learning disability community services

We successfully launched the Trust's new-look learning disability community service, which was introduced with the aim of improving access for people and reducing waiting times. The Trust has also introduced new criteria for those being referred into the service to ensure that people who need specialist support, get it quickly.

### Veterans' Mental Health Service

We were chosen to provide a new mental health service for armed forces veterans in the north of England.

The Veterans' Mental Health Complex Treatment Service will increase access to local care and treatment for veterans with complex mental health issues. It will offer therapies for those experiencing psychological trauma, alongside a range of other treatments including help with substance misuse, physical health, employment, accommodation, relationships and finances.

### Eating Disorders New Care Model

We set up a new community service across West Yorkshire and Harrogate to see and treat adults with eating disorders. It is part of an NHS England New Care Models initiative and is called CONNECT: The West Yorkshire and Harrogate Adult Eating Disorders Service.

It aims to increase the level of community-based care across the West Yorkshire and Harrogate region, while reducing the number of people needing lengthy inpatient treatment.

For more information about all our services, visit [www.leedsandyorkpft.nhs.uk/our-services](http://www.leedsandyorkpft.nhs.uk/our-services).







# delivering great care - service user experience

We are committed to working in partnership with the people who use our services, their families and carers, to help us develop and improve. There are a variety of ways to achieve this, ensuring that engagement with service users and carers remains central to our work.

## Service user survey

One of the ways that we gather feedback from people who use our services is through local and national surveys. Each year we run a national service user survey for both inpatient and community services.

The surveys are managed by an independent company which sends a questionnaire to a sample of community service users and inpatients then works with the answers to produce result 'scorecards'. These can be compared with other mental health trusts and community interest companies which deliver mental health services.

The National Community Mental Health Survey 2017 placed us in the top 20% of all 52 Trusts and in the National Acute Inpatient Mental Health Survey 2017, all but one of our scores placed in either the top 20% or middle 60%. 84% of our service users rated the care given during their inpatient stay as excellent, very good, or good.

These results are encouraging, but we aren't complacent. The comments from our service users give us plenty to think about and we have made pledges about how we will provide even better services. This includes taking further action to make sure our service users feel safe in hospital.

## SUN/SUNRAYs

We also engage with our service users through our Service User Network (SUN). This is a monthly meeting where service users and carers share their experiences of the Trust and it provides a platform for them to shape and influence the way our services develop. In 2017/18, 282 people attended and work is

currently underway to boost these numbers further.

SUNRAYs groups have also been launched as an offshoot of SUN. They meet at Lovell Park (East Leeds) Stocks Hill (West Leeds) and The Vale (South Leeds) and are intended to provide a similar platform in locality areas.

## PALS

Another way we hear from our service users is through our Patient Advice and Liaison Service (PALS). We're now hosting 'PALS surgeries' within our inpatient units and the purpose of these is to make sure we're giving service users, carers and relatives the opportunity to speak to us about their queries or concerns. In 2017/18, the Trust received 1,778 enquiries to our PALS Team, with many people asking for advice and information about the services the Trust provides.

## Compliments and complaints

Staff often receive compliments where they are thanked for treatment, care and support, or are praised for the ward environment. In 2017/18, 343 compliments were recorded.

However, we recognise that we don't get it right all the time and complaints are seen by the Trust as a valuable source of feedback. In 2017/18, the Trust received 193 formal complaints from service users, relatives and advocates. These present us with an opportunity to review both patient care and our services.

## Next steps

To ensure that we continue to work alongside our service users and carers to improve our services, the Trust has commissioned an external review around patient experience and involvement. The recommendations and findings of which will be presented to our Trust Board in October 2018 and any actions implemented thereafter.





# delivering great care - partnerships

As well as working in partnership with the people who use our services, we also work closely with colleagues across the wider health and care system. This collaboration is key if we are to support people across the region to have the best possible health and wellbeing.

## Mental Health Collaborative

Our Trust, along with Bradford District Care NHS Foundation Trust, South West Yorkshire Partnership NHS Foundation Trust and Leeds Community Healthcare NHS Trust, form the West Yorkshire Mental Health Services Collaborative, bringing together collective expertise from the region's providers of mental health services.

Our focus will be to work together to improve acute and specialist mental health services for our local communities and to deliver what's known as the Mental Health Five Year Forward View for people in West Yorkshire.

A number of priorities have been agreed and executive directors and senior leaders from our Trust will help to deliver these.

## West Yorkshire and Harrogate Health and Care Partnership (WY&H HCP)

We continue to be a key player in the West Yorkshire and Harrogate Health and Care Partnership, which used to be called the Sustainability and Transformation Partnership or STP.

Its focus is to set out the vision, ambitions and priorities for the future of health and care in the West Yorkshire region and our Trust has been actively involved in its development.

The West Yorkshire and Harrogate Health and Care Partnership has outlined a number of priorities, including preventing ill health and ensuring that mental health and physical health services are better integrated or combined.

## Humber Coast and Vale Health and Care Partnership (HC&V HCP)

The primary focus for our Trust in the Humber Coast and Vale Health and Care Partnership is forensic services. In particular, we have been asked to lead on the development of a new service model for low secure forensic services for the area. The business model for this is to reinvest resources that have previously been dedicated to inpatient units into alternative ways of providing care.

## Partnerships at service level

Alongside developing our new strategy, we have been continuing to deliver and develop our services. Our plans for community mental health services have been influenced by the Leeds Mental Health Framework 2014-2017. The Framework was developed from a partnership review of all mental health services across Leeds, led by the Leeds Clinical Commissioning Groups (CCGs) and in collaboration with Leeds City Council, NHS Primary Care, adult social care, third sector organisations and ourselves.

We also have well established links with our partners at service level. As part of our community and crisis redesign project, we have worked alongside Forum Central, a network of health and social care third sector organisations in Leeds, to engage on our proposals.





# delivering great care - clinical research

Clinical research is a vital part of our Trust's work. Participation in research can improve healthcare outcomes for individuals with mental health conditions and learning disabilities and lead to improved healthcare processes for the Trust and beyond.

At our Trust, the dedicated Research and Development Team work with a wide range of people from within the NHS, universities, schools and local authorities to involve service users and their carers, family and friends, and our staff in national and local research projects.

## Research in numbers

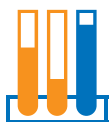
In 2017/18, we...



recruited **1510** service users, carers and staff to research conducted in the Trust



were involved in **91** research studies



participated in research across **13** mental health and learning disability clinical activity areas

## Research grants

In 2017/18 the Trust received £3.2 million in funding from the National Institute of Health Research (NIHR) for four different trials. This includes a study looking at how best to treat phobias in children and a trial to test the effectiveness of LEGO-based therapy for children with autism.

We have submitted 17 bids for funding for projects covering a range of topics in 2017/18, three of which were successful and the majority of which are still awaiting a final decision.

## The impact of research

Understanding the impact of our research is essential. We have been working with partners to pilot the Visible ImpACT Of Research tool (VICTOR) which captures the impact of research under six headings: health, service and

workforce, research profile, economics, influence and knowledge.

We have trialled this tool on two recently-conducted research projects - the development of a new patient outcome measure specifically for mental health (Recovering Quality of Life, ReQoL) and the examination of a nutritional screening tool and its ability to detect under or over nutrition in people with a mental health condition or learning disability.

We intend to use this valuable impact information on other studies we conduct and use the results both within the Trust and when discussing our research activity with the CQC (Care Quality Commission).

## Looking ahead to 2018/19

We were proud and delighted to achieve or exceed all the objectives in the Trust's Research Strategy 2014-2017 and have developed a refreshed strategy for 2018-2021.

To help us deliver this we will work with our current experienced and skilled researchers to support them to undertake new research, and will look to develop the skills of those who wish to gain further exposure to research, embedding research into everything we do. This is highlighted in the following quotes from two of our staff:

"Research within our Trust helps us to provide better care not just for our patients, but the wider community... I aim to design and conduct projects that inspire and encourage staff, while providing tangible, demonstrable benefits for our patients."

"For me it's about making our services better, more meaningful and more relevant to the people who use them."

For more information about research in the Trust, visit [www.leedsandyorkpft.nhs.uk/research](http://www.leedsandyorkpft.nhs.uk/research).







# a rewarding and supportive place to work

Our staff and volunteers are at the heart of our organisation. They are our most valuable asset and we currently employ around 2,500 staff and 450 bank staff. It is our vision to provide outstanding mental health and learning disability services as an employer of choice.

## Recruitment

In 2017/18 we made it a priority to improve our recruitment process, to make it quicker and easier for those applying to join our Trust and our managers. To do this, we launched a new recruitment management system called TRAC.

We also remain committed to ensuring that our service users have a say in the people we appoint. This is really important to us and service users have continued to sit on interview panels and participate in the assessment process to help us recruit to a number of our posts.

## Equal opportunities

We believe in fairness and equality and value diversity in all aspects of our work. Our differences enable us to create respectful work environments, where we can deliver high quality care and provide service users with the opportunity to reach their full potential.

During the last year, more than 300 staff attended our Diversity and Inclusion CPD (Continuing Professional Development) events and we established our Rainbow Alliance to ensure our services and processes are inclusive for people who are LGBT+. We also started our Workforce Race Equality Network (WREN) to support development opportunities for staff from Black and Minority Ethnic communities.

## Volunteers

As a Trust, we value the contributions of our volunteers. Our Voluntary Services Department continues to provide a high quality service across our sites, working in partnership with volunteers, staff, service users and other voluntary organisations. We have achieved the

Leeds Volunteering Kitemark recognition which acknowledges that volunteers at our Trust receive a high quality and positive volunteering experience.

We actively support our volunteers to build on their skills and confidence and during the last year we have developed new areas of volunteering while continuing to support existing schemes. This included gardening activities within our younger people's mental health services through partnership work with York Cares.

We are extremely grateful to our volunteers for the difference they make to the lives of our service users, carers and staff.

## Staff health and wellbeing

The health and wellbeing of our staff is a priority for the Trust and a series of roadshows took place in 2017/18 to promote the health and wellbeing support on offer.

Over the past year we have introduced a number of new initiatives, including a physical health check service and self-referral to our fast-track appointments for work-related stress. We have committed to the Mindful Employer Charter and work continues to ensure our Trust is a healthy workplace in terms of mental health.

We provide a 24/7 Employee Assistance Programme to support staff with both work and personal challenges and this includes a counselling service. Staff are also able to access personal resilience workshops.



Our physiotherapy service is well established and offers clinics, telemedicine appointments and advice to prevent injury and absence where possible, and local health and wellbeing forums have been established to champion staff health and wellbeing within our services.

### Leadership and management development

Our Trust is committed to managing and growing the talent we have within our workforce and competent and trusted leaders are key to our organisation.

We have joined forces with the NHS Leadership Academy to deliver training programmes to our current and aspiring leaders and managers. This includes an offer of a local version of the Mary Seacole leadership development programme, which has been well-received in 2017/18.

We have also reviewed and relaunched our Trust Leadership Forum to offer significant development opportunities to our senior leadership team.

### Coaching and apprenticeships

We continue to use our coaching network to support staff in their development and to create a coaching culture within our organisation.

Development opportunities are available for our support staff, and apprenticeships are being offered to recruit into healthcare support worker roles. We have looked at career development pathways for existing staff through the introduction of associate practitioner and nurse associate roles.

### Engaging with our staff

The way we engage with our staff is really important to us and we have continued to develop our 'Your Voice Counts' programme, resulting in a number of staff engagement initiatives.

This has included directors' 'back to the floor' visits, to give staff at all levels direct access to the Trust's directors, and the continuation of face-to-face listening events for staff with the chief executive.

We have used the Your Voice Counts crowdsourcing platform to encourage staff to participate in online conversations and give

their views on set topics, and the national NHS Staff Survey and Staff Friends and Family Tests also provide us with valuable feedback.

Last year, 56.3% of our staff participated in the annual NHS Staff Survey, which is an increase on the year before and 4% above the national average for mental health and learning disability trusts in England.

Results from the survey have been used to develop key actions for 2018 and for the first time we have invested heavily in reporting results at a local level. We have worked with staff right across the Trust to deliver these results and teams have been tasked with producing local action plans to take this improvement work forward.

### Working in partnership with 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.

During the past year it has continued to have involvement in service redesign and the development of our strategy, and has worked with the Trust to support staff going through significant change.

### Celebrating our staff

Recognition for our staff is a key part of our engagement work and as part of this we host an annual Trust Awards ceremony each year. The aim is to celebrate excellence, innovation, personal achievement and team working, and there are ten award categories, including both clinical and non-clinical team and employee of the year, bank employee of the year, volunteer of the year and leader of the year. Our last Trust Awards ceremony was very successful and saw a record-breaking 126 nominations from across the Trust.

As well as the annual awards, we also present a monthly Star Award. These recognise exceptional contributions from teams and individuals throughout the year.

To find out more about working for our Trust, visit [www.leedsandyorkpft.nhs.uk/careers](http://www.leedsandyorkpft.nhs.uk/careers).



# effective and sustainable services - financial review

## Financial performance

In 2017/18 the Trust achieved a surplus of £3,822k.

### Income

The Trust's total income was £156,513k, which was mainly income from patient care activities through our Clinical Commissioning Groups (CCGs) and NHS England (£122,990k).

### Expenditure

The Trust's total expenditure was £148,387k. Non-pay expenditure includes the Trust's PFI schemes (£7,436k), premises costs (£4,251k), establishment (£1,926k), drug costs (£2,316k) and purchasing healthcare from non NHS bodies (£6,635k).

### Cost Improvement Plans (CIPs)

The Trust achieved CIPs of £2,787k in 2017/18. CIP schemes include Leeds Mental Health Care Group, Specialist and Learning Disabilities Care Group, Workforce and Development and Delivering Cost Effective Corporate Services.

### Capital Programme

The Trust invested £1.742m in its estate and IT capital programme in 2017/18. A significant capital programme has been agreed for 2018/19 and beyond.

## Use of Resources Score

The Trust achieved a Use of Resources Score of 1 in 2017/18. 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.

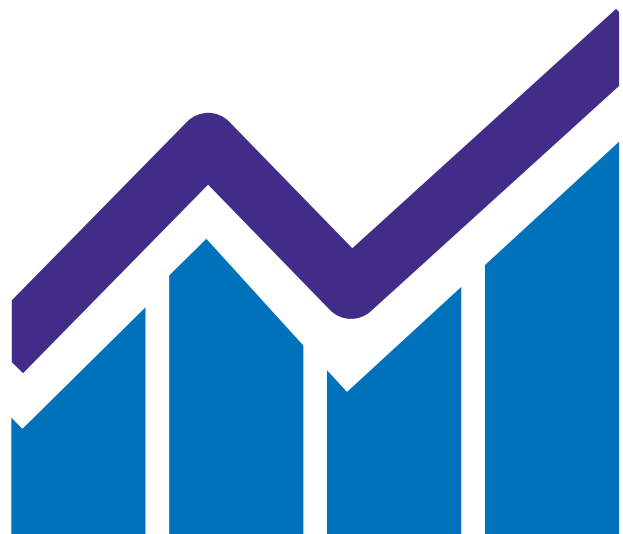
**Capital service cover** is our ability to repay debt, e.g. our PFI schemes.

**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 2018.

Summary of income and expenditure	£'000
Income from patient care activities	131,672
Non-clinical income	24,841
Total income	156,513
Pay spend	(107,740)
Non-pay spend	(40,647)
Total	(148,387)
Operating surplus	8,126
PDC dividend, finance costs and interest (net)	(4,272)
Other gains	(32)
<b>Surplus for the year</b>	<b>3,822</b>
Reserves:	
Gain on revaluation of assets	(3,983)
Total Comprehensive Income	(161)
Summary of assets and liabilities	£'000
<b>Assets</b>	
Property, plant and equipment	41,422
Cash	52,424
Other assets	12,192
Total assets	106,038
<b>Liabilities</b>	
Payables and other liabilities	(11,504)
Borrowings	(23,152)
Provisions	(4,053)
Total liabilities	(38,709)
<b>Total Assets Employed</b>	<b>67,329</b>
Use of Resources Score	1



Some of our governors in 2017/18



## 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 from and by our membership 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 publicly accountable for the services 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 2017/18 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 the 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.

### Jo Goode

Clinical staff governor

“Hello, my name is Jo Goode and I'm a staff governor. I've worked at the Trust for around six years and have been Deputy Chief Pharmacist since October 2014. During my time here, I've worked as a clinical pharmacist within a number of different services, including the Yorkshire Centre for Eating Disorders, Forensic Services and the Child and Adolescent Mental Health Services based in York. I've been fortunate enough to see first-hand the difference that each of these makes to the lives of our service users.

“I decided to stand as a clinical staff governor last year as I wanted to gain a better understanding of the Trust as a whole and was keen to improve the way the views of clinical staff are represented.

“As governors we have a number of responsibilities, including holding the Trust's non-executive directors to account. We're often described as 'critical friends' and provide an important link between the local community, staff and the Board of Directors. As a staff governor, I attend the Council of Governors meetings along with the service user, carer and public governors and am particularly interested in how the Trust supports its staff to provide better care.

“It's a particularly exciting time to be involved in the NHS as it celebrates its 70th anniversary this year.

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

# our board of directors

at 31 March 2018

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 values and culture, and makes sure that the services we provide are high quality, safe, effective and service user-focused.

As well as setting the Trust's strategic direction, the Board ensures that we engage effectively with our local communities and partners.

It is responsible for the Trust's finances and monitors performance against our objectives, targets, measures and standards.

## Executive Directors



**Dr Sara Munro**  
Chief Executive



**Joanna Forster Adams**  
Chief Operating Officer



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



**Dr Claire Kenwood**  
Medical Director



**Susan Tyler**  
Director of Workforce  
Development



**Cathy Woffendin**  
Director of Nursing  
and Professions

## Non-Executive Directors



**Professor Sue Proctor**  
Chair



**Professor John Baker**  
Non-Executive Director



**Helen Grantham**  
Non-Executive Director



**Margaret Sentamu**  
Non-Executive Director



**Sue White**  
Non-Executive Director



**Martin Wright**  
Non-Executive Director



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

## Non-Executive Team

Professor Sue Proctor	Chair of the Trust	3-year appointment from 1 April 2017
Professor John Baker	Non-Executive Director	3-year appointment from 1 September 2016
Helen Grantham	Non-Executive Director	3-year appointment from 15 November 2017
Margaret Sentamu	Non-Executive Director	3-year appointment from 31 July 2017
Sue White	Non-Executive Director (Deputy Chair)	3-year appointment from 7 November 2016
Martin Wright	Non-Executive Director	3-year appointment from 20 January 2018
Steven Wrigley-Howe	Non-Executive Director (Senior Independent Director)	3-year appointment from 17 February 2016

## Executive Team\*

Dr Sara Munro	Chief Executive
Joanna Forster Adams	Chief Operating Officer
Dawn Hanwell	Chief Financial Officer / Deputy Chief Executive
Dr Claire Kenwood	Medical Director
Susan Tyler**	Director of Workforce Development
Cathy Woffendin	Director of Nursing and Professions

\*at 31 March 2018

\*\*Susan Tyler retired from the Trust in May 2018.

Since 31 March 2018, there has been one change to our Board:

Lindsay Jensen Interim Director of Workforce Development



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.





Leeds and York Partnership NHS Foundation Trust  
**Peter Penico**  
Care Coordinator Nurse

# contact us

## Leeds and York Partnership NHS Foundation Trust

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

## Chief Executive

If you have a comment for the Chief Executive, Dr Sara Munro, please contact:

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

## Associate Director of Corporate Governance/ Trust Board Secretary

Cath Hill  
0113 85 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, and are closed on bank holidays.

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

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**