

THINK OTB



Leeds and York Partnership
NHS Foundation Trust

Creating the future for LYPFT

Thematic summary of surveys

Surveys completed during October and November 2022.



Prepared by
ThinkOTB Agency

Introduction

This report is a summary of the responses from the LYPFT brand survey that was fielded to **staff, Non-Executives, governors, system partners, and members** and an adapted survey that was fielded to **LYPFT's service users, carers, carer governors, and people with lived experience.**

Each survey was positioned as: "LYPFT wants to be known as NHS provider of choice with the best expertise to deliver outstanding services. To achieve and communicate this vision in the best way possible, we need to better understand your opinions of LYPFT."



Leeds and York Partnership
NHS Foundation Trust

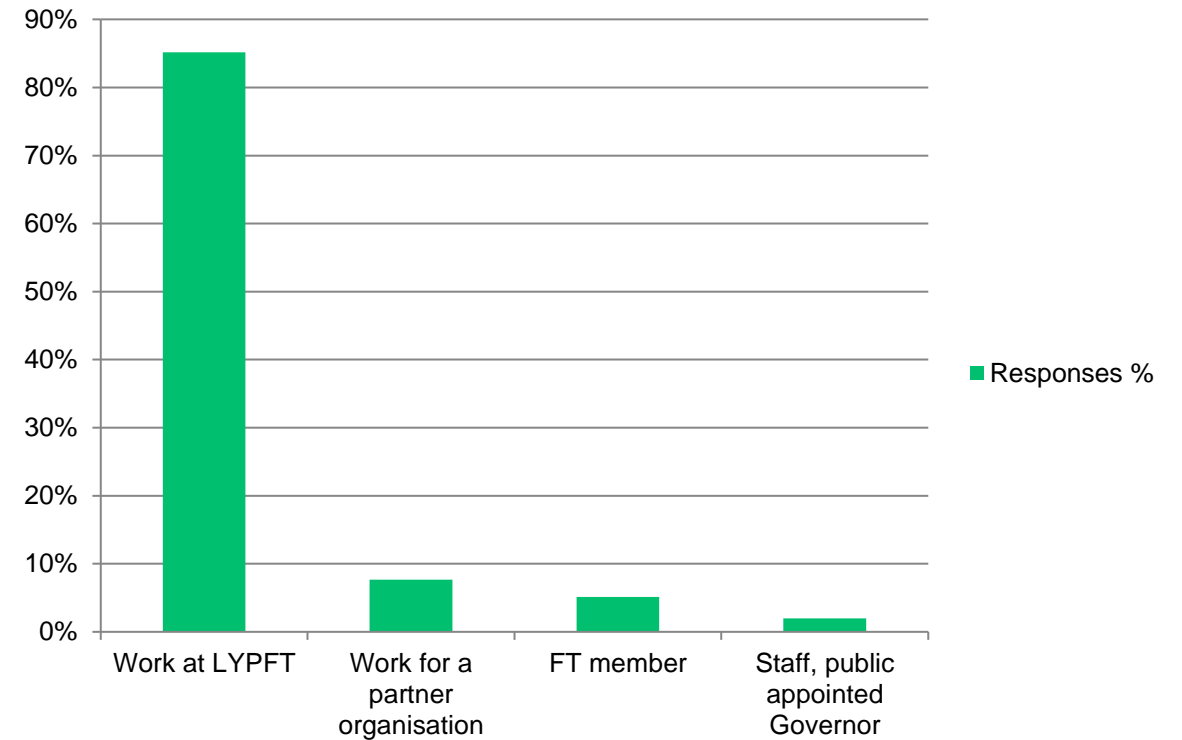
Thematic summary of responses from
**staff, Non-Executives, governors,
system partners, and members**

Question 1:
Who are you?



Do you...?

Answer choices	Responses %	Actual responses
Work at LYPFT	85.2%	299
Work for a partner organisation	7.7%	27
FT member	5.1%	18
Staff, public appointed Governor	2.0%	7
Other (please specify)	<i>See page 6</i>	20
	Answered	351
	Skipped	17



Do you? other (please specify)

Other (please specify)	Actual responses
Work for partner org & FT member	2
Volunteer	3
Service user or carer	3
Bank staff	1
Member of public	5
Foundation Trust Member	2
Ex-colleague	2
Other (not specified)	2

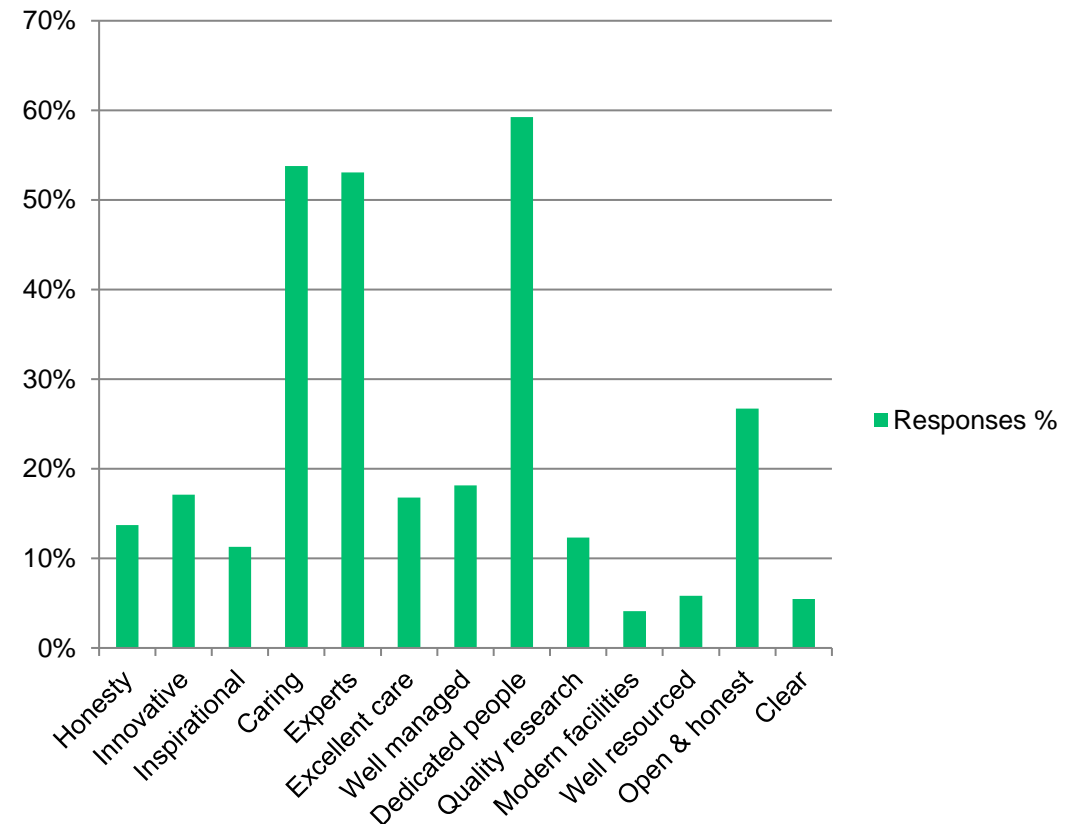
Question 2:

Which three statements best describe why you chose to work for, or to play a role in, LYPFT over another Trust?

2

Which three words best describe how you feel about LYPFT?

Answer choices	Responses %	Actual responses
Honesty	13.7%	40
Innovative	17.1%	50
Inspirational	11.3%	33
Caring	53.8%	157
Experts	53.1%	155
Excellent care	16.8%	49
Well managed	18.2%	53
Dedicated people	59.3%	173
Quality research	12.3%	36
Modern facilities	4.1%	12
Well resourced	5.8%	17
Open & honest	26.7%	78
Clear	5.5%	16
Other (please specify)	See page 9	101
	Answered	292
	Skipped	76



Which three words best describe how you feel about LYPFT? other (please specify)

Other (please specify)	Actual responses
Local to me	29
Right job/tuped/training	24
To improve services & care	6
Specialist care & services	6
Department or people	6
Long service	4
Trust's integrity	4
Patient-led services	2
Other	20

“Compared to other trusts locally in mental this trust is supportive of staff development”

“It was the best job for me when I relocated”

“Provides services that match my specialist skills”

“The timing of this is very badly thought out. We have no staff. People are leaving in droves. Back to basics needed, not a rebrand”

Question 3:

If you could name one thing that LYPFT does better than other Trusts, what would that be?



What does LYPFT do better than other Trusts?

A caring employer

LYPFT's care for staff and their wellbeing was the strongest theme to emerge from the survey. People felt the Trust was caring, compassionate, and many compared the support they received to the excellent care that patients received.

- "Ensures staff are well, as well as the ones we care for."
- "Support for staff both mentally and physically."

Specialist MH services

A key theme was that LYPFT delivered specialist mental health services well. The Learning Difficulties, LGBT, acute elderly community services were mentioned.

- "Specialist services. Mainstream MH services are extremely poor for Service users."
- "Launch highly specialised teams."
- "Services for older people - high quality care from dedicated staff who interface as routine with other organisations/sectors"

Innovation, research & co-production

The Trust's innovative ethos, openness to incorporate new research, and its willingness to change were all acknowledged by respondents.

- "Listening, learning and acting."
- "Seeing where the needs are and meeting them with creativity and co production."
- "Positive risk taking and a least restrictive approach."
- "Involve service users and carers in improving services."

Communication, listening & honesty

The Trust and its leadership team were seen as being good at communicating honestly and listening to staff opinions and concerns.

- "Fosters good, even communication between management and staff. I feel supported and my opinion respected."
- "LYPFT 'listens' and try to do the right things."
- "Cares, works collaboratively and good at communicating to all colleagues."

What does LYPFT do better than other Trusts? continued

Quality, patient-centred services

There was a sense of pride about the high-quality care that the Trust delivers and the focus on ensuring all approaches are patient-centred.

- “Focusses on patient led care and services.”
- “Follow through with all treatments and after care.”
- “LYPFT has more of a focus on coproduction and service user involvement than many other places.”

Vision and leadership

There is a general consensus amongst respondents that the Trust is well-run, with strong leadership and a clear vision.

- “Joined up and clear thinking regarding care pathways.”
- “I think the chief executive here is probably hard to match elsewhere, very responsive, down to earth and seemingly caring.”
- “Invites all stakeholders to contribute to strategic decision making.”

Caring for patients

There was a clear thread in the responses about the staff’s genuinely caring and compassionate approach to the services they deliver.

- “Patient engagement is not a token exercise.”
- “Caring with compassion.”
- “We care about our patients.”

Career progression

As well as being a caring employer, the Trust is seen as one that supports career progression. Respondents mentioned training opportunities and recognising staff’s work experience.

- “The level of expertise and experience in it’s workforce.”
- “Recognise experience of staff.”
- “Range of opportunities for development (training/research internships etc).”

Question 4:

LYPFT wants to be known as NHS provider of choice with the best expertise to deliver outstanding services.

What 3 things do you feel LYPFT needs to do next to achieve this statement in the next five years?

What does LYPFT need to do to achieve its vision?

Staff retention and wellbeing

Almost every respondent mentioned the need to look after staff better. While pay was rarely mentioned, respondents wanted more wellbeing support, more staff recruited (especially clinical), and more done to proactively combat 'burnout'.

- "Therapeutic/psychological services for staff that are fit for purpose, meeting the need that is out there including trauma therapy."
- "Support staff wellbeing, in tangible ways - not just self-help flyers! E.g. ensuring time off, not putting unbearable amounts of pressure on the same few staff members."

Equality & inclusivity

Themes of inequality appeared in terms of management not being representative of the mixed-race staff, bank staff being treated unfairly, and services not feeling inclusive to minority users.

- "See more black people in high positions or involved in decisions making processes."
- "Working culture of discrimination needs to be eradicated."
- "Ensure senior management personnel reflect the varying communities LYPFT serves, to attract and promote diversity not by words but deeds."
- "Treat bank staff fairly."

Career progression

Respondents shared many ideas that would improve staff retention, including more training, introducing apprenticeships and making bank staff permanent staff members.

- "Offer more training opportunities and grade progression."
- "Offer nursing apprenticeship and top up to internal staff, people want to train but can't afford to leave their HSW job to do nurse training. Recruit within."
- "value its staff, offer to support HCW to do nurse training, incentives to keep older staff experienced staff on to mentor NQS."

Listen

Respondents wanted to see LYPFT listening more to staff and to service users in order to improve services and staff retention.

- "Listen to staff on the ground and understand the daily challenges."
- "Listen better to staff concerns regarding patient safety."
- "Embed coproduction and collaboration as a culture throughout every aspect of every service."
- "Listen to staff and service users (and act upon the feedback)."

What does LYPFT need to do to achieve its vision?

Continued

Management structure

LYPFT's management structure, quality of leadership, and processes came under fire with many feeling there were too many managers and not enough staff providing MH care.

- "Have an open door policy for staff and directors/ managers/ board to end the 'them & us' and create unity."
- "rationalize and reduce the management layers, the new comms methods help a little but the depth of managers is still too huge."
- "build a shared vision and purpose - 3 to 5 priorities not 500 with a management system to support implementation."

Communication

A number of themes around communication emerged including keeping staff better informed of changes, communicating more with services users, and promoting LYPFT's excellent MH services in the press.

- "Respond to patient feedback."
- "Publicise positive new stories."
- "Make sure as many people as possible are aware of it [LYPFT], and what you do."
- "fragmented communication between teams is unhelpful for staff providing care and patients receiving care."

Re-focus on services, facilities & care

Respondents suggested ways to improve patient safety and care: more community services, re-focusing on core services, offering more joined up care ("Don't let patients fall through the gaps"), improving old facilities, increasing crisis care and reducing waits.

- "Work hand in hand with Local Authorities."
- "GET THE BASICS RIGHT - focus on inpatients, CMHT, crisis. Making teams and services safe, supportive, friendly, compassionate, focused and clear in their function (for staff and the people we serve) - NOT "expanding our service provision"... ..into extraneous teams and roles"

Technology, innovation & research

LYPFT is not seen as an innovator, but there is appetite for more innovation, more research and better technology, so that LYPFT can become a centre of excellence.

- "build pathways for incorporating research protected time into clinical practice following model of medic and dentist posts"
- "Embracing INNOVATION is key, with the recruitment crisis and post covid NHS we cannot keep doing things how we always did. We need to find different & more efficient ways of doing more with less that still delivers high quality care."

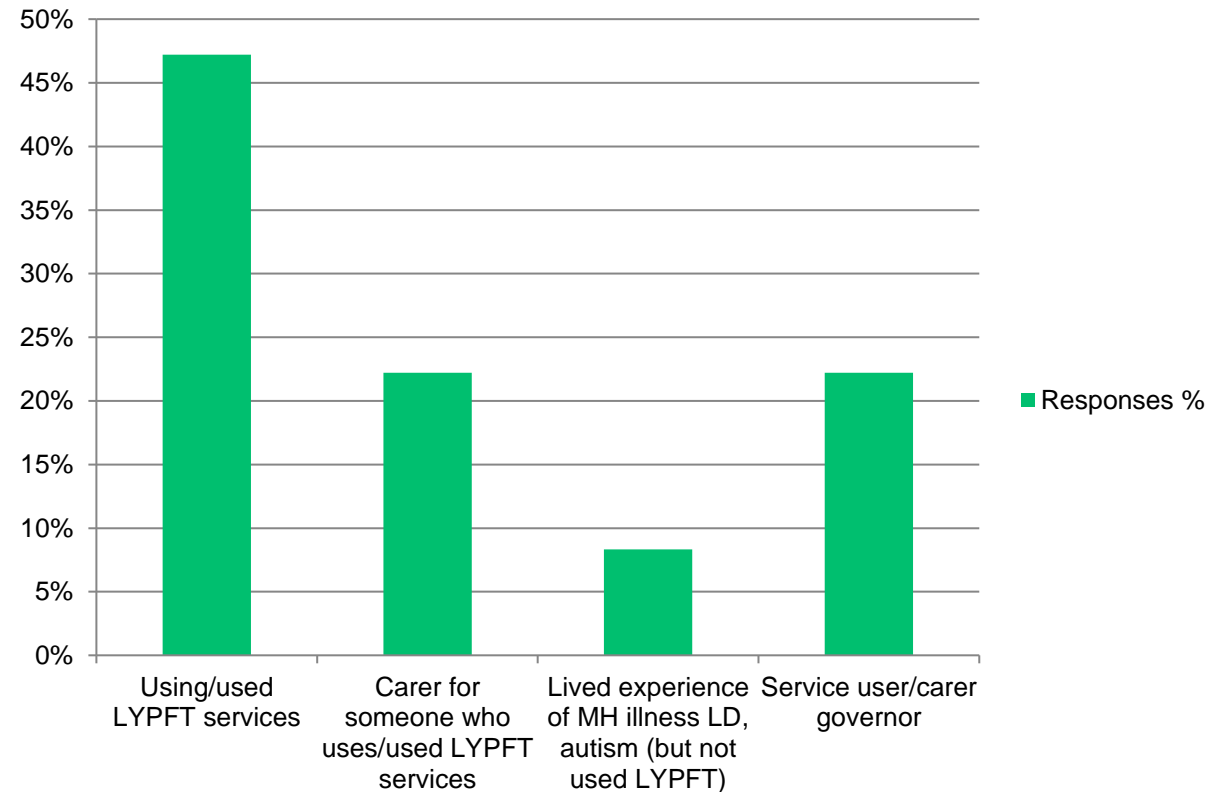
Thematic summary of responses from
**LYPFT's service users, carers, carer
governors, and people with lived
experience**

Question 1:

**Which one of these statements
best describes you?**

Which one of these statement best describes you?

Answer choices	Responses %	Actual responses
Using/used LYPFT services	47.2%	17
Carer for someone who uses/used LYPFT services	22.2%	8
Lived experience of MH illness, LD, autism (but not used LYPFT)	8.3%	3
Service user/carer governor	22.2%	8
Other (please specify)	<i>See page 19</i>	4
	Answered	36
	Skipped	0



Which one of these statement best describes you?

Other (please specify)

Other (please specify)	Actual responses
Sun co-chair	1
Volunteer Leeds Recovery College	1
All of the above	1
Policy & comms stakeholder	1

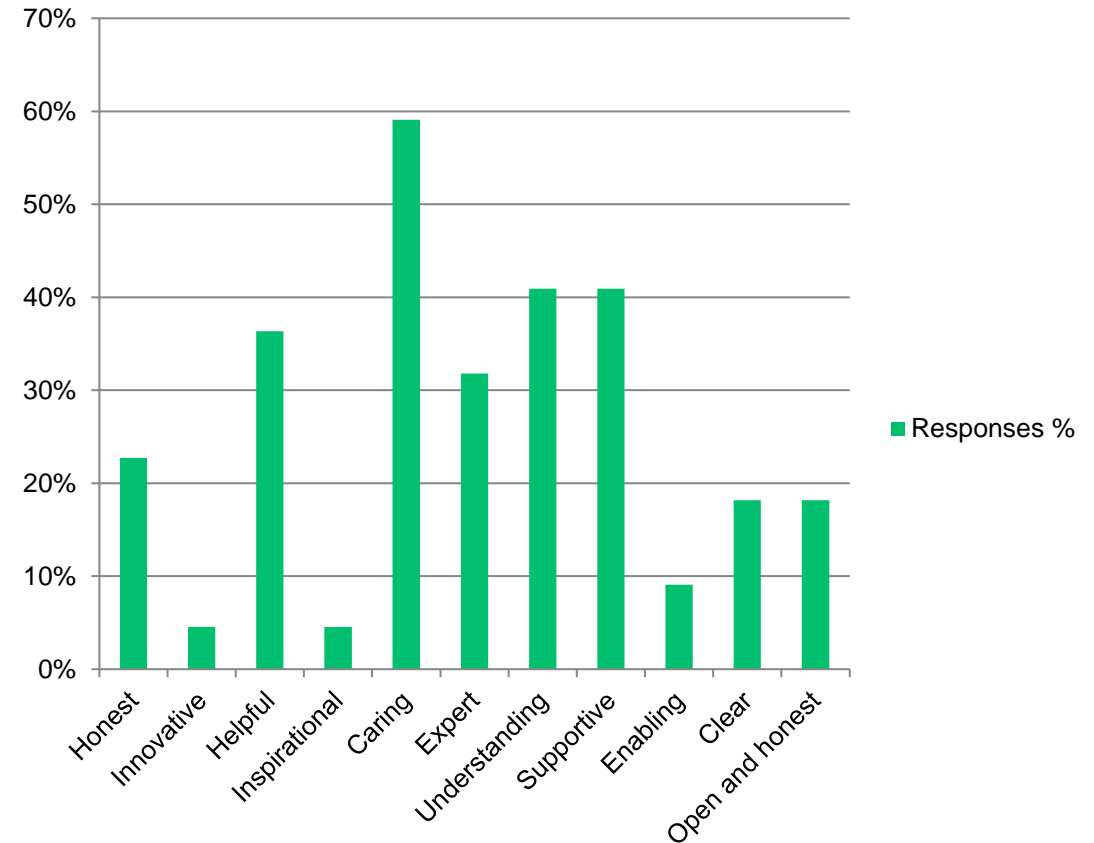
Question 2:

Which three words best describe how you feel about Leeds and York Partnership NHS Foundation Trust?

Think about the care received, the communication between you and us, the environment you receive care in, our staff our attitude towards you

Which three words best describe how you feel about LYPFT?

Answer choices	Responses %	Actual responses
Honest	22.7%	5
Innovative	4.6%	1
Helpful	36.4%	8
Inspirational	4.6%	1
Caring	59.1%	13
Expert	31.8%	7
Understanding	40.9%	9
Supportive	40.9%	9
Enabling	9.1%	2
Clear	18.2%	4
Open and honest	18.2%	4
Other (please specify)	See page 22	14
	Answered	22
	Skipped	14



Which three words best describe how you feel about LYPFT? other (please specify)

Other (please specify)	Actual responses
Good care	1
Poor communication	2
Poor care or services	7
Other	4

“Understaffed
Underfunded
and in Crisis”

“Residents don't
know who you are or
what you do”

“Mixed feelings.
Some good some
bad experiences”

“Self serving, Lazy,
Disconnected”

Question 3:

**Please say why the care of
LYPFT is important to you**

Think about the way that LYPFT's help has changed your life or the life of the person you care for, and if there are things that LYPFT does better than other organisations that help you or the person you care for.

Please say why the care of LYPFT is important to you

Good care

Respondents felt that LYPFT gave them good care and helped them understand their mental health.

- “The care of the LYPFT is extremely important to me as a carer and the person I care for.”
- “lypft has helped me become more aware of MH issues.”
- “...they helped create the safe space I needed to work through things.”
- “Carers cannot care for their loved ones without the expertise of the professionals, [it is] essential to the well being of the service user.”

Excellent group support

The service user groups were mentioned positively by respondents for the additional support they provide.

- “I am very impressed with the four staff who run the Sun group. They are the right personality's to be running the group and are doing a good job.”
- “The CFS/ME diagnosis and group sessions helped me understand and manage my condition.”

Staff's skills & attitude

The staff at LYPFT were praised for their care and understanding towards service users and carers.

- “People were helpful and understanding, but I am not sure I would describe as life changing.”
- “Access to skilled and caring staff is key.”
- “Caring, Clear, Open and Honest, what more could I ask for as a user of services.”

Please say why the care of LYPFT is important to you

Continued

Poor care quality

As expected, LYPFT received some criticism about the care and waiting lists it offers

- “I didn’t get the care I needed from LYPFT.”
- “when we need care, no one is there. it’s made to feel like our health issues are our fault. waiting lists are too long and the care is not enough. there seem to be lots of managers but not enough staff to actually help. it could be so much better.”
- “Unfortunately services are so stretched that the care received has happened at crisis point.”

Not listening or understanding

Respondents reported their frustrations at not being listened to or understood by LYPFT.

- “...statements such as “You wouldn’t understand” to “You cannot say that”. There is a band of middle managers who feel threatened by patient experience.”
- “I frequently was told there was nothing wrong with me...Dr’s don’t listen and or understand patients. If people were looked after there would be more people working and less of a burden. I am not the only one to feel this way.”

More co-production

Concerns were expressed about the practicalities of different services coming together. These included issues with clinical records access due to system inoperability across current services, and different services using different language to define patients and needs.

- “As a carer I have felt I had to fight to be involved in care.”
- “Better carer support. Include training during clinical appointments, collaborate with carer organisations.”

THINK OTB

**Thanks for
reading**

NHS

Leeds and York Partnership
NHS Foundation Trust

The content contained within this document is presented to you in confidence and is the intellectual property of ThinkOTB, and must not be used without prior written agreement.