

Our Year

Annual Review: 1 April 2019 - 31 March 2020



About us

Leeds and York Partnership NHS Foundation Trust is the main provider of specialist mental health and learning disability services in Leeds. We also provide specialist services across York, the Yorkshire and Humber region, and some highly specialised national services.

Our vision is to provide outstanding mental health and learning disability services as an employer of choice. This means supporting our service users and carers, our staff and the communities we serve, to live healthy and fulfilling lives where we can all achieve our personal and professional goals, and live free from stigma and discrimination.

We offer services to people who need support and treatment for a wide range of mental health conditions, from depression, anxiety and obsessive compulsive disorder, to dementia, bipolar disorder, schizophrenia and personality disorders. We support people living with issues such as addictions, eating disorders, or physical problems with psychological causes, and those needing the support of our gender identity service. We offer community, supported living and inpatient care to people with a learning disability, who can present with challenging behaviour or complex physical health needs.

Our values have been developed with our staff, members and partners. They define who we are, what we believe and how we will work to achieve the best outcomes for our service users and carers.

Our values are:

- **Integrity** - we treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.
- **Simplicity** - we make it easy for the communities we serve and the people who work here to achieve their goals.
- **Caring** - we always show empathy and support those in need.



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Welcome from our Chair

These past months have been some of the toughest ever for the NHS as we've worked together with our partners to respond to the Coronavirus pandemic. It's had an impact on all of our services, requiring fast but thoughtful changes, strong leadership and a positive 'can do' attitude from us all.

Lockdown has ensured that much of our normal way of life at home and at work has completely changed. The NHS and care services remain at the forefront of dealing with the human impact of the crisis and we are grateful for the wonderful support of the public in Leeds and York, and for the sacrifices being made to help us all stay safe. As a Trust, we've lost some of our service users and colleagues to this terrible virus. Our thoughts and prayers are with their loved ones at this very sad time.

Every day I continue to be humbled and inspired by so many of our staff, volunteers and service users who demonstrate their commitment to the values that underpin the NHS. Our Trust values are integrity, simplicity and caring, and despite the difficulties we're facing, these are demonstrated in abundance. For this, I am grateful.

This year the Board started a process to update our strategic vision and refresh the detailed underpinning plans. The plans cover workforce, estates, information technology, clinical services and quality. They represent a huge amount of work, detailed planning and a creative ambition for the future of mental health and learning disability services in Leeds and York.

The Board membership has been relatively stable this year. I am grateful for the commitment and professionalism of all Board members. We welcomed one new non-executive director, Cleveland Henry, and I would like to take this opportunity to thank his predecessor, Margaret Sentamu, for her dedication, passion and support to the Trust over the last six years.

I am extremely grateful to the Council of Governors for their commitment and continued work in the Trust. Our new Lead Governor, Peter Webster, has been a great support in the role. He has worked with the governors to help build their confidence in asking questions, participating in service visits and observing Board meetings. Governors have such an important role to play in holding us to account and in representing the views of the public, staff, service users and carers. We have done some important work to strengthen their contribution and to enable them to carry out their roles effectively.

As we look to next year, we will plan, manage and respond to the challenges presented by Coronavirus. We will also plan for how we need to adapt further to respond to the potential longer-term effects on the mental health and wellbeing of our service users, staff and the wider community.

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

Professor Sue Proctor
Chair of the Trust



Welcome from our Chief Executive

I present this year's annual review at a time like no other. NHS organisations like ours have never before faced a challenge like the Coronavirus pandemic, and before we reflect on our progress and achievements from over the past 12 months, I want to pay tribute to our staff and the incredible work they're doing in these unprecedented times. It is a privilege to lead an organisation that is full of such inspirational individuals.

It is thanks to these individuals that 2019/20 was a year of progress at our Trust and there's a lot to be proud of. This was confirmed for us when the Care Quality Commission agreed that we are fulfilling our purpose of improving the health and lives of people with mental health conditions, learning disabilities and autism, in a report that rated us 'Good'. I am delighted that the hard work of everyone at the Trust has been recognised and that our efforts have paid off.

Since our last annual review, we've seen a crucial service development with the launch of our new Northern Gambling Service. It will support the growing number of people with gambling addiction in the region, and clinics are now open in Leeds, Manchester and Sunderland.

Much has also been achieved to help people in Leeds to access immediate support for their mental health. This includes the Leeds Recovery College, which opened in September, and offers courses to people living and working in the city to help them live mentally and physically well. I hope you will find a course that piques your interest.

Something else at the forefront of our minds over the past year has been helping to develop a better way of providing care for young people with complex mental health issues, and an important milestone was reached when planning was approved for a new regional Child and Adolescent Mental Health Service unit on our St Mary's Hospital site in Armley. Our involvement is as part of the West Yorkshire and Harrogate Partnership and I'm pleased to say that building work has begun.

We've made extra efforts this year to connect with those both within and outside our organisation, and I hope that you, as our staff, service users, members, carers or a local member of the public, have had the opportunity to engage with us in some way. Internally, we were able to include bank staff in our Staff Survey this time, which reflects the crucial role they play in our teams. We've also held 'culture conversations' with our staff to understand how they feel about working here, and we're now analysing this feedback to give us a focus for improvement.

Externally, we've launched our co-produced Patient and Carer Experience Strategy, which sets out how we will better involve people in the development of our services and improve their experience with us. We've also carried out surveys and focus groups to evaluate our redesigned Community Mental Health Services, making sure that those we serve stay firmly at the heart of our decision-making.

I started this introduction by acknowledging the unprecedented nature of the pandemic – a crisis that has affected us all – and I want to finish with a promise. It's likely that current events will further highlight the importance of mental health services, and as a Trust we're committed to continuing to develop and improve our services for those who need us.

Dr Sara Munro
Chief Executive

2019/20 Our year in numbers



85%

of staff feel their role makes a difference (NHS Staff Survey 2019)



2,841

staff we employ



457

bank staff we employ



2,757

people liked our Facebook page by the end of March 2020



760

new followers on Twitter in 2019/20



614,747

views of our website



781,000

people we provide services to



400

people enrolled to attend courses at our Recovery College in its first two terms



140

volunteers donating **25,480** hours of their time



2%

increase in the number of compliments we received



400+

referrals to our new Northern Gambling Service in its first year



160

nominations for our 2019 Trust Awards



80

members of our Rainbow Alliance LGBT+ network



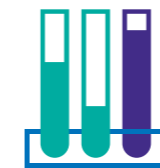
30

members of our Disability and Wellbeing Network



137

members of our Workforce Race Equality Network



1,488

people took part in research hosted or led by the Trust in 2019/20



73

research studies the Trust was involved in during 2019/20

A time like no other

The Coronavirus pandemic has proved to be the biggest healthcare crisis in a generation and as events began to unfold in the last few weeks of this financial year, many lives changed beyond recognition. The crisis has affected everyone, both personally and professionally, with 'normal' ways of living and working already looking very different. As a Trust, there have been changes to the way we support our service users, how we work together and how we balance our work and lives, and this will no doubt change further in the coming months.

These are unprecedented times, yet the response from both within the NHS and local communities has been inspirational. Our staff have lived our values in the most difficult of situations – we have integrity, we keep it simple, we are caring – and they've shown many more too, including determination, bravery, flexibility, resilience and compassion.

The kindness and warmth shown to our Trust and the wider NHS by local communities in Leeds and York has been overwhelming, and has made a real difference on long, challenging days. We are grateful for the rainbows and signs spotted in windows and countless donations from local supermarkets, bakeries and manufacturers. Student mental health nurses have donated colouring books and radios to wards, helping us to create fun

activities for our service users, and student nurses and Allied Health Professionals have joined and strengthened our teams. Our volunteers are also playing an invaluable role, from helping to distribute PPE to making supermarket trips for our service users during lockdown.

There is still uncertainty ahead, and the Trust will manage and respond to the ongoing challenges presented by Coronavirus. But, there will also be a need to look further ahead, to adapt further, and to respond to the potential longer-term effects of Coronavirus on the mental health and wellbeing of our communities.



Delivering great care - our services

Our Trust is the main provider of specialist mental health and learning disability services in Leeds. We also provide specialist services across York and the Yorkshire and Humber Region, and some highly specialised national services. We are passionate about improving the lives of people living with a learning disability or mental ill health and our vision is to provide outstanding services to those who need us.

Our clinical services fall into nine categories:

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

They include:

- Community Mental Health Teams
- Care Home Team
- Memory Service
- Crisis Assessment Services
- Intensive Community Services including the Home-Based Treatment Team
- Younger People with Dementia Team
- Psychological and Psychotherapy Services
- Assertive Outreach Team
- Older People's Liaison Mental Health Service
- Mental Health Inpatient Services
- Dementia Inpatient Service
- Rehabilitation and Recovery Services
- Healthy Living Service
- 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 Psychotherapy (NSCAP) Clinical Services
- Perinatal Services
- Personality Disorder Services
- Veterans' Service
- Gambling Addiction Service

Service developments in 2019/20

Northern Gambling Service

We launched our new Northern Gambling Service in September 2019 to offer treatment and support to the thousands of adults struggling with gambling addiction across the North of England. It is one of only two NHS gambling services in the country, and the first of its kind to launch outside of London. The service started with a clinic in Leeds, with two further clinics opening in Manchester and Sunderland in early 2020. It provides specialist addiction therapy and recovery to people affected by gambling addiction, as well as those with mental health problems such as depression, anxiety, trauma, and suicidal feelings, and it's reached more than 400 people in its first year.

Peter's story

“ In the last ten years my gambling had taken control of me rather than me controlling it. At my darkest hour, I saw that the Northern Gambling Service was opening a clinic in Salford and I took one last roll of the dice and got in touch. The team was amazingly welcoming, putting me at ease and almost immediately we were going into depth about my troubles. I was opening up for the first time, not only to someone else but to myself. Since that first meeting in March, my life has been transformed. ”

Veterans' Mental Health Service

In April 2019, our Veterans' Mental Health Complex Treatment Service marked its first anniversary with the news that its contract has been extended for a further two years, to 2022. The service, which started from a base in Leeds, helped 150 veterans in its first year, and has now expanded to two further sites, in Sunderland and Salford Quays.

Our Trust has also been appointed as lead provider for a new service to improve the health and lives of former military personnel across the North of England. The Veterans' Mental Health High Intensity Service (HIS) is expected to launch in late 2020.

The impact of the Coronavirus pandemic on services

While some services had to be reduced or paused at the outbreak of the Coronavirus pandemic, we have continued to provide the majority of our mental health and learning disability services throughout. It is clear that the effect of the pandemic will be felt through 2020/21 and possibly beyond and it will inevitably change the way in which we provide our services going forward. As we contemplate how we will adapt to the 'new normal' we will be looking at the positive changes we have made, such as adopting new technology and engaging with service users and staff in different ways. We will work with our service users to look at how we can build on the progress we've made and move forward.

Leeds Recovery College

Leeds Recovery College launched in September 2019 and offers a range of free courses to people living and working in the city to help them live mentally and physically well. Courses are co-designed and co-delivered by people with lived experience of mental ill health and anyone can enrol as a student. Courses range from short information workshops that look at mental health awareness, understanding and recovery, to longer courses where the emphasis is on personal recovery and developing healthy habits to support wellbeing.

In its first two terms (September 2019 - March 2020):


400
students enrolled on courses


16
separate workshops and courses were delivered across...


400+
teaching hours with students


5
community venues

Delivering great care - partnerships

Organisations don't deliver great care in isolation and we recognise the importance of forming successful partnerships with others in the healthcare, social care and third sectors. Collaborating with our partners provides us with the opportunity to work cohesively across geographical areas to make sure that the care we're providing to our service users is seamless.

The West Yorkshire and Harrogate Integrated Care System (WY&H ICS)

The WY&H ICS is made up of NHS trusts, local councils and voluntary sector organisations working closely together to plan and address challenges facing health and care services across the region.

It's divided into six local areas, including Leeds, and services are mostly delivered at this level. Only when it would achieve greater efficiency or improved outcomes would services be planned more widely.

As part of this partnership, our Trust works with three other mental health service providers, Bradford District Care NHS Foundation Trust, Leeds Community Healthcare NHS Trust and South West Yorkshire Partnership NHS Foundation Trust, in a mental health services collaborative.

We are working together on a number of priorities that include making sure more people can receive treatment close to home.

Child and Adolescent Mental Health Services (CAMHS)

Another area of focus for the mental health collaborative is child and adolescent mental health services, in particular preventing unnecessary admissions, reducing out of area placements, and effectively managing children and young people in the community.

A new CAMHS unit is currently being built on our St Mary's Hospital site in Armley, which is due to open in late 2021 under our leadership.

The Leeds Mental Wellbeing Service

The Leeds Mental Wellbeing Service launched in 2019 and is a partnership involving our Trust that offers psychological therapies, both face-to-face and online, for anyone aged 17 and over who is registered with a Leeds GP.

It's another way we're supporting local people to overcome common mental health problems such as anxiety and depression, which one in four of us will experience in our lives.

By working in a joined up way across the city, we're helping to make sure that people in Leeds can get the right support, at the right time and in the right place.

Our work in York

In addition to our Leeds-based services, we also provide mental health care in York, including forensic low secure services and children's services.

For the Humber Coast and Vale Integrated Care System (HC&V ICS), better mental health care is a priority, and we've previously worked collaboratively to develop and implement a new community forensic model. Our forensic services are for those patients with mental health needs who are a potential risk to others and who may have offended when unwell. We continue to work closely with partners across the ICS to make sure that service users don't have to be placed away from their local area to receive the support they need.

We also provide a regional Child and Adolescent Mental Health Service (CAMHS) inpatient unit from Mill Lodge in York and a Deaf CAMH Service for the North of England from bases in York, Manchester and Newcastle. In 2019/20, our CAMHS team have been working within a Provider Collaborative - a partnership working approach that aims to join up services and streamline care. One of its core principles is to make sure that young people receive the treatment they need closer to home and a direct result has been the introduction of nasogastric tube feeding within our inpatient unit. This has improved our service offer for young people with eating disorders who would otherwise have been transferred out of area for this treatment.

Our Deaf Child and Adolescent Mental Health Service is rated 'outstanding' by the CQC. It plays a leading role in service development, working closely at both a national and international level with other providers of deaf mental health services.

Working with the third sector

We recognise the importance of third sector providers in supporting our service users and value working in partnership with them.

We saw a number of major service developments in 2019/20, including the expansion of our Veterans' Service and the launch of our Northern Gambling Service. Both were developed with partner agencies; Combat Stress and GamCare respectively.

In recognition of these relationships, we've initiated a forum to bring together third sector partners every quarter. This gives us the opportunity to take a closer look at different service areas, to review them and improve the quality of care provided.



Delivering great care - clinical research

As a Trust, we have strong links to local universities and a reputation as a centre of excellence for teaching, research and development. We have a dedicated Research and Development (R&D) Team who lead and support national and local research projects involving our staff, service users, their carers, family and friends. This work is vital as it helps us to improve the care and treatment we provide and contribute to national policy.

Research in numbers

In 2019/20, we...



recruited **1,488** people to take part in research hosted or led by the Trust



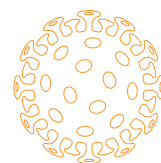
ranked **14th** out of 49 mental health trusts in England for the number of participants recruited to National Institute for Health Research studies



were involved in **73** research studies across **13** clinical areas in mental health and learning disabilities

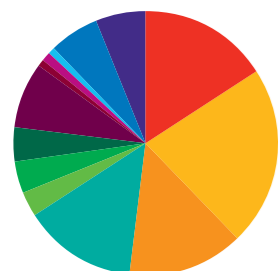


received **£7m+** in research grants



took part in **five** Covid-specific research projects

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



- Child and Adolescent Mental Health 16%
- Adult Mental Health 22%
- Dementia 14%
- Other 14%
- Gender Identity Service 3%
- Eating Disorders 4%
- Learning Disability 4%
- Liaison Psychiatry 8%
- Personality Disorder 1%
- Offender Health 1%
- Perinatal 1%
- Covid 6%
- Physical Health 6%

Research impact

Our Trust has been involved in many exciting and ground-breaking research projects in 2019/20 that have had a real impact on the experiences of our service users.

These include the SCENE study (expanding social networks in people with psychosis) which has offered service users the opportunity to receive care in a new way, and the Manchester run research study, Free-Cog. This tested a different way of assessing dementia patients, including via telephone consultation.

Involvement of service users and carers

A large proportion of the Trust's 1,488 research participants this year were service users and carers.

The National Institute for Health Research, which is the NHS research arm of the Department of Health and Social Care, asked all Trusts to collect information from patients about their experience of taking part in NHS research.

The feedback we've received has been overwhelmingly positive, with responses showing a satisfaction and enthusiasm for taking part in research. More than half of the responses indicated that people chose to participate in research to help others, and 87 per cent said they'd had a positive experience. More than half of those who responded also said they knew where to get information about taking part in further research studies. Comments from service users included:

“ I would like to be involved more if possible... I will consider all options you put to me. ”

“ I would like to help you in any way I can – for my own benefit and for research in general. ”

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

There were 38 publications in a wide range of peer-reviewed journals in 2019/20 related to the Trust's research activity. Find out more, and read our quarterly magazine, Innovation, on our website: www.leedsandyorkpft.nhs.uk/research.

Follow the R&D Team on Twitter

[@LYPFTResearch](https://twitter.com/LYPFTResearch)








Delivering great care - service user experience

Our service users are at the heart of all we do and we are committed to engaging with and involving them in our work. Doing this helps us to improve the quality of care we provide.

Patient and Carer Experience and Involvement Strategy

In April we launched our co-produced Patient and Carer Experience and Involvement Strategy. It's a three-year plan in response to feedback from service users, carers, members, volunteers, staff, and recommendations from an external review. It highlights three priority areas – involvement, patient experience and carers – with distinct groups working to achieve three key aims:

-  Ensure patients, service users and carers are involved in all aspects of their care
-  Develop ways to collect, understand and act on patient, service user and carer feedback
-  Develop support services and signpost carers, family and friends of our patients to relevant agencies



You can find out more about the strategy and co-production process on our website, www.leedsandYorkpft.nhs.uk. Here you will also find four 'Involving People' videos from our service users, volunteers and staff sharing what being involved means to them.

Service User Network (SUN)

Our Service User Network is well-established and influential in designing and shaping our services. The group meets monthly, with these meetings recently moving online in response to the Coronavirus pandemic. Members played an important role in the co-production of the Patient and Carer Experience and Involvement Strategy and have also helped to review the way in which the Trust involves service users and carers in its recruitment processes.

Sharing stories with Trust Board

At the beginning of every public meeting of our Trust Board, we hear from some of our service users and carers. These first-hand accounts are invaluable and we are grateful to everyone who's shared their perspective on what it's like to be cared for by our Trust over the past year. It is this open and honest insight that helps us all to learn and grow.

Lisa's story

One such story came from Lisa Cromack, whose involvement with our Specialised Supported Living Service led to her getting a job at the Trust. Lisa's role will help to make sure that people who are supported by our learning disability teams have a say and are involved in improving the services they access.

Lisa said: "All my life I have dreamed of a paid job and I have spent a very long time improving myself and working very hard in hope that I could one day achieve this.

"I am so proud of myself and I continue to push for more."

Compliments

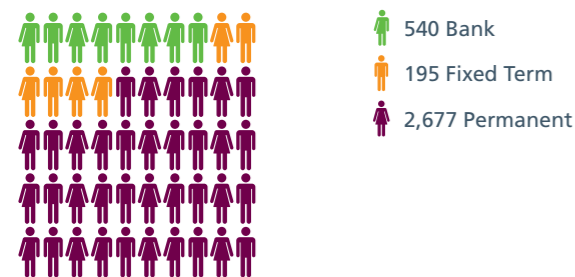
During 2019/20, the Trust received 414 compliments, which is a 2% increase on the previous year. Compliments are a key measure of patient experience and we are keen to develop recording of compliments alongside our other methods of feedback to create a fuller picture of where we are doing well and where we can improve.

A rewarding and supportive place to work

Our people are our most valuable asset. Without them, we couldn't do what we do. We employ more than 2,800 staff and over 450 bank staff, and are committed to making sure every one of them has the right support to reach their potential, are listened to, have a voice, and have the opportunity to contribute to the delivery and development of our services.

You can see a breakdown of our workforce in the infographic below.

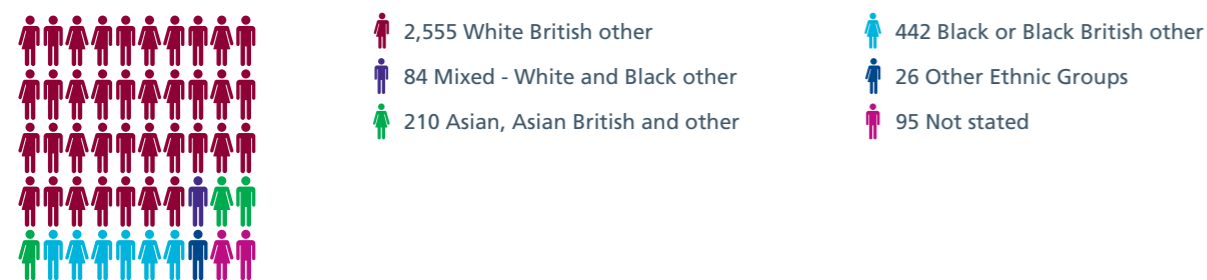
Staff numbers by contract type



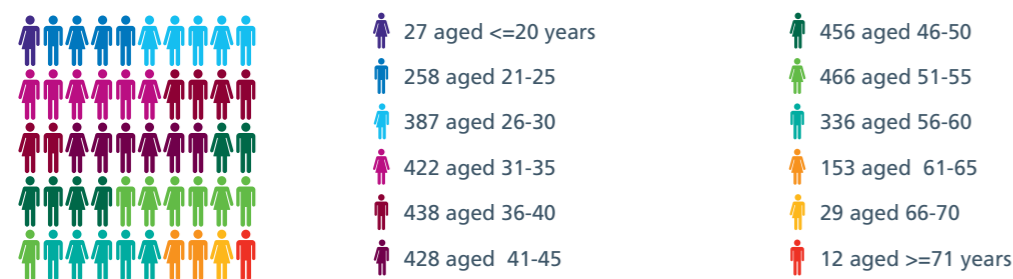
Staff numbers by gender



Staff numbers by ethnicity



Staff numbers by age



Our culture

We're constantly listening to feedback from our staff about what it's like to work at our Trust, and in 2019/20 we launched the 'Culture Collaborative' led by our chief executive. This group has been set up to take an active role in listening, engaging, and recommending ways to improve our culture and then to work collectively with leaders and staff to tackle the issues to make our Trust a better place to work.

Throughout October, November and December 2019 we conducted two online conversations and some face-to-face conversations on the subject of our culture in our 'Improving Culture: Improving Lives' campaign. All staff, including our bank staff, were invited to take part in these conversations and over a fifth of our workforce contributed.

An inclusive workforce

A key part of our cultural ambition is to make real improvements to the experiences of, and opportunities for, colleagues from black and minority ethnic groups, those who have a disability or are LGBTQ+. We believe in fairness and equality and above all value diversity in all aspects of our work. Our aim is to employ and develop an inclusive, representative workforce that is diverse, non-discriminatory and appropriate to deliver modern healthcare.

Our staff networks have continued to meet regularly throughout the year with a focus on enabling social inclusion and challenging stigma by providing an inclusive and fair working environment for all our staff. These include the Workforce Race Equality Network (WREN), Disability and Wellbeing Network (DaWN) and the Rainbow Alliance (our LGBTQ+ wellbeing partnership) which all work to support equality and promote inclusive cultures.

We know that valuing the differences of each team member is fundamental. It enables us to create respectful work environments so we can deliver high quality care and services, while giving our service users the opportunity to reach their full potential.

Staff have their say

Every year, we take part in the NHS Staff Survey to give our staff the chance to have their say about working at the Trust. In autumn 2019, 54.5 per cent (or 1410 substantive staff) answered the questionnaire, which is above the national average for all mental health and learning disability trusts in England.

Results showed that we improved in eight of the key themes, compared to 2018, and maintained our scores in three key themes. There have been significant improvements in the themes about immediate managers and staff morale.

We are performing better than the national average for mental health and learning disability trusts in England across seven of the key themes, with three of the remaining four being equal to the average.

We have improved or maintained scores in 69 per cent of the 99 questions compared to the 2018 results.

For the first time, we also surveyed bank staff to make sure that everyone has an equal opportunity to have their voices heard. In 2019, 129 members of bank staff took part in a bespoke survey, which is a 26 per cent response rate.

You'll find the survey results in full on our website.

Quality and accountability

We were delighted to receive a rating of 'good' this year from the Care Quality Commission (CQC) who felt we were successfully 'improving people's health and lives.' It follows a number of past reports with a 'requires improvement' rating and marks an important turning point in the independent assessments of the quality of our care. Inspectors visited in July and August 2019 and shared their report with us in December.

The CQC is the quality regulator for the NHS and monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. In its latest report, the CQC said our staff treated patients with compassion and kindness and they respected patients' privacy and dignity – which was backed up by direct feedback from patients themselves. They also said staff involved families and carers and supported their ongoing care and recovery.

A team of CQC inspectors assessed seven of our services, to determine whether they are safe, effective, caring, responsive and well-led. They also looked at our management and leadership to determine whether the Trust was well-led overall. Our overall ratings have improved following our previous inspection in 2018. You can see them in the table on the opposite page.

Highlights

- Our acute mental health wards, psychiatric intensive care units and forensic wards were all rated good overall and in all key questions.
- The wards for people with a learning disability or autism were rated good for caring as patients were able to fully participate in their care and treatment thanks to improved communication techniques.
- Staff knew and understood the Trust's values of integrity, simplicity and caring. They were also able to say how the values were used to underpin good practice.
- The CQC found an open and transparent culture where staff felt able to raise concerns.
- Staff felt respected, supported and valued and were supported with opportunities for career progression.
- Inspectors found examples where staff had helped people with a learning disability or autism to access physical healthcare services, supporting them to live healthier lives.
- Staff across all services worked in effective multi-skilled teams, which supported each other to benefit people's experience of care. This included aftercare services for people following discharge and staff supported each other so people's continuity of care was as smooth as possible.
- Staff also improved on communication methods to help people, and their relatives, understand and manage their own care and treatment, and in support of their recovery. Staff were very knowledgeable on people's individual needs and supported them to provide their feedback, so services could learn and further improve.
- The Trust's leadership was committed, had a wide range of skills and experience and was more stable, which enabled the Trust to strengthen its governance processes.
- The Trust Board recognised areas of success but also understood where improvements were needed.
- Positive changes were underway to support the provision of high quality care, such as recruitment and staff retention.
- Staff engagement was good and leaders visited services regularly to meet staff and talk with patients directly.
- Inspectors noted that the Trust had several innovative clinical services, including a community eating disorders service, an expanded perinatal inpatient unit and a recently launched veterans' mental health service of which we should be proud.

Our overall ratings

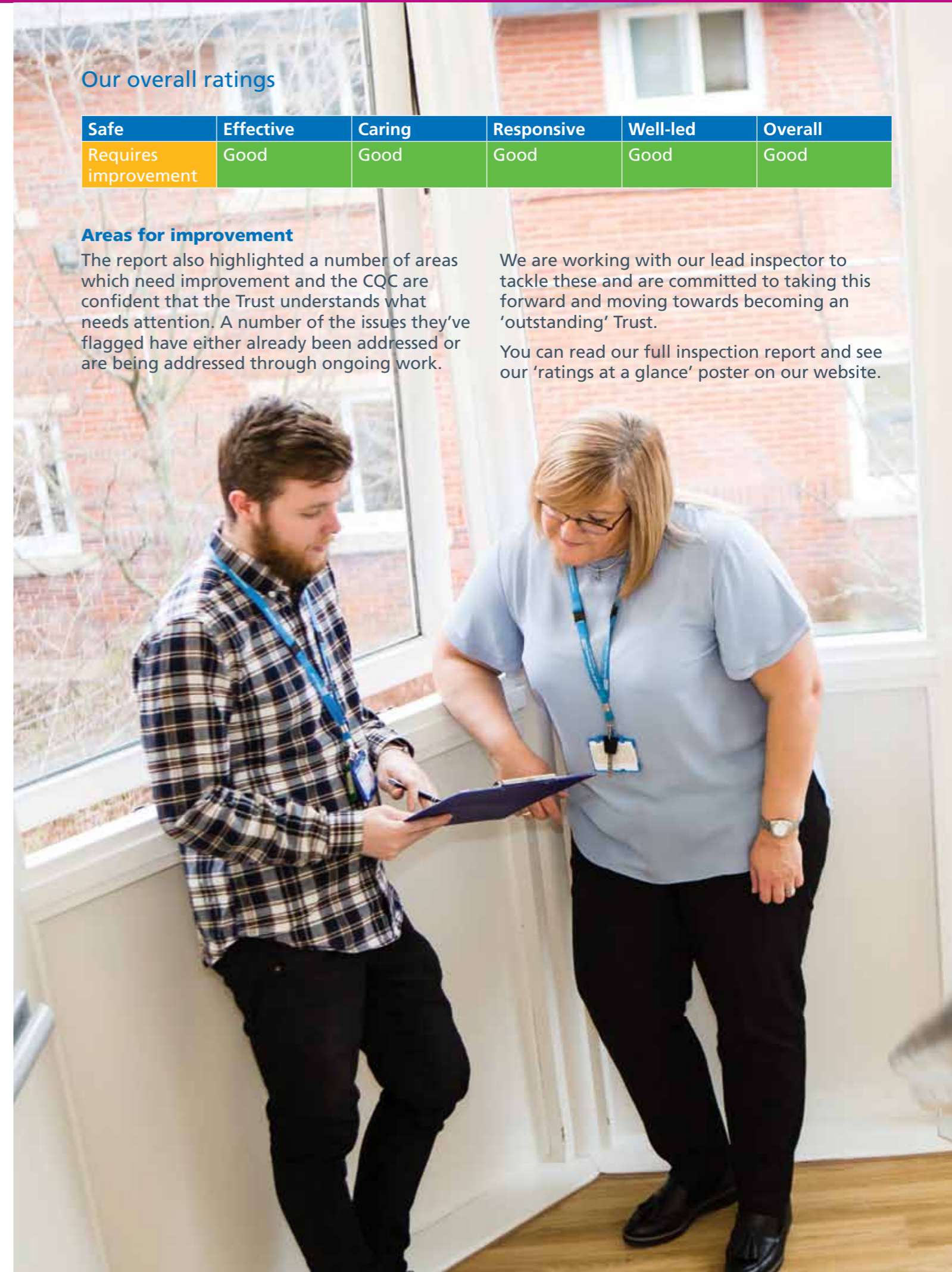
Safe	Effective	Caring	Responsive	Well-led	Overall
Requires improvement	Good	Good	Good	Good	Good

Areas for improvement

The report also highlighted a number of areas which need improvement and the CQC are confident that the Trust understands what needs attention. A number of the issues they've flagged have either already been addressed or are being addressed through ongoing work.

We are working with our lead inspector to tackle these and are committed to taking this forward and moving towards becoming an 'outstanding' Trust.

You can read our full inspection report and see our 'ratings at a glance' poster on our website.



Effective and sustainable services - financial review

Our overall financial performance in 2019/20 remained very strong, and the Trust continued its good track record of delivering all its financial targets.

The underlying performance of the Trust remained stable. The challenges and pressures we experienced were not dissimilar to those being faced across the NHS and within the mental health sector, namely ongoing workforce challenges and inpatient bed occupancy linked to patient flow between hospital and community settings. These issues continue into the new financial year, with a range of actions and measures in place to improve.



The table below provides a summary of our financial position at 31 March 2020 demonstrating an overall very solid financial performance by the Trust, building on good performances in previous years.

Summary of income and expenditure		£'000
Income from patient care activities		157,294
Non-clinical income		26,439
Total income		183,733
Pay spend		(127,002)
Non-pay spend		(48,827)
Total		(175,829)
Operating surplus		7,904
PDC dividend, finance costs and interest (net)		(3,523)
Other gains		(4)
Surplus for the year		4,377
Reserves:		
Gain on revaluation of assets		2,118
Total comprehensive income		6,495
Summary of assets and liabilities		£'000
Assets		
Property, plant and equipment		49,587
Cash		92,300
Other assets		7,497
Total assets		149,384
Liabilities		
Payables and other liabilities		(18,120)
Borrowings		(19,535)
Provisions		(6,684)
Total liabilities		(44,339)
Total assets employed		105,045
Use of Resources Score		1

Leadership and our Board of Directors

Our Board of Directors is responsible for the day-to-day management of the organisation. It's accountable for the Trust's performance and has a duty to make sure we're providing safe and effective care for our service users.

At the end of 2019/20 the Board of Directors was made up of seven non-executive directors, including the Chair of the Trust, and six executive directors, including the Chief Executive.

This was our Board of Directors as of 31 March 2020.

Executive Directors



Dr Sara Munro
Chief Executive



Joanna Forster Adams
Chief Operating Officer



Dawn Hanwell
Chief Financial Officer
(Deputy Chief Executive)



Claire Holmes
Director of Organisational
Development and
Workforce



Dr Claire Kenwood
Medical Director



Cathy Woffendin
Director of Nursing,
Professions and Quality

Non-Executive Directors



Professor Sue Proctor
Chair



Professor John Baker
Non-Executive Director



Helen Grantham
Non-Executive Director



Andrew Marran
Non-Executive Director



Dr Christian Hosker
Medical Director



Margaret Sentamu
Non-Executive Director



Sue White
Non-Executive Director
(Deputy Chair)



Martin Wright
Non-Executive Director
(Senior Independent Director)



Cleveland Henry
Non-Executive Director

There have been three changes to our Board since 31 March 2020:

Dr Chris Hosker was appointed Medical Director (pictured right).

Margaret Sentamu, Non-Executive Director, came to the end of her term of office on 31 March 2020.

Cleveland Henry was appointed as Non-Executive Director (pictured right).

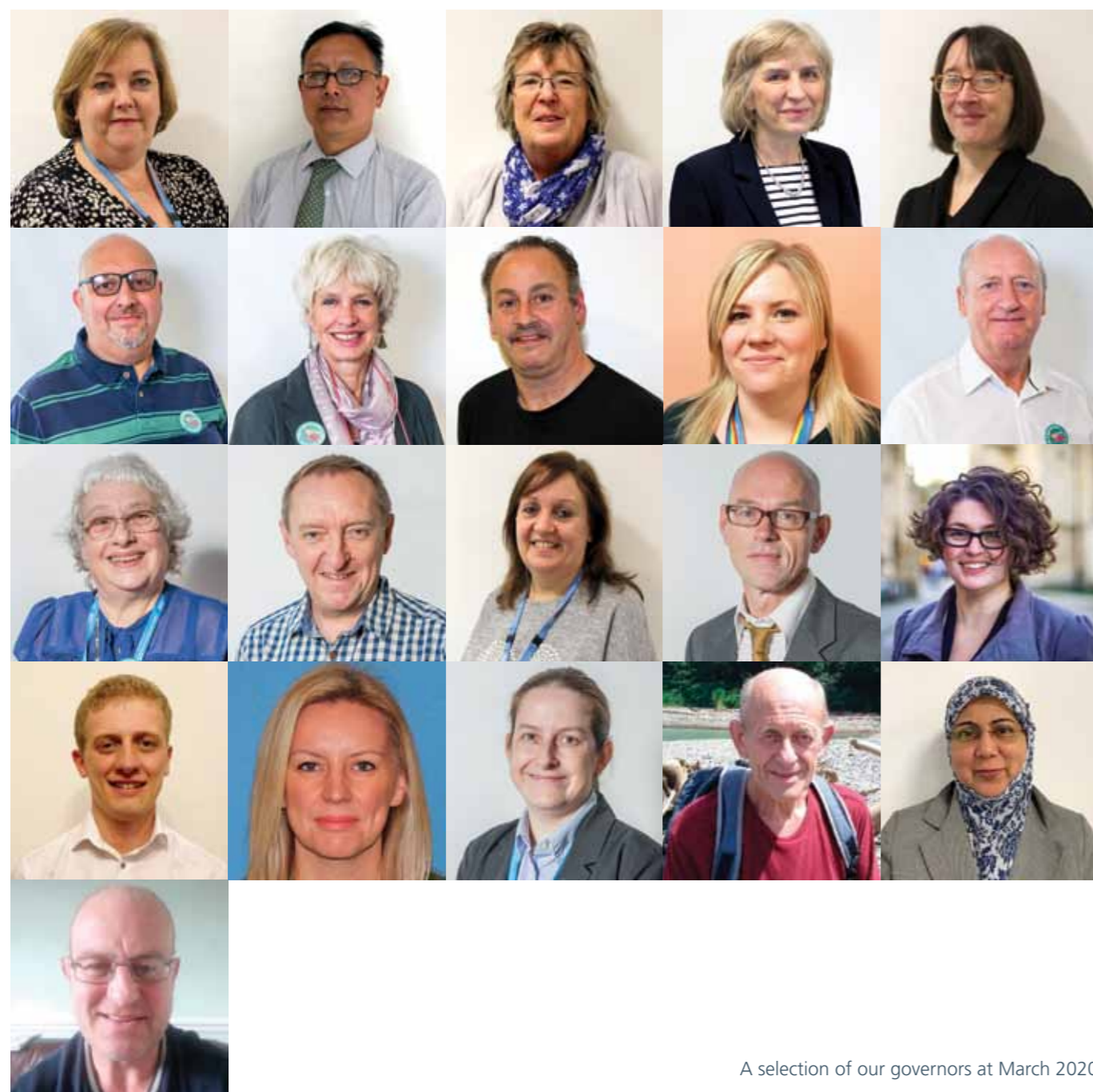
Meetings of the Board of Directors are held in public and copies of the agendas, papers and minutes for Board meetings can be found on our website.

Governance and our Governors

The Council of Governors gives the public a voice in helping to shape and influence the future of mental health and learning disability services provided by our Trust.

It's made up of people who have been elected from and by our membership and also includes people appointed from a range of partner organisations. Its composition is designed to be representative of our members and the public.

The Council of Governors is chaired by the Chair of the Trust, who makes sure there's a link between our governors and our Board of Directors. We're required to have a Lead Governor, and Peter Webster has carried out that role since April 2019.



A selection of our governors at March 2020

Our Governors for 2019/20

Elected Governors

Name	Constituency
Marc Pierre Anderson	Service User: Leeds
Peter Chapman**	Service User: Leeds
Mark Clayton**	Carer: Leeds
Les France**	Public: Leeds
Gill Galea	Staff: Clinical
Ruth Grant**	Staff: Non-Clinical
Peter Holmes**	Service User: Leeds
Steve Howarth**	Public: Leeds
Andrew Johnson**	Staff: Clinical
Mussarat Khan**	Public: Leeds
Sarah Layton	Staff: Non-clinical
Kirsty Lee	Public: Leeds
Edo Nannelli*	Service User: Leeds
Ivan Nip	Public: Leeds
Sally Rawcliffe-Foo	Staff: Clinical
Adam Seymour**	Staff: Clinical
Ann Shuter	Service User: Leeds
Niccola Swan**	Public: Rest of England and Wales
Peter Webster**	Public: Leeds

* Indicates governors who stepped down early during 2019/20, before the end of their term of office

** Indicates governors who were newly elected or re-elected part-way through 2019/20

Appointed Governors

Name	Constituency
Councillor Anna Perrett**	City of York Council
Councillor Jenny Brooks*	City of York Council
Helen Kemp	Volition
Councillor Keith Wakefield*	Leeds City Council
Councillor Rebecca Charlwood**	Leeds City Council

* Indicates governors who stepped down early during 2019/20, before the end of their term of office

** Indicates governors who were newly elected or re-elected part-way through 2019/20



Contact us

Leeds and York Partnership NHS Foundation Trust

Tel: 0113 85 55000

Trust Headquarters
2150 Century Way
Thorpe Park
Leeds
West Yorkshire
LS15 8ZB

Chief Executive

If you'd like to get in touch with Dr Sara Munro, our Chief Executive, please call:

Tel: 0113 85 55913

You can follow Sara on Twitter: @munro_sara

Associate Director of Corporate Governance/Trust Board Secretary

Cath Hill
Tel: 0113 85 55930
Email: chill29@nhs.net

Patient Advice and Liaison Service (PALS)

Our Patient Advice and Liaison Service (PALS) is a confidential and free service to guide you through the different services available at our Trust.

Our PALS offices are open from Monday to Friday, 9.00am to 12 noon and 2.00pm to 4.00pm and are closed on bank holidays. You can contact the service on:

Tel: 0800 052 5790
Email: pals.lypft@nhs.net

Membership

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

The Membership Office
Tel: 0113 85 55900
Email: ftmembership.lypft@nhs.net

Communications

For all media enquiries or if you would like copies of this report or more information about the Trust, you can contact us on:

Tel: 0113 85 55989
Email: communications.lypft@nhs.net

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

Let's get social

Facebook: [Leeds and York Partnership NHS Foundation Trust](#)

Twitter: [@leedsandyorkpft](#)

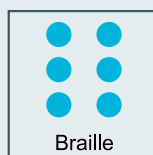
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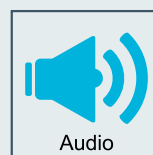
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