

Leeds and York Partnership NHS Foundation Trust Update for Scrutiny Board 19 April 2016

1. Introduction

This paper provides a brief overview of key issues and developments within LYPFT over the last two months with a particular emphasis on the Trust's Operational Plan and preparation for an upcoming planned CQC inspection.

2. Operational Plan Priorities 2016/17

The NHS planning guidance 'Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21' was published in December 2015 and set out expectations and submission requirements for all NHS organisations. Unlike previous years, all trusts have been required to submit a one year, as opposed to two year, Operational Plan, to allow much more detailed work on the citywide Sustainability and Transformation Plan to happen.

To ensure that we improve the quality of our services in 2016/17 and have a longer-term plan in pace, we have agreed three priorities for the year:

- a) **Support and engage staff to improve people's health and lives:** Our Trust exists to provide treatment, care and support to people that helps them improve their health and lives. All of our staff are committed to improving the quality of care we provide, while improving the outcomes we deliver for service users. To do this well, our clinical and professional staff need time to develop trusting relationships with service users and carers. This means quickly recruiting more staff, particularly nurses, to fill vacancies, and in doing so helping all of our staff do their jobs effectively and efficiently. We want to make sure the Trust is a good place to work with opportunities for career progression. We will be significantly improving our clinical information system; and we will be implementing further time-saving technological solutions. We know that providing staff with good information and time will help improve outcomes for service users and carers.
- b) **Meet CQC fundamental standards and improve quality through learning:** The CQC inspection of our services just over a year ago showed that we have lots of good practice across the Trust, but there are some areas where our performance does not meet essential quality standards. Since then, we have made significant improvements on mental health legislation, record keeping and compulsory training. We are also focusing attention on delivering much-needed improvements to the physical environment, by improving our processes now so that estates and facilities issues get dealt with quickly and efficiently, for the benefit of service users and staff. We will continue to improve performance reporting information to teams to help them manage performance against the essential quality standards.
- c) **Work with partners to develop a clear plan for the Trust's future direction:** Broadly, we provide two kinds of care: local mental health, learning disability and addictions services for the people of Leeds; and specialist services across the region and even further afield, with large bases in Leeds and York, and smaller ones in Manchester and

Newcastle. We remain fully committed to maintaining and developing services at both these levels. We will be refreshing our Trust Strategy over the next few months, using Crowdsourcing so that service users, carers, staff and partners have the opportunity to have their say on our future direction. This strategy will set out how we are responding to the Leeds Mental Health Framework, the Five Year Forward View and what part we will play in the design and development of the local Sustainability and Transformation Plan.

Our operational plan includes a number of service developments for 2016/17 as set out below:

- Continue development of recovery-focused services, including: improvements to care planning; psychological thinking/interventions; new Recovery College with Converge, Leeds Mind and Leeds universities; access to support for financial advice and benefits; and Triangle of Care to support carers.
- Implement new community model agreed with commissioners.
- Develop and implement single point of access and assessment, to include IAPT services currently provided by LCH and 3rd sector.
- Implement integrated, system-wide model for older people's services.
- Implement plans for longer-term rehab out of area placements.
- Implement new urgent/emergency/crisis care model in line with commissioner plans and Mental Health Urgent Care Vanguard.
- Complete review of learning disability services and implement changes agreed with commissioners (includes community services; assessment and treatment; respite and local response to Transforming Care).
- Implement new models of care prototypes (integrated mental and physical health and social care) with Leeds West CCG, Leeds South & East CCG and Leeds North CCG.

3. THE STP and New Models of Care

The Leeds health and social care economy is working together to develop a place-based plan as part of a West Yorkshire-wide Sustainability and Transformation Plan (STP) for submission in June 2016. LYPFT is a member of the Partnership Executive overseeing the development of the Plan, and is participating in many of the supporting workstreams. We are continuing to highlight the need to better integrate mental and physical healthcare at all levels of the health and social care system and we believe the STP should ensure this is a priority.

LYPFT is continuing to participate in the development of new models of care across each of the CCG areas. The principle of better integrating physical and mental healthcare, and the benefits of preventative early interventions to the wider health system are a foundation of prototypes we are beginning to see develop. Supporting the development of different prototypes across the three CCG areas presents challenges to a citywide organisation. We are in the process of establishing an internal programme structure which will support these developments and help us focus on: identifying any initial learning; and ensuring that information is available across the Trust on developments, effective participation of clinicians, and that staff engagement is in place.

4. Quality and Performance

The Trust's 2014 CQC full inspection action plan has previously been shared with the Scrutiny Board and is now almost concluded. The action plan is currently 94% complete for Leeds based services. Four actions are classified as overdue and relate to achievement of our targets for compulsory training and appraisal. This is being further supported by a new action plan and monitoring process to support services to better meet these targets.

Four items are classed as partially complete due to two actions still requiring resolution:

- Provision of a long term solution for the location of the Yorkshire Centre for Psychological Medicine that is currently based at the Leeds General Infirmary. This is part of wider work on the Trust's clinical strategy review (due in the autumn of 2016) which will also identify the accommodation requirements of the entire Trust.
- All forensic patients at the Newsam Centre to be registered with a GP to ensure their physical healthcare needs are being met. This issue is being progressed and the Trust is seeking Leeds CCG support to identify GP provision for these patients.

The Trust met the vast majority of our national and local quality and performance standards for 2015/16. However, we continue to have too many people being placed out of area for inpatient care. We have a comprehensive action plan in place to address this issue, but much of the cause is due to significant pressures on mental health services (which was also highlighted in the recent Mental Health Taskforce Report's Five Year Forward View for Mental Health).

LYPFT's financial position remains stable, although, given the increasing demand for mental health services, achieving cost improvement plans is extremely challenging. NHS Improvement has required the Trust to plan for a surplus of £3.2m in 2016/17. After careful consideration, our Board of Directors agreed to reject this requirement on the grounds that it would have an adverse impact on quality of care. We are therefore planning to achieve a £1m surplus this year. We note that the Five Year Forward View for Mental Health recommends investment of £1 billion in mental health services by 2020.

5. CQC inspection 2016

The Trust received a responsive unannounced inspection on 4 and 5 April at two Leeds locations, the Becklin Centre and Parkside Lodge. These inspections looked at Mental Health Act compliance, patient safety themes and staffing. Verbal feedback from the visit was positive; however we must wait to consider the written report from the CQC when this becomes available.

Work continues at the Trust in preparation for the full comprehensive CQC inspection week commencing the 11 July 2016. This full inspection presents us with an opportunity to demonstrate the high quality of our services to the people we serve. We hope this will give our staff the recognition and the ratings they deserve and enable the Trust to illustrate our journey from 'requires improvement' to 'good', and in some areas 'outstanding', which we should all be aspiring to. A project group, and central project team have been set up and all services have carried out a self-assessment against CQC standards.

6. Board of Directors Public Meeting 31 March 2016

The link below provides the agenda and papers of the most recent public meeting of the Board of Directors. The link provides a comprehensive overview of strategic, governance, and information items. The next public meeting of the Board of Directors will be held on Thursday 28 April 2016 in Meeting Room 1&2, 2150 Century Way, Thorpe Park, Leeds LS15 8ZB, and Scrutiny Board members are welcome to attend.

http://www.leedsandyorkpft.nhs.uk/documentbank/1_Agenda_and_Papers_Board_of_Directors_PUBLIC_31_March_2016_WITH_BOOKMARKS.pdf

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