

**LEICESTER, LEICESTERSHIRE AND RUTLAND JOINT HEALTH
SCRUTINY COMMITTEE: 18 SEPTEMBER 2023**

**LEICESTERSHIRE PARTNERSHIP NHS TRUST CREATING HIGH
QUALITY COMPASSIONATE CARE AND WELL-BEING FOR ALL**

**REPORT OF THE DEPUTY CHIEF EXECUTIVE, LEICESTERSHIRE
PARTNERSHIP NHS TRUST**

Purpose of report

1. This paper provides an update on Leicestershire Partnership NHS Trust (LPT) delivery of our vision, providing high quality, compassionate care and well-being for all across Leicester, Leicestershire and Rutland (LLR).
2. It outlines significant progress being made against the agreed actions following the 'Better Mental Health for All' public consultation of 2021; in addition to providing an update on LPTs engagement with the Care Quality Commission (CQC) and improvements.

Background:

3. LPT is committed to creating high quality, compassionate care and well-being for all. This is the vision within LPT's Step Up to Great strategy.
4. Instrumental in the delivery of this vision and ambition is the Trust's continuous improvement programme. This has been shaped and informed through:
 - a. Our staff, with *Our Future, Our way* staff engagement change programme;
 - b. Through feedback and engagement with our service users, and;
 - c. Through our work with our stakeholders;
 - d. Work with individuals, their family and carers to assess needs and develop a care plan that meets those needs;
 - e. Reduce long waits for services;
 - f. Different staff to work together around the needs of the people to best support their recovery;
 - g. Transfer people to different mental health service without them repeating their story and being reassessed.
5. LPT's last organisational inspection was in 2022, we have contributed to CQC inspections in LLR in 2023. The progress made to date with a series of successful implementation and development work underway led to LPT improving our rating with

CQC inspections in 2022. The Trust retains an overall CQC rating of Requires Improvement with no element of service rated as Inadequate overall.

Update on 'Better Health for All':

6. **Appendix 1** provides our brief presentation and lists the key service changes that we have identified following our public consultation. These include, providing more care locally, making it easier for people to access care and helping people have a seamless experience.
7. Our key developments include:
 - a. An expanding programme of Neighbourhood Mental Health Cafes. This now includes 12 different providers operating 25 cafes across LLR. Run by trained staff who listen and provide practical support, these drop-in centres support people needing immediate help with their mental health.
 - b. Recruitment of Neighborhood Leads working collaboratively with health, local authority and Voluntary and Community Sector (VCS) partners to ensure the LLR mental health offer meets local population needs. These focus on improving access and equity of access, reducing silo working, reducing health inequalities and improving people's experience when they need help. All leads are working in established partnerships, coordinating mental health networks in their area. They:
 - i. Are developing neighbourhood mental health profiles to accompany and support health and well-being plans.
 - ii. Are portfolio holders and key contacts for each VCS organisation identifying funding and grants and connecting organisations together.
 - iii. Supporting secondary care mental health services to establish a neighbourhood footprint and raise the profile of key services within neighbourhoods

Engagement with the CQC & partner inspections:

8. In May 2022 the CQC undertook a focused inspection of LPT. This inspection focused specifically on the mental health acute wards for adults of working age and psychiatric intensive care units (PICU).
9. The CQC confirmed that LPT had met all required enforcement actions from previous inspections. A report was issued reflecting improved ratings. The focused areas of inspection included Safety (rated as Requires Improvement) and Responsiveness (rated as Good). The previous inspections referred here include:
 - a. Longstay or Rehabilitation of Mental Health for working age adults (inspected October 2021)

b. Wards for people with a Learning Disability or Autism (inspected October 2021)

10. In April 2022 the CQC also carried out a planned unannounced 'system-wide' inspection of urgent and emergency care services across LLR. This involved a series of coordinated inspections identifying how services within the local area could work together to ensure patients receive safe, effective and timely care.
11. As part of the system-wide inspection the CQC looked at how patient flow and hospital admissions and discharges from Leicester Royal Infirmary (LRI) were affected LPT's liaison psychiatry service. The inspection found excellent practice and standards.
12. The CQC report praised the accessibility of the service and how well staff worked together and with patients, families and carers. Inspectors were also impressed by the holistic, recovery-oriented care plans in place, the team's training compliance and the environment in which the service is delivered.
13. In addition, the CQC in June 2023 undertook a SEND inspection of the Local Area Partnership comprising Rutland County Council and Rutland Integrated Care Board (ICB). This included LPT as a provider of health services to children and young people with SEND. LPT health services received the highest rating as part of the Rutland SEND inspection, with inspectors noting good partnership working.
14. The trust remains committed to our vision and improvement:
 - The Trust's dormitory re-provision programme continues to make consistent progress and remains on track for completion by April 2024.
 - A programme of executive, quality and 15 step visits have been introduced together with a self-assessment tool to ensure ongoing oversight of quality and adherence to regulatory standards.
 - Our 'Our Future, Our Way' programme has been relaunched and will ensure frontline staff and service users continue to shape the culture of LPT and ensure high standards of care.

Summary:

15. The Trust is working with local neighbourhoods to deliver 'Better Mental Health for All'. This includes new service provision alongside a programme of continual improvement and self-assessment, underpinned by a strong leadership culture.
16. Significant progress has been made by LPT through a focused programme of transformation following the CQC inspection in 2021. Consequently no element of service is now ranked as Inadequate overall.

Appendix 1

17. This appendix provides our presentation that summarises:

- The goals for LLR's Better Mental Health for All, this includes our neighbourhood lead localities and our neighbourhood café locations.
- Our engagement with CQC since 2021 and a summary of some of our key areas of improvement.

Background papers

Report to Leicester, Leicestershire and Rutland Health Scrutiny Committee 28 March 2022:

<https://cabinet.leicester.gov.uk/documents/s130159/Dorm%20Eradication%20HOSC%20paper.pdf>

Report to Leicester, Leicestershire and Rutland Health Scrutiny Committee 15 February 2022

<https://cabinet.leicester.gov.uk/documents/s128877/2022%20February%20CQC%20HOSC%20paper%20F.pdf>

Summary of the CQC Improvement Plan (February 2022)

<https://cabinet.leicester.gov.uk/documents/s128878/2022%20February%20CQC%20summary%20imporvement%20plan%20v4.pdf>

CQC report published 29 October 2021

<https://api.cqc.org.uk/public/v1/reports/77c2f35a-0bf3-4f7c-8659-c178b162f874?20221129062700>

CQC report published 12 April 2022

<https://api.cqc.org.uk/public/v1/reports/c83868c0-79bc-44c1-9c99-b850ca0e28b7?20221128135156>

CQC report published 5 May 2022

<https://api.cqc.org.uk/public/v1/reports/b7a07440-5d86-4c18-901a-08a2699ec8bb?20230623134447>

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