

# Summary of CQC inspection findings from May-July 2021, published October 2021

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# Introduction

- The Care Quality Commission (CQC), the NHS regulatory body, carried out a **planned unannounced inspection** of Leicestershire Partnership NHS Trust (LPT), **between May and July 2021**.
- The CQC assess how safe, effective, caring, responsive, and well-led services are.
- **They selected three of our 15 core services for inspection:** All 3 were mental health services. Core services are the essential services Trusts provide.
- **They also inspected our Trust against the well-led domain.** The well-led domain assesses the leadership, management and governance of an organisation to make sure it's providing high-quality care, encouraging learning and innovation, and promoting an open and fair culture.

# The three core services inspected

Acute wards for adults of working age and psychiatric intensive care units

Long stay or rehabilitation wards for working age adults.

Wards for adults with a learning disability or autism.

# The CQC assessment of LPT

Improved core service ratings as the Trust no longer have any core service rated Inadequate overall and will continue to embed actions to build upon these improvements.

The CQC were clear there are further things we must act on to improve our services. Eliminating our dormitory accommodation, ensuring we provide an environment where patients can access help easily that does not compromise privacy and dignity are our key to improving our services.

' Improved the Well-led domain which has progressed from 'Inadequate' to 'Requires Improvement' with many 'Good' characteristics including significant improvements in leadership, governance and oversight of performance and risk, and an improved culture and engagement with staff and people using services..

Retained the overall rating of 'Requires Improvement' at this time. Retained the 'Good' rating for 'Caring

# Core services - summary

Acute wards for adults of working age and Psychiatric intensive care unit

Requires Improvement  
↑  
Oct 2021

Long stay or rehabilitation mental health wards for working age adults

Requires Improvement  
↑  
Oct 2021

Wards for people with a learning disability or autism remains at requires improvement.

Requires Improvement  
↔  
Oct 2021

We no longer have any services that are rated inadequate overall

We have made many improvements identified in all three services since our last inspection but with more work to do.

**24/7 Central Access Point**  
urgent NHS mental health support for people of all ages living in Leicester, Leicestershire and Rutland  
**0116 295 3060**



We are committed to continue building on our Step up to Great strategy and keep embedding improvements.



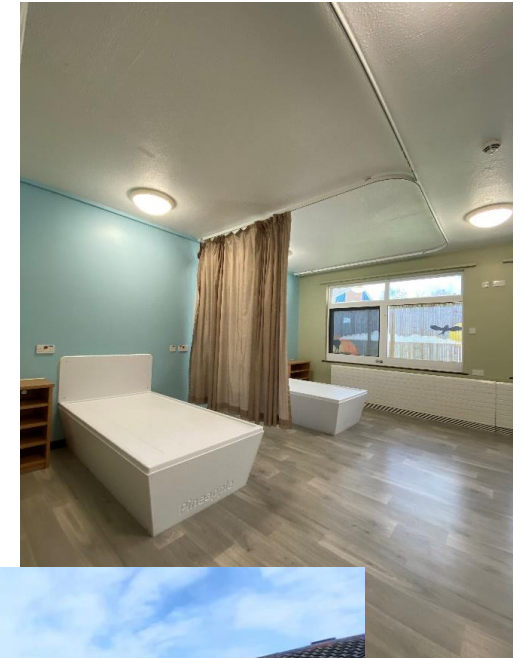
# Improvements required: Mental Health estate and dormitory accommodation

This **remains a significant priority** – and whilst it was affected by the Covid pandemic, we are **continuing to implement our schedule**

We have a **robust capital programme** in place since 2019 to address this.

We have been **successful in gaining national funding** to eliminate dormitory accommodation

We are committed to eliminating dormitory and shared sleeping accommodation to give better privacy and dignity to our patients; we recognise **this will affect quality and safety ratings by CQC.**



# Key areas identified for improvement

Some issues of timeliness of repairs, storage and cleanliness.

- We are taking steps to improve our facilities management (provided by UHL).
- Since the inspection we have implemented an enhanced action plan to address the concerns raised.

Patient call alarms are needed for all areas to ensure patients can call for help

- We have addressed this since the inspection in line with new national guidance

Ensure all individuals have personalised care plans

- We continue our significant focus on embedding this across all core services

Managers were not consistently sharing learning around incidents across teams

- *'The trust board, heads of departments and senior leaders had access to the information they needed to manage risk, issues and performance across the trust'*
- Continued focus on learning lessons across services and to embed

# Other areas identified for improvement

Some staff were not up to date on **mandatory training**.

- This was due to the redeployment in the pandemic
- We are supporting staff to attend mandatory training as a priority.

Some staff did not follow our policies on managing patient risk (consistency **searching inpatients** following unescorted leave or having up to date risk assessments in place), nor **fully ensuring privacy and dignity of patients**.

- We immediately put actions in place to address these findings and we have a Quality Improvement programme of work in place to monitor the embeddedness of these actions.

Further environmental risk assessment awareness and training to be undertaken in the **long stay rehab wards**.

- An action plan is in place to monitor this
- The CQC said: '*Staff completed and regularly updated environmental risk assessments of all wards areas and removed or reduced any risks they identified*' and '*staff followed procedures to minimise risks where they could not easily observe patients*'.

Due to a number of therapy vacancies there was not as much **access to psychologist support** where needed.

- We continue recruiting to these key roles



# We have continued making improvements throughout the Covid-19 pandemic



Despite the challenges of the pandemic, staff have demonstrated improvements in line with our improvement journey and **retained our Good rating for Caring.**



All staff shared they **felt proud to work at LPT** and valued by the Trust



We are pleased the **report recognises our improvements**; we know we have more to do and our Step up to Great strategy clearly focuses on this.



We remain **determined to build further** with all of you, alongside our patients, service users and partners, towards an overall rating of Good for our Trust and our population.

# Recognition of our safety culture

Safety is our number one priority, so we are pleased that the CQC report has recognised “an improved safety culture” at LPT.



*“There was an improved safety culture in the organisation. Safety first was a common theme in trust board meetings and committees. Improvements had been made in screening serious incidents, ensuring lessons were learnt from incidents and action plans included embedded evidence to demonstrate learning. Safety was not compromised by finance.”*

# Significant improvements

Mental health patients have **good access to physical healthcare** and support to live healthier lives

Improved **patient involvement** in planning care and service improvements

Practice **good infection prevention control**

We have **drastically reduced** the number of people requiring care in Mental Health beds in hospitals outside of Leicester ('**Out of area placements**'). Staying closer helps families and service users to stay connected and leave hospital quicker.

Improved **seclusion environments**, where a mental health patient is observed separately in a quiet space

Significantly improved **medicines management**, such as labelling and recording of medications.

**Elimination of mixed sex accommodation**, which ensures men and women aren't sharing facilities and therefore have better privacy and dignity

Staff **manage risks better** and have **reduced ligature risks** (ie. ways you could harm yourself) to keep our inpatients safe, an area previously highlighted for improvement.

**Complaints** are taken seriously, and **lessons shared** with staff to keep improving.

# Well-Led review

***“a culture of inclusive, compassionate and effective leadership with plans to sustain the progress made”***

We are very pleased that the previous Inadequate rating for ‘**well-led**’ has **improved** to ‘Requires Improvement’ – with many ‘good’ characteristics

The report describes a ‘**strong executive team**’

Reflects “significant improvements to develop a **strengthened vision and strategy**”

A **positive and collaborative culture** since the last inspection

**Strengthened governance and risk management**

**Strengthened strategy** to Step up to Great whilst responding to a Covid pandemic

We are proud of this progress and **proud of our staff** for embracing step up to great

We will continue to **welcome feedback on improvements** we can make and **focus upon embedding** these within all our core services.

# More positive progress

Our **active role with partner organisations** to improve the health and wellbeing of people in Leicester, Leicestershire and Rutland.

Commitment to improving **equality, diversity and inclusion**

A **positive culture and staff morale**

Improved **engagement with stakeholders**



Step up to  
**Great  
Mental  
Health**

[www.greatmentalhealthLLR.nhs.uk](http://www.greatmentalhealthLLR.nhs.uk)

NHS





# Moving forward

- A **big thank you to all of our staff**, they have been tremendous throughout this Covid pandemic, and despite this challenging time, they have **demonstrated improvements and retained our Good rating for Caring**
- We are focussed on **continuing to make improvements across our organisation**
- **CQC were clear where we must improve.** We have agreed an action plan with the CQC and they will inspect us to ensure we have made the improvements we said we would.
- Thank you to our Group partners **Northamptonshire Healthcare Foundation Trust** – we will continue learning and collaborating, including our mutual transformation priorities
- We remain determined to **build further through our Step up to Great strategy** with all of our staff, patients, service users and partners, towards an overall rating of Good for our Trust and our population.
- We are an **active player in LLR**, and thank all of our partners for their ongoing support

