

Lincolnshire Partnership NHS Foundation Trust

Annual Review 2007/2008





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Chairman's Foreword

The last year has seen major changes in the Trust, most notably the achievement of Foundation Trust status on 1st October 2007. The process leading up to this was both demanding and challenging but also one which produced great benefits.

We now have a Board of Governors working alongside the Board of Directors and bringing a new dimension to our governance arrangements.

Pleasingly, in a recent review of NHS acute inpatient mental health services by the Healthcare Commission the Trust was ranked joint 14th out of 69 trusts nationally and was the top scoring mental health trust in the East Midlands.

The Trust received an overall rating of 'good' which is defined by the HCC as 'performance which goes beyond the minimum requirements and the reasonable expectations of patients and the public.'

Major plans for rehabilitation, primary care and psychological therapies and assertive outreach services are starting to come to fruition with new centres opening in Lincoln and more planned for Boston and the south-west of the county.

Both Lincolnshire Teaching Primary Care Trust (PCT) and Lincolnshire County Council are committed to working with the Trust to improve mental health services. We also continue to work with voluntary sector partners and acknowledge the valuable role played by volunteers in the life of the Trust.

A significant landmark was achieved in November 2007 with the signing of a Memorandum of Understanding with the University of Lincoln which provides a framework for these and future developments. A joint appointment has been agreed for a Consultant / Professor in Social Care, and pioneering work is being developed with Riseholme College near Lincoln.

I would like to take this opportunity to recognise the key contribution of the Non-Executive Directors in their support of the Executive Team through a supremely demanding period.

The Trust's staff have performed superbly in underpinning the work of the Board and senior management team, and delivering the service improvements that were central to achieving foundation trust status.

I commend this report to you and would particularly like to thank Chris Slavin, our Chief Executive, and his excellent team of Executive Directors for the extraordinary commitment they have demonstrated.

Alison Healey
Chairman







A View From the Chief Executive

Over the last year the Trust has made significant improvements in strengthening its management and the delivery and quality of its services.

In October 2007 Lincolnshire became the first mental health trust in the East Midlands to be authorised as a foundation trust (FT), an indication of the progress which has been made over the last seven years.

The work already undertaken to progress equality and diversity is continuing, including the development of a Single Equality Scheme. In 2008/09 the focus will be on the steps we need to take to implement our statutory duties on race, disability and gender.

In the last financial year the Trust has achieved a surplus of £2.3m, which means that the Board of Directors can now think about further investment, particularly in the Trust's buildings, where we expect to see major improvements over the next 12 months.

The results of the annual staff survey also showed an improvement over the previous year with a return rate, once again, featuring in the top 20%. It was also very pleasing to note that, in terms of service quality, the

Trust was rated third nationally by service users and has met all national and local targets.

Patient environments have been improved through the deep clean initiative and focused capital expenditure in excess of £400,000.

Phase one of our rehabilitation services strategy, which includes five new bedrooms at Maple Lodge in Boston, has also been completed, while planning permission has been granted to begin phase two: a new building on Long Leys Road in Lincoln to provide inpatient facilities for people who require long-term rehabilitation or have challenging behaviours.

The new Archway Centre in Lincoln provides a range of psychological therapies for people with common mental health problems. As well as being more accessible it provides a more therapeutic environment and a more integrated service.

The Trust's commissioners, Lincolnshire Teaching PCT, made an additional annual investment of approximately £900,000 to enable a significant increase in the number of primary care mental health workers in the former East and West Lincolnshire PCT areas.

Waiting times for Child and Family Services have been reduced significantly and are now meeting (and frequently exceeding) the national target. The service also implemented the initial phase of developing a seventh community team serving the Sleaford area.

The Trust aims to have around 7,000 public members by October 2008 to ensure that it is representative of the local community and has established a Board of Governors (many of whom were elected by the membership) that is increasingly influencing the Trust's strategy and ensuring that our aims and aspirations meet the needs of the communities that we serve.

Chris Slavin
Chief Executive



The Trust

Lincolnshire Partnership
NHS Foundation
Trust provides specialist
mental health and social
care services to people in
Lincolnshire. As well as
child and family services
and help for people with
learning disabilities
we also provide:

- primary care mental health services
- adult mental health and social care services
- older adult mental health services
- substance misuse health and social care services
- psychological therapies services
- pharmacy services
- occupational therapy service.

With a budget of £92.8 million and approximately 2,000 staff and hundreds of volunteers, we deliver services to a population of approximately 705,000 people across 2,358 square miles in their own homes and in a range of hospital, residential and community premises.

In a recent Healthcare Commission review of hospital services for people with acute mental health problems the Trust was rated 'good' and was the highest rated trust in the East Midlands.

Meanwhile, in the healthcare watchdog's annual health check, the Trust was rated 'excellent' for quality of services, which covers a range of areas including safety of patients, cleanliness and waiting times, and 'good' for use of resources.



The Trust has over 7,000 members, including service users and carers, staff and public members. We aim to increase our service user and carer and public membership to around 7,000, the equivalent of 1% of Lincolnshire's population. Thereafter, we will aim to increase membership by 3% year on year, allowing us to concentrate on developing a truly engaged and representative membership.

Foundation Trust status

On 1 October 2007 we became the first mental health trust in the East Midlands to achieve Foundation Trust (FT) status; the Trust is now known as Lincolnshire Partnership NHS Foundation Trust.



As a Foundation Trust we are now in an even better position to meet the needs of the local community, involve local people more in the Trust's work and encourage the membership to 'champion' mental health issues. This will help to create opportunities for people with mental illness to be full and active members of their community.

FT status will also enable the Trust to generate money to reinvest in services and improve existing premises by building modern, high-quality facilities which will provide a better environment for patients.



My View:

Andrew Eurich

“It’s about letting the young people be young, having a game of pool with them and getting their trust while ensuring they listen and are able to recover.”

Nursing Assistant Andrew Eurich from Boston has been helping young people at the Trust’s Ash Villa Child and Adolescent Unit in Sleaford for four years.

“I’m involved in the general care of the young people on the unit and help facilitate group activities and undertake one-to-one sessions when they are requested by young people. We act mainly as an assessment unit offering therapy and giving young people the chance to talk about their life and experiences,” he says.

“The children and teenagers we have at the unit vary from 11 to 18 years old and come to us with a mixture of mental health issues including eating disorders or self harming.”

Andrew has worked in mental health services for over 20 years.

“I really enjoy working with the young people as it gives me great job satisfaction and I know I’m doing something good with my life.

“It’s about letting the young people be young, having a game of pool with them and getting their trust while ensuring they listen and are able to recover.

“Sometimes I see teenagers who have left the unit at college or elsewhere and it’s great to see that they have gone on and developed into happy individuals.”

Reflecting on the Trust, Andrew added: “Since it became a Foundation Trust I believe it has been better for the unit as we now know that when we need new equipment or furniture we can get it, whereas before it was more difficult.

“I don’t think there’s a better organisation to be involved in and work for. The Trust looks after people at work and after they retire and I feel that I am part of a team, not just in Sleaford but as part of the NHS as a whole.”



Progress Against Service Developments

Child and Family Services

This service has continued to cut waiting times, with all children and young people now seen within 15 weeks of referral. By 31 March 2008, 79% were being seen within six weeks.

Lincolnshire continues to meet all other Government targets set for Child and Adolescent Mental Health Services, including the provision of 24-hour cover and services for 16 and 17-year-olds.

One of nine national pilots to improve the workforce within Child and Adolescent Mental Health Services is running in Lincolnshire.

The Trust also played a major role in Lincolnshire becoming a national pathfinder site for the Mental Health in Schools Project, which has meant a number of schools on the east coast are now able to offer individual and group therapy.

In January 2008, social care and education staff from Lincolnshire County Council transferred to the Trust to establish a fully integrated health and social care Child and Family Services division. They were joined by our children's psychological therapies staff.

Meanwhile additional investment from Lincolnshire Teaching PCT has enabled us to recruit two new Primary Mental Health workers to work with teachers and other children's professionals, and we are seeking other sources of funding to expand the service even further.



Progress Against Service Developments

Psychological Therapies and Primary Care Mental Health

The service has been working with Lincolnshire Teaching PCT to improve access. In addition, the Trust has won a bid for funding from the national Improving Access to Psychological Therapies Programme (IAPT) which will enable us to recruit more psychological therapies professionals.

The PCT has also agreed funding to develop services to provide psychological therapy for people diagnosed with cancer.

The Archway Centre in Lincoln was opened in February 2008 to provide psychological therapies for people with common mental health problems. It is the first of a number of planned centres of excellence for psychological therapies across the county.

The Archway Centre is located in a retail park on the outskirts of the city, making it more convenient for people to use and providing a less stigmatising setting than traditional mental health units. As well as providing a more therapeutic environment for patients it also brings staff together under one roof to provide a more integrated service.

My View:

Denise Brown

Denise Brown recently joined the NHS as a primary care and psychological therapies secretary at the Archway Centre in Lincoln.

"I'd previously worked in administration roles and saw the position at the Archway Centre advertised which seemed ideal as it is part-time and flexible.

"I now work as personal secretary to the centre's team leader Caroline Coxon, who organises four primary care

and psychological therapies mental health care teams in Lincoln, Louth, Skegness and Gainsborough.

"I co-ordinate administration between teams and help organise Caroline's diary. It's quite a varied role and no two days are the same.

"I enjoy working here and the centre's location is great as it's modern and based in a community area that's handy for both staff and service users."

"I enjoy working for Caroline and the centre's location is great as it's modern and based in a community area that's handy for both staff and service users.

"I work alongside about 40 people at the centre and we see on average about 70 service users a week who come to us with various mental health problems such as panic attacks and depression. These are very common conditions and one in four people will suffer from a mental health problem at some point in their lives."



Progress Against Service Developments

Adult Services

Acute Inpatient Care

Over the past two years there have been significant changes in our inpatient services to improve people's experience of being in hospital.

We have been developing a 'one team' approach to ensure that patients receive consistency and continuity of care from the same team of staff on the ward

Staff have also spent more time with patients rather than on other activities, we have introduced separate sitting rooms for men and women and daily ward rounds which include all

of the teams (inpatient, crisis and medical) involved in someone's care.

There are also plans to appoint a single inpatient consultant across Acute Inpatient Care.

Community Care Teams

Our community teams have been working hard to improve the effectiveness of the service they provide and to ensure that the range of skills within the teams meets the needs of individuals and that staff spend more time with service users and their carers than on non-clinical activities.

We are developing an Integrated Care Pathway, which is an outline of the care someone should receive in a given situation, based on national guidelines and best practice. This will help ensure that all patients across the community receive the best possible care.

Many of our teams have achieved Practice Development Unit accreditation, which is a national award that recognises healthcare teams as a centre of excellence, and the rest will be working towards this status in the coming year. This will help to improve the quality of the services we provide.

My View:

Gail Frankowski

Gail Frankowski is an Adult Mental Health Staff Governor for the Trust and works as a Practice Supervisor at the Community Mental Health Team at Boston's Pilgrim Hospital.

"Having worked as an NHS medical secretary for many years, I was fortunate enough to access social work training when I was in my forties, enabling me to become more involved in working directly with people," she says.

"As well as being a practice supervisor to the social workers and occupational therapists in the Boston and Spalding teams, I'm also an Approved Social Worker and a care co-ordinator which involves working on a one-to-one basis with service users and others involved in their recovery care plans.

"I mainly work with people to help them achieve recovery from mental health problems and enable them to access work, volunteering and education opportunities to help them reintegrate with the community.

"It's this direct contact with service users, their carers and families that I find most satisfying; it's great when a positive recovery is achieved and I try hard to offer a

good level of support so that relapses can be avoided as much as possible."

Gail is pleased that she can help both staff and service users in her role as a governor at the Trust.

"I'm currently one of two Adult Mental Health Staff Governors and I participate in the Board of Governors meetings. When I'm at the Spalding and Boston bases

I remind people, both staff and service users, of my involvement in the Trust and that I'm available if they have any issues or concerns.

"Recently I also took part in a meet and greet session in the South Holland area to encourage people to chat with us and tell us what they are looking for from the Trust. It was helpful to hear their views on the shape of our NHS services."

"It's this direct contact with service users, their carers and families that I find most satisfying; it's great when a positive recovery is achieved."

Progress Against Service Developments

Specialist Services

Substance Misuse

The Substance Misuse service has improved the structure of its teams and the range of skills staff can offer to provide a better service to more people.

Following increased levels of investment in the alcohol service, staff have worked closely with the Drug and Alcohol Action Team and Addaction to deliver services in new and innovative ways. A new Alcohol Co-ordinator post has also been created.

Forensic Services

The Francis Willis Unit, a low secure inpatient service in Lincoln, has been approved as a provider for low secure services across the East Midlands.

The Trust is now one of a small group of providers who may be used by any Primary Care Trust in the East Midlands region that needs a bed for a patient in a forensic mental health unit.

Rehabilitation Services

During the past year there have been some significant changes to the Trust's inpatient rehabilitation services.

Doddington Ward in Lincoln has become an eight-bed high-dependency ward for men who have complex and challenging needs. This means that a number of patients who were receiving their care and treatment out of county can now receive their care locally.

Saxon Ward also in Lincoln has become a ten-bed, 'slow stream' rehabilitation facility for people who have the potential to become more independent but who require more time and support to achieve this.

Maple Lodge, one of our social rehabilitation units based in Boston, has undergone extensive building work to increase the number of beds from 10 to 15 with en suite facilities in the new bedrooms, separate areas for men and women and a specially adapted bedroom for people with physical disabilities.

Similar work is also in progress at Ashley House in Grantham and Carholme Court in Lincoln.

Learning Disabilities

Our inpatient services at Long Leys Court in Lincoln received Level 2 Practice Development Unit accreditation and recognition in the Department of Health's publication 'Good Practice in Learning Disabilities Services'.

Christine Beasley CBE, the Department of Health's Chief Nursing Officer, paid tribute to the team at Long Leys during her visit there.

Assertive Outreach

The Assertive Outreach service provides care to around 231 service users between the hours of 8am and 8pm seven days a week. It supports people who find it difficult to engage with mental health services.

The Lincoln team has worked with homeless charity the Nomad Trust to develop a support service, operating a weekly drop-in clinic at the Nomad Trust's night shelter.

STEP (Support and Treatment in Early Psychosis)

The STEP service currently supports 260 young people who are experiencing a first episode of psychosis, symptoms of which can include unusual behaviour and difficulty with social interaction and carrying out day-to-day tasks. The team has performed exceptionally well and met the national targets one year early.

A recent review recommended that the service could be improved by merging the three teams into two.

Eating Disorders

Funding we receive to help us follow NICE (National Institute of Clinical Excellence) guidance will also allow us to expand the Eating Disorders Team to develop services for people suffering from bulimia nervosa.





Progress Against Service Developments **Older Adult Services**



To improve access for users and carers the Older Adult Services team is developing more community-based services.

The Community Mental Health Team (CMHT), previously based at Holly Lodge in Skegness, has relocated to the Town Hall and community staff at Louth Hospital have moved to Windsor House in the town. The CMHT in Boston will also relocate to a new building.

The service has recently completed a deep clean on all inpatient wards to ensure that all areas reach a high standard of cleanliness.

The team at Witham Court in Lincoln is working towards achieving Practice Development Unit accreditation and has set up a breakfast club led by occupational therapy staff.

Running every Tuesday and Thursday morning, the club provides a supportive environment that encourages people to keep up their practical skills and helps improve confidence and motivation among people who may not be as independent as they once were.

My View:

Geoff Taylor

Geoff Taylor from Horncastle joined the Trust as a public member just over 12 months ago after being concerned about the research into Alzheimer's disease.

"My mum suffered from Alzheimer's for seven years and my wife's memory is getting worse, as is mine. It's a big problem as we're all living longer and I think we should be spending more money on research into Alzheimer's disease and dementia," he says.

"Essentially I joined the Trust to find out what's happening with such research and to get the chance to have a say on things.

"I believe the Lincolnshire Partnership NHS Trust is putting more resources into this type of research."

"I remember reading that only 1% of research money in the country goes into researching dementia, but I believe that the Lincolnshire Partnership NHS Foundation Trust is beginning to put more resources into this type of research and is trying to wake people up to the potential time bomb that is coming as people live longer."

In addition to increased research into Alzheimer's and dementia, Geoff has also witnessed the Trust's involvement with carers at an event in Horncastle this year.

"The event let carers and the public meet and exchange views on being a carer and what's available to them. I went along to talk and listen to carers as, at that time, I was looking at becoming my wife's main carer."



Progress Against Service Developments

Occupational Therapy Service

Occupational therapists help people to develop a healthy and satisfying lifestyle by enabling them to undertake everyday jobs or activities.

More than a quarter of our occupational therapists have undergone specialist training to gain internationally recognised qualifications, and the Trust has been involved in a variety of

activities, including running workshops on self-employment with South Humber Business Advice Centre Ltd.

We have also developed a paid employment strategy to give every patient an assessment of their vocational needs and to allow them to experience volunteering, lifelong learning and paid employment opportunities.

Our annual Gemini Project demonstrated the importance of the creative arts as a medium for improving mental health. This year the focus was on digital video, and eight service users graduated from the project which was staged in partnership with the University of Lincoln. A final display was held at Lincoln Central Library.

My View:

Jane Lancaster

After 30 years in the NHS, Jane Lancaster from Scunthorpe is a manager within the Crisis Response and Home Treatment Services in Grantham and Stamford.

Jane says: "I now manage around 24 members of staff based at the Sycamore Assessment Unit in Grantham and the Stamford Resource Centre. As a team we provide care for service users who are referred to us when they are in the acute phase of a mental illness or require crisis support. Their condition can deteriorate quickly and they can become very ill.

"The service users are referred to us from GPs, Accident and Emergency or mental health professionals and we aim to assess them within four hours. We look at their needs and try to treat people in their own homes.

"Treatment could involve delivering intensive interventions over a short time, perhaps two or three times a day, to help them recover quickly."

Jane's role as manager focuses on supporting the nurses with the team. Reflecting on why she enjoys the position, Jane added: "I've worked in practically every area of mental

health but I love working in acute care as no two days are the same for either managers or practitioners.

"I enjoy seeing members of staff come in to the unit and develop – it's a good feeling. I provide them with regular supervision and help them develop their nursing skills and strengths to enable them to progress and deliver the high standard of services required."

"I've worked in practically every area of mental health but I love working in acute care as no two days are the same for either managers or practitioners."

Social Inclusion

We are committed to ensuring that people with mental health problems are not excluded from taking part in opportunities for employment, education, housing, leisure and choosing their own care. To that end we encourage the use of direct payments and individual budgets, whereby service users are in control of purchasing their own support packages.

We are delighted to report that the number of people choosing to receive direct payments in this way has been growing steadily.





Progress Against Service Developments **Equality and Diversity**

We want to be positive about the way in which we approach equality and diversity issues, and we want to help people understand what these issues are.

For this reason we have looked at equality and diversity issues across the whole Trust and set ourselves specific equality and diversity targets.

The result of this 'mapping exercise' is a three-year action

plan which will help us to develop a culture that is positive about diversity. Our aim is to ensure that everyone is treated fairly and that individuals' cultural identity is respected.

We now consider the impact of all our policies on equality and diversity and we have produced guidance on reasonable adjustments which we will make for staff with a disability.

Future Developments



Our ambition is to be the first choice for mental health services. To achieve this goal we aim to continually improve the quality of the services we provide, to offer excellent value for money and to ensure that our services meet the needs and aspirations of our service users. We will be developing our relationships with the voluntary and independent sectors and with existing and new commissioners and we will continue to work closely with Lincolnshire PCT.

We will be using new funding from the PCT to deliver the following service developments in 2008/09:

- Implement an enhanced alcohol abuse service
- Provide older adult liaison services to acute hospitals in the county
- Implement NICE guidelines for depression in adults, self-harm in children, dementia and eating disorders
- Develop a new post to offer expert advice on safeguarding adults and children, working with senior managers from the Trust and from the wider health community.



We are also planning to:

- Complete the expansion and improvement of our rehabilitation services at Ashley House in Grantham
- Invest in a new psychological treatment centre in Boston
- Develop and implement enhanced psychological therapies services with new funding from the Department of Health for "Improving Access to Psychological Therapies" nationally.

My View:

Andrew Harrison

Andrew Harrison from Lincoln has been involved with the Trust since 2001. He is a co-ordinator of local mental health social group ShUSH and Co-Chair of Linking Voices, the service user and carer movement in Lincolnshire

"I was brought up by my mum who was in and out of mental hospitals and I was diagnosed with bipolar disorder in the early 90's," he explains.

"I'm passionate about mental health care and it seemed like a logical move for me to become a public member of the Trust. I think that to influence an organisation it is best to be aware of what it's doing and to work from the inside as well as the outside.

"I'm passionate about mental health and it seemed like a logical move for me to become a public member of the Trust."

"Compared with the treatment my mum received years ago the NHS is a lot better now, as they usually listen to people and there are many more options for patients. However, expectations from the public are much higher, which is good, but it leads to high demands on staff."

Andrew is a medically retired mental health professional and is involved with various mental health organisations in Lincolnshire including Linking Voices, MINDLINK, MDF and ShUSH.

"ShUSH is basically a self-help co-operative with a focus on social well-being and support. We meet in a Trust building and we are available every weekend for members.

"Many people use it as a meeting place and then move on to other activities in Lincoln or pursue friendships and opportunities discovered. We have been running for three years and have about 200 members on paper, but usually between 12 and 20 attend on an average day."



Involvement and Development Project

A three-year project to encourage stakeholders to have their say about services and to foster sustainable peer support and self help groups in the county has been a great success.

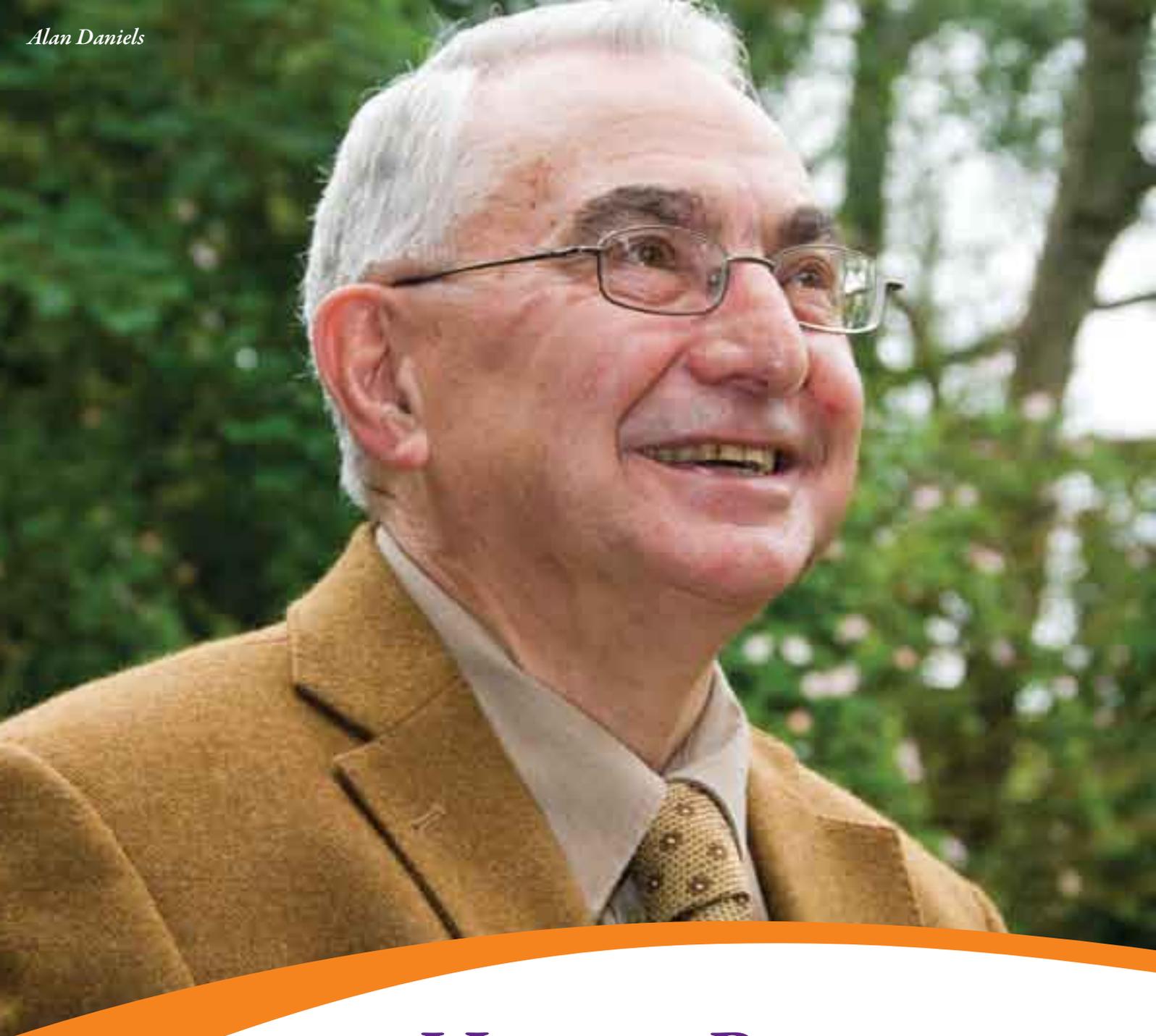
The Involvement and Development Project has encouraged the creation of the Lincolnshire Service User and Carer Involvement Network and the development of the Linking Voices web site.

The project has also supported the five mental health forums which are used by around 170 people in 13 locations across Lincolnshire.

Each year the project has offered support and advice to around 800 people in the East Midlands on a range of topics such as mental wellbeing, service user and carer involvement, funding and research.

The 'So What?' Conference in February 2008, very well attended by those involved in mental health, was arguably the most successful and significant of the annual conferences staged by the project.

We were delighted when the project earned national recognition, receiving a runner-up award in the mental health care category of the NHS National Centre for Involvement's Involvement to Impact Awards.



Human Resources

In the most recent national survey of NHS staff, the Trust achieved the best results for a mental health trust in the East Midlands region. While we are very pleased with this result, there is always room for improvement. The survey yielded a very high response rate of 59% and the results will help us to identify areas for further improvement.

Our aim is to support and develop our staff to ensure that we have a workforce that will deliver the best possible services to our customers, place the Trust at the leading edge of mental health and social care practice and ensure that we are recognised as an employer of choice.

Using the national website NHS Jobs we have introduced a streamlined, paperless, online recruitment process and saved around £50,000 on external advertising costs.

We have also introduced a new computerised national payroll and workforce information system which is used by all NHS trusts to hold employee information.

My View:

Alan Daniels

“It’s satisfying to help Trust staff to engage with carers and other members so that they can explain their aims and feel reassured that they are making life better both for patients and their families and carers.”

After joining the Trust as a Public Member in 2007, Alan Daniels from Lincoln was elected as a Carer Governor.

“I became a full-time home carer about 17 years ago and since taking early retirement I’ve been part of a countywide adult placement scheme where people with learning difficulties or those recovering from a mental illness live as a member of a carer’s family. At present two people share my own family home,” he says.

“From doing this it was obvious to me that what was available for people with learning difficulties or those experiencing the effects of severe mental illness left much to be desired.

“It spurred me on to join Rethink which campaigns for better mental health provision and this experience gave me the confidence to attempt to engage in whatever ways I could with the health and social care providers in Lincolnshire.”

As a Rethink volunteer Alan is now heavily involved in the organisation at local, regional and national level.

Speaking about his new role at the Trust, Alan said: “In my position as a Carer Governor I aim to help staff and managers of the Trust to connect with individual carers and with their support groups, such as those provided by Rethink.

These groups can then put forward their own perspectives to those who provide health and social care.

“It’s also satisfying to help the Trust’s staff to engage with carers and members so that they can explain their aims and feel reassured that they are making life better both for patients and their families and carers.”

Alan concluded: “Our National Health Service is sixty years old this year and has brought massive benefits to the lives of millions. There has been much improvement in the care and treatment of all manner of diseases and illnesses but much still remains to be done and, in respect of both mental health and learning difficulties, stigma has not yet disappeared”.

Training and Development

We aim to be innovative in the way we train our staff, using online delivery as well as more traditional workshops and lectures. Our training department is an accredited Open Learning Network centre, which means that we can now accredit many of our in-house personal development courses.

Congratulations go to our first cohort of Open University students, who will complete their nurse training in 2008. They are employees of the Trust who have combined practice-based learning with academic study.

The new team-building day which took place around the county received excellent reviews from those attending. Meanwhile the Trust has continued to pilot a new training course, 'Making a Difference Not Just a Noise', to help service users and carers to become more involved in the work of the Trust.



Operating Review

All organisations are rated each year by the Healthcare Commission, which is an independent organisation that scrutinises the quality of care provided by trusts and independent care companies.

Ratings of 'excellent' for quality of care and 'good' for use of resources in the Healthcare Commission's 2007/8 annual health check enabled us to maintain our reputation as a high-performing NHS trust.

More recently, in the Healthcare Commission's report on acute inpatient mental health services, we came joint fourteenth out of 69 trusts nationally and were the top scoring mental health trust in the East Midlands with an overall rating of 'good'.

Our staff continue to be committed to improving services for service users and carers and as a result, the Trust performed excellently in the National Patient Survey,

and was rated third overall.

These encouraging results reflect the hard work of the staff and show that we are providing the services that service users need.

Feedback from our service users and carers is extremely important and the trust views all comments as an opportunity for us to improve our services.

Over the past six months expressions of appreciation which we received outnumbered complaints by five to one. (There were 374 expressions of appreciation, 25 informal complaints and 43 formal complaints.)

We met our target of responding fully to formal complaints within 25 working days, and three complaints were reviewed by the Healthcare Commission, the independent watchdog for healthcare in England.

Over the last four years we've reduced waiting times across the trust and the average waiting time to see a consultant in outpatients

has been cut to just over two-and-a-half weeks.

Meanwhile the average waiting time to receive treatment for alcohol and drug abuse has been shortened to less than two weeks across the county.

Efforts have also been focused on following up patients at home once they've been discharged and we aim to visit those who have the most severe problems within seven days of leaving hospital. So far we have achieved a 100% success rate.

Improvements in decoration, cleanliness and the patient environment followed

inspections by the Patient Environment Action Team to identify resource priorities. New catering services were implemented in Autumn 2007 to raise the standard of food and nutrition and a programme of deep cleaning was carried out.

The introduction of an environmental policy has supported efforts to reduce energy consumption and a 'Green Group' has been established to champion and promote energy conservation and other environmental issues.



Governance

Lincolnshire Partnership NHS Trust became a Foundation Trust on 1st October 2007, which meant a change to the way it is governed. This new governance arrangement called for a constitution, new standing orders and different regulatory arrangements.

One of the most significant changes is that now the trust has a representative membership made up of service users, carers, member of the public and staff. These members elect 26 governors, and there are eight more stakeholder governors appointed by their organisations.

The Board of Governors and the Board of Directors work together for the benefit of the Trust.

The Governors meet every two months and represent the views and interests of their members to the Board of Directors.

Meanwhile the Board of Directors sets the strategic direction of the Trust, ensures high standards of corporate governance and manages the Trust's business.

The committee structure of the Board of Directors has been streamlined and now comprises:

- Audit and Assurance
- Remuneration and Terms of Service
- Mental Health Act Managers
- Finance and Investment
- Nominations and Appointments
- Lincolnshire NHS Shared Services Board.

Our Financial Position

The Trust has achieved financial balance in every year since it was established. You can view our financial statements on our website at www.lpft.nhs.uk

During the second half of the 2007/8 financial year (the first accounting period during which the Trust was operating as a newly authorised NHS Foundation Trust) we delivered a surplus of £1,344,000.

The majority of the Trust's income was derived from Lincolnshire Primary Care Trust under commissioning

arrangements for patient services, and Lincolnshire County Council for which the Trust also provides social care services.

Most of the Trust's operating expenses (65%) related to staff costs.

The Trust hosted Lincolnshire NHS Shared Services and the East Midlands region of the Care Services Improvement Partnership organisation. Income and expenditure for both of these organisations are included within the Trust's financial statements.

The Trust invested over £1.4 million of capital expenditure on its assets including developments to support the better provision of its rehabilitation services. It has boosted its cash position to £11 million in order to provide a good financial footing from which to develop its asset base and deliver services in the next few years. No money was borrowed during the year, although the Trust had an approved borrowing limit of over £26 million.

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