



# 1: Foreword

From our Executive Director of Nursing and Allied Health Professionals Stephanie Lawrence



**It is a pleasure to welcome you to our Quality Strategy where we will share our aims and priorities for high quality care over the next three years.**

Our strategy has been developed during our response to the international COVID 19 pandemic where we have responded to the challenges presented with innovation, standardisation and a focus on improvement. We continue to work in a challenging landscape and will capitalise on the opportunities that have been available to deliver care in alternative ways. This means we can build our services back better with the learning and experience we have gained from our pandemic response to ensure we continue to provide services that are clinically effective, safe, well-led, and responsive to patient's needs, offering a positive patient experience.

We have continued to work collaboratively with our teams, our health and care partners and our communities during this time. Those relationships will be a key focus of our priorities for high quality care throughout 2021 to 2024. We are stronger, more effective and have the greatest opportunity to make a positive difference for the people we serve when we work together and harness our collective knowledge, skills, and experience.

Our Quality Strategy aims and priorities are therefore underpinned with a theme of collaboration and working together to achieve the best outcomes for our communities.

## 2: Introduction

**Leeds Community Healthcare NHS Trust (LCH) has a commitment to providing high quality care and reducing health inequalities within our communities. The Trust aims to innovate, build and standardise in order to deliver high quality, safe and effective care that provides patients, families and carers with the best patient experience.**

LCH provides services from pre-conception to end of life across different specialities and professional disciplines that include both physical and mental health. This includes services to promote and maintain health, and to provide care and treatment to manage existing conditions or ill health. We primarily serve the population of Leeds, though we also provide some services across the region.

We are proud to provide outstanding care to our communities of over 790,000 people.

The most recent Care Quality Commission inspection in 2019 rated LCH as 'Good' overall with Community Sexual Health Services rated as 'Outstanding', an improvement from the last inspection. We will build on our overall rating of good and share learning and excellence in practice across each of our services as we strive to become an outstanding organisation.

In this Quality Strategy we have set out our ambitions for quality in a way that is designed to be meaningful to our

patients, carers, staff, commissioners and other stakeholders. We set out what outstanding means to us and provide an overarching framework to support the achievement of our Trust Strategic Goals:

- Ensure our workforce community is able to deliver the best possible care in all of the communities that we work with.
- Deliver outstanding care.
- Work in partnership to deliver integrated care, care closer to home and reduce health inequalities.
- Use our resources wisely and efficiently.

## 3: Our Trust in context

**LCH is one of only 20 distinct NHS Community Care provider Trusts in England. As the largest provider of community services in Leeds, our focus is to deliver care in patient/client homes, community based clinics or local community based facilities.**

Leeds Community Healthcare NHS Trust (LCH) is one of three NHS providers which, along with primary care colleagues in the Leeds GP Confederation, the Yorkshire Ambulance NHS Trust and an increasing number of non NHS providers, delivers NHS services to the population of over 790,000 across Leeds. We work in all parts of the city and deliver some services across a broader geographical footprint (notably our criminal justice services). We are privileged to work with many thousands of people in their own homes, as well as in a full range of other health and care settings.

The publication of the NHS Long Term Plan highlighted the important role community services will have as part of Primary Care Networks, the bedrock upon which NHS care is delivered. Leeds Community Healthcare NHS Trust is working very closely with Leeds GP Confederation and primary care through the 19 primary care networks in Leeds, with a view to developing a strong and progressive partnership aimed at transforming the delivery of primary care services in the city.

Regionally health and social care is being developed through West Yorkshire and Harrogate Integrated Care System (ICS). The ICS plan puts places at the centre of what is to be achieved enabling each place to develop what is right for them; a 'place' can be defined by a Local Authority, CCG, Acute Trust footprint or the geography of a town or city.

Leeds has a successful history of partnership working with strong focus on keeping people at the heart of Leeds. Our partnerships enable a genuine whole system approach to maximising the health and social outcomes for our communities and populations and has been demonstrated in our Leeds wide response to the COVID 19 pandemic.

The shared goals we have achieved collectively with health, social care and third sector colleagues alongside our communities working together equips us with the learning, experience and skills to realise our city wide ambitions of an integrated care partnership to progress and realise integrated health and care across Leeds.

Leeds Community Healthcare NHS Trust has a strong commitment to improving the quality of the care delivered and will be an integral member of the Leeds system to work with partners and maximise high quality, effective and responsive care to the people of Leeds.

# 4: Our vision, values and behaviours

Our vision, values and behaviours guide how we work and exemplify the way we deliver our services.

'Our Eleven' of our vision is that 'we provide the best possible care to every community' and is underpinned by our values and implemented through our behaviours, as shown in the graphic below.

## 11 Our Eleven

**1 vision:** We provide the best possible care to every community we serve

**3 values:** We are open and honest and do what we say we will

We treat everyone as an individual

We are continuously listening, learning and improving

**7 magnificent behaviours (how we work):**

 <p><b>Caring for our patients</b></p> <ul style="list-style-type: none"><li>• Seeing things from their point of view</li><li>• Acting on individual needs in the best way we can</li><li>• Treating people with respect, dignity, kindness</li><li>• Ensuring we keep high quality and complete patient records</li></ul> 	 <p><b>Making the best decisions</b></p> <ul style="list-style-type: none"><li>• Being willing to take a decision</li><li>• Gathering sufficient information from the right sources</li><li>• Making decisions which are logical and evidence-based</li><li>• Taking a long-term view about what is best for the future of our patients and the Trust</li></ul> 	 <p><b>Leading by example</b></p> <ul style="list-style-type: none"><li>• Being clear about what needs to be done</li><li>• Helping others to develop their abilities</li><li>• Acting as a role model by taking responsibility</li><li>• Keeping our promises and being prepared to say what we think</li><li>• Setting high standards for ourselves and others</li></ul> 	 <p><b>Caring for one another</b></p> <ul style="list-style-type: none"><li>• Being thoughtful in the way we treat one another</li><li>• Keeping our emotions under control</li><li>• Listening to one another</li><li>• Being sensitive to other people's situations</li><li>• Treating them with kindness</li><li>• Being flexible in the way we work with others</li></ul> 	 <p><b>Adapting to change and delivering improvements</b></p> <ul style="list-style-type: none"><li>• Looking at the way things are done now and suggesting new ways of working</li><li>• Looking at best practice elsewhere and bringing in relevant ideas from outside the Trust</li><li>• Being able to adapt to new ways of working and to changes in the ways in which we deliver care</li></ul> 	 <p><b>Working together</b></p> <ul style="list-style-type: none"><li>• Being supportive of colleagues</li><li>• Building relationships both inside and outside the Trust</li><li>• Communicating clearly and persuasively</li><li>• Being open to others' ideas</li><li>• Finding out what is important to others in order to get things done</li></ul> 	 <p><b>Finding solutions</b></p> <ul style="list-style-type: none"><li>• Adopting a positive approach to problems</li><li>• Looking for ways to solve them</li><li>• Showing a sense of enjoyment and commitment to what we do</li></ul> 
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## 5: How we developed our Quality Strategy

In order to understand what was important to our communities we engaged and listened to our service users and colleagues, this is what they said high quality care meant to them, and is therefore, what it means to us:

### What our service users said:

Makes me feel valued as a patient.

Personal care rather than a one size fits all approach.

Care means exactly that care.

That there are people to help when you need them.

Being listened to and seen by professional medical personnel.

Continuity and holistic approach.

Keeping abreast of the patient's requirements.

Correct effective content designed around the patient.

A careful patient approach.

Everything, especially in older age groups.

Quality of care is essential, it's reassuring to the patient and builds trust and confidence.

Care for the patient as if they were your family.

A personalised, approach where service users receive an individualised programme of care.

'Jargon' for offering the best thorough treatment available on a one to one basis.

Listening and explaining what the problem is and how you can help me but also how I can help myself.

Good advice and information and follow up throughout treatment.

Quality of care is to get rid of pain in the body.

The commitment to maintain a high standard of health and social care.

Caring about the level of care they give and 'x' really cared.

Patients feel that their issues are important to be treated with empathy.

To me it means the words that are said and the way someone actually cares rather than just ticking the boxes. Feeling like you are actually listened to.

Feeling as though you have had considerate, useful help with your problem and being able to get continued support should you need it.

It means everything to me, you are trying to help me keep mobile as I'm elderly with loads of problems I appreciate all help given to me, to help me to have a good quality of life. Thank you.

Providing a professional service on time and understanding and meeting the patients needs.

Feel that I have been listening to and that my care is tailored to me, not just a generic response.



## What our colleagues said about high quality care:

Personalised, accessible, collaborative, safe, evidence based clinical care that has been shaped with service user involvement and welcomes service user feedback.

Care that is patient specific, centred and relevant to the patient. Something that you would want to receive or have your family receive if they had treatment. The best possible care you can offer.

Using best available evidence and best practice. Making every contact count. Personalised care, collaborative planning.

Giving care of the highest standard treating a patient how you would expect to be treated, been professional at all times, providing dignity and respect towards patients and staff. Maintaining confidentiality.

Listening and empathy and expertise in the field. Offering workable solutions to suit the situation of the patient. A good outcome for both parties is the best that can be achieved.

Collaborative working with client on goals that produce positive outcomes based on evidence based practice.

Listening to patients and their concerns. Addressing patient concerns. Giving the best, most efficient treatment for patient's problems.

Personalised, holistic, clearly communicated and delivered in a timely fashion.

Quality of care means being person centred at all times while being safe. Always acting on what you have promised to do and explaining if there is something you cannot do.

Individualised, empathic, person centred, timely and fair. Clear and transparent care plans delivered with compassion, skill and transparency in collaboration with the service user.

A service which provides caring, prompt, joined up care that is easily accessible (where at all possible). Communication with the patient and within the service(s) is clear and uncomplicated. A patient should be treated as an individual in a holistic manner.

Best possible evidence based care in a timely manner.

A patient focussed, evidence based package of care which serves to equip and empower the patient to self manage over the long term. This may involve different team members or different teams if the needs are more complex.

Treating people as individuals. Working with care teams / parents / school teams. Enabling and facilitating equity and equality. Giving people the best chances that they can to achieve their goals. Caring for the people who provide the care to our patients. Looking at the needs of the entire family unit.

Delivery of a service that meets the standards set by guidelines, professional bodies, local standards. It should also be scrutinised by regular review/audit.

Relevant, working within scope of practice, up to date knowledge and evidence based practice, treating patients with dignity and respect, appropriate management of patients in a holistic manner.

Evidence-based care, delivered with compassion and integrity, by appropriately skilled, trained and supported professionals.

Our quality priorities are informed by what is important to our services users and colleagues. It is also informed by local and national strategies for high quality care and is influenced by our LCH Trust Priorities and the work we are doing in the reset of our services as we continue our recovery from the COVID 19 pandemic.

## 6: National drivers

The **NHS Long Term Plan** articulates the need for continuous improvement and to build on success. There is a clear focus on long term conditions like diabetes, cardiac failure and respiratory failure. There is also a drive towards digital innovation to offer new and innovative ways to support patients. Digital approaches to care have been accelerated during the COVID 19 pandemic where restriction of face to face contact led to opportunities to work digitally. In Leeds we have embraced new ways of working whilst aiming to minimise digital exclusion for people where digital methods of engagement are a challenge.

**Shared Commitment to Quality** is an associated document to the Long Term Plan and clearly states that high quality must be the organising principle of our health and care service. It is what matters most to people who use services and what motivates and unites everyone working in health and care.

**Patient Safety Strategy** describes how we will continuously improve patient safety. It aims to maximise the things that go right and minimise the things that go wrong and is integral to the NHS' definition of quality in healthcare, alongside effectiveness and patient experience. The strategy sets out what the NHS will do to achieve its vision to continuously improve patient safety by building on two foundations of a patient safety culture and a patient safety system that will underpin three strategic aims of improvement, insight and involvement.

**Improvement programmes** will enable effective and sustainable change, alongside an aim to improve our thorough analysis of patient safety information that will provide greater Insight. Together they will support the third aim of **Involvement** so that people have the skills and opportunities to continuously improve patient safety throughout the whole system. This includes the development of patient safety partners, patient safety specialists and a curriculum of training based on a systems approach.

Key features of the Patient Safety Strategy include:

- Psychological safety.
- Diversity.
- Leadership and teamwork.
- An openness to learning.



## 7: LCH Trust priorities

**The LCH Trust priorities build on current COVID 19 recovery plans and key initiatives aligned to city priorities and the NHS Long Term Plan, as well as work that has been agreed internally as priority.**

There are five priorities that reflect the Board's wish to provide greater focus on key priorities, the necessity of continued response to the impact of COVID 19 and a reflection that our priorities will continue to be supported by existing LCH strategies. The Trust priorities are:

- Build our services back better.
- Play a full part in #TeamLeeds' ongoing response to Covid-19, standing ready for further surges, supporting the vaccination programme, supporting system resilience and patient flow.
- Promote and support the health and wellbeing of our workforce.
- Develop integrated provision with a stronger focus on prevention, self-management and pro-active care.
- Work pro-actively across the organisation and with #TeamLeeds to understand and improve health equity.

## 8: Our quality priorities for 2021 to 2024

At LCH, we have a strong belief that delivering high quality care is grounded in collaboration and truly understanding our communities. Through the engagement for this Strategy a key theme emerged that we would like to focus our priorities around, that high quality care: **'makes me feel valued as a patient'**.

We considered how we could best focus the priorities around our patients and ensure the implementation of the priorities would align to the feedback we received. We were also keen to build on the great work we are already doing, that has been informed by our ongoing engagement with our patients, communities, and partners.

### Learning

In LCH we are proud of our open, learning culture. When we identify learning, we share it, develop local action plans and ensure we are continually improving our services in response. Over the next three years we will strengthen our approach to learning to ensure it is even more effective and responsive and is utilised on a much wider scale to improve our services:

- We will develop a repository of learning to secure the organisational memory.
- We will work to ensure that all learning within the organisation is known and effectively captured to be able to share across the organisation and with partners.
- We will share and disseminate learning in a way that reaches the greatest number of colleagues, teams and partners in the timeliest way possible.
- We will develop and support methods to embed learning in practice and provide assurance that learning has been implemented and embedded where appropriate.

How does this priority support our patients and consider their feedback? We hope that by strengthening our approach to learning to improve services that we demonstrate that we **'care for the patient as if they were your [our] family'**.

### Patient Safety Strategy

We have always had a strong approach to patient safety and investigation to ensure we use every opportunity to improve practice. We have started to align the way we manage patient safety incidents to the Patient Safety Strategy that was published in 2019. We have aligned this priority to the continued implementation of the requirements of the National Patient Safety Strategy:

- We will investigate less and learn more with a focus on meaningful investigations that achieve insight and understanding of patient safety incidents to inform learning and improve practice.
- We will involve patients, and their family and carers where appropriate, in our investigations to ensure their experience of our care is understood and fully informs the investigation, learning and improvements.
- We will involve colleagues in our investigations to ensure their experience of care delivery is understood and fully informs the investigation, learning and improvements and ensure all colleagues are offered support.

How does this priority support our patients and consider their feedback? We are committed that our approach to the Patient Safety Strategy will keep our patients at the heart of our patient safety ethos and will translate to **'correct effective content designed around the patient'** that also demonstrates our caring values by ensuring a **'careful patient approach'**.

### Focus on equity in quality and safety

In LCH, we recognise that there are unfair and avoidable differences in the health of different groups and communities, and have developed an overarching Health Equity Strategy to articulate our commitment to reducing those areas of inequity. We will ensure our Quality Strategy supports this work through a focus on health equity to reduce and address inequity:

- We will embed equity in proactive approaches to quality, including research, evidence-based guidance and outcomes.
- We will review incidents and patient experience to understand any inequalities affecting particular communities or communities we are not hearing from and act to address these.
- We will embed equity as part of our Quality Challenge+ Programme.

How does this priority support our patients and consider their feedback? By ensuring we work equitably by embedding **'personal care rather than a one size fits all approach'** we will reduce and address inequity that will be demonstrated by our delivery of **'a personalised, approach where service users receive an individualised programme of care'**.

### We will work across the PLACE of Leeds as a full partner to develop collaborative governance structures and priority programmes that support our ambitions for better, more integrated care in the city.

As a key partner in the development of the local Integrated Care Partnership, LCH is part of the plan that focuses collaboration and partnership working. Patients and communities are at the centre of what we aim to achieve as a wider health economy across Leeds. By working together we will maximise the health and care outcomes for our populations:

- We will work with partners in patient safety across the city to consider joint responses to patient safety initiatives and develop collaborative approaches to safe, effective care.
- We will develop strategies to share learning across the city to maximise the impact of our quality improvement work and ensure our patients benefit from quality improvements and learning from across Leeds.
- We will ensure there is a focus on equity in our approach to patient experience, patient safety and clinical effectiveness.

How does this priority support our patients and consider their feedback? By working together across Leeds we will keep patients at the heart of our services. We will ensure **'that there are people to help when you need them'**, and that our patients **'feel that I [they] have been listened to and that my [their] care is tailored to me [them]'**.

In doing so we will achieve an outcome that is crucially important to LCH, our patients, and our partners: **'the commitment to maintain a high standard of health and social care'**.

## 9: Quality Assurance and Governance

**Our Quality Strategy is supported with a robust approach to quality assurance and clinical governance processes.**

Quality improvement will be supported through the Trust's governance arrangements, which provide communication and escalation pathways between teams and the Board to maximise assurance, reporting and feedback across all areas.

The Quality Committee is the sub-committee of the Board with responsibility for seeking assurance on the delivery of the Quality Strategy and will seek assurance and monitor evidence through the following governance processes.

Overarching Quality	Patient Safety	Clinical Effectiveness	Patient Experience
Trust Wide Priorities	Patient Safety Incident Reporting and Management	National Audit	Complaints, Concerns, Compliments
Business Unit Priorities and Thematic Deep Dives	Serious Incident Management	Local Audit	Feedback
Equality and Quality Impact Assessment	Just Culture and Freedom to Speak Up	NICE Guidance concordance	Always Events
Workstream Strategies: Quality Improvement Engagement Health Equity	Learning from Deaths	Policy, Guideline and Procedure Governance	LCH Charity Commission Annual Report and external audit
Performance Data	Thematic Reviews	Quality Challenge Plus	Engagement Champions

# Appendix A: Supporting LCH strategies

**The Trust Quality Strategy is supported and informed by a number of other organisational strategies.**

**Patient Engagement Strategy** – In order to provide the best possible care to every community we serve and to do this successfully we need to engage and work with the people that use our services.

As a Trust we are committed to ensuring we engage patients and the public in everything that we do and this strategy aims to outline to the organisation how we will achieve this. This includes engagement from board level to front line services, to ensure the patient voice is loud and clear in all we do. There has been a lot of great work over recent years from individual services to ensure we engage with patients whenever possible and we are keen to build on this to create an organisational culture that engages patients and the public in all that it does.

**Third Sector Strategy** – Our aim is to deliver outstanding care to the people we serve. By developing effective partnership working with the third sector, maximising use of their expertise and contribution, we can achieve a culture change in LCH where our people fully recognise their value and support third sector resilience.

**Quality Improvement Strategy** – Our Quality Improvement Strategy aims to stimulate, inform and guide quality improvement thinking in LCH, leading to the empowerment of all staff to initiate and lead quality improvement work in their services. This will then in turn drive the development of the culture of continuous quality improvement in LCH.

The city of Leeds has an exciting and vibrant approach to partnership working across all agencies, with the aim of improving the health and wellbeing of everyone in the city. There is an aspiration to build a shared QI capability across the whole city of Leeds. As joint work and the 'whole system approach' become more prevalent, QI teams in different organisations have the opportunity to work together more to ensure the patient's journey is the best it can be at every step.

**Health Equity Strategy** – In order to deliver the best possible care in every community, we must know and work with our communities and provide different support depending on different needs. This helps us achieve greater fairness in access to our services, experience of services and in the difference services make to people's health. We call this fairness 'health equity'.

There are currently unfair and avoidable differences in the health of different groups and communities. These come from differences in poverty, education, employment, living conditions, the environment and the impact of racism and discrimination. Inequity occurs at organisational and structural levels and is impacted by how communities perceive the NHS as a state body. As a large employer and buyer and in our environmental impact, we play our part in contributing to improvements.

**Digital Strategy** - The aim of the Digital Strategy is to support the Trust in its overall vision of providing the best possible care in every community we serve. Our direction of travel is towards increased integration with our health and care partners across primary care; across the city of Leeds and across our integrated care system. Beyond the integration agenda, this strategy seeks to identify how digital products and services can make our services more accessible to communities and patients and increase our effectiveness, efficiency and environmental sustainability.

Digital innovation is not discrete; essential to the successful delivery of the digital strategy is the need to link to the organisational development agenda. It is part of the whole organisation environment that supports new and creative thinking. The digital journey will underpin the delivery of high quality care and is integral to the Quality Strategy priorities.



# Appendix B: Quality Standards

**LCH works alongside national providers and national quality standards to maximise the safety, efficacy, and timeliness of our service delivery. We deliver our services in a way that demonstrates our caring approach and strong leadership throughout our workforce.**

There are key national bodies and standards we work with, these include but are not limited to:

- **Care Quality Commission** who we are independently regulated by to provide safe, effective, responsive care that demonstrates a caring, well led approach.
- **Health Education England** who support the delivery of excellent healthcare improvement to the patients and public of England by ensuring the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place.
- **NHS England** policy and guidance. For example the Patient Safety Strategy.
- **National Quality Board** and their 'A shared commitment to quality' and their shared single view of quality that is high quality, personalised and equitable care for all, now and into the future.
- **National Institute of Health and Care Excellence (NICE)** whose role is to improve outcome for people using the NHS and other public health and social care providers by:
  - Producing evidence-based guidance and advice for health, public health and social care practitioners.
  - Developing quality standards and performance metrics for those providing and commissioning health, public health and social care services.
  - Providing a range of information services for commissioners, practitioners and managers across health and social care.
- **Professional bodies** for our colleagues, including:
  - General Dental Council.
  - General Medical Council (GMC).
  - General Pharmaceutical Council (GPhC).
  - Health and Care Professions Council (HCPC) and associated professional bodies.
  - Nursing and Midwifery Council (NMC).