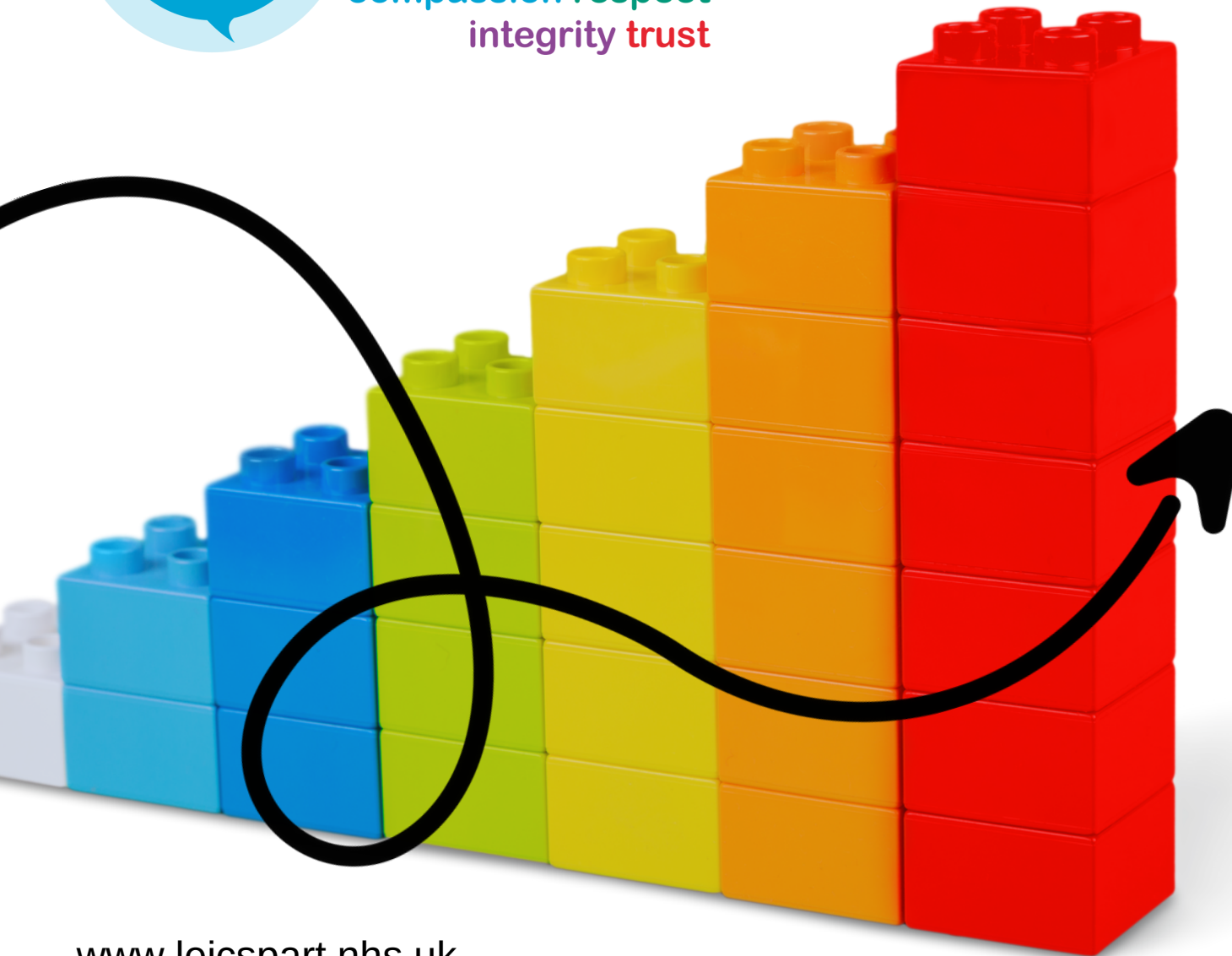




Leicestershire Partnership
NHS Trust



2021-24

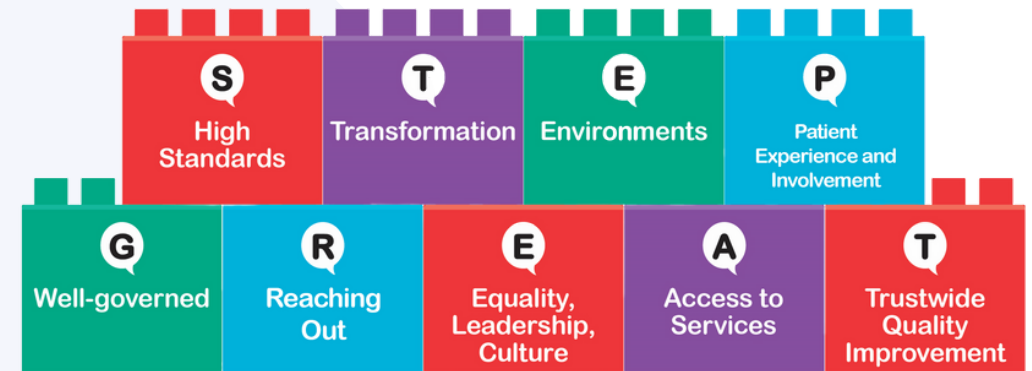
Our Strategy

Creating high quality,
compassionate care and
wellbeing for all

Contents

- 2 Executive summary
- 3 Introduction
- 5 Working with others for integrated care
- 6 Group priorities
- 10 Step up to Great priorities
 - 10 High **Standards**
 - 11 **Transformation**
 - 16 **Environments**
 - 17 **Patient** Experience and Involvement
 - 18 Well **Governed**
 - 20 **Reaching** Out
 - 21 **Equality**, Leadership, Culture
 - 23 **Access** to Services
 - 24 **Trust-wide** Quality Improvement
- 25 Operational plan

STEP up to GREAT



Executive summary

Our vision is to create high quality, compassionate care and wellbeing for all. We have refreshed our Step up to Great strategy for the next three years (up to 2024), to continue working towards this vision, by developing a great organisation, that is able to deliver great outcomes, with great people as part of our local communities.

People remain at the heart of what we do, and their views on what matters most – whether you are a service users, staff member or partner – have been captured over the last year to help refresh what we do next to continue to Step up to Great.

We recognise that the next few years will be challenging for health and social care services, as we continue to deal with the Covid pandemic, and the recovery of our services, to achieve the NHS Long Term Plan. We cannot do this on our own and neither should we. We are committed to working in partnership with others to deliver integrated care together with our service users, families and carers, the wider NHS, local authorities and voluntary and community partners, not only in Leicester, Leicestershire and Rutland but across our region and beyond.



Introduction

By Angela Hillery, chief executive and Cathy Ellis, chair

We are proud of our staff and how they have stepped up to great since the launch of this strategy in 2019. Although initially introduced as an organisational strategy in response to our last CQC inspection, we know that staff have embraced it to focus on nine key improvement areas, which has led to positive changes in quality and safety. We know we have more to do. Our refreshed **Step up to Great** strategy outlines how we will build on the solid foundation it has created, to help our LPT family deliver our vision of 'creating high quality compassionate care and wellbeing for all' with our partners.

Safety has always remained our number one priority, and never has this been more poignant since the Covid-19 pandemic hit the world in 2020. During the pandemic, alongside the rest of the NHS, we re-focused our strategy to "preserving life." We took elements from our Step Up to Great Strategy that would have the greatest impact on supporting our staff and helping the population through these challenging times. For example, we advanced our digital transformation programme enabling staff to work from home and other locations and to continue to provide great patient care. We provided patients access to our services through on-line and telephone consultation; we supported those experiencing mental health crisis through the introduction of a central access point (in partnership with Turning Point). We were also able to open an urgent mental healthcare hub, avoiding greater attendances in Accident & Emergency, and keep those with long term respiratory conditions safe at home and out of hospital through virtual wards.

During 2021 we took some time to reflect, reset and rebuild our strategy with the learning and experience we have gained during Covid-19. We've had some great engagement through 'BIG conversations' with staff, volunteers service users and feedback from our stakeholders. Staff and patient feedback has helped to inform the recovery of our people and their health and wellbeing, transforming working lives, and transforming our quality of care and service delivery. Our stakeholders have told us that our staff are compassionate and have a positive commitment and leadership behaviours to deliver and improve healthcare. All this feedback has been used to inform the refresh of our Step up to Great strategy – and your continued engagement will be key to our collective success.

In 2021 NHS England outlined the establishment of Integrated Care Systems, to give "people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that too many people experienced disjointed care."

The people of Leicester, Leicestershire and Rutland deserve high quality, compassionate care and wellbeing for all, and we are committed to being an active leader in our integrated care system to deliver this.

Our updated Step up to Great strategy is therefore a culmination of our collective learning, achievements, feedback and national and local priorities, bringing together our focus for the next three years. We have retained eight of our nine original Step up to Great bricks and refocused the remaining brick from 'Single Electronic Patient Record' (implemented in November 2020) to 'reaching out.'

You will also see the four goals of how Step Up to Great will help us to fulfil our Trust's vision as an active player in our system. Through Step Up to Great strategy we will focus together on Great Health Outcomes, through Great Care, a great place to work and being an important part of our community. We are all leaders at LPT and can make a difference.

Through the coming pages we have outlined our strategic priorities to Step Up to Great. At the end of the document is our operational plan until March 2022, which will be updated at the start of every financial year. We hope you find this document useful in helping you understand how you can support us in delivering our strategy for creating high quality, compassionate care and wellbeing for all.

We are proud of our LPT family and look forward to continuing to work together with our staff, volunteers, partners and patients to Step up to Great.



Angela Hillery
Chief executive



Cathy Ellis
Chair

Working with others for integrated care

We want our population to have the best experience of their care, regardless of which set of organisations deliver it. Delivering integrated care helps to ensure our local communities have the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that too many people experienced disjointed care.

We are committed to ensuring we have joined up services within LPT and between us and other organisations, to create high quality, compassionate care and wellbeing for all. There will be a system wide plan (called an Integrated Care System or ICS) that we are contributing to and developing with others.

To aid our thinking about our wider role in the system and within our communities and to be clear about how this connects to our Step up to Great strategy we have described 4 goals that support us to achieve our vision and strategy in partnership with these wider stakeholders.



Great health outcomes

For everyone in every community across Leicester, Leicestershire and Rutland (LLR). Tackling health inequalities, working together to ensure there are safe, healthy places for people to live and work are important elements of the integrated care we can provide with others.



Great care

We want every service user and their family to have great care, we are playing our role in that by improving on the areas we know we need to improve on and seeking feedback and learning from our communities on other changes and improvements we can make.



Great place to work

Our 6,500 staff and volunteers provide services through over 100 in-patient and community settings, as well as in people's homes, across Leicester, Leicestershire and Rutland. We want to continue to develop LPT to be a great place to work and be an employer of choice. Having a great place to work helps us all to keep improving the quality of care we can provide.



Part of the community

With over 76,000 health and care employees in LLR we play an important role in our communities. The actions we take along with other providers, local authorities, universities etc. have a real influence on how we develop our communities. Through our strategy we are committing to think more about the impact on our communities and the decisions we can make to benefit them.

Group priorities

Leicestershire Partnership and
Northamptonshire Healthcare Group

After two years of buddy support between LPT and Northamptonshire Healthcare NHS Foundation Trust (NHFT), we formalised this relationship in April 2021 through an NHS group model, to learn and work together on some key priorities. Whilst both organisations retain our own identities, we recognise that by doing some things through collaboration we will be able to achieve more, for the benefit of our staff and local populations.

For 2021/22 we have identified eight group priorities and we are working with NHFT to deliver these together.

Each priority is led by an executive director from LPT or NHFT and our group meetings are chaired by the chairs of LPT and NHFT in rotation.

"We have so much strength in our diverse staff and patient groups that racism undermines and destroys. Being actively anti-racist and celebrating diversity is a must for us."

**Dr. Sam Hamer,
clinical director**

Together against racism

Be nationally recognised leaders on race equality and anti-racism in the NHS and employers of choice.

Talent management

As inclusive employers, widen opportunities for our workforce to develop and progress across our Group.

Leadership and organisational development

Have great leaders at all levels, leading with compassion and inclusivity within both organisations, skilled and trained to meet the needs of our people.

Innovation and research

Create centres of academic excellence that grow our contribution to innovation and funding income.

Quality improvement

Be outstanding organisations in the quality of the care we provide and all that we do to enhance our patient and populations' health.

Strong governance

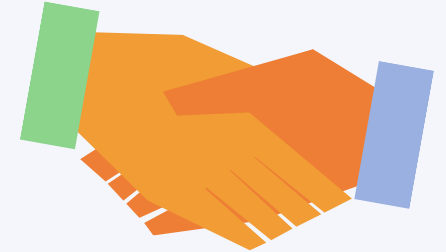
Be outstanding Well Led organisations, delivering best practice governance across the Group and contributing to system governance and enabling agile and effective decision making.

Strategic finance

Use our financial strength to build back better for the benefit of our populations.

Strategic estates

Build new therapeutic environments which improve outcomes for people using services by supporting joined up, person-centred care; a positive, effective working environment for NHS staff and stronger and greener NHS buildings.



We are Together Against Racism - see the pledges from our Trust Board:

P7



Cathy Ellis, chair:

I believe that equality matters, really matters, and I want LPT to be a place where everyone feels welcome. I show my commitment by listening to the experiences of our staff and influencing for equality at every opportunity.



Angela Hillery, chief executive:

People matter and I know we need to take steps to create a culture of inclusion and belonging for all. I show my commitment by leading, setting expectations and using my voice to challenge every day.



Mark Powell, deputy chief executive:

I want to be part of an organisation that actively embraces equality, diversity and inclusion, where my thinking can be challenged by positively drawing upon peoples' diverse experiences which enables a better place to work and provide care. I show my commitment by not tolerating any form of racism at LPT.



Faisal Hussain, non-executive director and deputy chair:

I believe in social justice and a society which is rooted in fairness and equity irrespective of the colour of a person's skin. I show my commitment by ensuring that I help create an environment which recognises and values diversity and enables an inclusive culture where we have a workforce that reflects the communities we belong to and serve.



Moira Ingham, non-executive director

While colleagues and service users experience any form of discrimination, we need to ensure that equality, diversity and inclusion are actions not just words. I show my commitment by actively listening to those who have experienced discrimination, then challenging myself to speak out and have brave conversations with others, in order to play my part in changing that experience.



Kevin Harris, non-executive director:

I believe that equality, diversity and inclusion is integral to a successful modern healthcare environment and improves the care of the patients. It allows LPT to attract a diverse range of high quality staff and identifies LPT as a progressive and innovative workplace that mainstreams equality, diversity and inclusion. I show my commitment by striving to continuously improve the way LPT delivers equality, diversity and inclusion.



Ruth Marchington, non-executive director:

I'm committed to be together against racism because I want all staff and patients to feel safe and confident to be themselves and the Trust to be a place where difference is valued and celebrated. I show my commitment to be together against racism by striving to be a more effective white ally, supportively challenging assumptions and learning from those with lived experiences.



Darren Hickman, non-executive director:

I believe it is important that everybody feels engaged and respected. Their contributions are encouraged, listened to, and taken into account to deliver an enhanced outcome for the organization and society. I show my commitment by being respectful and courtesy, treating everybody as an individual and recognizing there is always more to learn and understand. Questioning and improving where things are unfair and unjust.



Sharon Murphy, interim director of finance:

I want everyone to thrive and feel that they work in a culture that supports them every day 100%, whoever they are and whatever their background. I show my commitment by continuing to learn how to be anti-racist and ensuring that my behaviours always align with those values.



Sam Leak, director of community health services:

It is important to take positive action to prevent racial discrimination of any kind. I shall educate myself and others in race and racism and stand up against racism; calling it out whenever and wherever I see it. I will at all times respect individuals; as individuals and ensure that everyone has a voice and is listened to.



Fiona Myers, interim director of adult mental health:

We can only move forward if we work together to progress racial justice. I show my commitment by adopting the practice of self-reflection and asking ourselves to what extent are our behaviours aligned with our values, speaking up and recognising the impact of unconscious bias.



Sarah Willis, director of human resources and organisational development:

We need to eliminate injustice, particularly racial, for our staff and the communities we serve. I show my commitment by listening and challenging behaviours I see with compassion and empathy, ensuring I look within to understand my experiences and potential privileges.



Chris Oakes, director of corporate governance and risk:

I want to help to create an organisation and society that enables everyone to be included for who they are and embraces diversity and all the rich creativity and depth of experience this brings. I show my commitment by listening to people's experience and seeking to understand on the deepest level and to continue to challenge myself to use this to support change to create a more inclusive and diverse organisation.



Avinash Hiremath, medical director:

I want to work in an organisation where the diversity of background, experience and thought is nurtured, and thrives to grow an organisational culture of compassion, respect and inclusive development. I show my commitment by actively participating in ventures to foster inclusive growth, and by truly understanding and celebrating diversity.



David Williams, director of strategy and business development:

Racism is wrong, it harms all of us. I show my commitment by championing equality and speaking out against racism when I can.



Anne Scott, director of nursing, AHPs and quality:

I abhor racism of any kind "Our ability to reach unity in diversity will be the beauty and the test of our civilization" (Ghandi) and with every breath we take, we must commit to being that change, creating a better, more just world for everyone. I show my commitment by actively being an anti-racist and recognising privilege and the ways racism can be denied -through continuing learning and having the courage to live by my values and demonstrate these through my behaviors.



Helen Thompson, director of families, young people and children's services and learning disabilities services

Every interaction, everyday shapes the culture of LPT and by working together against racism, we will build a culture of fairness and equity with our staff and the communities we serve. I show my commitment by making time to listen and understand, recognising my own privilege and ensuring that racism is identified, explored and challenged.



Richard Wheeler, chief finance officer:

Ignoring systemic racism impacts work to eliminate health inequalities. I show my commitment by acknowledging diversity, celebrating difference and championing equality.



High Standards

P10

It is important that all of our patients and service users receive a high standard of care from us. We work with a range of national organisations to regulate and accredit our care, ensuring that we deliver health and wellbeing services of the highest possible quality.

The Care Quality Commission (CQC) regulates our services, as the independent regulator of all health and social care services in England. It checks all NHS providers in England to make sure they're meeting national standards in all aspects of care, including whether they are safe, effective, caring, responsive and well-led.

We will know we're Great when...

We are consistently receiving positive feedback from the people who use our services and their carers. We will also be receiving assurance and positive feedback from our core regulators such as the Care Quality Commission (CQC) that we are providing a high standard of care.

To achieve a culture of great care we will focus on five key enablers supported by a detailed delivery plan:

- Continuous focus on our trust vision of creating high quality, compassionate care and wellbeing for all.
- Aligned goals at every level, which we deliver through our values and leadership behaviours.
- Service user involvement and employee engagement.
- Continuous learning and quality improvement.
- Team working, cooperation and integration.

We have listened to what patients and service users, staff and partners tell us are most important to them and have agreed four key commitments to high standards:

- We will deliver safe care and reduce harm.
- We will reduce variation and create a safety learning culture.
- We will transform our patients' experience of care - making no decision about them, without them.
- We will create the conditions for quality.



"I am constantly amazed how much patient care and staff relationships improve when we work together and boundaries disappear."

**Michelle Churchard-Smith,
deputy chief nurse**



Transformation: of services

► Providing community healthcare services in your home and locally

No one should stay in hospital for longer than is necessary. Step up to Great focuses on how best to develop our services to keep people well at home, with the best care we can. Ensuring that everyone can continue their lives in their home is vital for long-term wellbeing.

We will know we're Great when...

People can live at home for longer and better manage their health and well-being with support from health and care providers. People are supported to restore their health, wellbeing and independence after illness or hospital admission.

In order to achieve this, we will:

- Remain focused on ensuring safe high quality delivery of care by reviewing our clinical staffing models
- Develop and implement a Winter plan that is integrated into system delivery
- Progress our Ageing Well accelerator work
- Address our waiting lists, particularly in relation to continence and Neuro

Our home first model, delivered through local integrated health and social care teams, provides people with support at home as part of their recovery wherever possible. We also want to make sure that our patients are supported to return to their home for assessment.

Our remote monitoring programme enable us to monitor patients at home by asking them to complete questions and teaching them how to take vital signs readings, including oxygen saturation levels.

This can be seen in real-time by the patient's clinician, allowing for immediate intervention if needed. With the ability to video call and message a patient, we can provide additional assurance and support very quickly.

We are a national accelerator for the Ageing Well programme. This involves transforming our services to ensure that older patients have a two hour or 48-hour response to any deterioration in their health condition. This will allow people to stay in their home safely and for longer.

We want to develop a comprehensive waiting well programme to support those who are waiting for care. This programme supports patients and service users with self-help tools and to plan and prepare for their treatment and subsequent rehabilitation.

"This virtual Covid ward is an extension of our current urgent respiratory services to help build capacity and flow through our system. We are proud to play our part in emerging solutions for our health economy."

**Dr. Sudip Ghosh,
deputy medical director**



Transformation: of services

► Improving services for people who need mental health support

Mental health represents the largest single cause of disability in the UK. Evidence suggests that one in four adults' experience at least one diagnosable mental health condition in any given year. Through our Step up to Great Mental Health consultation in 2021 we have been listening to what people want from their local mental health services so that we can implement improvements.

We will know we're Great when...

Patients/service users and staff share positive experiences, demonstrating patient-centred and joined up high quality, safe care which is accessible when and where it is needed.

Our plan is to build on the engagement work from the consultation we conducted in 2021 and work with our partners, including community groups in the delivery of the transformation of mental health services.

We are committed to investing in and improving mental health services for people in Leicester, Leicestershire and Rutland when their need is urgent or they need planned care and treatment.

Our priority is to join up mental health services with physical health and social services to improve the health and wellbeing of local people. Our plan focuses on how best to improve care – in people's homes, the community and hospital. Wherever possible, we want people to be seen at home or in the community to avoid them being admitted to hospital.

To achieve our priority, we will respond to the outcome of the public consultation in relation to proposals for:

- Self-help, guidance and support
- Introducing a Central Access Point
- Expanding and strengthening the role of crisis cafes
- Improving and expanding the Crisis Services
- Expanding the hours and use of the triage car
- Introducing a mental health urgent care hub
- Introducing an acute mental health liaison service
- Joined up support for vulnerable groups
- Joined up community mental health services





Transformation: of services

► Improving services for children, young people and families and people with a learning disability

The building blocks for lifelong emotional and physical health are laid down in the earliest years of life. Early childhood is recognised as critical for building strong and healthy communities for the future. We are committed to our work in early prevention and the identification of population health needs to give every child the best chance of positive outcomes and life chances for the future. Children and young people deserve the best start for life, and we will work with our system partners to develop more accessible local services through family hubs, focusing on the first 1001 critical days. Many of our children and young people require additional support to achieve their full potential. We are committed to improving engagement across all sectors and are testing out new ways of working together. We will continue to work closely with our Youth Advisory Board to improve this engagement.

We will know we're Great when...

Children, young people and their families share decision making with our staff and have easy access to the right support, at home and at school.

In order to achieve this we will:

- have clear evidence of the children, young people and their families 'voice' in the planning of provision in their local communities.
- have consistent high quality Education, Health and Care plans in place to meet children's needs.

► Improving mental health services for children, young people and families

Children and young people must have access to great mental health care when they need it. We know that nationally, there has been an increase in the number of children and young people requiring support with their mental health and emotional well-being during the pandemic. As part of the 'future in mind' programme we are working with system partners to develop an integrated approach to support children, young people and their families.



We are developing our community neighbourhood offer through the mental health support teams that will deliver direct care to children in their school settings. For children who need more specialist care we have increased our 'Crisis' support to offer support in emergency care alongside the Central Access Point (CAP) and Mental Health Urgent Care Hub. Our new CAHMS 'Beacon' unit and intensive community mental health support will be providing care for young people with eating disorders to keep children closer to home for specialist care.

We have developed a system neurodevelopment delivery model to improve the outcomes for children and young people with Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD) and plan to jointly operationalise this with system partners to improve the service user experience and access to specialist support when needed.

We will know we're Great when...

Our Children and Young People (CYP) are accessing care when they need it.

In order to achieve this we will:

- Increase access and reducing inequalities in mental health provision
- Provide early intervention into schools and neighbourhood working
- Provide crisis intervention 24 hours a day 7 days a week
- Implement the delivery model for neurodevelopmental conditions

► Improving services for adults with a learning disability

We want to ensure everyone with a learning disability gets the right support at the right time and place. We will deliver our shared three year plan with our local authority, voluntary sector and commissioning colleagues to ensure that people with a learning disability are better supported to live fulfilling lives in the community, and have speedy access to our services when they need it. If someone needs to be cared for in hospital we will ensure that this happens as close to their home as possible and that they stay in hospital only for as long as is medically necessary. We have created new, improved care pathways and services with our system partners and service users, and we will implement these together to achieve these aims.

We will know we're Great when...

More support for people with a learning disability to improve their health and wellbeing is available in the community, our service users tell us they are happy with our services, and fewer people with a learning disability need to be admitted to hospital.

► Improving services for people with Autism

We are committed to working with our multiagency system partners to deliver a joint three year plan to reduce the health inequalities experienced by local autistic people. This work includes our role in leading the commissioning, provision and improvement of services that will support autistic people to live fulfilling lives in our communities and access our services more quickly when required. If admission to hospital is necessary we are committed to ensuring that they are cared for in environments suited to their needs, by staff with enhanced knowledge and skills.

We will know we're Great when...

Our service users with Autism have a positive experience of our services and are supported to live well in the community. They will wait less time to receive care when they need it and will be supported to stay out of hospital as much as possible.



Transformation: digital

Our experience of delivering care through the Covid-19 pandemic has shown us how much digital innovations can improve both the quality of care and our reach to local communities and staff.

Nationally the NHS has created a framework for the transformation of services towards digital services providing and supporting how we work. In LPT our initial focus is on delivering this framework and playing our role in the transformation across Leicester, Leicestershire and Rutland.

Digital transformation is important to us because we know the potential it has for helping us to address some of our biggest challenges. Our digital transformation will help us focus on our culture, implementation, digitally empowering patients and service users, and integration and interoperability.

We will know we're Great when...

We have the technology and support for staff and our communities to access services digitally that improves care, with support and alternatives for those who cannot.

Our key priorities for making digital innovation a reality are:

- **Strong foundations or bricks upon which we build our digital future is essential. We are good but we want to be great, making sure our services are accessible, inclusive, reliable, modern, secure, sustainable, flexible and resilient.**
 - **Our digital transformation will support our goal to be “a great place to work”; we will encourage a digital first approach - we have already enabled staff from different organisations to work flexibly and remotely where appropriate. We will ensure through a shared care record and other systems that staff have the information they need to do their job safely and efficiently at the point of care.**
 - **We also know how important digital innovation is in supporting the continuation of providing blended ways of working, helping us to attract the best and most talented staff to come and work in our organisation because they can work beyond geographical boundaries.**
- **To lead a clear digital plan that makes sure digital transformation is owned by LPT and that through our journey we place citizens, staff and frontline services at the centre.**





Environments

P16

Having great environments helps us to deliver great care and have a great place to work for our staff. Without clear development of our estate, we know we will not have the foundations we need to meet all of our strategic goals over the coming years because we need our teams to be able to work in an environment that makes it easier for them to do their job properly. The form of our estate must follow our service and transformation plans and we know that these need to be delivered at pace.

We will know we're Great when...

We have welcoming, clean and safe buildings that reduce risk of harm to patients and improve their privacy and dignity.

To deliver this we have three key strategic aims for developing our estate which are:

- **Therapeutic environments that improve outcomes for people using services by supporting safe, joined up, person-centred care**
- **A positive and effective working environment for all staff**
- **Greener NHS buildings and identifying our route to net zero**

It is important that our strategic approach acknowledges that before we commit to expensive capital projects, we should make the best use of our existing buildings - using space in smarter ways to maximise capacity where it's needed. To support this, we will work with partners and with Northamptonshire Healthcare NHS Foundation Trust to better understand our estate, building a foundation of data on which to make informed decisions.

Using technology is vital for estate usage too. Our desk booking software roll out will enable us to flexibly book sessional space for blended working approaches and track and report on utilisation. This can enable more informed estate management and encourage better behaviour around using space, and crucially, save the Trust time and money and allow services to be delivered in the right places for patients and service users.



"We have an ethical responsibility to leverage our size and influence to drive our own emissions reductions and serve as a model for others. We have the potential to play a vital role resulting in reductions in emissions and enhanced patient care, staff satisfaction, and cost savings."

**Kathryn Hinds,
quality coordinator**

Patient Experience and Involvement

It is important that our patients and service users have the best experience of our services. We know that a patient's experience is positive when we provide high quality, compassionate care and wellbeing for all, and we involve them in our decision-making. Patients and service users have also told us that their experiences start from their very first contact with the health and care system, right through to their last, which may be years after their first treatment, and can include end-of-life care.

We will know we're Great when...

Patient involvement is at the core of everything we do and our patient satisfaction, and feedback reflects this.

Alongside an inclusive leadership culture, we are committed to continuing our drive towards a whole system approach to collecting, analysing, triangulating, using and learning from patient feedback for quality improvement. That is because, without this approach, it is much more difficult to track, measure and drive improvement in the care we provide.

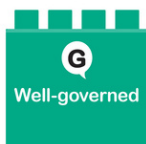
To ensure that patient involvement is at the core of everything we do and our patient satisfaction, and feedback reflects this, we have co-designed these three aims with patients, carers and staff:

- We will make it easy and straight forward for people to share their experiences
- We will increase the numbers of people who are positively participating in their care and service improvement
- We will improve the experience of people who use or who are impacted by our services



"The People's Council welcomes the patient and carer voice being put at the very heart of this strategy. We look forward to continuing to work with the Board and staff of Leicestershire Partnership NHS Trust to ensure that LPT are great for all."

**Mark Farmer,
chair of People's Council**



Well-governed

P18

We are committed to our patients and service users receiving a good quality experience of care that is both safe and effective. It is important that we build on the foundations we have built for an open and honest organisational culture where staff at every level can have healthy debate and solid judgement.

Our Board is passionate about building strong relationships and have a key role in shaping how other organisations and communities work together to support better patient care and reduced health inequalities. Over the past two years we have learnt that sharing ideas and working together with Northamptonshire Healthcare NHS Foundation Trust (NHFT) can help us and them make improvements and strengthen our governance. Our strategic financial work with NHFT will support our knowledge and actions to ensure we continue to step up to great.

We know that Covid-19 has increased pressures on our organisation and wider system and that we will continue to face difficult questions about prioritising resources. Our decision making will be driven by identifying and promoting the best health and wellbeing interests of our communities and people.

We will know we're Great when...

We feel clear and confident about how we are governed, and we use these practices consistently across the Trust. When we are an outstanding Well Led organisation, delivering best practice governance across our Group and system, demonstrating agile and effective decision making.

Our aims to deliver this will focus on:

- **Providing leadership for ongoing improvement across our Well Led framework, informed by learning from others**
- **Contributing to the delivery of joint governance objectives under the Group Model with NHFT.**
- **Contributing to the development of ICS governance and risk systems.**

► Finance

We know that having stable finances can contribute towards the 'triple aim' of better health and wellbeing for everyone, better quality of health services for all individuals, and sustainable use of NHS resources. To ensure the stability of our finances, we have developed our 2021/22 financial plan. We are also ensuring that we deliver our statutory financial duties and that we continue to focus on delivering value for money in both the way we spend our money and in the way that we deliver our services.

Knowing how much our estate means to the delivery of great quality and safe services, we will continue to invest capital funding to provide and maintain a safe, secure and healthy environment for our patients/service users and staff. We will also develop and implement our new medium term financial plan. The plan will be developed in association with system partners, as we collectively finalise the Leicester, Leicestershire and Rutland Integrated Care System financial strategy. The plan will set out how we will work together so that all partners in the strategy can be financially sustainable into the long term.

We will be focusing on:

- the way we invest in our resources to deliver optimal health outcomes
- how we spend public money in the most efficient and effective way

► Data quality

Great quality data is important to us as it can lead to improvements in patient care and patient safety. One of our leadership behaviours is about taking personal responsibility. This is important as we all have a role to play in maintaining good data quality so that together we can keep improving services and decision making, as well as being able to identify trends and patterns, which allows us to better plan for the future.

We will be focusing on two key areas of data quality over the coming years:

P19

- Data quality for clinical decision making – our frontline staff need to know that the information they use will help them to make the safest and most effective clinical decision.
- Data quality for planning – we need to make sure we have great quality data to ensure we can plan for the future and use our resources in the best way to deliver great care.

We will know we're Great when...

We have high quality data that is reflected through accuracy in recording data and active methods of data validation. We all take responsibility for promptly responding to identified errors.

We will ensure we achieve this by:

- Engaging our staff in making sure we have a clear and consistent understanding of what good data quality is
- We have a clear data quality framework that guides our delivery of great data quality
- We have a clear and deliverable Data Quality Plan that supports us to deliver the framework
- We have explored and considered the resource required to deliver the Data Quality Plan and the maintenance of great data quality

LPT is a values-led organisation. That is why, contributing to the long-term health and wellbeing of our population, in a sustainable way through our actions, decisions and partners, is important to us. This includes our role in ensuring everyone gets to live a long and healthy life.

We will do this by 'reaching out' to use our influence and play our part to:

- ensure a sustainable local community,
- create a sustainable planet,
- support the reduction of poverty through employment and job creation, anchoring wealth in LLR through our procurement processes and
- positively supporting economic and regeneration policies and practices that will support the most vulnerable within our society.

We will know we're Great when...

We are positively contributing to local communities to help reduce inequalities.

The COVID-19 pandemic has laid out in stark focus the depth of the inequalities that exist and the devastating impacts they can have on our families and communities. As we come together in LLR as an Integrated Care System, we are committed to implementing the evidence-based actions needed to increase health equity in our society and reduce or eliminate health inequality together. We want the people of Leicester, Leicestershire and Rutland to be healthier with everyone having a fair chance to live a long life in good health. This is why we will focus the work we do to level up and reduce the gap in health, wellbeing and our part in public service provision.

With over 6500 people employed and volunteering within LPT, our reach into our communities is far greater than simply our provision of healthcare and well-being services. We are leading a well-being hub, providing support across Leicester, Leicestershire and Rutland to anyone employed by a health and care organisation who needs additional support and advice on managing their personal wellbeing.

Finally, through the procurement decisions we make, and our joint working with others, we know we can reach out and positively influence the economic and regeneration plans for our communities.





Equality, Leadership, Culture

Our people are our most important asset. Ensuring that they have a great experience of working at LPT is essential for achieving our vision of creating high quality, compassionate care and wellbeing for all.

The arrival of COVID-19 acted as a springboard, bringing about an incredible scale and pace of cultural transformation, highlighting the enormous contribution of all our NHS people. We are committed to build on this momentum and continue to transform, keeping people at the heart of all we do.

We have developed a People Plan which shows our dedication to making LPT a great place to work and receive care. It promises that we will lead with compassion and inclusivity, with the health and wellbeing of our staff at the heart of all we do. It shows how we will work together to create an inclusive culture, where there is no discrimination or bullying. Through effective workforce planning we will nurture and support our staff to progress and flourish, offer them opportunities to deliver care through new models and in new roles.

Our plan reflects the National People Plan which sets out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England will take, over the remainder of 2020/21.

Our People Plan will focus intently in 2021 on these priority areas:

- Our people are safe and supported to be physically and mentally healthy and well.
- We are open and inclusive, and staff have a voice.
- Making the most of the skills in our teams.
- Recruiting and retaining our people.

We will continue to co-design with our people improvements to our culture, inclusion and leadership in order to create high quality, compassionate care and wellbeing for all. We will achieve in these areas:

Looking after our people

We will make LPT a better place to work by ensuring staff are safe and healthy, physically and mentally well and able to work flexibly.

Creating a sense of belonging

We will take action to ensure our Trust engages staff well to hear their voices, and is inclusive and diverse - a place where discrimination, violence and bullying do not occur.

Foster new ways of working and delivering care

We will do this by making effective use of the full range of our people's skills and experience.

Growing for the future

We want to capitalise on the unprecedented interest in NHS careers and higher numbers of applications to education and training.

We will know we're Great when...

We value inclusive, compassionate behaviours and show pride in our collective leadership and in our Trust.

We will achieve this through:

P22

- Delivery of the Trust's People Plan
- Our joint work with NHFT focused on working Together Against Racism, leading to improvements in our Workforce Race Equality Standard (WRES).
- Improving our culture, leadership and inclusion with the Our Future Our Way programme, and embedding our Leadership Behaviours for All staff.
- Our group focus on talent management, leadership and organisational development.
- Improving employment and development opportunities for our Black, Asian and Minority Ethnic people.
- Through changes in everything we do, we will also see improvement in our Workforce Disability Equality Standards (WDES) as well.



"The strategy for me focuses on people. We know that when our staff feel happy and well supported, the care we provide for patients improves. I will know that we have achieved this target when all of our staff feel that LPT is a place they can grow and develop in, where they don't feel that their options are limited because of their race and they know and understand that LPT is actively committed to growth and development of all of its staff."

Saskya Falope,
deputy head of nursing

"Our workforce is of a very multicultural nature and being nationally recognised leaders on race equality would provide a high sense of fairness and equality being embedded as the norm."

Nish Thakrar,
costings accountant



**Our Future
Our Way**

Improving culture, leadership, inclusion



Access to Services

The NHS was founded on the principals of providing universal access to healthcare.

The social and economic environment in which we are born, grow up, live, work and age, as well as the decisions we make for ourselves can collectively have a bigger impact on our health. The Covid-19 pandemic has highlighted that while life expectancy continues to improve for the most affluent 10% of our population, it has either stalled or in some cases fallen for the most deprived 10%. Women in the most deprived parts of England spend 34% of their lives in poor health, compared to 17% in the wealthiest areas.

Some parts of our population including our BAME communities and our veterans are at substantially higher risk of poor health and early death. On average, adults with a learning disability die 16 years earlier than the general population and people with severe mental health illnesses tend to die 15-20 years earlier than those without.

We are committed to taking practical measures which will contribute to improving access to health services for all people who experience health inequalities

We will know we're Great when...

We are delivering services that meet people's needs and are accessible to all, evidenced through meeting our local and national targets.

We will improve uptake and delivery of our health services to reduce health inequalities by:

- **Identifying the barriers to equitable access.**
- **Determining the link between local barriers to access and health inequalities.**
- **Developing a best practice approach to supporting community organisations to address these barriers.**
- **Embracing the role of cultural brokerage in reducing barriers.**
- **Improving how people access our services.**
- **Conducting capacity and demand modelling based on new blended ways of delivering patient contacts.**
- **Reviewing access targets.**



Quality Improvement

We want to be an outstanding organisation in the quality of the care we provide and all that we do to enhance our patient and populations' health. We hold ourselves accountable for the quality of care we provide and are committed to driving quality improvement which translates into improved health outcomes and reduced health inequalities.

Quality Improvement is a formal approach to analysing performance and systematic efforts to improve. At LPT we have co-designed our own WeImproveQ methodology and guiding principles. Improving quality is about continuously evaluating and iteratively improving what we do to make it better, ensuring that we do the right thing at the right time for every patient. Always learning and improving is also one of our leadership behaviours.

We are passionate about research and we are committed to creating centres of academic excellence in Leicester, Leicestershire and Rutland and with Northamptonshire Healthcare NHS Foundation Trust. Doing this will grow our contribution to research, provide new opportunities for innovation and create new sources of income.

We will know we're Great when...

All our people are empowered to lead and make improvements in their everyday work. When performance and outcomes are measured and monitored in a systematic manner that leads to quality improvements being delivered and sustained.

Using the NHS 7 step model, we will build on WeImproveQ to inform our quality improvement strategy and priorities:

- Setting clear direction and priorities
- Bringing clarity to quality
- Measuring and publishing quality
- Recognising and rewarding quality and learning
- Maintaining and improving quality
- Building capability for improvement
- Staying ahead



Want to know more?

For more information about our Trust and our strategy please head to our website:

www.leicspart.nhs.uk

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If you need help to understand this publication or would like it in a different language or format such as large print, Braille or audio please contact us at: LPT.feedback@nhs.net

