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NHS
Leicestershire Partnership
NHS Trust

Public Trust Board May 27th

Step up to Great Closure Report

Purpose of the Report

- To formally close the Trust's legacy strategy, Step Up To Great (SUTG) and to reflect some of its the achievements.

Analysis of the issue

- SUTG was a strategic framework, launched in 2019 and comprised nine bricks: High Standards, Transformation, Environments, Patient experience and involvement, Well Governed, Reaching out, (earlier single patient record,) Equality, Access to services and Trust wide quality improvement.

- SUTG strategy was refreshed in 2021 through a process of reflection and co-production with stakeholders to reset and rebuild the strategy with the learning and experience gained during Covid-19. Following the implementation of SystmOne, the "R" became reaching out, reflecting the importance we attached to being part of our community. There was great engagement through 'BIG conversations' with staff, volunteers service users and feedback from our stakeholders. Latterly, SUTG was consolidated from nine bricks to focus on four themes: Great Outcomes, Great Care, Great Place to Work and Part of the Community.

- For this report colleagues across LPT have shared some of the achievements delivered through SUTG over the last 12 months.

Great Outcomes

- Access to Services. We improved access to services for people by reviewing and improving every aspect of this national and Trust priority, from Trust Access policy and procedures to improving the data quality and decision-making tools to make more services available to more people. We were also pleased to increase access for MH patients to non-emergency patient transport.

- Our Research and Innovation team supported the attainment of Group Associate University Hospital Trust status and continues to grow research leadership within this new academic partnership and embedding research and innovation with clear priorities for our programme of clinical, managerial and system research, including opportunities for staff and patients to be involved. We have collaborated with the Clinical Research Network East Midlands taking part in quality National Institute for Health Research (NIHR) portfolio studies, innovations and evaluations.

Great Care

- Finance. The external financial environment has been though many changes since 2019. Covid completely changed the approach to NHS funding, alongside changes to the commissioning environment which the Trust's financial strategy has been able to respond to. We have continued to deliver our financial plans and statutory duties, and expect to deliver again for 2024/25, the final year of SUTG. We have submitted a break-even plan for 2025/26 and approach delivery of the new THIRVE priorities with confidence that we will continue to deliver our financial objectives.

- Patient Experience achievements for the year included our Patient Carer Race and Equality Framework Governance and the approval of a programme of transformation and quality improvement work. We were also implemented our Lived Experience Leadership Framework with the recruitment of 22 Lived Experience Partners working alongside our Peoples Council and Youth Advisory Forum. This has ensured that patient and carer voice is central to our decision making and transformation and generated a set of coproduction and collaboration principles have been coproduced with staff and patients. Our Patients and carers provided 26,236 individual pieces of feedback over the year with a score of 87% positive ratings via the Friends and Family Test.

- The Trust has used the carers trust framework to enhance our therapeutic alliance between carers, service users and ourselves. We have achieved our first star covering our acute and inpatient care, with three community teams (ordinarily covered by Star 2 Award) joining a year ahead of schedule. The Carers Trust made a particular note of how the Trust demonstrated a clear Trust-wide commitment to achieving the TOC standards and that carer involvement is 'everybody's business'.

- Environment & Sustainability. We implemented the Privacy and Dignity standard our patients deserve with new hospital buildings to meet the Trusts Strategy and improvements to our existing estate that provide a high-quality estate that is fit for purpose. Completing our Dormitory Eradication Programme, 2024/2025 Capital Programme, the launch of new Healthcare Cleaning Standards and the Installation of new Photovoltaic system at Loughborough Hospital which is now generating electricity for the hospital.

- Digital Strategic Transformation. We successfully migrated our VoIP telephony system to LHIS and made improvements to LANDesk. The team introduced a new prioritisation approach for Digital Resources to help make sure we deliver maximum impact where it is needed most. We have also continued improvement of Network Infrastructure &

Cybersecurity and enhanced decision-making by establishing a Governance Framework for Group Digital Transformation.

- We were pleased to introduce the ISLA web app, a digital pathway platform for healthcare providers to support patients throughout their care journey.
- We were able to increase use of the JOY Platform and increase support to communities across LLR.

Part of the Community

- As a Group we have committed to our role as Anchor Organisations and Social Value charter priorities. We developed a Social Value & Sustainable Procurement Policy to optimise social value outcomes and promote ethical, inclusive and de-carbonised supply chains through who we do business with and how we work together.
- LPT and NHFT have facilitated and delivered several successful collaboratives during the lifespan of SUTG. We have worked as part of the East Midlands Alliance to further improve collaboration and supported our LLR LDA (Learning Disability & Autism) and Mental health partnerships to progress to collaboratives.
- The Group has evolved to become Associate University Healthcare Group, in partnership with Leicester University which is a unique opportunity to further improve outcomes for our patients and staff by improving the quality of services we deliver, generating new knowledge and improving education across all our disciplines.
- Trust-wide Quality Improvement Key achievements have included the launch of a Quality Improvement (QI) Community of practice network to support quality improvement delivered to Trust wide.   QI for all e-learning is now available on uLearn. Delivery of QI in a Box and Quality, Service Improvement & Redesign to LPT and NHFT as part of the group Directorate deep dives have helped us focus on impact and outcomes for patient and staff, "Starting Well" was enhanced through closer directorate working and measures to demonstrate improvement.
- We successfully secured investment through Neuro Developmental (ND) business cases and delivered significant SystmOne optimisation. The Introduction of SystmOne's Communication Annexe now helps us capture data directly from young people and families. We have improved support for children through the development of a new ND & LD website and mobilisation of DfE/NHSE Early Language Support for Every Child (ELSEC) Pathfinder. Development of new education resources and the Introduction of a new screening approach for requests for statutory SEND Education, Health and Care

Plan health advice is releasing capacity across services and ensuring only the most relevant and up to date information shared

- Recruitment of 24wte community connectors into New Neighbourhood Teams, improvements in ways of working in Community teams completed with caseload reviewed and reallocated accordingly.   Delivery of NHS 111 option 2 for Mental Health calls and integrating them through to a LPT central point of access and launch of 24/7 ChatHealth text service. A new base in Blaby and Lutterworth has been identified & agreed within the neighbourhood.

- Transformation of our Crisis service has further strengthened ways of Multi-Disciplinary Team functioning.

- We have improved standardised access to Community Health Services for patients and carers/families, our work to reduce health Inequalities by ensuring all CHS services capture protected characteristics and reasonable adjustments in patient records as part of the "Treat Me Well campaign." Achieving Pressure Ulcer improvements made a real difference because reducing pressure ulcer risk and severity has a big impact on patient experience and are a common cause of complaint and concern for our patients. Improving patient flow is crucial for delivering timely and efficient care, reducing wait times and enhancing overall patient experience and outcomes. Opening an additional ward to support winter pressures, delivering Urgent Community Response compliance and the roll out of roll out of Criteria led discharge to all CHS inpatient wards made a real impact on improved System flow.
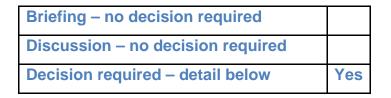
Great Place to Work

- Equality Leadership and Culture.   Our ambition is for LPT to be a great place to work and deliver care for all, and the many workstreams that helped us delivery this. Our NHS staff survey results provide evidence our achievement of this goal. Almost 4000 staff (that's 58.4% of our LPT family) shared their views in the NHS Staff Survey 2024, which was significantly above the national average response rate (50% for all Trusts and 54% for community and mental health trusts like ours).

- We were pleased to see that we are now above the national average for all nine of the national People Promise indicators. There was a significant rise in those recommending LPT as a place to work and receive care, which are now both above the national average, and significant rises above the national average in several other areas. LPT became the second most improved mental health and community health Trust in the country, and ranked third in People Promise indicators amongst East Midlands peer trusts.

- Our culture improvement programme "Our Future Our Way" was relaunched with over 80 change leaders who have engaged staff and volunteers to understand and build upon our successful staff survey results. They have subsequently focused on four priority areas to further improve our culture at LPT, so that it becomes an even greater place to work for all. The priorities relate to managing expectations, psychological safety, health and wellbeing and career progression.

- All areas have seen an improvement in the staff survey results which is a testament to the commitment of our fantastic change leaders.

- Our staff networks have grown and strengthened during 2024/25 in terms of membership and presence. Each staff support network now has active Chairs, Executive sponsors and hold regular events, meetings and contribute towards the sense of belonging for staff. Among the achievements are face to face events such as Black History Month and Eid celebrations for the REACH staff Network and establishment and support for the Reasonable Adjustment clinics.

- The Trust has developed and refreshed its campaign on Zero Tolerance (ZT) to abuse, which has included refreshed posters, ZT badges, prerecorded ZT messages on our PALS Voicemail service and a series of lived experience videos. We have also reviewed our refusal to Treat processes and will be running a pilot within in-patient areas to improve staff experiences of abuse from patients. Feedback from the campaign has been very positively received.

- Together Against Racism has been a hugely successful programme tackling racism and discrimination ensuring everyone feels that they belong and that they can "bring their whole selves to work." The Patient and Carer Race Equality Framework (PCREF) is a key priority for our programme. Over the year the Trust has achieved an increase in the recruitment of Peer Support Workers from marginalised and racialised communities. As part of our cultural competency offer, we have delivered Cohort 5 of the Reverse Mentoring Programme. Our Active Bystander training programme, aimed at empowering people to address inappropriate behaviours has been completed. Three wards are taking part in the Culture of Care Programme ensuring they are taking an autism and trauma informed and anti-racist approach to care, undertaking improvements at ward level in partnership with their patients and carers.

Proposal

- To note the formal closure of the Trust's SUTG strategy, following the launch of the new Group THRIVE strategy from the 1st of April 2025.
- The new Group five-year strategy replaced SUTG from the 1st of April 2025. THRIVE stands for Technology, Healthy communities, Responsive, Including everyone, Valuing our people and Efficient Effective. A helpful SUTG – THRIVE converter is appended.

Decision required

Briefing – no decision required	
Discussion – no decision required	
Decision required – detail below	**Yes**

- Trust Board are asked to approve formal closure of SUTG strategy noting key achievements and its delivery reporting.

Governance table

For Board and Board Committees:	Public Trust Board May 27th 2025
Paper sponsored by:	David Williams Group Director of Strategy & Partnerships
Paper authored by:	Amanda Angelescu Partnership Manager
Date submitted:	20.05.2025
State which Board Committee or other forum within the Trust's governance structure, if any, have previously considered the report/this issue and the date of the relevant meeting(s):	SEB May 13th, 2025, approved
If considered elsewhere, state the level of assurance gained by the Board Committee or other forum i.e., assured/ partially assured / not assured:	
State whether this is a 'one off' report or, if not, when an update report will be provided for the purposes of corporate Agenda planning	Final of a series of quarterly reports that have run during the lifespan of SUTG

LPT strategic alignment:		
	T - **T**echnology	Y
	H – **H**ealthy Communities	Y
	R - **R**esponsive	Y
	I – **I**ncluding Everyone	Y
	V – **V**aluing our People	Y
	E – **E**fficient & Effective	Y

CRR/BAF considerations *(list risk number and title of risk):*	Multiple
Is the decision required consistent with LPT's risk appetite:	Yes
False and misleading information (FOMI) considerations:	None identified
Positive confirmation that the content does not risk the safety of patients or the public	Confirmed
Equality considerations:	Our new strategy has an increased focus on Healthy Communities and Including Everyone