



Lincolnshire Community and
Hospitals NHS Group

Strategic Plan
2024/25

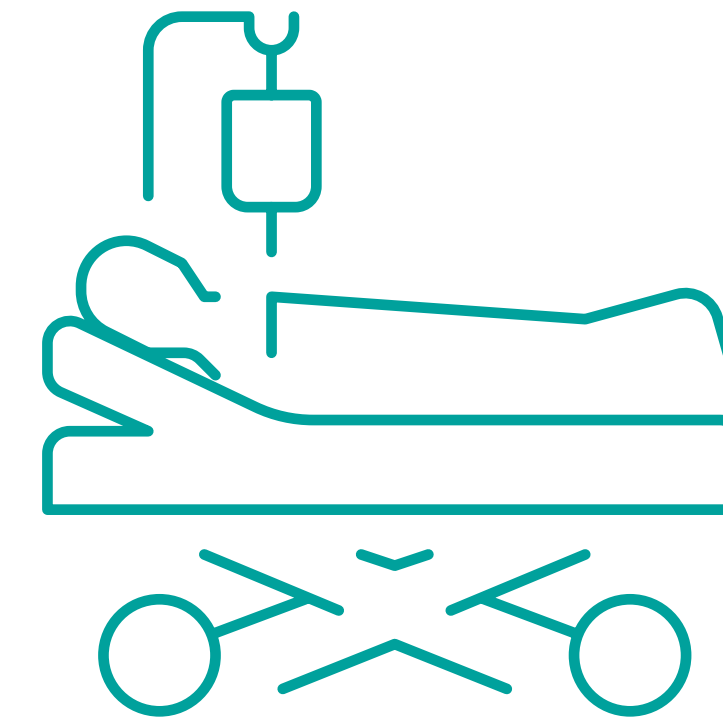
By coming together as a Group, we are looking at the ways we can work more effectively for our patients and our people. We firmly believe that this will bring great benefits to both ULHT and LCHS, and more importantly to our patients. Both organisations have lots to be proud of and have achieved many impressive things in recent years. Being part of a Group enables us to build on this and go further faster, for the benefit of our patients.

Our fundamental drivers are improving how we deliver services for our patients, improving the population health of the many communities we serve and making it easier for our people to deliver the care they want to provide. Our shared commitment to delivering these benefits as a Group will keep us focused as the organisations implement the changes over the coming months.

This year is our 'transition' year as we look to integrate more closely with the two trusts. Our Group Strategy describes the key strategic aims and objectives that we are collectively working towards.

In the coming months, we will work across Lincolnshire Community and Hospitals Group to co-create our longer-term strategy with our patients, people and key external stakeholders.





Strategic Aim 1 **Patients**

To deliver high quality, safe and responsive patient services

1a

Deliver high quality care which is safe, responsive and able to meet the needs of the population

1b

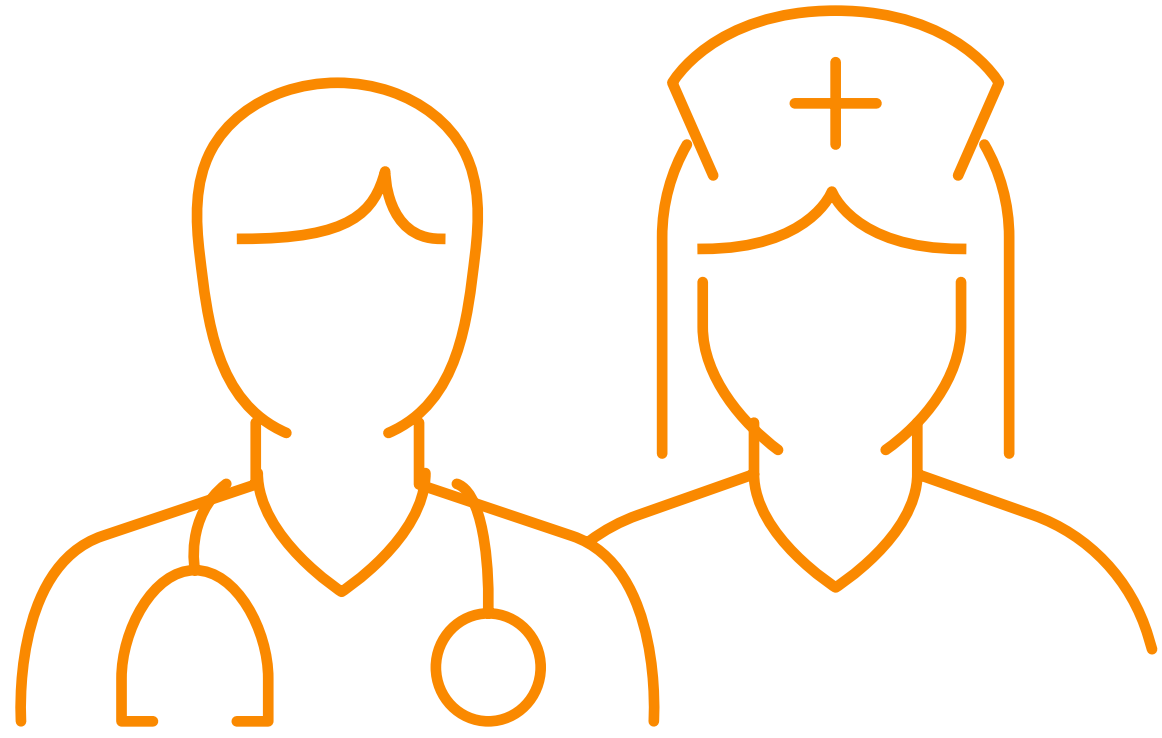
Improve patient experience

1c

Improve clinical outcomes

1d

Deliver clinically led integrated services



Strategic Aim 2

People

To enable our people to lead, work differently, be inclusive, motivated and proud to work within LCHG

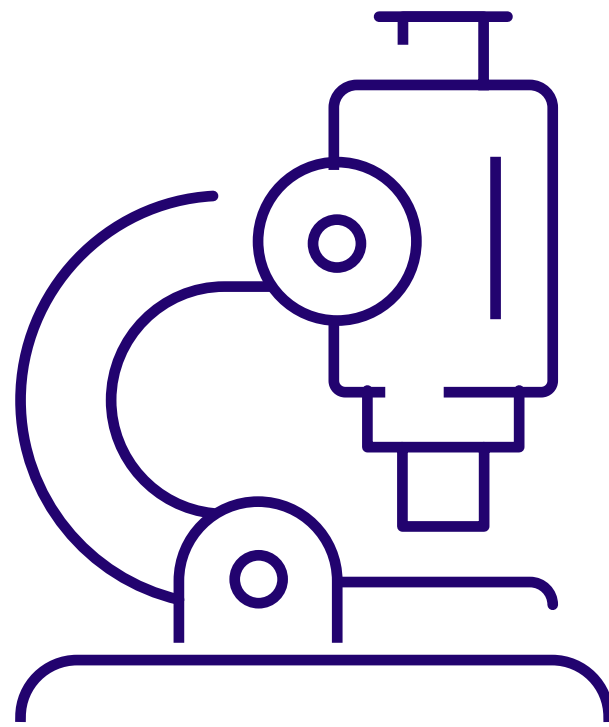
2a

Making LCHG the best place to work through delivery of the People Promise

2b

To be the employer of choice





Strategic Aim 3

Services

To ensure services are sustainable, supported by technology and delivered from an improved estate

GROUP

3a

Deliver financially sustainable healthcare, making best use of resources

3b

Drive better decisions and impactful action through insight

3c

A modern, clean and fit for purpose environment across the Group

3d

Reduce waits for patients who require urgent and emergency care and ensure we meet all constitutional standards

ULHT

3e

Reducing unwarranted variation in cancer service delivery and ensure we meet all constitutional standards

3f

Reducing unwarranted variation in planned service delivery and ensure we meet all constitutional standards

LCHS

3g

Reducing unwarranted variation in community service delivery and ensure we meet all constitutional standards

Strategic Aim 4

Partners

To collaborate with our primary care, ICS and external partners to implement new models of care, transform services and grow our culture of research and innovation



4a

Establish collaborative models of care with all our partners including Primary Care Network Alliance (PCNA), GPs, health and social care and voluntary sector

4b

Successful delivery of the Acute Services Review

4c

Grow our research and innovation through education, learning and training

4d

Enhanced data and digital capability





Strategic Aim 5

Population Health

To improve physical and mental health outcomes, promote well-being, and reduce health inequalities across an entire population



5a

Develop a Population Health Management and Health Inequalities approach for our Core20PLUS5 with our ICS

5b

Co-create a personalised care approach to integrate services for our population that are accessible and responsive

5c

Tackle system priorities and service transformation in partnership with our population and communities

5d

Transform key clinical pathways across the group resulting in improved clinical outcomes

Glossary

For consistency of language and common understanding, we are defining our strategic aims and objectives as below.

- Strategic Aims capture the 5 things we must do to deliver our vision. They are an organisation's long-term goals and create the bridge between our vision and the annual goals needed to achieve it.
- Strategic Objectives are the things we must do to deliver each of the strategic aims. They act as a roadmap, aligning efforts across teams to ensure that every action contributes to overarching aims. Assurance ratings are assigned to each strategic objective in the Board Assurance Framework.
- **Unwarranted clinical variation** is a values-based concept that requires an informed judgement about the extent to which clinical variation is legitimate. It is primarily concerned with appropriateness of care—whether the right care is provided in the right way and in the right amount to address patients' needs and expectations. Can be defined as “patient care that differs in ways that are not a direct and proportionate response to available evidence; or to the healthcare needs and informed choices of patients.

Definitions

By population we mean everyone of all ages, their representatives, relatives, and unpaid carers. This is inclusive of whether or not they use or access health and care services and support.

Population health is an approach that aims to improve physical and mental health outcomes, promote well-being, and reduce health inequalities across an entire population.

Population health management (PHM) improves population health through data-driven planning and the delivery of proactive care to optimise health outcomes.

Personalised care represents a new relationship between people, professionals and the health and care system. It provides a positive shift in power and decision making that enables people to have a voice, to be heard and be connected to each other and their communities. Personalised care means people have choice and control over the way their care is planned and delivered. It is based on ‘what matters’ to them and their individual strengths and needs.

A **partner** is ‘A person who shares or is associated with another in some action or endeavour’ (Collins Dictionary 2023) but partnerships mean different things to different people, can take a range of different forms and can be at differing levels of maturity. Within this strategy, partners are defined as key stakeholders across our ICS, ICB, ICP, mental health, primary care, social care, voluntary sector, third sector, dental, council, local authority, universities, police, fire/rescue, EMAS, research and think tanks, commercial and all other external stakeholders.

Communities are groups of people that are interconnected, by where they live, how they identify or shared interests. They can exist at all levels, from neighbourhood to national, and be loosely or tightly defined by their members.

Core20PLUS5 is a national NHS England approach to support the reduction of health inequalities at both national and system level. The approach defines a target population cohort and identifies ‘5’ focus clinical areas requiring accelerated improvement