

# Step Up To Great – Quarter 2 progress 2024/25



Great Outcomes



Great Care



Great Place to Work



Part of Our Community



## Great Outcomes

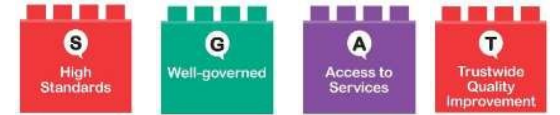
### Great Outcomes

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.

### Objectives

We will improve access to our services for our local population.

We will ensure that our services are safe, delivered in partnership with others and continue to innovate to deliver great outcomes for LLR.



BAF No	Risk Title	Current Score/Direction
01	Without timely <b>access to services</b> , we cannot provide high quality safe care for our patients which will impact on clinical outcomes.	20 →
02	If we do not engage in <b>research or innovation</b> , we will not produce the strength of evidence to provide real transformation of patient outcomes in high quality and safe services.	9 ↓

	Great Outcomes Progress Q2 2024/2025	SRO	RAG
1	<p><b>Access</b></p> <p>Review, update, revise and implement Trust Access Policy</p> <p>The Access to Treatment Policy has been fully updated and amended to meet current requirements and changes to national guidance. Adoption will be with immediate effect however a supporting awareness / implementation plan will be developed to support this.</p>	Sharon Murphy Director of Finance	G
2	<p><b>Access</b></p> <p>Review and where necessary update Directorate Single Operating Procedures (SOPs) to ensure alignment to updated Access Policy</p> <p>Directorates will review SOP in context of new policy – progress to be monitored via Access Delivery Group.</p>		G
3	<p><b>Access</b></p> <p>Align commitment to improving data quality re access with wider Trust work on data quality to ensure consistency</p> <p>Data quality in relation to access is addressed via the Trust DQ Group in collaboration with the Access Delivery Group.</p>		G
4	<p><b>Access</b></p> <p>Ensure effective performance management of waiting times/access targets, consistent with Accountability Framework</p> <p>Accountability Framework Appendix updated and shared to reflect requirements of BPR, AF and revised ToR of Access Delivery Group which now include performance management as a core responsibility.</p>		G



	Great Outcomes Progress Q2 2024/2025	SRO	RAG
1	<p><b>Research or Innovation</b></p> <p>To support the attainment of Group University Hospital Trust Status to achieve long-term growth in local infrastructure, research leadership within the context of academic partnership and academic posts.</p>	<p><b>Bhanu Chadalavada Medical Director/ James Mullins Director of Nursing</b></p>	G
2	<p><b>Research or Innovation</b></p> <p>To ensure continued commitment to participation in high-quality, multi-centre NIHR Portfolio research through the East Midlands Clinical Research Network, and as part of the forthcoming regional research delivery network</p>	<p><b>Bhanu Chadalavada Medical Director/ James Mullins Director of Nursing</b></p>	G
3	<p><b>Research or Innovation</b></p> <p>Research or Innovation, are dependent on the attraction, promotion, support and retention of the necessary leadership with the passion and belief in evidence driving care. This requires a commitment to capacity building of such leadership across all disciplines.</p> <p><b>Update:</b> Amber rating due to complexity of achievement in challenging financial circumstances. Actions in place to mitigate</p>	<p><b>Bhanu Chadalavada Medical Director/ James Mullins Director of Nursing</b></p>	A





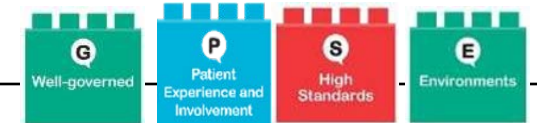
## Great Care

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.

### Objectives

We will evidence great care through listening to feedback and making changes.

We will measure Great Care through our Patient experience and Involvement, through our People’s Council, our work on co-production. Delivery of our financial, operational estates and digital plans.



BAF No	Risk Title	Current Score/Direction
03	Inadequate control, reporting and management of the Trust’s 2024/25 <b>financial position</b> could mean we are unable to deliver our financial plan and adequately contribute to the LLR system plan, resulting in a breach of LPT’s statutory duties and financial strategy (including LLR strategy).	12 →
04	If we cannot <b>maintain and improve our estate</b> , or respond to maintenance requests in a timely way, there is a risk that our estate will not be fit for purpose, leading to a poor-quality environment for staff and patients.	20 →
05	If we do not have appropriate <b>emergency preparedness</b> , resilience and response controls in place, there is a risk that external factors will impact on the Trust, affecting our ability to maintain continuity of services.	12 →

Great Outcomes Progress Q2 2024/2025		SRO	RAG
1.	<p><b>Environment &amp; Sustainability</b></p> <p>To implement the Privacy and Dignity standard our patients deserve with new hospital buildings to meet the Trusts Strategy.</p>	<p><b>Paul Sheldon</b> Group Chief Finance Officer</p>	G
2.	<p><b>Environment &amp; Sustainability</b></p> <p>To provide a high-quality estate that is fit for purpose. Annual Estates Plan agreed and progressing.</p>		G
3.	<p><b>Environment &amp; Sustainability</b></p> <p>To improve public health, sustainability and reduce climate change risks. Refresh of the Trust Green Plan in development.</p>		A
1.	<p><b>Organisational Resilience - Emergency preparedness</b></p> <p>To ensure the organization as appropriate emergency preparedness and resilience plans in place</p>	<p><b>Jean Knight</b> Deputy CEO</p>	G





## Great Place to work

Our 6,500 staff and volunteers provide services through over 100 inpatient 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.

### Objectives

To support our staff to deliver high quality compassionate care and well-being



BAF No	Risk Title	Current Score/Direction
06	If we do not adequately utilise <b>workforce</b> resourcing strategies, we will have poor recruitment, retention and representation, resulting in high agency usage.	20 →
07	If we do not lead with compassion, we will not promote an <b>inclusive culture</b> , resulting in unwanted behaviours and closed cultures.	12 →

Great Outcomes Progress Q2 2024/2025		SRO	RAG
1	<p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Deliver Equality, Diversity and Inclusion (EDI) Plan - as data informed</li> <li>• Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) action plans updated and refreshed. <ul style="list-style-type: none"> <li>• reverse mentoring (highly commended award)</li> <li>• cultural intelligence learning sets,</li> <li>• mandatory diverse interview panels,</li> <li>• increasing listening activities more in response to civil unrest</li> <li>• Focus on zero tolerance</li> <li>• Reasonable adjustments task and finish group and clinics set up</li> </ul> </li> </ul>	Sarah Willis Director of HR	G
2	<p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Agency reduction plan</li> <li>• Continue to maintain quality and patient safety by developing our workforce and reducing our reliance on agency</li> </ul> <p>We are progressing the workforce and agency reduction plan and are making significant improvements against the plan however remains a risk for the Trust and therefore is amber.</p>		A





Great Place to Work Progress Q2 2024/2025		SRO	RAG
1	<p><b>Inclusive Culture</b></p> <p>Culture, leadership and inclusion programme</p> <ul style="list-style-type: none"> <li>• Co-design improvements in our culture – led by our change leaders and supporting a speaking up and learning culture and wellbeing.</li> <li>• 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</li> <li>• Leadership conference focusing on priorities areas and together against racism</li> <li>• We will continue to embed our Leadership Behaviors</li> </ul>	<p><b>Sarah Willis</b>  <b>Director of HR</b></p>	G
2	<p><b>Inclusive Culture</b></p> <p>Culture, leadership and inclusion programme</p> <ul style="list-style-type: none"> <li>• Health and wellbeing focus and support</li> <li>• Staff engagement on new trust strategy though group</li> <li>• Compassionate and inclusive leadership conferences</li> <li>• Staff survey launched</li> </ul>		G





## 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..

### Objectives

We will strengthen our existing partnerships and build new ones so we can deliver more joined up services to people in our communities.



BAF No	Risk Title	Current Score/Direction
08	If we do not <b>work closely with our community</b> , will not provide sustainable place-based services, which will impact on our ability to contribute to social value, and provide the right care, at the right time in the right place.	9 ↓
09	If we do not strengthen <b>partnerships</b> and build new ones, we will not deliver joined up services which will impact on our ability to reduce <b>health inequalities</b> across our health economy.	12 →

Part of the Community Progress 2024/2025		SRO	RAG
1	<p><b>Partnerships</b></p> <p>Review the current work with other NHS partners, local authorities and other stakeholders and identify areas of work where LPT can work with others to support our sustainable communities through the development of Anchor Organisations and Social Value</p> <p><b>Update:</b> Amber rated as we work through quantifying the impact of our social value.</p>	<p><b>David Williams</b>  <b>Executive Director of</b>  <b>Strategy and Partnerships</b></p>	A
2	<p><b>Health Inequalities</b></p> <p>We will as a member of the local authority and NHS group continue to work to reduce health inequalities in LLR and play a full role in agreeing a plan and implementing that plan to improve equity</p>	<p><b>David Williams</b>  <b>Executive Director of</b>  <b>Strategy and Partnerships</b></p>	G

