

Leicestershire Partnership and
Northamptonshire Healthcare
Associate University Group



Together we thrive

Our 2025-2030
Group Strategy

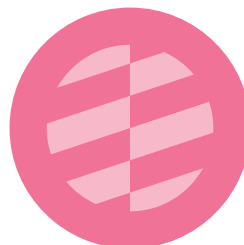
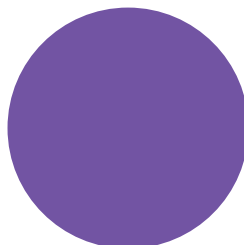
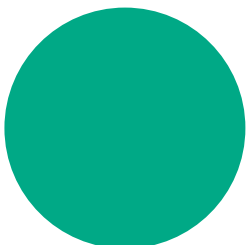


Making a difference, together

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Who we are

We are Leicestershire Partnership NHS Trust (LPT) and Northamptonshire Healthcare NHS Foundation Trust (NHFT), and we provide community and mental health services. We operate as independent organisations, but we work together as Leicestershire Partnership and Northamptonshire Healthcare Associate University Group to improve continually and use our resources wisely. We not only share a geographical border; we now share a mission, vision, and a set of core priorities. We are proud of our people across our Group and to be providers of NHS care here to serve you, our communities.





Our journey as a Group

In 2019 Leicestershire NHS Partnership Trust and Northamptonshire Healthcare NHS Foundation Trust started working in a “buddying” relationship with a shared Chief Executive. This joint working helped both organisations learn from each other and develop together. In 2021 this was developed into a pioneering Mental Health and Community Trust Group, where the organisations retained their own identities and agreed to formalise their joint working through the establishment of the Leicestershire Partnership and Northamptonshire Healthcare Group.

Through collaboration and shared learning, both organisations have continued to develop, forming a further partnership with the University of Leicester in 2023 and establishing the Leicestershire Partnership and Northamptonshire Healthcare Associate University Group.

Our individual Trust strategies reached the end of their duration and through 2024 we have worked together to create our joint Strategy. Sharing a common vision, mission and priorities will further help us develop together and share learning between us. The individual organisations will develop their own individual plans to achieve our Strategy, based on the needs of their local communities and context.



Making a difference, together

This is our mission and it's what inspires us every day – we want to make a difference. We want to do this together, and this includes you. We always remain proud and privileged to lead both LPT and NHFT and we are really pleased to share a Group Strategy for 2025 to 2030.

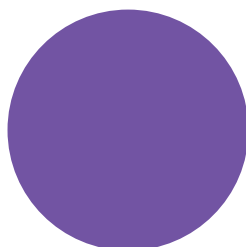
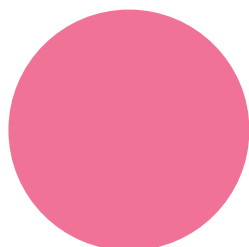
Our vision of where we want to be in 2030 is: **'Together we thrive; building compassionate care and wellbeing for all'**. This underlines our focus on being inclusive of all, working together, with a continuous emphasis on compassion in our services and for our people.

We want our vision to belong to all of us – guiding our focus on delivering through times of challenge and opportunity. This means we can be responsive and co-produce our care and working environments over the next five years. We heard it loud and clear in the feedback we received when developing this Strategy that 'thrive' can mean many things to many people. We understand this, so we will continue to listen to what this means for all the communities, teams and partners we support in the coming years.

For us it is essential that we are proactive, which is why our vision must be focused on

building compassionate care and wellbeing for all. There are many ways to understand what this means for people, as we are all individuals. These ways can range from listening to feedback and analysing data, to co-producing service pathways, using technology to better understand health inequalities and having conversations with our teams to understand what a 'great day at work' means for them.

To help us achieve our vision, we have a mission which drives us every day: **'Making a difference, together'**. We have also developed strategic priorities, called THRIVE, which underpin our Group Strategy and align with the work of our partners in health, social care and beyond. We aim to support each organisation and our valued partners to shape what this means to them and for our care delivery pathways through our annual and longer-term planning.



We are committed to providing high-quality services with a focus on continuous improvement. We have had to change how we do this in response to the rapid changes over the past few years in the world in which we work. We also have national targets and ambitions to meet, many evolving on a yearly basis. We understand our responsibilities and are clear that we are ambitious to rise to the challenges we face. Our Group Strategy will support us to focus on all these things together.

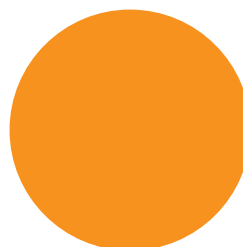
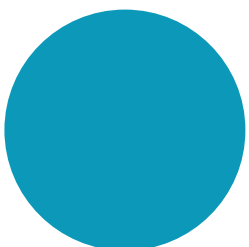
By 2030, LPT and NHFT will have worked in partnership to build thriving, healthy

communities, and co-produced care delivery pathways that provide the types of care our service users need, making the most of resources at our disposal. We will continue to be responsive, innovative, and inclusive. We want the thousands of people who work for our Trusts or in our partnerships to know they are valued. And what remains most important to us as leaders of our two organisations is that our Group Strategy helps us to maintain a strong and clear record for working proactively to improve, learn and share together with a focus on delivering compassionate care and wellbeing for all.

Thank you for joining us on this journey



Angela Hillery
Chief Executive
on behalf of LPT and NHFT Boards



Welcome to our first Healthcare Group Strategy

We are proud to be an Associate University Group and of our journey of working together. Our new Group Strategy helps us enhance how we **work together**, while remaining individual organisations supporting diverse and different communities. It gives us a framework to achieve a **shared vision** for 2030, deliver to Group priorities designed together, and a **mission** that gives us a shared focus on what we do and why we do it each day.



“This Strategy is important and well timed ... as a Group we can work together to share best practice and innovations to ensure our patients and service users receive the right care, and the highest standards of clinical excellence. It’s exciting and great for our staff.”

Feedback from engagement



Why have a Group Strategy?

As two neighbouring Trusts we have a successful history of working in partnership since 2019. From our award-winning Together Against Racism programme, to developing a Group Health Inequalities Framework, publishing a Group Social Value Charter, and our many continuous improvement programmes – together we continue to thrive.

Through our journey together we have been clear that we remain separate organisations, but we are committed to working together as a Group. So, the next logical step for us is to develop a Group Strategy.

We are aspirational, but we are realistic. We know these are challenging times, but we want to thrive with and for our communities and our colleagues; and we know from listening to many voices that we have a great opportunity to do this through working together.”

David Williams, Executive Director of Strategy and Partnerships

A lot has changed since our previous Trust strategies were published five years ago. We have:



new legislation in the form of the Health and Social Care Act 2022



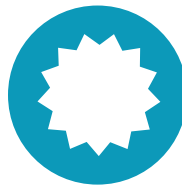
the NHS 10-Year Health Plan and workforce plan



new NHS structures in place across our communities with integrated care systems, partnerships and Boards



continued recovery from the COVID-19 pandemic



and from 2024, a new Government with a different approach to healthcare over the coming years.

In addition, the NHS continues to tackle many challenges daily – from increasing demand, recruiting and retaining colleagues, new ways of working and an underfunded capital programme across most of the NHS. This Strategy has been written to drive forward a shared vision, which helps us to respond to all these challenges.

How our Group Strategy was developed

Throughout 2024 we have worked with our colleagues, patients, service users, people with lived experience and our wider voluntary, community, local authority and NHS stakeholders and partners, to hear their voices and develop our Strategy together. Everyone has had the opportunity to be involved in the shaping of our Strategy – representing all of the communities we serve.

We engaged with, listened to and heard from thousands of people who have told us what is important to them, what this Strategy needs to prioritise, and gave us feedback on our mission, vision and priorities.

How did we do it?



Engagement sessions for colleagues, attending team meetings across the Trust, senior leadership forums, and colleague network meetings.



Workshops with Non-Exec Directors, Board members and senior leaders within both organisations.



Workshops with lived experience partners and established patient voice forums.



Discussions with our key partner organisations and stakeholders in our local integrated care systems.



An online presence and virtual survey to support the development of each stage of the engagement.



Thematic review and forming workshops with colleagues, Directors and lived experience leads.

We will continue this approach as we develop the delivery plans within each Trust.


○ Our vision **what we are aiming for**
**Together we thrive, building
compassionate care and
wellbeing for all.**


○ Our group strategy **how we will get there**

 **T** Technology

 **H** Healthy Communities

 **R** Responsive

 **I** Including everyone

 **V** Valuing our people

 **E** Efficient and effective

○ Our mission **why we do what we do everyday**

Making a difference, together

What does our Group vision mean?

Our vision is where we want to be in 2030. It is what will inform our planning and help us to make decisions.

In partnership with people, to enable self-care and prevention, innovation, and creating a culture where our workforce and service users thrive.



Active word, reinforcing the 'working together' it focuses on always improving, creating and growing.



'Together we thrive;

building

compassionate care and wellbeing

for all'



Needs-led, evidence-based and person-centred. Highlights the importance of compassion in our culture with each other, our service users and stakeholders.



Physical health and mental health together, investing in prevention.



Inclusive of staff and service users, improving equity and serving our communities.

and our mission?

'Making a difference

together'



Continuously improving lives with responsive, person-centred and evidence-based care.



Working in partnership with our patients, service users, carers, families, staff, volunteers, stakeholders and communities, for the benefit of all.



Making it happen

Our Strategy is ambitious – but we know we must be ambitious to continue to deliver the healthcare our communities need. We are striving to provide high-quality, person-centred care with a clear focus on improving healthcare outcomes in a challenging environment. There are unprecedented demands for support and increased complexity of health and wellbeing needs, a growing population which is ageing and diverse, and significant funding constraints within the health, social care and voluntary sector. We know there is much for us to do.

Making a difference, together

Our mission will inspire us every day. It will help us to achieve our vision by giving us a clear focus: whatever our role, however we may be accessing services and whichever part of our many and varied communities we are connected to.

Working together is important to us:



as individuals working together with service users, families and carers



in our integrated care systems



as teams to deliver compassionate care



across the East Midlands in our Alliance for Mental Health, Learning Disabilities and Autism.



across services to connect physical health and wellbeing services



and nationally to influence policy and outcomes to build compassionate care and wellbeing for all.



across our Trusts

We look forward to working together with you to achieve our vision and will continue to keep you updated as we move forward. Thank you for taking the time to read about our priorities and for being part of our journey.

Our THRIVE priorities

Our Group strategic THRIVE priorities have been designed to support the achievement of our shared long-term goals. These priorities have been informed by our colleagues, our patients and service users, their families and carers and our integrated care system stakeholders. They also help us meet our longer-term goals as a Group and respond to the wider policy and strategy frameworks that guide us.

Lord Darzi's 2024 Government-commissioned Health of the NHS report made clear recommendations on how the NHS can be strengthened to deliver more sustainable and improved healthcare for our communities. These recommendations have been woven into our Strategy as a golden thread. Our actions also reiterate what our colleagues, patients and service users, their families and carers, and our wider integrated care system stakeholders tell us is important.

We have considered the national and local challenges we need to address and how we can best meet them. Against each of our six THRIVE priorities, we have identified our ambition for 2030. Each year our annual business plans will set out the key goals we will aim to achieve and confirm that our priorities align to the delivery of our overarching vision and strategy.





T – Technology

“One of the most important elements of this Strategy will be how we innovate – staying ahead of the curve and embracing improvements in technology. As a deaf person I am excited about how technology could make services much more accessible to me, such as having access to remote interpreters (by a video relay service).”

Where we are now

The NHS 10-Year Health Plan, also known as Change NHS, sets out a clear ambition to make better use of technology, to move from analogue ways of working to digital. We have launched our Group digital transformation programme with eleven key areas of work that will transform how our communities can access our services, make appointments to fit into their lives and get the support they need.

Our approach

Enabling everyone to thrive requires more than new technology – we must also innovate, putting technology, digital enablement, and clinical best practice at the heart of what we do. This is how we will support our teams to deliver world-leading care and develop our community-based model of care. We are partners in our integrated care systems, working together with others to connect digital technology together. In alignment with the NHS 10-Year Health Plan, we seek to mainstream digitally-enabled care across our Group. The transformations possible with technology will play a key role in the delivery of our net zero agenda,

by reducing the need for travel and improving access to health records and appointments for patients, service users and carers, and, of course, our people. Sustainability is embedded in our digital transformation agenda, from reducing our impact on the environment to improve health outcomes to offering more virtual treatment pathways and connecting with more service users through remote technology. At every stage of this development, we will improve access, experience and outcomes for our communities.

Where we want to be in 2030

- 1 Providing technology that improves patient, service user and carer access, experience and outcomes.
- 2 Ensuring our people have the digital technology to use safely, effectively and efficiently.
- 3 Using our data well to inform decision-making - for individuals, neighbourhoods, Places and with our communities.





H – Healthy Communities

“It is important we listen and hear from our communities – we need to understand how health impacts the individual, our communities, and how we can support.”

Where we are now

We work in the hearts of our communities and our efforts are focused on building the health and wellbeing of our communities together. We are working with primary care partners and local communities in our neighbourhoods to develop very local services, working with our five local authorities and with others, across North Northamptonshire; West Northamptonshire; and the wider East Midlands.

We have listened to our local communities and are committed to working together to provide person-centred care.





Our approach

Our approach to addressing health inequalities is a partnership one, as we work with partners across our integrated care systems, share our data and intelligence and co-produce solutions with our communities. Our Group Health Inequalities framework provides a strong foundation for this and focuses on improving outcomes, experience and access.

As organisations and as a Group we are committed to ensuring we are more than fit for the future – we want to thrive, we want our communities to thrive and, importantly, we want our colleagues to thrive. The more we can support our communities and our teams, the more we can do to improve everyone's health and wellbeing.

We are proud and committed to being anchor organisations working in the heart of our local communities. Anchor organisations are large organisations that have an active and significant stake in their local areas. Because of our size, we can help to provide social and economic benefits for our communities, which can in turn support improved health and wellbeing.

Our Group Social Value Charter highlights our commitment to

social, environmental, and economic improvements in our communities across LLR and Northamptonshire. We pledge to contribute to our local communities beyond our day-to-day work to reduce avoidable inequalities and improve health and wellbeing.

Our plans will ensure a greater focus on prevention of ill health, meaning fewer people need treatment and supporting the aims of the NHS 10-Year Health plan. Having healthy communities will support LLR's 10-year strategy to improve equity and Northamptonshire's 10-year strategy to 'Live your best life', by reducing inequalities and contributing to the economic and social wellbeing of our local communities.

Where we want to be in 2030

- 1** Empowering our communities to live with greater independence; avoiding unnecessary hospital stays.
- 2** Identifying and tackling health inequalities in our neighbourhoods and building prevention of ill health into everything we do.
- 3** Community focused using our anchor organisation status to continuously add social value to the communities we serve.



R – Responsive

“Together we need to grow our positive attitude to change and transformation, collaboration and partnerships – and in turn increase our ability to influence wider system change for the benefit of our communities.”

Where we are now

We understand the impact from COVID-19 and new healthcare needs.

The pandemic generated a series of social, economic and cultural effects which will have long-term impacts, many outliving this Strategy. In particular, the pandemic has exposed, worsened and solidified existing inequalities in society. It has also made some individuals' and groups' living places and communities even more vulnerable than before.

At the same time, the pandemic exposed areas of strength, resilience, creativity and innovation across our integrated care systems and at local neighbourhood level, also known as 'place'. Our strong local voluntary and community sector organisations – many of which are developed by community members, for those community members - are playing a pivotal part in helping us reach the communities with greatest need.



Our approach

We are committed to treating patients and service users with respect and dignity, acknowledging that patients and service users have different needs and preferences.

This strategy will prioritise moving towards a model of care that is responsive to community and service user needs. This is in line with the NHS 10-Year Health Plan and supports our local integrated care system strategies, ensuring people get the right care at the right time and access to health and social care when they need it.

Encouraging patients and service users to ask questions, make complaints if they need to, share their concerns and tell us when we have done something well, enables us to become more patient-centred in our approach.

Our approach to responsive care extends to helping patients and service users avoid being admitted to hospital if they do not need to be there. We know it is often better for patients and service users to be supported at home than be admitted to hospital –and when they are admitted it is important we support them to return home as soon as it is safe to do so.

It is important that we provide the opportunity for patients, service users, carers and family members to be involved in decisions affecting care. This helps us improve our quality of care providing better access, support, outcomes and experiences.

We will take active steps to ensure we are at the forefront of care, evaluating and adopting innovative technologies, participating in clinical trials and research for new treatments, and redesigning our care delivery models with a clear focus on patient outcomes and experience.

Where we want to be in 2030

- 1 Responsive to the changing needs, demands and expectations of the public for services.
- 2 Providing services that can adapt to the needs of different people and communities.
- 3 Working in partnership to deliver local services which are informed by local needs and are patient-centred.





I – Including everyone



“The NHS is for everyone. We need to ensure we listen to all our communities and take responsibility for what we have been told, co-producing solutions and creating improvements to patient care.”

Where we are now

We are proud to serve diverse communities across LLR and Northamptonshire. Through co-production we are making a difference in our communities while continuing to learn about what is important. Northamptonshire’s Integrated Care Strategy identifies that people are to be accepted and valued for who they are, diversity is celebrated, and people are valued. And similarly, the LLR Integrated Care Strategy is built on the foundations of participation, involvement and engagement and an inclusive learning culture where we understand the needs of our communities and design services appropriate to those needs. As a Group, we will proudly embody these principles as we implement this Strategy.



Our approach

Co-producing our future with our colleagues, patients and service users (and their families and carers) and stakeholders is a priority for the Group. We seek to understand what matters most for the people who use and work in our services. We will achieve and understand more as we continue to connect with multiple and diverse voices and get feedback on how best we can deliver our services to meet their varied needs. It is therefore important that our patient and service user feedback is used to make informed improvement decisions. We listen, actively hear and take responsibility for the actions that are needed.

We will involve people who use our health and care services, carers and communities and create valued partnerships, involving people at the earliest stages of service design, development and evaluation. Our approach will maximise the contribution of individuals in the creation of sustainable health and social care models, delivery and ways of working. This means

breaking down barriers between service users and our colleagues working across our services and creating an environment where everyone is working together to achieve a shared goal.

Ensuring that patients, service users, their families and carers are involved, through co-production, can define what matters most in the quality of experience of services and improving the quality of our service.

Where we want to be in 2030

- 1 We have a culture of inclusivity where everyone's voice is heard and matters
- 2 Increased research involving all our communities, creating a centre of excellence for mental and physical healthcare
- 3 Working with staff, patients, service users, carers and families through coproduction to design, deliver and evaluate services to improve the quality of care we deliver





V – Valuing our people



“Investing in and ensuring we prioritise the health and wellbeing of our workforce (our greatest asset) has never been more important.”

Where we are now

We know the importance of valuing people – it is part of Leicester, Leicestershire and Rutland’s 10-year strategy to build a ‘one team’ culture and to maximise the potential of communities, and in Northamptonshire we want everyone to access the best available education, learning and employment that keeps people and their families out of poverty.

Through our engagement in the development of this Strategy, our people and teams told us what was really important to them and what they value:

- It is really important that we continue to grow an inclusive culture, and a culture that is both compassionate and empathetic.
- People must know they are valued, having their voice heard at all levels of the organisation and being recognised for their efforts and achievements regardless of the position they hold.
- We should invest in training and development opportunities and take part in research.
- People want to be part of an organisation that recognises and celebrates difference and provides equal opportunities for all colleagues and volunteers to thrive.
- It is important for people to feel psychologically safe to speak up, raise concerns and make decisions, and contribute to continuous improvement and learning.
- There must be continued investment and value in our internal colleague networks, creating a place for our people to share and learn from each other, as well as gain peer support and network.



Our approach

We will listen carefully to the NHS 10-Year Health Plan feedback and the feedback from the annual national NHS Staff Survey and Quarterly Pulse surveys in our ongoing approaches. We know that our people want and deserve to feel valued, so we will focus on this as a priority. We understand that workplace flexibility, equality, diversity and inclusion and wellbeing matter.

We see daily that so many of our colleagues are committed to compassion and kindness in all we do, and we will celebrate this. We will focus on ways to support our colleagues to start well, stay well and leave well through robust recruitment processes and workforce planning. We will listen to our colleagues' feedback, ensuring they can share their thoughts, learnings and concerns in ways that are right for them and following national and best practice benchmarks. We will also focus our efforts on celebrating the many amazing examples of positive teamwork, shared learning and compassionate care towards each other and those we serve.

Where we want to be in 2030

- 1 Recognised for creating a compassionate and inclusive culture, where everyone is valued as a leader, feels psychologically safe and is inspired to continuously learn and improve.
- 2 Making a tangible, positive difference to the experiences of all our colleagues so that everyone feels they belong, in particular through our focus on diversity, inclusivity for all and our shared Together Against Racism commitment.
- 3 An employer of choice, with effective workforce planning that supports our people to flourish, growing our own talent and building on sustainable workforce models to meet the needs of our communities.





E – Efficient and effective

“This Group Strategy provides the opportunity to strengthen our resilience. We will continue learning from each other to become more efficient in what we do and how we carry out our work.”



Where we are now

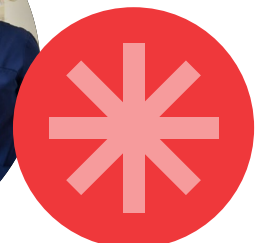
Part of the transformation of the NHS over the next 10 years must be the greater delivery of efficient and effective public services. We have delivered a number of changes through our Group value programme but know there is more we can and must do.

Our approach

Efficient and effective planning will support us in delivering our other five priorities. This is a core ambition across the NHS for the next 10 years and it will allow us to focus more of our resources on prevention of ill health, improving experiences and outcomes for our communities in Leicester, Leicestershire and Rutland and supporting the overall delivery of Northamptonshire’s ‘Live your best life’ strategy.

Where we want to be in 2030

- 1 Providing high-quality services that improve outcomes and offer value for money for the tax-payer.
- 2 Successfully implementing best practice consistently across our services and teams.
- 3 Recognised leaders and partners in healthcare research, continuous improvement and innovation.



Embedding our Thrive priorities

We will deliver our Strategy through our Trust and Group enabling plans and a number of robust plans and strategic programmes of work, which will help us focus on delivering our THRIVE priorities.



Shared priorities and aligning with others

In the ongoing delivery of this Strategy we will also continue to consider national and wider local strategic plans, frameworks and priorities through both our operational annual planning cycle and our overarching planning approaches. At all stages, the following will be considered:

Central government priorities and the Government Health and Social Care Act 2022

The NHS Northamptonshire Integrated Care Board Five-Year Joint Forward Plan 2023

Clinical Quality Commission and the Single assessment framework

Improving Health and Wellbeing in Leicester, Leicestershire and Rutland – LLR's Integrated Care Strategy 2023-2028

The NHS England 10-Year Health Plan

Our Five-Year Joint Forward Plan 2023/24-2027/28 – LLR's Five-Year Forward Plan

The Integrated Care Strategy for Northamptonshire

The priorities of our Health and Wellbeing Boards, including Joint Strategic Needs Assessments and Local Health and Wellbeing Strategies

About Leicestershire, Leicester, Rutland and Northamptonshire

The communities we support and work together with are vast and varied, and each area has its own needs and priorities. You can find out more about the public health profiles of the communities we support across our Group by reading the latest Director of Public Health reports for each local authority.

Director of public health reports

[Leicester City](#)

[Leicestershire County](#)

[Rutland County](#)

[North Northants](#)

[West Northants](#)

Click on the Local Authority name to find out more



www.nhft.nhs.uk
www.leicspart.nhs.uk



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