

University Hospitals  
of Leicester  
NHS Trust



*Delivering*  
*Caring at its best*

**Our 5 Year Plan**

July 2015



*Delivering  
Caring at its best*

# **hello** my name is...

**John Adler**  
Chief Executive



@Leic\_hospital #5YrPlan  
[www.leicestershospitals.nhs.uk](http://www.leicestershospitals.nhs.uk)



# Our vision

Our plan outlines our thinking about the future shape of our clinical services.

It reflects the ambitions of our staff to provide quality acute care and contribute to the wider healthcare system for the people of Leicester, Leicestershire and Rutland... within an increasingly tight budget.





# How do we behave on this journey?



We treat people how we would like to be treated



We do what we say we are going to do



We focus on what matters most



We are passionate and creative in our work



We are one team and we are best when we work together



# Safe, high quality, patient centred healthcare



## Quality Commitment

Aim	<b>Clinical Effectiveness</b> Improve Outcomes	<b>Patient Safety</b> Reduce Harm	<b>Patient Experience</b> Care and Compassion
	To reduce preventable mortality	To reduce the risk of error and adverse incidents	To improve patients' and their carers' experience of care
2015/2016 Priorities	<p><b>Improve pathways of care:</b></p> <ul style="list-style-type: none"> <li>• Review of all in-hospital deaths</li> <li>• Use of clinical benchmarking tools</li> <li>• Identify actions and work-streams where greatest potential for preventable mortality</li> </ul> <p><b>Improve Consistency of 7 Day Services</b></p> <ul style="list-style-type: none"> <li>• In line with Keogh 10 Clinical Standards</li> </ul> <p><b>Learning and Development</b></p> <p>Implementation of Trust M&amp;M Database for shared learning across all areas</p>	<p><b>Earlier Recognition &amp; Rescue of the Deteriorating Patient</b></p> <ul style="list-style-type: none"> <li>• Sepsis</li> <li>• Handover</li> <li>• Early Warning Scores</li> <li>• Acting on results</li> </ul> <p><b>Consistencies in Core Practices</b></p> <ul style="list-style-type: none"> <li>• Medication Safety</li> <li>• Infection Prevention</li> </ul> <p><b>Learning and Development</b></p> <p>Implementation of Safety Briefings in wards and departments</p>	<p><b>Further expand end of life care processes</b></p> <ul style="list-style-type: none"> <li>• Early identification of patients requiring supportive and palliative care (SPICT)</li> <li>• Strengthen bereavement support</li> </ul> <p><b>Improve the experience of care for older people across the Trust</b></p> <ul style="list-style-type: none"> <li>• 'Fixing the Basics'</li> <li>• Improve the Environment</li> </ul> <p><b>Learning and Development</b></p> <p>Triangulation and review of feedback from all sources and all key characteristic groups</p>

# An excellent, integrated emergency care system

- Improved primary care to anticipate and prevent admissions
- Improved hospital processes that design out delays
- Improved discharge processes which get the patient home safely and quickly





# Services which consistently meet national access standards

- Redesigning services to cope with growing volumes and moving some into other settings
- Separating planned care from emergency care to reduce cancellations
- Building a Planned Care Treatment Centre
- To create the 'lowest wait teaching Trust in the country' by 2016/17



# Integrated care in partnership with others

- Gaps in the system
- Joining up expert generalists (GPs) with specialists in hospital
- Partnerships and alliances with other hospitals to help them maintain services and protect our own
- For the first time a 5 year plan not just for UHL but the whole health and social care system... "Better Care Together"



**Better care together**

A partnership of Leicester, Leicestershire & Rutland  
Health and Social Care



# An enhanced reputation in research, innovation education

- Research and education sets us apart
- Income, talent and new treatments for our patients
- 100,000 Genomes, Life Study, Breathonomics, Institute for Older People's Health
- Closer links with Universities

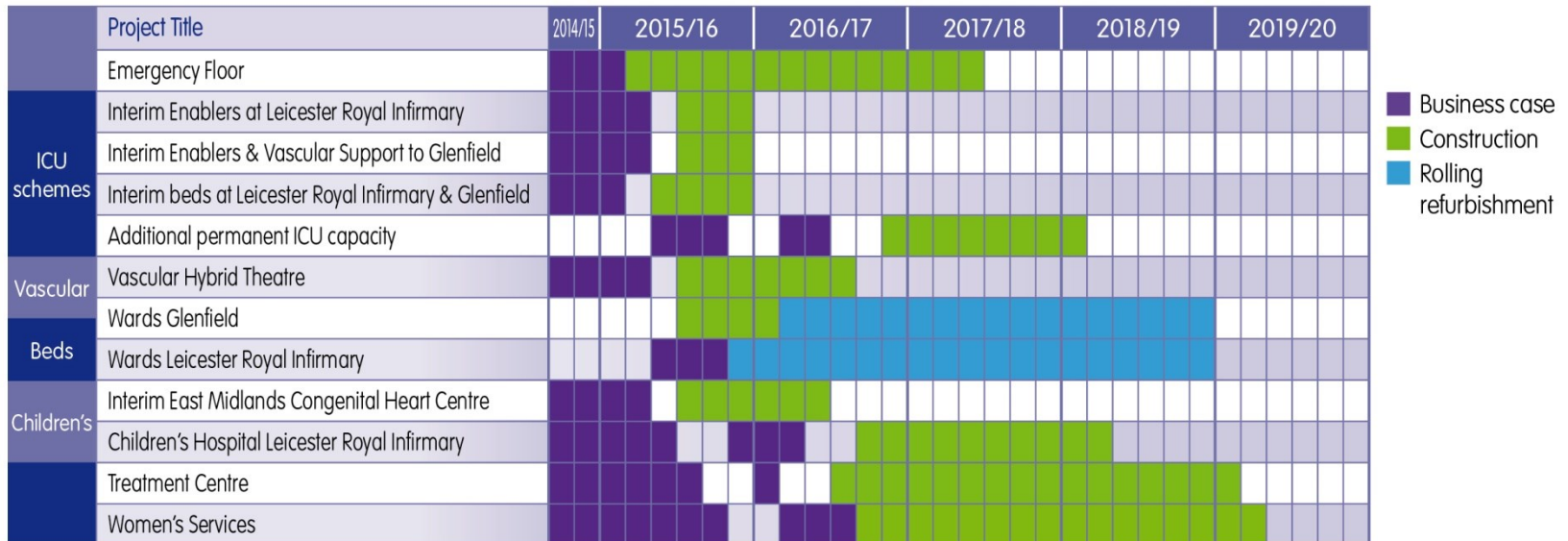


# Clinically sustainable services, operating from excellent facilities

- Under investment for years... now £320m over next five
- Three big acutes for the size of population and duplication / triplication of services.



## Major Building Projects - High Level Indicative Programme





# Financially sustainable organisation

- Last year's deficit was £40m savings of £48m
- Currently most services spend more than they earn
- Running 3 acute sites is wasteful
- Spending too much on agency and locums
- 'Delivering Caring at its Best' will return us to balance



# Enabled by excellent IM&T

- Some of the smartest clinical tech on the planet vs notes in shopping trolleys!
- The Electronic Patient Record will be a game changer.
- Full patient history at the touch of a hand to enable faster decision making and better care.





# Caring, professional, passionate and engaged workforce

- Without you we are nothing... 1 in every 100 people in City, Leicestershire and Rutland work for us.
- If you think the hospitals do a good job and are a good place to work people listen, if you don't they still listen.
- Only half of staff would recommend us as a place to work
- A third of staff wouldn't recommend their hospitals as a place to be treated.
- ... We need to talk!



# The two minute vision

- Safe, quality, patient centred care
- Delivered from 2 rather than 3, acute hospitals as simpler care moves to the community
- Hospitals and processes quicker and easier to navigate
- With more investment in buildings
- Less DGH care, but specialist services grow through partnerships and networks
- Research and talent combine to make Trust attractive to new staff, whilst staff engagement improves
- Restoring pride, returning to balance and 'Delivering Caring at its Best'.

