



Lancashire &
South Cumbria
NHS Foundation Trust

Trust Strategy Summary 2021-26



We are
LSCft



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Our Trust Strategy sets out our vision and ambition for the next 5 years. It builds on our work listening to service users, carers, staff and system partners. It will ensure our readiness to become the **system leader for mental health, learning disability and autism pathways across our defined geography of Lancashire and South Cumbria. Alongside our full commitment to provide integrated health and care services wherever possible.** We will deepen our knowledge and understanding of the different locality population health needs and the contribution our partners can make, and we will ensure the services needed are provided as close to home as practical.

Our healthcare landscape is changing and the emphasis now needs to be on how we will work with our partners, across all levels of health and social care, the voluntary sector and the independent sector to meet the needs of the local population.

We need to use our unique role and expertise to identify and work with other organisations with complementary expertise to contribute and reach into key communities and listen to those who know best what is needed – our staff, service users and carers.

The populations we serve have very different needs and priorities and we will ensure that our Trust's approach will enable us to plan and provide based on the population health needs of our communities whilst maintaining consistent quality standards and eradicating variances in performance in all we do.

This strategy confirms our commitment to provide the support, systems and processes that will enable our staff to work in a way that will achieve our vision and priorities.

Our clinicians will be at the heart of building new care models based on clinical integration rather than organisational boundaries; taking all opportunities to further integrate pathways for physical and mental health and social care needs - whether we directly provide all service elements or not.

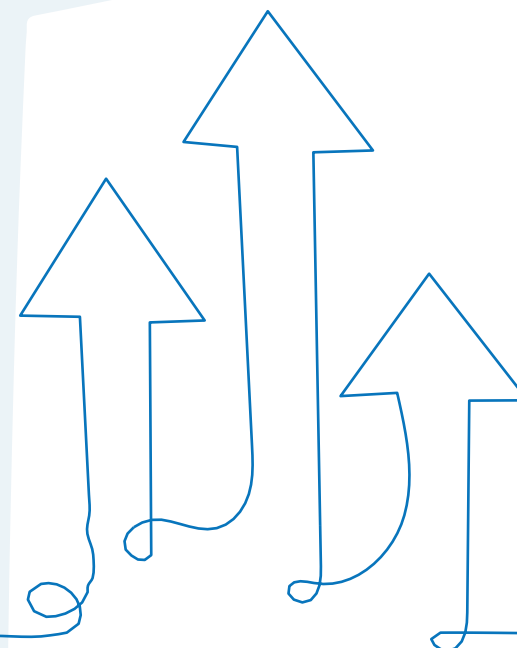
We have an exciting opportunity to focus on what we are uniquely placed to deliver, to the highest standard for a defined population, so we can deepen our knowledge and understanding of their needs and ensure that those services that should be provided locally are provided locally.

Everything we do strategically and operationally must lead back to the provision of high quality and safe services by staff who are trained and supported to deliver their best work. Our quality priorities agreed with service users and staff will ensure this happens by providing the overarching framework for this strategy.

We still have work to do collectively and with support from our partners to ensure all our services are rated as 'Good' by the CQC as a minimum across all domains. Our ambition is to provide excellent services with a Trust rating of 'Outstanding'.



We have attracted a new leadership team who bring a wealth of knowledge and expertise and who have ensured this strategy will provide the clarity of direction our staff, service users and partners require and will enable us to seize all the opportunities the future presents as well as safeguarding against the challenges we face.



Our services

As a Trust we are in a unique and exciting position as the only mental health, learning disability and autism provider across Lancashire and South Cumbria. This presents significant opportunity for us to provide system leadership in the provision and commissioning of these services.

Our specialist provision comprises in-patient child and adolescent mental health services, perinatal mental health and forensic services including low and medium secure care. The Trust also provides a range of physical health and wellbeing services in the community alongside a number of partners.

The Trust was first established in 2002 and provides health and wellbeing services for a population of around 1.8 million people. We employ approximately 7,000 staff who provide care from more than 400 sites. We are a significant employer in the area and take this responsibility seriously.

The following table demonstrates the services we provide across our current geography. It clearly shows where there are some anomalies in terms of consistency that have emerged as a result of historical commissioning. Since 1st May 2021 we no longer provide services in Southport and Formby. We have ensured a well-managed transition with our partners and ensured that the roadmap to get there did not

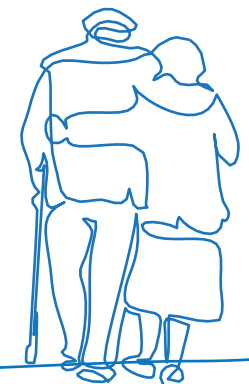
create financial difficulties. This will now enable us to focus on our agreed geography of Lancashire and South Cumbria.

The map on the following page demonstrates our current bed base. Not all ICPs have beds in each locality and our Clinical Services and Estates Strategies will highlight plans to increase or change provision based on our modelling of capacity and demand requirements and clinical models of care criteria.

Our strategy also demonstrates a commitment to continue to work with our partners to ensure that we collectively demonstrate a step change in the integration of services that are required to meet physical, mental health and social care needs. Our approach will be pathway-focussed whether we are a direct provider of physical health services at this time or not. Our role in ensuring that every contact counts and there is no wrong door across all our geographies will be fundamental to this working across Lancashire and South Cumbria. We will utilise our physical health teams where we provide them to inform this work as they are well placed to shape service delivery, provide best practice and identify barriers.



We also have a system leadership responsibility to increase knowledge and understanding about mental health, learning disability and autism in other partner organisations and to ensure that services are commissioned and provided in the most effective and innovative way within available resources. Our ambition within this strategy is to build on our Prime Provider role in the provision of secure services for adults and Tier 4 CAMHS commencing in April 2021 and to become the system leader for mental health, learning disability and autism services across Lancashire and South Cumbria.



Strategic Framework for Delivery

The Strategic Planning Framework that will enable the delivery of this strategy, including the Vision, Values, Strategic Priorities, Quality and Outcomes



Our Vision

To support our local communities by excelling in everything we do, together

Together our staff, service users, carers and partners will experience a culture of compassion and inclusivity, making LSCFT a place where we can all thrive and feel proud. Our values and behaviours are the principles that guide all that we do every day

Our Values

We are Kind

We are Respectful

We are Always Learning

We are a Team

Our Quality Priorities

SPPA

Our Strategic Objectives

- 1**

We will put **service users** at the heart of all we do, supporting effective care, recovery and wellbeing
- 2**

We will employ and retain the best **staff** because our work culture will be inclusive and a supportive place to work
- 3**

We will deliver **safe** care and we will embrace an open and learning culture, ensuring we continually improve
- 4**

We will respond to people's needs by striving for the highest **standards** of quality, proactively reducing health inequalities
- 5**

In order to support our local communities by excelling at everything we do together, we will always collaborate with our **system** partners
- 6**

We will provide **sustainable** services that are delivered in an effective and efficient way, at the time people need it

Strategic Priority One

We will put service users at the heart of all we do, supporting effective care, recovery and wellbeing

Working together with service users and carers we will provide care that service users rate as excellent, supporting people on their personal journey of wellbeing and recovery. We will constantly seek feedback and demonstrate learning and improvement. We know that to deliver this we must create positive relationships with the diverse people who use our services. We will work in partnership with service users and carers, enabling their voice to shape our strategy, plans and culture.

Relevant Enabling Strategies:

Service User and Carer, Quality, Clinical Services , People, Improvement and Culture and Communications & Engagement



Strategic Decision:

We will provide local services and focus on integration of physical, mental health and social care needs

Our Successful Strategy will mean:

- We have reviewed our existing approach and improved engagement.
- We have a dynamic and up to date understanding of our key stakeholders in every area.
- Co-produced pathways and delivery models that reflect the whole person and join up services so that people do not have to navigate the system to receive the care and support they need.
- Our approach to delivering community services will be evidence-based.

- We can evidence our contribution to the improved life chances of people of all ages with physical, mental health, learning disability or autism needs by doing the right thing and measuring the right outcomes.
- Physical and mental health needs will be met together through integrated pathways and service delivery regardless of provider.
- We will be able to demonstrate our working with partners in ICP geographies at the PC/PCN levels where we do not provide community physical health services.
- We can demonstrate our increased role in prevention of illness with system partners and the people of Lancashire and South Cumbria.
- We will ensure our focus is not only on mental health but learning disability and autism.
- We will ensure we include 'hard to reach' groups in all engagement.

Strategic Priority Two

We will employ and retain the best staff because our work culture will be inclusive and a supportive place to work

Our people are our greatest asset and are key to maximising future opportunities. They are an essential part of designing and delivering innovation and providing high quality care that meets service user and carer expectations. We will invest in equipping our people with the skills, knowledge and resources they need to create outstanding teams.

Our culture will support diversity that demonstrates to our staff that they feel valued and included and prioritises health and wellbeing. We will encourage our people to speak up and we will demonstrate learning and improvement from this. We will celebrate the innovation, knowledge and skills of our people.

Relevant Enabling Strategies:

Service User and Carer, Quality, Clinical Services, People, Improvement and Culture, and Communications & Engagement

Strategic Decision:

Our staff, service users, carers and patients will experience a culture of compassion and inclusivity

Our Successful Strategy will mean:

- Our staff will report their improved health and wellbeing due to a compassionate and inclusive culture.
- We will have inspirational and compassionate leaders and supporting systems and processes to enable staff to reach their full potential. Our staff will be well led and part of outstanding teams.
- We are recognised as a diverse and representative employer, valuing and embracing diversity in the workforce, and our staff will be proud of our approach to equality and diversity.
- Our staff will be clear of their contribution to this strategy by the golden thread through the Vision, Values and Strategic Priorities to their individual objectives.
- We are a great place to work and learn, where all

our staff are engaged, inspired and encouraged to perform and develop their full potential.

- We are a great place to work and learn by building the capabilities and embedding the Trust values and behaviours that are needed to deliver outstanding new models of care in collaboration.
- We will foster innovation by harnessing the perspectives and investing in developing the talents and ideas of all staff, enabled through digital workforce technologies.
- We consistently recruit and retain the right numbers and calibre of staff to achieve our ambition of being 'Outstanding'.
- We will tap into our staff as members of their own communities across our footprint.

Strategic Priority Three

We will deliver safe care and we will embrace an open and learning culture, ensuring we continually improve

Our service users will experience safe care delivered in high quality environments. We will invest in a safety culture and invest in our staff having improvement skills.

We will support and expand our research capability, innovating to contribute to the evidence base, as well as learning from clinical evidence and best practice. We will celebrate the innovation, knowledge and skill within our workforce.

Relevant Enabling Strategies:

**Quality, Clinical Services,
People, Improvement and Culture,
Risk Management Estates and Digital**

Strategic Decision:

We will invest in continually improving our safety culture

Our Successful Strategy will mean:

- We will deliver evidence-based interventions that will improve outcomes.
- We will have the systems and processes to facilitate the rapid rollout of good practice.
- Technological advances will enable innovative practice and more flexible working but also more tailored and personalised care and treatment options.
- We will appreciate the value of knowledge and ensure we effectively leverage the 'knowledge capital' of the organisation by developing a Learning Health System.



Strategic Priority Four

We will respond to people's needs by striving for the highest standards of quality, proactively reducing health inequalities

Our ambition is to provide the highest quality of services across all our populations that service users, staff and our regulators rate as excellent. We will proactively invest in reducing health inequalities thereby reducing the variation in the quality of services that our diverse communities experience.

We aim to join up physical health, mental health, learning disability, autism and social care needs, working proactively with partners to support holistic, prevention-focussed, person-centred care. We aim to enable service users to experience a seamless journey within patient pathways, regardless of provider.

As a provider of physical health, mental health, learning disability, autism and social care services, we have an important role in supporting this integration of services.

Relevant Enabling Strategies:

Service User and Carer, Quality, Clinical Services, People, Improvement and Culture, Communications & Engagement, Health Inequalities and Risk Management

Strategic Decision:

We will ensure that our organisation plans and delivers services based on local population need and reduce inequalities

Our Successful Strategy will mean:

- We are ready for our next CQC Inspection and confident of being awarded 'Good' as an organisation and increase in 'Outstanding' across domains within our services.
- We will work with our staff and partners to ensure there is a reduction in variation in practice and quality will improve treatment outcomes.

- Improved supervision, training and career opportunities will improve recruitment, retention, satisfaction and performance.
- The four elements of the Quality Strategy (SPPA) are embedded in all we do and all we measure.

Our Quality Priorities



- We will plan and deliver services as locally as possible, reflecting the health needs of that population.

Strategic Priority Five

In order to support our local communities by excelling at everything we do together, we will always collaborate with our system partners

Our partnership work will focus on the health and wellbeing of our communities, reducing health inequalities and maximising community and organisational assets and resources. We will partner at ICS system, ICP place and neighbourhood levels, supporting local delivery of services through collaboration with other providers, local authorities and the voluntary sector. As we mainly operate across the Lancashire and South Cumbria Integrated Care System, we are uniquely placed to integrate patient pathways.

Our ambition is to be system leaders for commissioning mental health and learning disability and autism pathways in collaboration with our partners.

Relevant Enabling Strategies:

Service User and Carer, Quality, Clinical Services, People, Improvement and Culture and Communications & Engagement

Strategic Decision:

We take responsibility for leading the system management of mental health and learning disability integrated pathways across Lancashire and South Cumbria

Our Successful Strategy will mean:

- Improved health and wellbeing due to the increased role of the voluntary sector as part of pathways.
- Integrated services will ensure service users have an improved experience.
- Improved relationships and reputation at all levels due to working in local networks through co-location where possible.

- We are working collegiately with our partners to ensure consistent and efficient delivery of services in line with need and best practice and to facilitate rapid rollout of technologies across the pathways.
- Our services will be transformed through our partnership working based on our knowledge of local populations.
- We will have exploited the benefits of our new locality structure so that services can more effectively engage with local communities.



Strategic Priority Six

We will provide sustainable services that are delivered in an effective and efficient way, at the time people need it

We will deliver excellent services in partnership with our communities within the resources we have available.

We will do this through developing new models of care and ways of working that are sustainable in the long term.

Our human, financial and estate resources will add social value in our wider health, social economic and environmental system.

Relevant Enabling Strategies:

Quality, Clinical Services, People, Improvement and Culture, Estates, Digital, and Finance

Strategic Decision:

Our services will be high quality and demonstrate best value

Our Successful Strategy will mean:

- We will take the learning from Covid-19 and mainstream transformed practices into business as usual.
- We routinely utilise modelling and benchmarking data to ensure delivery of quality services, in line with best practice and providing sufficient capacity in the right places to meet demand.
- We will utilise our estate and technology to maximise efficiency and improve care delivery and service user experience.

- We will exploit all opportunities to utilise our estate for co-location and integration.
- We will maximise the amount of money available for services within our Collaboratives through efficient use of current resources, reinvestment as required and evidence-based requests for new funding.
- We will reduce fragmentation of the service offer for mental health, learning disability and autism services.
- We have managed the financial risk of taking the commissioning lead by taking an incremental approach to implementation, ensuring the right capability and capacity, developing pathways to support effective partnership working and utilising a population health approach.



Enabling Strategies

It is critical that the required capability and capacity to deliver this ambitious strategy is identified and the plans and programmes that will ensure success are developed.

Our strategy will be delivered through specific enabling strategies that set out what we will deliver over the next five years.

To deliver our vision and strategic priorities we will need to change the way we work within our clinical services, and reshape our resources.

We also need to develop and embed the right culture throughout our organisation, one where we value and develop our staff, and in which they feel supported to drive improvement and innovation.

We have therefore developed a series of enabling strategies that will work together to help us achieve success.



**Figure 3:
Our enabling
Strategies**

Implementation

How this strategy will be implemented and monitored to ensure successful delivery



- 1.** The Trust 's annual work plans will ensure delivery of the strategy. Each area of work will be led by an Executive Director.
- 2.** Delivery of the annual work plans and corporate objectives will be reviewed quarterly by the Trust Board.
- 3.** We will continue to work with our service users, carers and partners to ensure successful delivery.

**For more information about accessible formats
please contact communications@lscft.nhs.uk**

