

Charitable Funds Strategy

2021-2025



United Lincolnshire
Hospitals
NHS Trust

Supporting **OUTSTANDING CARE** *personally* DELIVERED

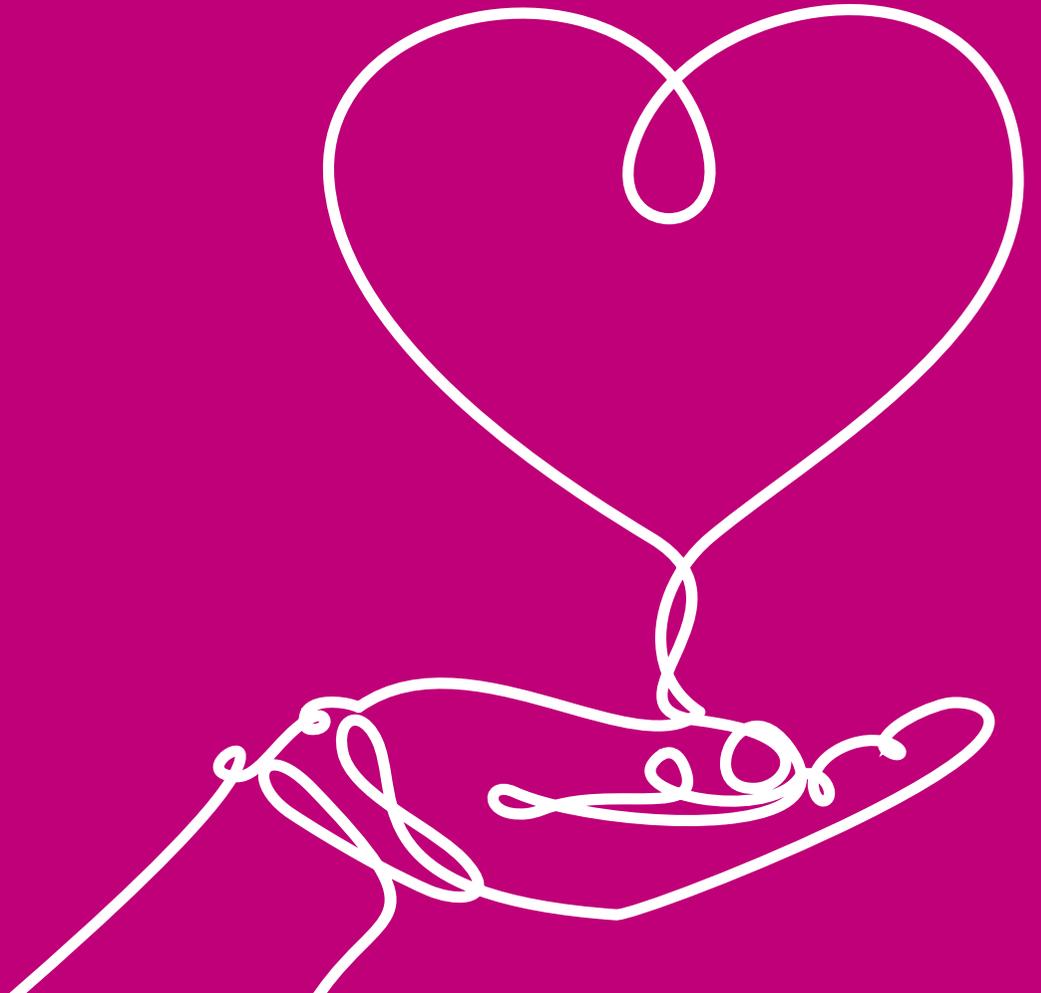
**“Raising our ambition for the patients
and healthcare staff in Lincolnshire”**

April 2021



**UNITED LINCOLNSHIRE
HOSPITALS** *Charity*

Registered Charity 1058065

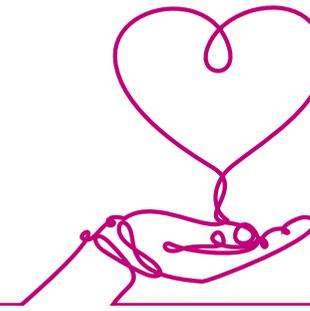




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Foreword



The United Lincolnshire Hospitals Charity Strategy is built around the Trust core mission of *Outstanding Care, Personally Delivered* and our purpose as the hospitals charity is to support the Trust in achieving this.

Described here you will find how we are increasing our efforts to improve the experience for everyone at our hospitals, which we believe will give better outcomes for their health and wellbeing.

We also want to support our amazing staff to deliver outstanding care to our patients and their families and carers. Funding the extras which we know can't be provided by the NHS alone allows us to go the extra mile for our Lincolnshire patients and achieve things more quickly than might otherwise have been possible: developing new treatments, providing even better care, building state-of-the-art facilities and enhancing the environment for our patients and staff.

Your support helps to improve the patient and staff experience at your local hospital.

It is your support, generosity and collaboration that enables us to make projects happen sooner and to a greater degree than would otherwise be possible.

Your support enhances the healthcare experiences and outcomes for thousands of Lincolnshire patients every year.

Everything our Charity provides improves the experience for our patients – your donations of time, equipment and funding improve healthcare in your local community hospitals.

We cannot say **THANK YOU** enough.

Elaine Baylis Trust Chair, Andrew Morgan Chief Executive
For and on behalf of The Corporate Trustee



Elaine Baylis
Trust Chair



Andrew Morgan
Chief Executive

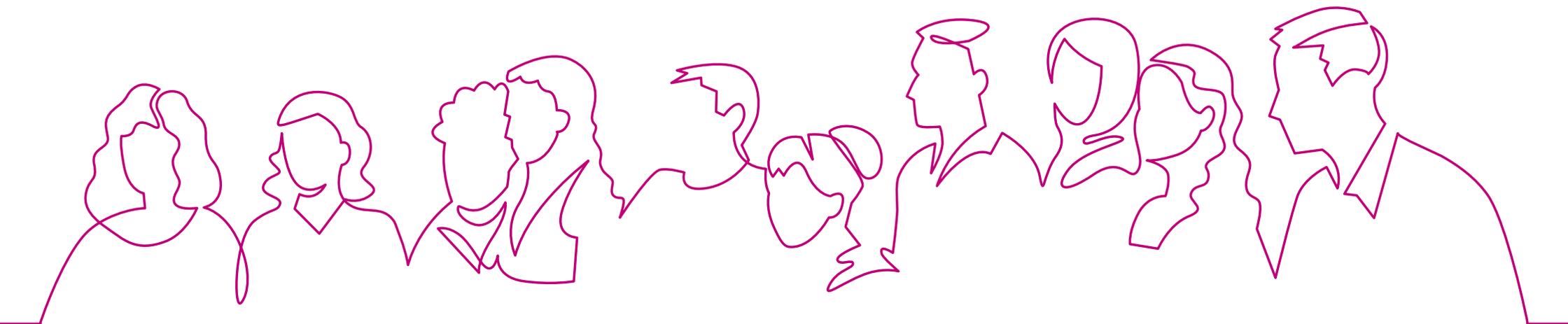
Background – Our Charity

United Lincolnshire Hospitals NHS Trust Charitable Funds were constituted by deed of Trust on 17 August 1996. Our Charity's legal objects are that the funds shall be held upon trust to apply the income, and at their discretion, as far as possible, the capital for any charitable purpose or purposes relating to the National Health Service.

Our Charity is registered with the Charity Commission (registered charity number 1058065) and full details can be found on the Charity Commission's website, including past annual reports and accounts. We are also registered with the Fundraising Regulator and adhere to the Fundraising Code of practice.

We are governed by a Corporate Trustee. The Trustee is appointed under Section 11 of the NHS and Community Care Act 1980, and is the Board of United Lincolnshire Hospitals NHS Trust.

The Corporate Trustee comprises the Executive & Non Executive members of the Trust Board. The Trustee meets periodically throughout the year. A Charitable Fund Committee is established to support The Corporate Trustee and to ensure that exchequer duties remain separate from those of the Charity and Trustee.



How the strategy will be progressed



This strategy will cover the 5 year period: 2021-2025. The strategy will have 4 key objectives that form the foundation and focus of our work.

Outstanding Care, Personally Delivered drives everything we do and underpins and informs all the choices we make as a charity.

Our strategy has been formed using our experience and research, as well as our important conversations with our stakeholders. We shall continually seek to be dynamic in our approach and consult as we work through the life of this strategy. Our ambition will be high as we seek to increase the presence of the Charity and raise our profile through our campaigns.

Our stakeholders, for consultation, include:

- Staff
- Patients
- Volunteers
- Supporters

We will continue the conversation with our stakeholders, to review and ensure this strategy is fit for purpose during its lifetime.

***Outstanding Care,
Personally Delivered*** drives everything we do and underpins and informs all the choices we make as a charity.



OUTSTANDING CARE
personally DELIVERED

Our Vision and Mission



Our Vision

We strive to make a real difference by providing additional equipment, services and amenities for our patients, our visitors and our staff. This goes beyond the NHS budget, and supports and invests in pioneering research that will improve the care received and health outcomes across Lincolnshire.

We will work hard with the Trust to develop and fund innovative and exciting projects that make a real difference to the lives of our patients, their families and the staff that take care of them.

By 2025 we will demonstrate that we have been a key enabler of improving and transforming healthcare across Lincolnshire.

Our Mission

Our mission is to – support the United Lincolnshire Hospitals NHS Trust to provide *Outstanding Care, Personally Delivered.*



Our Values

We always strive to put patients and staff at the heart of everything we do.

Our values reflect those of the Trust, they are:

- **Patient-centred** services
- **Compassion** in all of our endeavours
- Practising **Respect** throughout our work
- **Safety** in all we do
- **Excellence** at the heart of everything



Patient-centred

Putting our patients at the heart of our care



Respect

Treating our patients and each other positively



Excellence

Supporting innovation, improvement and learning



Safety

Ensuring patients and staff are free from harm



Compassion

Caring for our patients and loved ones

Our Strategic Objectives



By focussing on these objectives we will improve the experience for patients and staff in our hospitals. We also hope to motivate and encourage more people to support us. These objectives will allow us to be focussed, aim high and make a difference.

Strategic Objective 1

Our Patients



A high quality, well equipped and supportive environment significantly enhances the wellbeing of our patients and benefits individual outcomes.

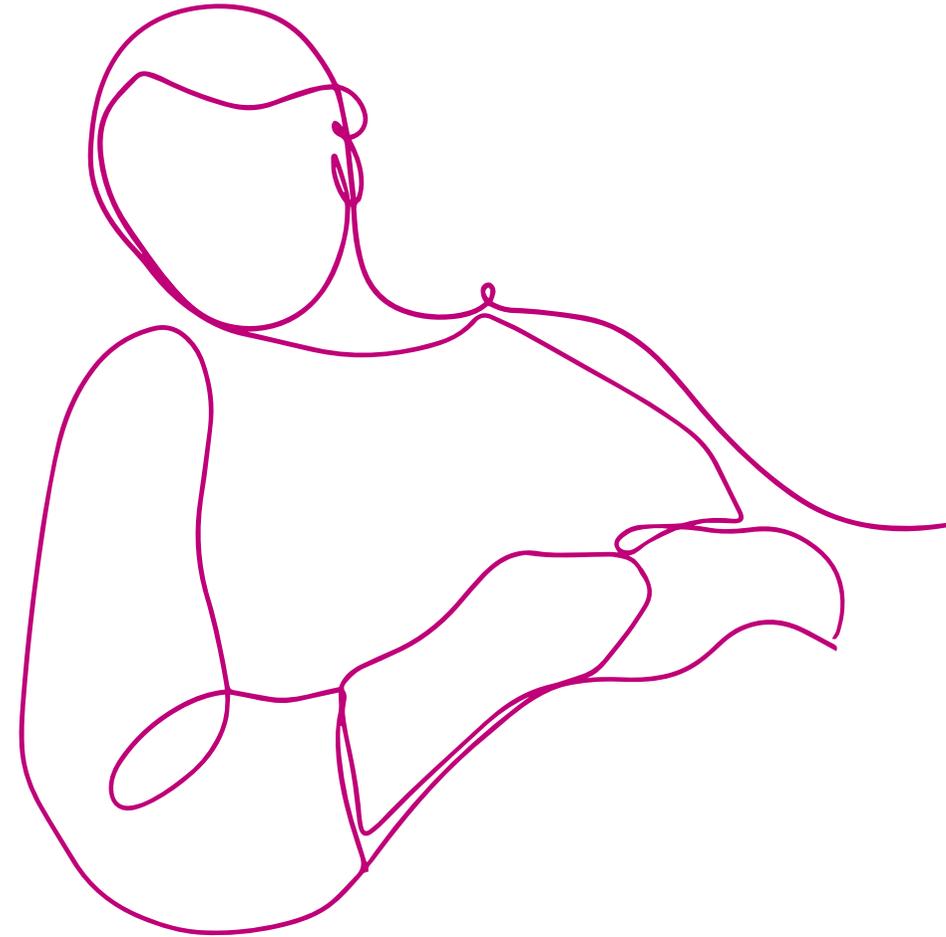
The Charity will support leading patient care, investing in the latest equipment, enabling our hospital to achieve excellence every day.

Our focus is on:

Environment. The Trust is investing in its aged estate, and we will be supporting high quality, small scale environmental projects.

Equipment. Invest in specialist equipment, to support the Trust with innovative technologies enabling greater access to life-saving diagnostics and treatments.

Patient welfare. Our Charity will complement patient and visitor care by providing the extras that enhance the experience at every visit.



Strategic Objective 1: Our Patients



We will:

- Establish a *“Just do it fund”* for frontline staff for improvements to patient and staff areas, for example overnight chairs for birthing partners
- Improve communications and increase use of audio/visual technology for patients, to improve links between patients and their families
- Fund high priority small scale environmental projects (below £5k) that meet quality improvement criteria, and provide the little extras that make our hospitals more homely and sociable i.e. family rooms/private space, wall art
- Support provision of enhanced patient information and literature
- Support our carers, for example, funding carers’ packs
- Commission therapy services and a range of activities to stimulate and engage with patients during treatments, for example activity boxes for patients with dementia/ children
- Fund additional staff, for example, a youth worker and/or counsellor
- Provide a range of holistic approaches for reducing length of stay, such as patient hair washing, massages and pedicures, building on our work to date with partner charity: *“Look Good, Feel Better”*
- Enable access to further pastoral and spiritual support, advice and counselling, particularly mental health related.

Regularly measuring our objectives will be an important part of our strategy, not only to understand how we are progressing, but to be responsive and to inform and advise us in the development of our work.

We will measure this objective through:

1. Patient satisfaction and feedback
2. Volunteer take-up, satisfaction and feedback
3. Delivery and use of equipment
4. Physical improvements

Strategic Objective 2

Our People



Supporting our staff to be the best they can and provide the best possible care.

The Charity will help to ensure that all our hard-working people have access to best practice training and development opportunities and emotional support in order that they can provide the highest possible care. Building on the Trust's People Plan, we will support the Trust in caring for its staff now and in the future.

Our focus is on:

Training and development opportunities

Staff welfare

Staff engagement

Recognition

We will:

- Fund additional development, training and opportunities to practice critical skills more often
- Develop and roll-out health, wellbeing and welfare initiatives, for example enhancing staff rest areas
- Create engagement initiatives with staff
- Provide financial support to the Trust's recognition schemes to celebrate achievements
- Value, support and develop trustees, volunteers and supporters

Regularly measuring our objectives will be an important part of our strategy, not only to understand how we are progressing, but to be responsive and to inform and advise us in the development of our work.

We will measure this objective through:

- 1.** Training support delivery and impact
- 2.** Welfare take up and feedback
- 3.** Staff satisfaction
- 4.** Recognition opportunities supported

Strategic Objective 3

Future Care



Continually improving future healthcare outcomes for our local communities, by funding and supporting opportunities to further medical knowledge through vital local research and new clinical developments.

The Charity will be committed to supporting the continual improvement of healthcare within our local communities. We shall support opportunities through our funds that enable the furtherance of medical knowledge through methods such as research and clinical development.

Our focus is on:

Developing research priorities

Collaboration to match-funding

Encouraging participation in research

We will:

- Build and increase research capacity
- Identify opportunities to take part in research
- Participate in research networks
- Work with academic research partners
- Develop a Researcher Pathway

Regularly measuring our objectives will be an important part of our strategy, not only to understand how we are progressing, but to be responsive and to inform and advise us in the development of our work.

We will measure this objective through:

1. Research funding awarded and/or leveraged by us
2. Use research output metrics against each priority

Strategic Objective 4

Maximising the Contribution

Ensuring the Charity is sustainable, innovative and works in partnership with others to maximise its contribution

This strategy is an ambitious strategic plan, commencing in 2021. Our plan is aligned to the Trust's vision and values, supporting the Integrated Improvement Plan and committed to making a difference to patients and staff. The Charity Committee will oversee the management and monitoring of the Charity and report directly to the Corporate Trustee. Our strategy is focussed towards the Trust mission of *Outstanding Care, Personally Delivered*. It is the priority of the Charity to ensure that ULHT has a sustainable, dynamic and effective operation that can raise and devolve funds in line with the Trust priorities, operating with accountable good governance. It is important that we work with stakeholders and partners to deliver our strategic objectives.

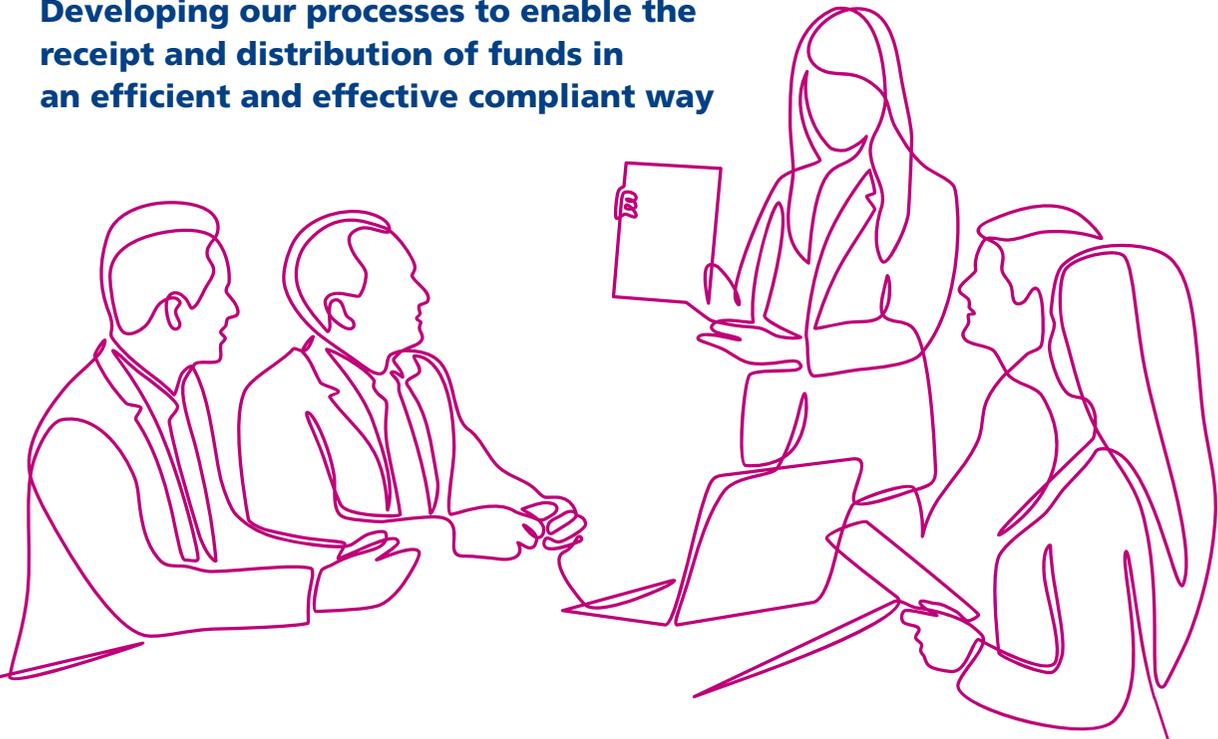
We will focus on:

Managing our financial resources and income streams to fulfil ambitions

Increasing the profile of the Charity

Reviewing and strengthening our governance arrangements

Developing our processes to enable the receipt and distribution of funds in an efficient and effective compliant way



Strategic Objective 4: Maximising the Contribution



We will:

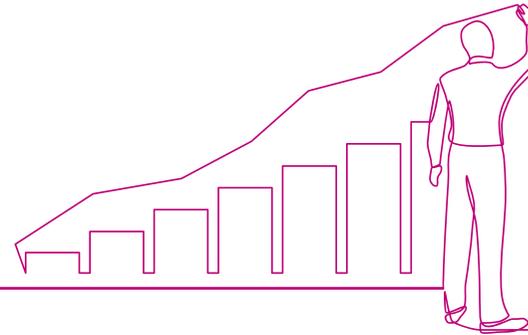
- Develop and deliver an innovative fundraising plan, including exploring corporate donations, a legacy campaign, direct appeal and grant applications
- Develop resources and capacity, including those for fundraising and communications
- To develop a data base and customer relationship management system
- Increase awareness through campaigning, including public engagement in charity ideas
- Develop and deliver a communications and marketing strategy
- Explore more opportunities to work in partnership with our neighbouring trusts, our valued League of Friends, our RAF volunteers and St Barnabas and other local charities and groups
- Consider wider patient and staff stakeholder involvement
- Review governance arrangements and compliance with legislation and good practice guidance issued by regulators
- Review all policies, guidance and SOPs
- Maintain reserves in accordance with our policies
- Have an investment policy that allows for immediate income and potential for longer-term capital and income growth
- Develop a financial and performance management framework

Regularly measuring our objectives will be an important part of our strategy, not only to understand how we are progressing, but to be responsive and to inform and advise us in the development of our work.

We will measure this objective through:

1. The Charitable Funds Committee Structure
2. Management & audit of accounts
3. Monitoring & measuring our profile
4. Our annual review against Charity Commission Principles
5. Regular monitoring and review of the award process and successful outputs

Making it happen



We want to add so much more to our hospitals. In order to meet our vision, with a sustainable reserve, we must have an effective and proactive fundraising approach. Whilst we always aim to keep our income/expenditure ratio low, allowing us to make the biggest difference to our patients; we do need a comprehensive fundraising plan to enable us to deliver what we want to do over the next five years. Our valued fundraising partnerships are a key aspect to our success, the generosity and help of all our supporters is integral to this plan.

More recently, the profile of the Charity has changed, the profile nationally of NHS Trust Charities has grown and the giving and availability of funding bid opportunities is increasing. In addition, the demand for charitable funds from the hospitals within the Trust is increasing. In order to respond to the changes; nationally, locally and internally the Charitable Funds Committee has increased its regularity of meetings and has initiated action to allow developments to be made to ensure a successful response and for the Charity to be fit for the future growth in this sector.

As the Charity moves into its new future our order of work will start with the basics, reviewing our corporate guidance, ensuring compliance and confidence with our stakeholders. The next steps will be to embed our vision and values through all of our strategies and work. We will work hard to align people and communicate well – especially where cooperation is needed. We will seek to motivate and inspire everyone involved. Our vision will be delivered through sufficiently powerful messages to convey the importance of this work to all of our stakeholders.

We need to ensure that we are consistent, effective, professional and develop our fundraising activities in accordance with our governance documents, good practice, statutory and regulatory requirements. We have a variety of funding resources and it is essential that we have a consistent, transparent, effective and professional approach to donations and fundraising activities.

Our staffing structure will ensure that we create a team with the skills and influence to move the Charity forward in 2021 to meet the high expectations within this strategy.

Our approach to fundraising applies to all Trust staff, volunteers and third parties who support the Charity.



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NHS

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Thank you for taking the time to read about our new strategy and where we want our Charity to be in five years' time. We really appreciate it.

It's thanks to supporters just like you that we are able to improve the experience of patients and staff in our hospitals

There are many ways you can help

- Become part of our team of volunteers
- Leave a gift to United Lincolnshire Hospitals Charity in your Will
- Make a donation
- Take part in an event to raise money for the Charity
- Sign up to support our campaigns

Keep in touch with us

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