

# Summary of ULHT Integrated Improvement Plan

Our Strategy for 2023/24



**OUTSTANDING CARE**  
*personally* DELIVERED

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# Introduction



We have a lot to be proud of at United Lincolnshire Hospitals NHS Trust. Our staff and volunteers have responded brilliantly to the unprecedented challenges posed by COVID-19 recovery, the relentless demand we have seen in emergency medicine and to address the backlog created by the pandemic.

Our people continue to work selflessly and tirelessly to keep our hospitals open and our patients safe, driving towards our vision to provide outstanding care, personally delivered to our Lincolnshire population.

We are moving into a new era of partnership and collaboration, following the creation of the Integrated Care Board (ICB) in July 2022. The constituent parts of the NHS are now working together across Lincolnshire, rather than competing in an internal marketplace.

We each have a role in the local Lincolnshire Integrated Care System (ICS) to provide better care for patients, improved health and wellbeing for everyone, and sustainable use of resources. This is really crucial given our financial position and the national drive for improved productivity and efficiency – it is important we are good custodians of public monies. We need to continue our improvement journey to achieve a CQC rating of 'good' and 'outstanding' in all areas, in the wider context of the Lincolnshire ICS.

Lastly, we are proud to lead talented and inclusive people, in serving some of the most culturally diverse and socially deprived parts of the country. We thank our colleagues for everything they do to continue to provide safe and compassionate care for all our patients and their communities.

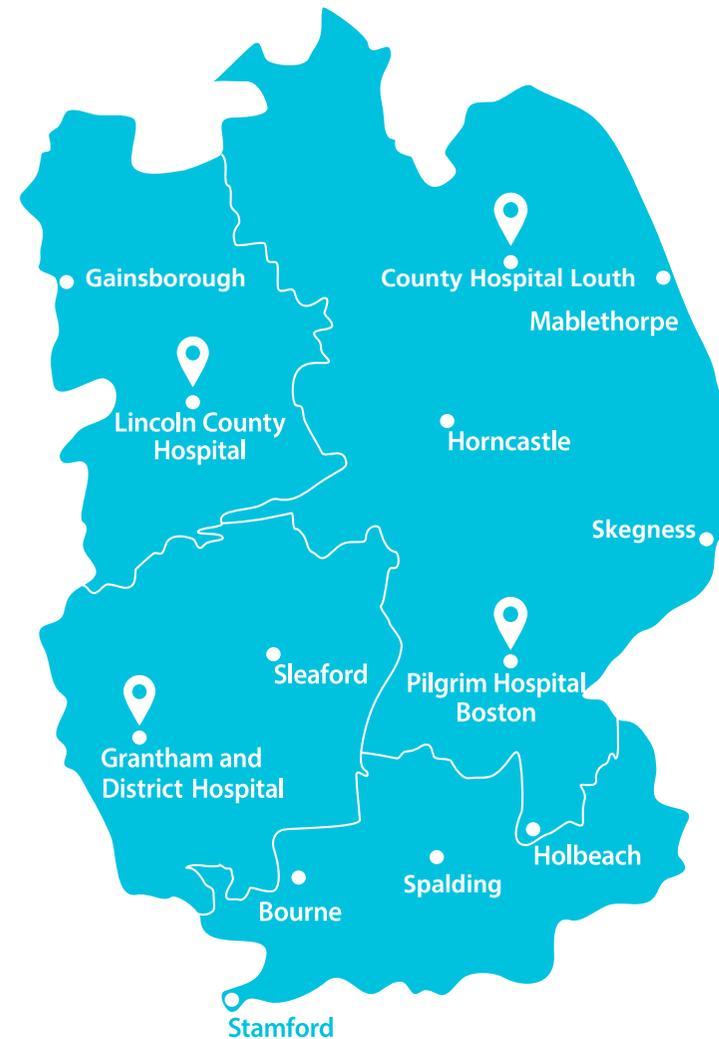
## Our organisation

United Lincolnshire Hospitals NHS Trust (ULHT) serves one of the largest geographical areas in England with a population of around 768,364, and a workforce of circa 8,531.

Our services are delivered by four core clinical divisions: Medicine, Surgery, Family Health, and Clinical Support, with support from our corporate services.

At ULHT we provide a comprehensive range of hospital-based medical, surgical, paediatric, obstetric and gynaecological services, primarily operating across four hospital sites; Lincoln, Boston, Grantham and Louth.

We have a number of community hospitals providing additional capacity, closer to our patients' homes; John Coupland Hospital in Gainsborough, Johnson Community Hospital in Spalding, Skegness and District Hospital and our newly established Community Diagnostic Centre at Grantham.



# Our vision

Our Integrated Improvement Plan for 2023/24 sets out our commitment to continual improvement and a realistic map for the next stages of our improvement journey. Our purpose is plain and simple. Putting patients first is our key focus. That's why we're all here.

We have five values which demonstrate what we stand for, and how we behave.

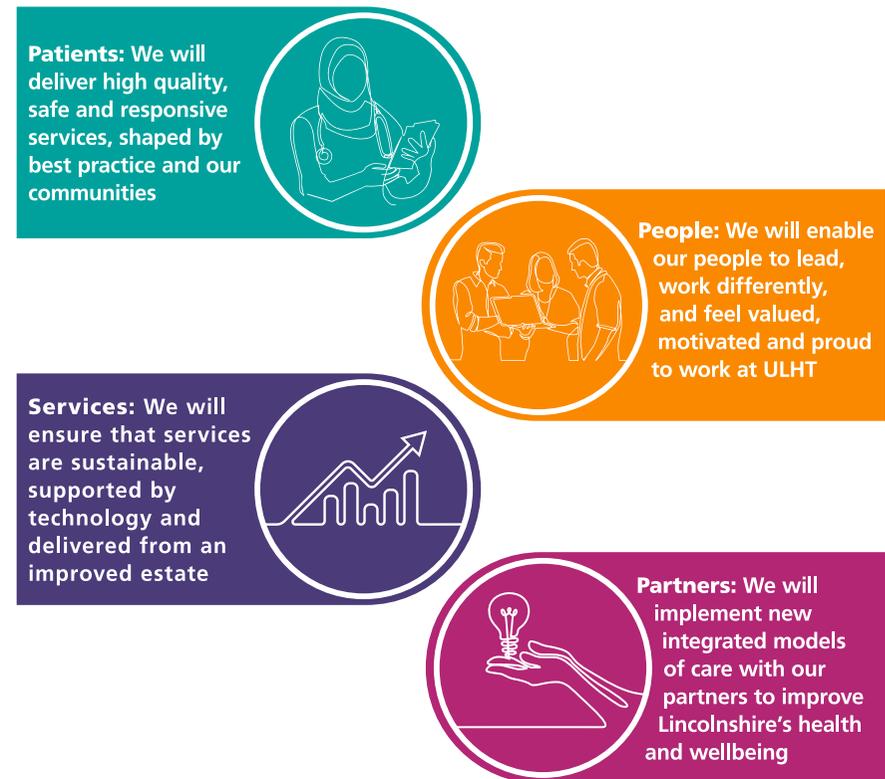
The strategic objectives are simple and focus on our patients, our people, our services and our partners. The annual Integrated Improvement Plan will detail the work we will progress and actions we will take this year, under these key objectives.

We pledged to have continuous quality improvement and productivity and efficiency, to be at the heart of what we do to support us to deliver better patient outcomes, improve operational and financial sustainability.

## Our Values



## Our Strategic Objectives





Our achievements during 2022/23

# Achievements for our patients

For our patients we have;

Developed a new £5.6m Resuscitation department in the Emergency Department at Lincoln

Established safer Maternity services with removal of all CQC conditions, a move out of the national Maternity Safety Support Programme and recruitment of 34 additional midwives

Reduced waiting times in Emergency Departments:

- Patients waiting less than 12 hours in ED improved from 84.93% (Feb 2022) to 88.25% (Jan 2023)
- Number of ambulance handovers delays exceeding 59 minutes reduced from 800 (Feb 2022) to 497 (Jan 2023)

Improved patient safety indicators:

- Improvement in patient mortality (SHMI) from 111.2 (Feb 2022) to 102.7 (Jan 2023)
- Consistently achieved greater than 98% compliance with IPC objectives

Established the Patient Improvement Advisory Group with patient volunteers to provide scrutiny and ensure the patient voice is heard when considering improvement ideas and projects



# Achievements for our people

For our people we have;

Increased our overall workforce numbers by an additional 1,000 people

Second highest improver in all acute Trusts in the NHS staff survey results, particularly in:

- Colleagues feeling supported to develop their potential from 41% to 50%
- Colleagues feeling the organisation respects individual differences from 58% to 65%
- Colleagues feeling satisfied with opportunities for flexible working patterns from 45% to 51%

Reduced staff turnover rates from 14.7% to 13.6%

Reduced medical vacancies from 8.88% to 4.72%

Recruited more than 350 registered nurses

Reduced support staff vacancies from 13.53% to 7.89%

Delivered a saving against nursing agency spend of circa £1.6 million

Implemented Royal College of Physicians safe staffing review resulting in a saving of circa £900,000

Launched our Cultural Intelligence Programme to improve equality, diversity and inclusion

Our Talent Academy has supported:

- Utilisation of 95% of apprenticeship levy
- 49 members of staff to complete their apprenticeships
- 156 people to commence an apprentice programme
- Recruitment of 103 Reservists

Implemented HealthMedics for leave requests for everyone in our medical workforce



# Achievements for our services

For our services we have;

Successfully eliminated patient waits of 104 weeks or more. Almost eradicated patient waits greater than 78 weeks

Invested £5.3 million in two new theatres at Grantham

Became one of eight elective Surgery Hubs to receive accreditation nationally at Grantham and District Hospital

Secured and delivered £135.8m of capital investment over the last three years against an overall target of £120m over five years

Provided mutual aid to other Trusts, ensuring equitable access to treatment for patients requiring Urology or Orthopaedic surgery

Reduced the number of operations cancelled on the day of surgery from 2.9% (July 2022) to 1.28% (Feb 2023)

Rolled out electronic prescribing to 17 areas

Secured an initial £6.2m to commence work on the enabling infrastructure for our Electronic Health Record implementation

Delivered a reduction in non-elective length of stay for Pathway 0 patients to 4.56 days against a target of 5.96 days

Reduced 7,000 missing outcomes from patient appointments by 42% and have driven up Patient Initiated Follow Up to above 3.5% (across all divisions). Surgery Division are up to 4%



New theatres at Grantham and District Hospital

# Achievements for our partners

For our partners we have;

Established a Tobacco Cessation Service within the Trust

Developed a strong relationship with the University of Lincoln to build our partnership in research and innovation to become a University Teaching Hospital Trust

Seen more than 300 patients as a result of the expansion of our virtual ward capacity, supporting reduced waiting times and pressure on emergency services

Completed the Orthopaedic Acute Service Review (ASR) with full sign off obtained from Lincolnshire's Health Overview and Scrutiny Committee

Continued partnership working with our Integrated Care System, Lincolnshire Community Health Services NHS Trust and GP colleagues to implement the outcomes from the Stroke and Grantham ASR





Our objectives for 2023/24

# Our patient objectives

By 2025, we will deliver high quality, safe and responsive services, shaped by best practice and our communities.

## What this will look like:

- We will have improved discharge processes
- Patients will not come to harm in our care
- Patients will receive high quality, safe care

**Patient Objective 1a:** Deliver high quality care, which is safe, responsive and able to meet the needs of the population.

## What we will achieve in 2023/24:

- Maximise safety of patients in our care, through learning from incidents, reducing incidents causing harm and reviewing external reports and assessments of our services
- Improve our medication management safety and reduce medication related incidents resulting in harm, supported by implementation of an e-Prescribing system
- Establish an open and honest patient safety culture rather than attributing blame and liability, which will enable improved clinical outcomes, through implementation of Patient Safety Incident Response Framework (PSIRF) by September 2023



### Patient Objective 1b: Improve patient experience.

#### What we will achieve in 2023/24:

- Embrace both internal and external assessments of patient experience and safety and triangulate information in order to drive a culture of safety
- Ensure you do not come to harm under our care
- Implementation of our 'you care, we care to call' programme across 38 wards
- Improved learning from patient feedback, with a focus on addressing discharge processes and inclusion of 'experts by experience'
- Embedded processes to address risk of hidden child and support transition across all services

### Patient Objective 1c: Improve clinical outcomes.

#### What we will achieve in 2023/24:

- Ensure we provide clinically safe services, through an increased volume of Diamond Accredited Wards
- Improve clinical effectiveness through increased compliance with national and local standards
- Improve clinical effectiveness and best practice principles by prioritising Cardiovascular pathways
- Relaunch and embed our Commissioning for Quality and Innovation (CQUIN) programme to ensure best practice and improve clinical outcomes



# Our people objectives

By 2025, we will enable our people to lead, work differently, and feel valued, motivated and proud to work at ULHT.

## What this will look like:

- We will have an improved benchmark position for vacancy and turnover rates when compared to peer and national medians
- We will have an improved position in all domains of the national NHS Staff Survey
- We will be rated "Outstanding" for "Well Led" by the Care Quality Commission

## People Objective 2a: A modern and progressive workforce.

### What we will achieve in 2023/24:

- Proactively support staff to remain well and at work, however should the need arise, support them through illness and their return to work
- Develop and support our people and the wider system, maximising access to training opportunities, making full use of the apprenticeship levy
- Vacancy levels below 4% across all staff groups
- Reduce our staff turnover rate to 11.50% across all staff groups

## People Objective 2b: Making ULHT the best place to work.

### What we will achieve in 2023/24:

- Support Divisions to achieve 95% of our people having completed all relevant statutory and mandatory training by March 2024
- Support our Divisions to provide all staff with an appraisal and clear objectives
- 55% of our staff recommending ULHT as a place to work and an improved position with regards to our people feeling that they are treated with kindness, compassion and respect

## People Objective 2c: Well led services.

### What we will achieve in 2023/24:

- Complete an internal assessment of readiness against the CQC new standards to understand our performance and highlight any areas of focus
- Compliance with national agency utilisation target of 3.7% of total system pay bill for agency and locum workforce
- 53% of our staff recommending ULHT as a place to receive care

# Our services objectives

By 2025, we will ensure that services are sustainable, supported by technology and delivered from an improved estate.

## What this looks like:

- Deliver a balanced finance plan with a framework in place to identify targeted improvement schemes
- Secure capital funding to deliver Trust strategies, including the Trust Green Plan
- Our staff will have access to real-time data via electronic systems
- Our patients will be able to access services in timeframes that are safe and responsive

## Services Objective 3a: A modern, clean and fit for purpose environment

### What we will achieve in 2023/24:

- Support capacity maximisation ensuring modernisation and utilisation of space and reduction in backlog maintenance through implementing the estates strategy
- Reduce our net carbon footprint
- Deliver our capital programme

## Services Objective 3b: Efficient use of our resources

### What we will achieve in 2023/24:

- Deliver our key cost improvement programmes across our targeted, transformation and transactional framework
- Deliver our financial plan
- Develop plans and strategies for our fragile services, through service review process and transformational programmes of work

### Services Objective 3c: Enhanced data and digital capability

#### What we will achieve in 2023/24:

- Upgrade of our technological infrastructure to support technology advancements
- Provide our people with real-time data to support delivery of high quality care
- Enhance our organisational digital capability and skills through training
- Implementing 2023/24 actions of becoming a “Paper Lite Digital Hospital” and delivery of our Digital Strategy and implementation of an Electronic Prescribing system

### Services Objective 3d: Improving cancer services access

- Meet all constitutional standards for performance for cancer care
- Improve access to our services to meet the needs of our population
- Increase the proportion of cancers diagnosed early

### Services Objective 3e: Reduce waits for patients who require planned care and diagnostics to constitutional standards

- Elimination of 78 weeks/ 65 week waits across all specialties
- Meet all constitutional standards for performance on elective care
- Maximisation of capacity and efficiencies to reduce waiting times

### Services Objective 3f: Urgent Care

#### What we will achieve in 2023/24:

- Meet all constitutional standards for performance for non-elective care
- Improve flow and discharge with a reduced length of stay and robust process to support discharge efficiencies
- Reduce our bed occupancy to support flow through our emergency departments

# Our partners objectives

By 2025, we will implement new integrated models of care with our partners to improve Lincolnshire's health and wellbeing.

## What this looks like:

- We will be a leading partner for the ICS and be making a positive impact on our population health outcomes and the local economy
- We will be growing a culture of research and innovation
- We will embed a deeper understanding of our role to reduce health inequalities

## Partners Objective 4a: Establish collaborative models of care with our partners

### What we will achieve in 2023/24:

- Development of Core20PLUS dashboard to enable greater understanding of the Lincolnshire population and support a reduction in health inequalities
- A Joint Forward Plan with our ICS and embed population health data and the health and wellbeing strategy
- Joint working with system partners, maximising care homes, virtual wards and admission avoidance schemes, such as the frailty programme

## Partners Objective 4b: Becoming a University Hospitals Teaching Trust

### What we will achieve in 2023/24:

- Develop a joint research strategy and a joint research office via a virtual platform
- Develop a joint future workforce plan for resources to enable development of future clinical workforce, including the training of principle investigators
- Achieve 'Teaching' hospital status

## Partners Objective 4c: Successful delivery of the Acute Services Review

### What we will achieve in 2023/24:

- Develop a ULHT clinical service strategy and establish a rolling programme of specialty clinical service strategies
- Play an increasing leadership role within the East Midlands Acute Provider Collaborative to develop key partnerships
- Build a Partnership strategy to support improvements in safe and sustainable care, and harness benefits for the population of Lincolnshire

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