

Strategic Plan 2014 - 19

Publishable Summary

Children and Families

Community Services

Mental Health

Secure Services

Specialist Services



Supporting Health and Wellbeing

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Executive Summary

The Health and Social care systems face significant challenges over the next five years, including an ageing population, increasing numbers of people with complex long term health conditions, together with rising demand and increasing costs.

As a health and wellbeing Trust we are uniquely positioned to be able to respond to the 'affordability challenge' that is real and unprecedented. Our strategic plan describes how the Trust will positively embrace this challenge to ensure that our service users and their carers and families continue to receive high quality integrated physical and mental health sustainable pathways of care within their communities, with access to specialist services when they need them.

The Trust cannot respond to this challenge in isolation and that is why we have worked with our health and social care partners to ensure that our strategies are aligned and that our ambitious transformational plans will enable us to deliver at pace.

The quality of our services remains our key priority and our Quality Strategy and implementation plans have been refreshed in light of themes emerging from the Francis 2, Keogh and Berwick reports, our own internal quality assurances processes and external reviews.

We have taken the opportunity to review our strategic planning processes and refresh our strategic aspirations to ensure that our strategy is built on robust assumptions to deliver operational services that are clinically and financial sustainable.

The refreshed strategy builds on our established strategic planning framework and continues to be driven by our Vision, Values and Strategic Priorities:

The Operational plan for 2014/16 details the key initiatives that will be delivered as part of our five year strategic plan. The annual planning framework will performance manage the delivery of the plan, whilst allowing for regular opportunities to review our strategy and test alignment with our local health and social care partners.

Our transformation programme is a key element of the plan and includes the Trust's clinical service transformation programmes that respond both to local health economy commissioning intentions and the Trust's internal programme of service transformation.

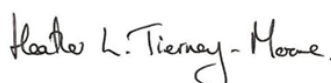
The Trust's Programme Management Office has been enhanced to manage the delivery of the programme and provide additional capacity to support the assurance and development of programme structures and benefit realisation.

We hope that as a key stakeholder you will continue to actively engage with us and provide constructive challenge to ensure that our strategy continues to reflect the needs of our population.

Vision	21 st century healthcare with wellbeing at its heart
Values	Compassion, Accountability, Respect, Excellence, Integrity and Teamwork
Strategic priorities	<ul style="list-style-type: none"> • To provide high quality services • To provide accessible services delivering commissioned outputs and outcomes • To become recognised for excellence • To employ the best people • To provide excellent value for money in a financially sustainable way • To innovate and exploit technology to transform care



Derek Brown
Chairman



Prof Heather Tierney-Moore
Chief Executive

Declaration of Sustainability

We have a responsibility, as part of the local health and social care economy, to meet the challenges of demographic developments, such as the ageing population, and increase in long term conditions. We will achieve this through an integrated approach to transforming the way services are delivered in a financially, operationally and clinically sustainable way.

Our strategy describes the approach that we will take to remain an effective and sustainable organisation over the next 5 years and the key initiatives that will enable us to achieve our key priorities. On that basis, we make the following declarations of sustainability.

Dimension	Operational	Clinical	Financial
Declared sustainable	Yes	Yes	Yes
Rationale and assumptions	<ul style="list-style-type: none"> . We are confident that we have identified the key operational issues and these have been reflected in our Operational plan 2014-16 . We will continue to actively review emerging operational risks through our risk management arrangements and take positive action to establish appropriate controls . We will improve the sustainability of our work force by reducing reliance on bank and agency; reducing our levels of sickness absence; transforming our recruitment processes and establishing excellent educational links with Universities and Health Education England NW, to promote a direct pipeline of staff with the skills and experience to support the transformation of our services 	<ul style="list-style-type: none"> . We are confident that we have established positive relationships with our local health and social care colleagues to enable us to maximise our joint potential to deliver clinically sustainable models of out of hospital care, with investment through the Better Care Fund. The Medical and Nursing Directors have played a central role in the development of the strategy 	<ul style="list-style-type: none"> . We completed rigorous financial modelling that projects a year on year surplus for the next five years under a base case and alternative worst case scenario
		<ul style="list-style-type: none"> . We believe our integrated offer of physical and mental health will deliver parity of esteem whilst we also maximise our strategic ambitions to develop specialist services 	<ul style="list-style-type: none"> . Should future system pressures arise we would be able to adjust our transformational CIP plans, defer capital investment, use our reserves or not deliver a surplus in some years to remain financially sustainable
		<ul style="list-style-type: none"> . We will start our transformation of services by building on our joint vision with acute sector colleagues to develop models of out of hospital care, to ensure that patients receive care in the most appropriate setting 	<ul style="list-style-type: none"> . We are not currently aware of any planned commissioning decisions that could potentially impact on our financial sustainability and are staying close to our commissioners to understand their future intentions as these develop
		<ul style="list-style-type: none"> . We will take the opportunity to explore the contribution of commercial partners in realising this ambition 	<ul style="list-style-type: none"> . With inevitable competition in the areas in which we have chosen to operate, we aim to grow to retain an operating turnover of at least £320m

About Us

We are an established Health and Wellbeing Foundation Trust providing services for a population of around 1.5 million people. We employ around 6,650 members of staff and have an annual turnover of over £325 million. The main source of income for the Trust is from contracts to provide health and wellbeing services in the community and specialist mental health services. The service offering is diverse and delivered from over 700 premises across Lancashire in a range of settings.

Increasingly, the Trust is working with other health and social care providers to deliver integrated care and ensure that the needs of the community are met at every stage of life.

The health profiles of the communities we serve continue to remind us of the challenges we face over the next five years, including an ageing population, increasing numbers of people with complex long term health conditions, together with rising expectations. A snapshot of the health profiles are as follows:

Comparison to England average

	Lancashire	Blackburn with Darwen	Blackpool
General health	▼ ▲	▼	▼
Deprivation	▼	▼	▼
Life expectancy	▼	▼	▼
Mortality rate	▼	▼	▼
Childhood obesity	▲	▲	▲
Teenage pregnancy	▼	▼	▼
Alcohol-specific hospital stay >18 yrs	▼	▼	▼
Breast Feeding	▼	▼	▼
Smoking in pregnancy	▼	▼	▼
GCSE attainment	▲	▲	▼
Adult healthy eating	▼	▼	▼
Adult smoking	▼	▼	▼
Adult physical activity	▼	▼	▼

	▲	▼	▼
Adult obesity			
Road injuries and deaths	▼	▼	▼
Smoking related deaths	▼	▼	▼
Hospital stays alcohol related harm	▼	▼	▼
Sexually transmitted infections	▲	▲	▼
Statutory homelessness	▲	▲	▲
Violent crime	▲	▼	▼
Long term unemployment	▲	▼	▼

KEY ▲ better than England average; ▼ worse than England average; ▼▲ variable across region

Priorities for each area include

- **Lancashire:** Starting Well, Living Well and Ageing Well.
- **Blackburn with Darwen:** tackling the social determinants of health and reducing inequalities including smoking, mental health and wellbeing and people with long term conditions.
- **Blackpool:** alcohol and substance misuse, smoking and cardiovascular disease.

We are commissioned to provide services by a diverse range of commissioners.

Clinical Commissioning groups

- Blackburn with Darwen is the lead commissioner for our Mental health contract and Chorley and South Ribble are the lead for our Community Services contract

Lancashire County Council

- 0-19 children's universal services and therapies, sexual health services and healthy lifestyle services

NHS England (Cheshire Warrington and Wirral team)

- Specialist services Secure services, Offender healthcare, CAMHS Tier 4 and Health visiting.

Other commissioners

- DWP - Personal independence payments

We organise the delivery of our portfolio of operational services across four clinical interdependent networks:

- Adult Mental Health
- Adult Community services
- Children and Families
- Specialist services

Each of the clinical networks is operationally led by a Clinical Director and a Network Director working in a co-production model. The clinical networks are supported by the following corporate services:

- Nursing and Quality
- Finance
- Workforce and Organisational development
- Transformation and Innovation
- Performance insight
- Health Informatics
- Property Services commissioned via Red Rose Corporate services joint venture
- Pharmacy and Medicines Management
- Engagement and Communications
- Medical Directorate
- Governance and compliance

Building Our Strategy

We have taken the opportunity to undertake a material refresh of our strategy to respond to the clinical, operational and financial sustainability challenges and test our alignment to local health economy plans.

We are integral to the *Healthier Lancashire* 'big conversations' with the public in co creating a Lancashire health and social care strategy.

We are a high profile and active partner in the local health and social care economy transformation programmes including the Out of Hospital care reviews across Central and Pennine Lancashire and the implementation of integrated neighbourhood teams.

Our level of involvement across the other Lancashire health economies is consistent with the scope of our portfolio of services and the redesign of both inpatient and community based mental health services is the focus of our leadership.

We are also actively engaged with local authority commissioners in respect of the health improvement agenda, particularly in relation to *Making Every Contact Count*.

The commissioning of integrated services through the Better Care Fund predominantly focuses on a shift of activity to out of hospital care. There are therefore significant opportunities for us to work with our acute, primary care and social care colleagues in delivering integrated physical and mental health services through neighbourhood teams.

We have been actively involved in leading and influencing clinically led forums across the local health economies such as the Central Lancashire CCGs and Pennine Lancashire Urgent care reviews and the Better Care Together programme in North Lancashire. We are also represented on the Lancashire Local area team strategic planning board and the Health and Wellbeing boards to ensure that our planning assumptions are in line with key partners.

We have established positive relationships with NHS England specialist commissioners in respect of Forensic secure services, Offender healthcare and Children and Families services and the risks, associated with the impact of future potential changes to the commissioning of these services, have been considered as part of our strategy refresh.

The affordability challenge has strengthened our focus on continuous cost improvement programmes to improve the quality and efficiency of our services whilst being a collaborative and constructive partner in redesigning and transforming care pathways with local health economy partners.

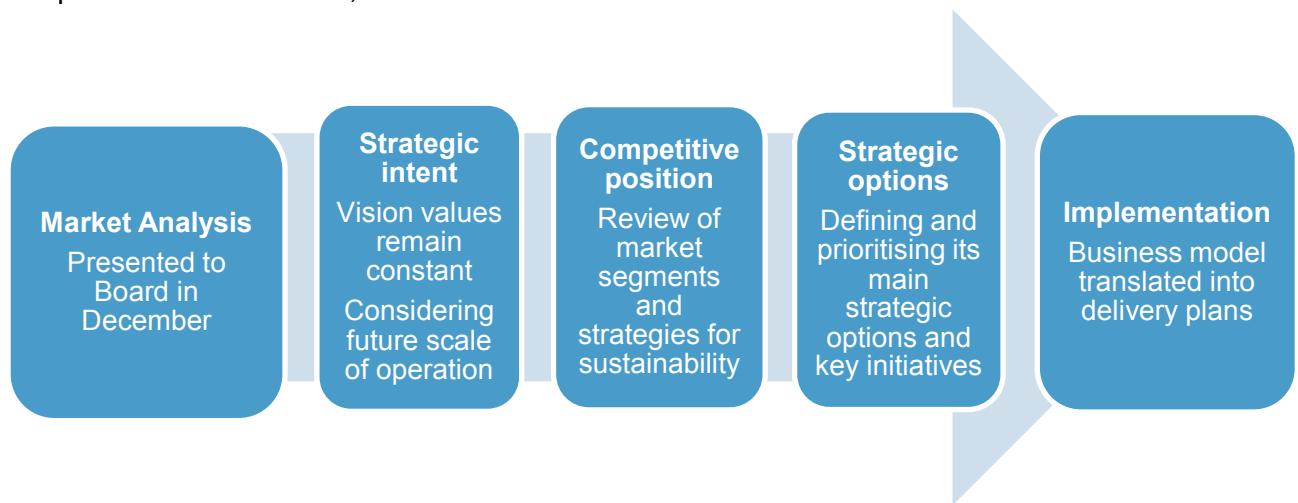
We are investing in generating the innovative ideas of frontline staff through the 'Innovation Incubator' and providing active support to bring these plans to fruition to improve the quality of patient care.

Our Vision, Values and Strategic Priorities

Our starting point in refreshing the strategy was the assumption that our Vision, Values and Strategic priorities are fit for purpose as they were developed following wide consultation across the organisation to support the transformation of the Trust's portfolio from a mental health provider to a lead provider of health and wellbeing services.

Vision	21 st century healthcare with wellbeing at its heart
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Strategic priorities	<ul style="list-style-type: none"> • To provide high quality services • To provide accessible services delivering commissioned outputs and outcomes • To become recognised for excellence • To employ the best people • To provide excellent value for money in a financially sustainable way • To innovate and exploit technology to transform care

We then took a structured, evidence-based approach to our strategy refresh. Key steps in the process have included;



Market Analysis – key themes

In total, our current core market size is £415M, of which we have 69% market share; we are monopoly providers in our core market in three segments	It is expected that providers will need to meet significantly greater patient demand within a market that, in total, will experience almost no growth	LCFT captures substantially greater market share in the centre and southeast of Lancashire	The growing trend towards combined health and social care commissioning offers opportunities for new and broader services
The Trust faces a broad and fragmented range of current and potential future competitors across its core markets	The analysis completed to date indicates which market segments are likely to be more attractive	Further assessment of our market and our internal capabilities will enable us to map the right generic strategy to the right service	

Strategic Intent

Our defined vision and values remain constant through the next strategic planning cycle but we have sought to more clearly articulate our ambition and strategic intent by considering different future potential scales of operation (i.e. what it would take to achieve different levels of future turnover) and clarifying our view on likely trade-offs between future costs, quality levels and trust portfolio to ensure sustainability at a clinical, operational and financial level. We took the opportunity to recognise that the Trust is at a crossroads and dedicated time and space at Board level to deliberate and consider the preferred route forward in terms of goal driven growth.

The following range of hypotheses have been defined and tested and are evidenced or supported by documented assumptions regarding likely future financial and non-financial performance of different services and the future commercial attractiveness of different market segments.

We believe mental and physical health services should be delivered together	We will succeed by competing on quality	We need to operate at least our current scale – this means we need to grow	We will expand and serve new geographies
We will focus our efforts on key services and initiatives	We will pilot innovative services earlier in the patient pathways	We will build a multi – region secure services business	

These hypotheses have now provided an additional focus to our strategic blueprint.

Competitive Position

We completed a process of reviewing the market segments in which we wish to operate, and the strategies that will enable us to operate successfully in each market segment. We recognise the opportunities of new models of community healthcare aligned to local hospitals and closer working between specialist and community care.

Market Segments- Adults with inpatient mental health needs, Adults with community mental health needs, Adults in secure environments, Older adults with dementia, Healthy children, Adults with long term conditions, Healthy adults, Adults with learning disabilities, Children and Adolescents with specialist health needs.

We aim to win in the segments we serve through our strong reputation and track record of delivery, mature partnering and expertise in transformation.

Have a first rate reputation; <ul style="list-style-type: none"> • Clear, consistent and well-understood market position and brand • Advocated by partner Trusts (e.g. acutes); commissioners; patients • Be recognised as a Learning organisation • Public health expertise 	Have a rock solid track record of delivery <ul style="list-style-type: none"> • Unassailable evidence of high quality performance in all services delivered by the Trust 	Be regarded as a collaborative working partner <ul style="list-style-type: none"> • Mature, long-term, mutually-sustaining partner for both service buyers and other organisations delivering care • Open to innovative commercial arrangements (e.g. risk share; management of patient populations) • Committed to realising the benefits of community assets in delivering wider local authority sector transformation
Capable of taking on under-performing services and rapidly transform them to high-performance status	Documented approach/evidence of making these types of transformations in the past	Have proven expertise in transforming services

Strategic Options and Implementation

Our Operational Plan for 2014/16 set out the key priorities for implementation. Through the strategy refresh we have identified ten key opportunities to strengthen our competitive position.

Service quality - For all services we deliver we should assess the quality of the service specifications and whether we are consistently achieving them	Quality improvement skills- We need to embed quality improvement skills in all staff	Partnering - Build our capability re: creating effective partnerships	Transformation evidence - Build a transformation evidence base and prove the difference that has been made	Technology - Develop technology strategy
Performance data - Systematically collect data and evidence to evidence performance/ improvement	Strategy: communication - Communicating our strategy to key stakeholders	Reputation - Design systems and processes to underpin and protect our reputation	Commercial strategy – Development of a Commercial strategy	Strategy: execution- Develop staff capability to execute agreed strategy

We Will Provide High Quality Services

We will protect people from harm, give them treatments that work and make sure that they have a good experience of care. We will collect useful information on quality and share this information quickly with the people who are best placed to improve care. We will empower our people to get things done and will be constantly vigilant in keeping quality standards high. We will take every opportunity to compare ourselves with other providers so that we continue to strive for excellence. We will put patient experience at the heart of what we do and report consistently high quality experiences.

Quality at Our Heart

The quality of our services remains our key priority. We believe that we will succeed as a clinically sustainable organisation by competing on quality.

We will be rigorous in improving the quality of our services and workforce both by improving or managing out those who do not meet our minimum quality standards and by stretching our highest performing services and workforce to deliver value for money.

We will not compete through cost leadership and we may choose to develop partnerships or exit markets which require the lowest cost provision. Our Quality Strategy will support us in realising these ambitions through a focus on 5 goals

In comparison with similar organisations we will always be in the top 25% for quality.	We will perform well in CQC inspections and the CQC will have no major concerns about our services.	Every clinical team will have an improvement plan based on feedback from service users.	Every clinical team will know how well it is doing in terms of safety, effectiveness and patient experience.	Our care pathways will meet NICE Quality Standards and will show steady improvements in quality.
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We aim to achieve these goals through 4 simple actions

Collect useful information on quality (that is: safety, effectiveness, and the patient experience) across all parts of the organisation.	Share this information quickly with the people who are best placed to improve care.	Empower these people to get things done.	Continually make sure that the process is working.
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Our Quality Strategy and implementation plans have been refreshed in the light of the themes emerging from the Francis 2, Keogh and Berwick reports, our own internal quality assurances processes and external reviews.

A number of key operational themes have emerged;

- Ensuring the lessons of the Francis Inquiry and Keogh reports and the Berwick review are learned and thoroughly embedded across the Trust. These enquires point to the need to have robust governance arrangements in place and put Quality Care and Patient Safety at the heart of everything we do
- Strengthening professional and Nursing Leadership across the Trust
- Enhancing governance and learning from internal and external investigations
- Ensuring compliance with external regulatory requirements
- The development and implementation of a Patient Experience and Involvement Strategy
- Development of a strategic Focus on Patient Safety and Risk Management
- Developing a systematic approach to learning in relation to quality governance
- Ensuring compliance with the Mental Health laws, governance and administration
- Developing quality impact assessments
- Ensuring preparedness for new style CQC inspections
- Delivering programme of Clinical Risk Training

These themes, together with specific network issues are reflected in the Corporate and Network quality strategy implementation plans. Assurance on the delivery will be monitored by the Quality Strategy Group. This will provide assurance to the Executive Quality Committee of continuous progress of the actions outlined in the strategy.



We Will Provide Accessible Services Delivering Commissioned Outputs and Outcomes

We will deliver integrated mental and physical health care services. We will reduce waiting times across all services and localities. We will deliver increased volume to meet demand and increase productivity. We will focus our efforts on key services and initiatives and change services that do not deliver agreed outcomes. We will ensure patients are cared for in appropriate environments and services and will pilot innovative services earlier in patient pathways.

Consistent, High-quality Delivery

We will positively embrace the 'affordability' challenge that we face together with our local health and social care partners to ensure that service users, their carers and families continue to receive high quality integrated physical and mental health sustainable pathways of care, within their communities, with access to specialist services when they need them.

We believe that mental and physical health services should be delivered together and our aim is that over time we will deliver integrated services in all the geographies in which we operate. These services will be configured to ensure that they integrate effectively with social care based on evidence of the potential value of delivering both mental and physical health services together.

We will aim to consistently deliver to the specifications set by our commissioners for all services and where appropriate will negotiate with commissioners to raise the quality of service specifications and secure sufficient funding to meet those standards of care. If we are unable to achieve a solution that will enable us to deliver high quality care we will seek alternative delivery models or exit the service.

Our ambition is to develop a large scale, region wide pilot aligned to our local health economy plans for out of hospital care and to test innovative services at the first interface with patients, specifically where these are early steps in the pathways for patient segments we serve.

Focusing On Priorities for Transformation

We will develop a prioritised programme to review and where necessary refresh our clinical service line strategies to test alignment to our strategic intent and inform our commercial strategy starting with the clinical service lines that will support our ambition to develop our specialist services portfolios in secure services and offender healthcare.

We have recognised the significant opportunities to transform our services and have appointed an Executive Director to develop and lead an internal Transformation Advisory Service (TAS). This will give us the skilled resource equipped with evidence based tools and techniques to deliver sustainable transformation, by continuing to challenge and develop the efficiency and effectiveness of our services, whilst enabling us to realise our ambitions to continue to grow our business, in line with our strategic intent.

We have also taken the opportunity to re-launch our Programme Management Office as the leader of transformational change across the Trust. This will provide programme governance by establishing standard tools and processes to implement and embed transformation in order that we can deliver the Trust's strategic goals and quality standards.

Our transformation programme is a key element of our strategic plan and includes our clinical service transformation programmes that respond both to alignment of local health and social care economy commissioning plans and our own internal programme of service transformation.

Our key service line initiatives are;

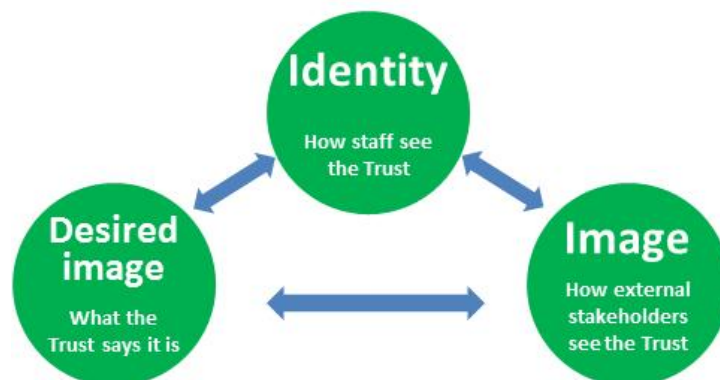
Adult Mental Health	Adult Community Services	Children and Families	Specialist Services
<p>Inpatient transition programme – The Harbour and sites in East and Central Lancashire</p> <p>Developing rehab and step down models of care across adult mental health</p> <p>Redesign of adult community mental health services</p>	<p>Out of hospital care-integrated neighbourhood teams, urgent care review (ambulatory care)</p> <p>Dementia Strategy</p> <p>Making every contact count– public health programme (pan network)</p>	<p>Re-design of specialist services for children and adolescents across both mental and physical health services</p>	<p>Delivery of gold standard framework across Offender health care</p> <p>Responding to specialist services commissioning intentions to develop a Secure services hub and spoke model of care.</p>

We Will Become Recognised for Excellence

Our service users and carers will tell us that our services are of high quality. Our local GP colleagues will regard us as a willing and responsive partner. Our people will recommend us to family and friends. We will be respected by our commissioners and other providers as a co-producing partner in shaping new service models that deliver our aligned strategies. We will have achieved a national reputation for excellence and will build a multi-region secure services business.

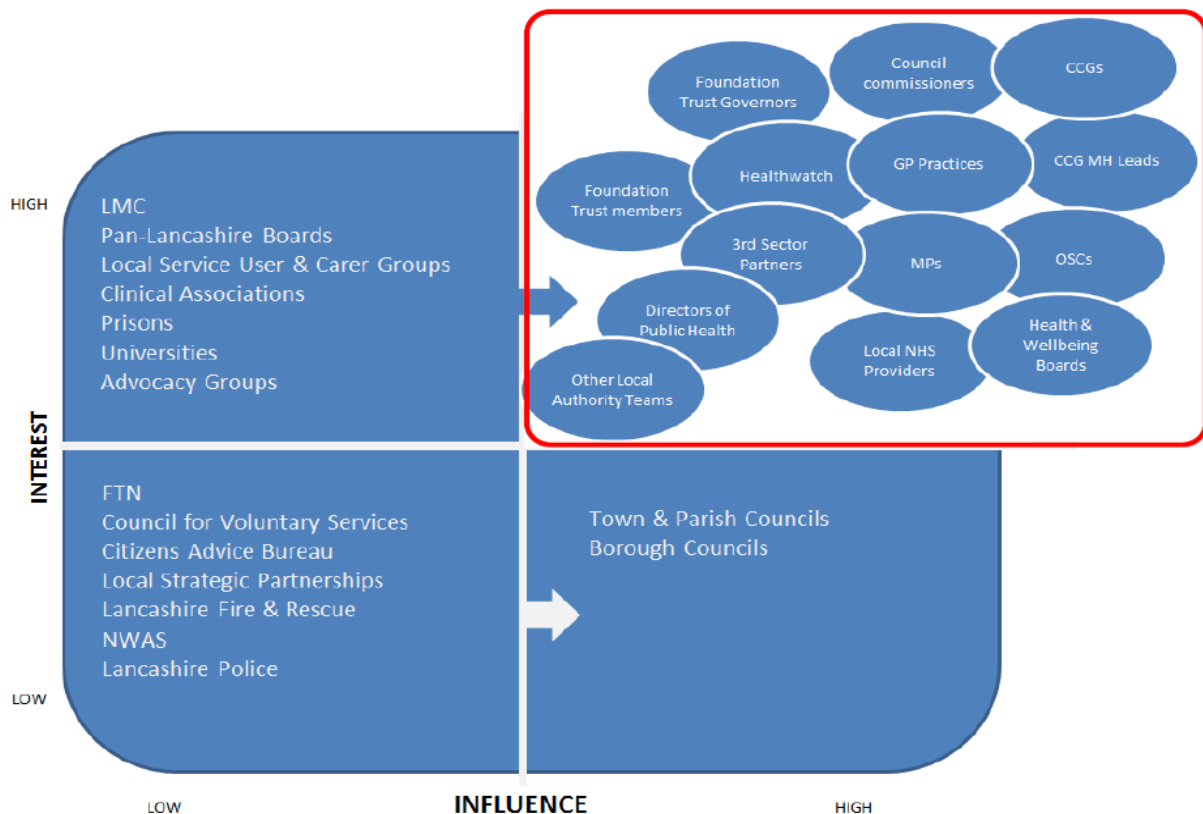
Driving Positive and Consistent Stakeholder Perceptions

To be recognised for excellence, our commissioners and service users must feel that they receive an excellent service. Challenges to managing the Trust's reputation will arise if there are gaps between how the Trust communicates and actual experience.



We will monitor and measure the perception of our stakeholders through a variety of measures on the Balanced Scorecard, including key metrics such as results from the service user Friends and Family Test and annual GP Survey.

A stakeholder map has been developed for the Trust and the diagram below shows the super stakeholders.



An ongoing programme of GP visits and educational events enables us to engage with GPs on a regular basis. Relationship Managers lead and support engagement with Primary Care, co-ordinating visits to GPs in support of the GP Charter, responding to issues and ensuring Trust clinical representatives are appropriately supported. Feeding back intelligence in a robust and meaningful way supports the aspiration to be regarded as a willing and responsive partner.

We are committed to working with our commissioners and other providers as a co-producing partner. Our Executives and Senior Management Team are well placed on health economy boards and groups and we have evidence of co-produced solutions achieving success. This approach to strategic engagement is discussed regularly at Executive Management Team meetings.

Staff engagement is a key success factor for our people recommending us to family and friends. We have a number of initiatives to maximise staff engagement, including a quarterly programme of “Engage Events” and regular briefings and other communications provided to all staff. Staff engagement is monitored through the annual Staff Opinion Survey, which includes the staff Friends and Family test questions.

We will articulate a clear vision to our commissioners and other stakeholders, including our positioning in the health economy. Our key positioning messages are:

- Lancashire Care is the only provider that covers the whole of Lancashire
- Lancashire Care is not a mental health Trust. Over half of the Trust’s income is in relation to community and specialist services
- Lancashire Care is ideally positioned to support the integrated care agenda

The Trust has a variety of communication mechanisms to strengthen relationships by creating a dialogue with stakeholders.

This is further enhanced by tailoring activity to specific audiences and localities. Stakeholder communications and meetings are managed through a Customer Relationship Management system which enables the Trust to monitor stakeholder engagement more effectively and identify key themes and issues that need to be addressed.

The aim of the communication and engagement activity is to position the Trust as the prime contractor or partner for health and wellbeing services in Lancashire and relevant geographies outside the county where strategically relevant.

Key activities

The key programmes that will support being recognised for excellence are:

Priority	Organisational Reputation
Inpatient transition programme	Leader of best practice models of care in ‘state of the art’ facilities.
Adult Mental Health blueprint and community redesign	Promoting recovery, independence and citizenship through partnership models of care
Out of hospital Care	Willing and constructive partner in delivery of integrated health and wellbeing models of service
Specialist Commissioning	Position the Trust as the specialist hub in new delivery models
Making Every Contact Count	Position the Trust as a leader in the public health arena for Lancashire Improved health outcomes for service users

We Will Employ the Best People

We will have effective and appreciative leadership throughout the organisation, creating a high performance environment. Our people will be clear about what is expected of them, receive regular feedback and understand that poor performance will be addressed. Our employees will be engaged, supported to reach their potential and embrace change. People will want to work here.

As a Trust we aim to achieve our strategic objectives whilst creating a positive values led environment where employees feel supported, enjoy work, have the freedom to act and opportunities for development, enabling them to excel and thrive, both in their work and personal lives.

A Challenging Environment

The Trust faces a number of critical business challenges that will impact on our people;

- A large and complex programme of transformation and innovation
- Requirements to meet cost improvement plans and deliver efficiency savings
- Public accountability and scrutiny
- Multiple and complex stakeholder management including new NHS commissioning, governance and regulation arrangements
- Delivery of consistently high performance in a high pressure environment

Priorities for Our People Strategy

The People Strategy outlines the priorities for the workforce over the next 5 years and has been refreshed in line with the strategy. Our values, **compassion, accountability, respect, excellence, integrity and teamwork** are at the centre of all we do. This strategy cannot be delivered unless our people understand and display those values in their working lives.

We have identified five strategic priorities;

Our Strategic priorities	We are well led Our approach to leadership involves all of our people, putting them at the heart of the organisation and encouraging them to take responsibility for their actions, their relationships and the impact they make.	We manage high performance In order to perform highly we recognise the importance of effective management through meaningful conversations and structured support. People will be clear about what is expected of them and receive regular feedback
We are engaged Engaged people feel confident to share goals and values, motivated to contribute to success and able to improve their own wellbeing. We will create high levels of employee engagement, motivation and commitment.	We embrace change We understand the emotions of change and help people embrace its positive aspects. Our workforce is planned, flexible, resilient and embraces change.	We are an employer of choice Our people choose to work here and we attract talented people from diverse backgrounds. We get the right, engaged and high performing people, at the right time.

Local Health Economy Workforce Planning

As part of our commitment to working with our local health economy partners, we are leading a project with Health Education North West to build a tool which will benefit the North West health economy by delivering a consistent platform for workforce planning that will support the health economy as individual organisations and as a collective.

We Will Provide Excellent Value for Money in a Financially Sustainable Way

We will operate at least at our current scale. We will provide services that offer excellent value for money without compromising financial stability. Local accountability and decision making will enable services to sustain margins to fund investment. We will be outward looking and actively seek business opportunities to expand and serve new geographies, whilst concentrating on things that add value for our customers and local people. We will succeed by competing on quality.

Seeking Growth Opportunities

We are committed to remaining a sustainable organisation delivering high quality care to the populations that we serve. We recognise that in light of the current 'affordability challenges' and competition, that this means that in order for us to operate at, at least our current scale, we will need to grow. We will be paid less by commissioners for the services we currently provide. There are also some services that other competitors will be better placed to provide, perhaps at lower prices or at high levels of quality. This means that unless we win new contracts our turnover will reduce significantly. We will require scale to support major investments in new physical assets and IT services. We also recognise that overall spending on healthcare in the NHS is limited and that our future growth may be at the expense of other providers. Partnership working with local health economy colleagues will be paramount in this environment. Our initial priority will be to deepen our existing geography providing a full range of physical and mental health services in areas where we currently deliver this in part only. We believe that we will take the lead in a significant and self-selected transaction in the next five years and will prioritise those opportunities where there is a clear strategic logic in line with our commercial strategy.

Prudent Forecasts

Our financial plans are based on prudent assumptions with an underlying continuity of service risk rating of 4, and the 'affordability challenge' has been reflected in our financial plans.

Delivering Value for Money

We will maintain a focus on continuous cost improvement programmes, whilst being a collaborative and constructive partner in redesigning and transforming care pathways with local health economy partners. Our five year plan will focus on delivering transformational cross cutting CIP targets including : productivity (47%); demand management (20%); divestment (10%); other opportunities including procurement and back office (23%).

Forecast year	Revenue (£m)	EBITDA margin (%)
14-15	314	5.1%
15-16	308	5.9%
16-17	301	7.0%
17-18	296	7.2%
18-19	291	7.4%

We Will Innovate and Exploit Technology to Transform Care

Research and innovation will enhance patient care, reduce costs and/or improve quality. We will have a culture where staff are given the time, training and resources to research and innovate. Research will validate innovations and innovations will direct research. Partnerships with third party organisations will enable rapid execution and exploitation of innovation projects.

A Leading Role in Research

We are recognised nationally as one of the most effective Trusts in delivering high quality portfolio research to the population it serves. We are the host for the North West Coast Academic Health Sciences Network whose vision is to improve the health of patients and service users through embedding research and evidence based practice in clinical services. We intend to maximise this opportunity to implement innovation from elsewhere whilst exploiting our own innovative practice and increasing our opportunities to work with commercial partners.

We will develop a research culture and embed it within Clinical Networks and Service Lines of the organisation and increase the opportunity for patients and service users to participate. We will increase access to the very latest diagnostic techniques, new drugs, devices, treatments, therapies and innovative clinical services.

We will develop our research portfolio and capacity across mental health and community services to improve access to research for all service users and patients. Our Research strategy focuses on the delivery of the following goals:

- Increase access to research for our patients and service users

- Increase research capacity building within the Trust particularly within Community Services
- Increase the research culture of the organisation and embed research within each of the Clinical Networks
- Increase service user/carer involvement in the research process

A Culture of 'Innovation as Usual'

Our Innovation strategy will continue to evolve and provide an opportunity for the Trust to take a new approach to our work, which will result in an improvement in quality, a reduction in cost and/or a time saving. We have invested in establishing an Innovation Incubator with the support of external commercial partners. The Incubator is an important way of demonstrating our commitment to Innovation and will continue to encourage Innovation by creating:

- A shared culture and understanding of Innovation
- Successful implementation of innovations with shared lessons learnt from those which were not rolled out
- Case studies written by our Innovators providing real world examples of what Innovation looks like in our Trust
- Innovation Champions that will take their enthusiasm, expertise and knowledge back to their work place

Communicating Our Strategy

The critical success factor for our strategy is its implementation by our 6,650 members of staff and our volunteer workforce. For this to happen, a high proportion of our staff must be engaged with the Trust's Strategy aims, objectives and outcomes.

Key elements of the Communication and Engagement Strategy are to:

- Continue to share our Strategy with our local health economy partners to ensure strategies are aligned to common goals and objectives.
- Support improving relationships with commissioners, local authorities and health and wellbeing boards
- Raise awareness amongst staff about our Strategy and encourage them to understand how their objectives contribute to its delivery
- Leverage off the Personal Development Review framework to achieve this
- Identify ambassadors in clinical networks to support the communication of our Strategy and spread the word
- Engage early with stakeholders to help them understand what our Strategy means for them
- Highlight our strategy to external stakeholders and make it clear what the strategy means for them and how they can benefit from joint working.

Our Communication and Engagement Strategy will have two key areas of focus:

- **Internal focus** relates to raising awareness amongst staff about our Strategy and the part they have to play in it, leveraging off conversations taking place between managers and staff and the PDR process.
- **External focus** serves to position us as a key leader and partner in the Lancashire health economy. Activity serves to share the Trust Strategy to enable alignment of strategies with commissioners and key partners, including service users.

Key messages for all stakeholders. Lancashire Care is:

- the only provider that covers the whole of Lancashire
- not a mental health Trust. Over half of the Trust's income is in relation to community and specialist services
- ideally positioned to support the integrated care agenda

Delivering Our Strategy

We have a strong track record of delivery and the capability and capacity to deliver our strategy ambitions.

Enabling and Clinical Strategies

We will ensure that our enabling strategies are aligned to our plan and are rolling out a programme to refresh our clinical service line strategies.

Assuring Delivery: Our Board Assurance framework is aligned to the delivery of our Strategic plan and we have an established governance structure in place that supports the process of risk management and escalation. The Board of Directors will receive monthly quality, performance, risk and assurance reports via the Chief Executive's Assurance Report, Board Assurance Framework and Executive Risk Registers. We have developed a Board balanced scorecard to provide regular updates to the Board on the delivery of the Strategy. We will monitor our performance against the delivery of our Strategy through our established programme of quarterly review meetings with the clinical networks, corporate services senior teams and through our established Executive assurance committees.

Measuring Progress: We recognise the importance that underpinning delivery of any successful organisation, is access to accurate, reliable and timely information which it can confidently use for planning, patient care and business decision making. We have access to data and information that is generated as an integral part of the delivery of effective care which we will utilise to provide greater insight into our performance and inform our transformation plans. We are committed to ensuring that we have robust and aligned Information, Performance and Data Quality strategies that will provide the underpinning infrastructure and information to deliver our strategic objectives. We have invested in an ambitious, but realistic, health informatics programme that is aligned to the delivery of our performance strategy, to strengthen the level of assurance that we receive from our Executive assurance committees.

Programme Management
Our Programme Management Office is a key enabler to the delivery of our Strategy. As the leader of transformational change across the Trust it will provide programme governance by establishing standards, tools and processes to implement and embed transformation to deliver the Trust's strategic goals and quality standards.

