

Leading in healthcare, trusted in communities



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Chief Executive's foreword

At the home of Leicester's hospitals, our vision is to be leading in healthcare and trusted in communities.

We have a long history of pioneering new research and providing services that are world-renowned - and we have ambitious plans to continue improving and to deliver radical change in a constantly evolving world. We will embed health equality and inclusion in all we do. That means taking active steps to reduce the avoidable differences in healthcare that some groups experience, working in partnership with communities.

To achieve our vision, there are four areas we will focus on – high-quality care, being a great place to work, partnerships for impact, and research and education excellence. We aim to provide safe, timely and personalised care for all. Whether you speak English or Gujarati, are disabled or able-bodied, or live in Evington or East Langton – care will be equitable and tailored to your needs. A multi-million-pound investment will create new hospital facilities by 2030, improving patient experience with the latest equipment and technology.





We will keep investing in the brilliant people who work at UHL, providing them with exceptional training and education, looking after their wellbeing, and making sure our workforce reflects the communities we serve.

We must continuously adapt to meet the needs of the future. People are living longer, which is to be celebrated, but with more complex conditions that require new interventions and models of care. We must harness the latest digital and technological

advances, so more people can benefit from them quicker. This is why our partnerships are so important. We work closely with General Practice, Local Authorities and Leicestershire Partnership NHS Trust to strengthen relationships and foster trust locally. We are excited by our developing partnership with Kettering General Hospital NHS Foundation Trust and Northampton General Hospital NHS Trust to collaborate at scale.

We will work with partners to make sure care is more joined up, supporting people to stay well and independent for longer, closer to home. We will also collaborate across wider networks to grow as an international centre of excellence in research, working with academic partners to develop innovative new therapies and treatments.

Our strategy is ambitious about the future of patient care, and so are we.

-  *We are compassionate*
-  *We are proud*
-  *We are inclusive*
-  *We are one team*

We are UHL.



Richard Mitchell
Chief Executive



About us

The University Hospitals of Leicester NHS Trust (UHL) is a large NHS teaching trust providing integrated patient care.

We are a national and regional centre for specialist treatment, a renowned biomedical research facility and the local hospital for communities in Leicester, Leicestershire, and Rutland.

We have an established international reputation for research excellence in cardiovascular, respiratory, diabetes, renal and cancer medicine. Together with University of Leicester, Loughborough University and De Montfort University we provide world-class training for the future NHS workforce.

Our three acute sites are the Leicester Royal Infirmary, the Leicester General Hospital and the Glenfield Hospital. We provide services in seven community hospitals as well as in people's homes and virtually.

As a large health and care provider, we are also a significant local employer. More than 18,000 people from over 70 different nationalities work at UHL, making us the largest employer in the city and one of the largest in the region. We use our economic influence to improve the health and wellbeing of our community through purchasing local goods and services and being a good civic partner.

We work with local partners in the health and social care, local authority, voluntary and charitable sectors to improve health outcomes, foster economic and social development and reduce the health inequalities that some groups experience.

About us

UHL in numbers



18,000 colleagues,
representing over
70 nationalities



3 acute hospitals,
7 community sites



£1.5 billion
annual turnover



1,900 beds



10,000 babies
born each year



1.4 million
patient visits
each year



260,000
Emergency Department
attendances each year



16,000+
patients involved
in clinical trials



Hospital estate
equivalent to **72**
football pitches

About us

Our hospitals



Leicester Royal Infirmary

The Leicester Royal Infirmary is our largest hospital, based in the heart of the city. It provides Leicestershire's only accident and emergency service and our recently expanded intensive care unit. It is also the base for the children's hospital.



Leicester General Hospital

The Leicester General Hospital to the east of the city specialises in renal care, diabetes research, urology, brain injuries, and treatment for disabled children. The new East Midlands Planned Care Centre opened on the site in June 2023.



Glenfield Hospital








The Glenfield Hospital is situated northwest of the city centre and provides a range of services for patients, including nationally recognised medical care for heart disease, lung cancer and breast care.



About us

Our community sites



-  Loughborough Hospital
-  Melton Mowbray Hospital
-  Coalville Community Hospital
-  Rutland Memorial Hospital
-  St Luke's Treatment Centre
-  Feilding Palmer Hospital
-  Hinckley and District Community Hospital

The population and places we serve

UHL provides services for 1.1 million people in Leicester, Leicestershire and Rutland, and a further 2 million nationally through our specialist cardiac and renal services.

The geography features the vibrant urban centre of Leicester, as well as beautiful rural areas in the wider county and Rutland, including Rutland Water.

Leicester is the largest city in the East Midlands and the fastest growing. With a proud history of migration, it is famously the first 'plural' city in the country, with no single ethnic majority. The 2021 census identifies 94 languages spoken here, making Leicester one of the most linguistically diverse places in the UK.

The city is home to the largest Diwali celebration outside India each Autumn, and across the rest of the year Leicester celebrates Vaisakhi, Eid, Hanukkah and Chinese New Year. It also hosts the third largest Caribbean Carnival in the country.

Leicester has seen the development of the Space Park and Waterside area of the city in recent years, with a view to nurturing specialist industry skills and the retention of knowledge from graduates of the city's two universities. In the wider county, life sciences and logistics are industry growth areas, creating jobs and attracting more people to settle in Leicestershire.

Leicester has been one of the most successful sporting cities in the UK in the last decade with Leicester City Football Club, Leicester Tigers rugby union club and Leicester Riders basketball team all winning their respective leagues.



Our strategic framework

Vision: Leading in healthcare, trusted in communities

Four goal areas



High-quality care for all

We will deliver timely, safe and personalised care for everyone who needs it



A great place to work

We will support our diverse workforce and create learning environments that promote high-quality care



Our UHL values



Compassionate

We care for patients and treat each other with kindness, dignity, and respect



Proud

We are proud of what we do, are responsible for our actions, and continuously improve to be the best we can be

Embedding health equality and inclusion in all we do

Enablers of success

Continuous improvement approach



Digital, data and technology





Partnerships for impact

We will make a difference at scale and strengthen community relationships



Research and education excellence

We will grow as an international centre of excellence for research, education and innovation



Inclusive

We promote fairness and equity, celebrate diversity, and challenge discrimination wherever we find it



One team

We work together and collaborate to make a difference for patients, partners and communities

Financial sustainability



Becoming a Green Trust



Working with people and communities



Embedding health equality and inclusion in all we do

Health inequalities are avoidable and unfair differences in health across the population, and between different groups in society.

They include how long someone can expect to live, the health conditions people experience and the care that is available to them. The conditions in which we are born, grow, live, work and age all affect our health and wellbeing. These are known as the wider determinants of health.

Health inequalities are prevalent in Leicester, Leicestershire, and Rutland. The life expectancy gap between the most and least deprived wards in our area is 12 years. The impact of health inequality is evident in the way people experience our services. For example, people living in the most deprived areas of Leicester are far less likely to attend planned care and cancer screening appointments than their counterparts in the least deprived areas.

Leicester and parts of Leicestershire also have some of the most deprived neighbourhoods in England. Deprivation is recognised as a significant contributor to poor health. Leicester's Health Index score published by the Office for National Statistics shows that people experience poorer health (score of 83.6) compared to the national average (100), as well as compared to the population of Leicestershire (111.7) and Rutland (124.6). Data also shows significant disparities in healthcare access, experience and outcomes by ethnicity.

Health inequalities and disease prevention are inextricably linked. In 2019, the NHS Long Term Plan set out its vision for improving the long-term health of our population with a renewed focus on the prevention of ill health. It states that improvement in healthy life expectancy will be the end point of a concerted effort to improve the wider determinants of health while proactively driving prevention of avoidable diseases, such as cardiovascular disease.

UHL is committed to embedding a preventative approach to healthcare delivery. We will ensure access to evidence-based services to address smoking, obesity and alcohol intake for both patients and colleagues. We will work with partners to deliver a whole-system approach to prevention and embed prevention in service delivery through Making Every Contact Count (MECC). The first steps of this have already been taken with the successful introduction of our Alcohol Care Team (ACT) and smoking cessation service.

We are committed to tackling health inequalities within our population and workforce. To achieve this, we will deliver healthcare through a lens of equality and inclusion focussing on five key principles:

- Collaboration: working with our partners to ensure a whole-system approach to achieving health equality, for all.
- Data: focus on data to highlight health disparities and guide targeted, clinically relevant change where it is most needed.
- Co-design: build relationships with our communities to develop interventions that meet specific needs.
- Learning: enable sustainable change at scale through continuous improvement and clinical research to both understand and address health inequalities.
- People: empower and equip colleagues to drive change through compassionate leadership.

Our four goal areas

High-quality care for all



We will provide timely, safe and personalised patient care for everyone who needs it. Wherever you live and whatever your background, care will be equitable, high-quality and increasingly tailored to individual need. We will:

Improve access and safety

UHL's urgent and emergency services – including the emergency department at the Leicester Royal Infirmary and the Clinical Decisions Unit at Glenfield – are some of the busiest in the NHS. We are focussed on improving flow and ensuring people get the right care for their needs first time. This includes supporting people to return home or to the best place for their onward care as soon as they are medically well.

We will build on recent access improvements by further expanding our capacity, improving productivity, and strengthening partnership working with a range of health and care partners. Health equity is a key feature of our plans, and we will continue to use data and insight to address disparities in access based on deprivation, ethnicity and other socioeconomic factors.

Most of the care provided in our hospitals is high quality, and we want to strengthen this experience for every patient. Recognising that we don't always get things right, we are committed to rigorously improving the safety of our services. We will do this by ensuring the experiences of patients and colleagues inform our Patient Safety Incident Response Framework, the new mandatory safety management system for the NHS. This will support us to embed learning and improve care for all.

We will build on work with the University of Leicester to develop new models of compassionate care, helping colleagues to better cope with the many challenges they face day to day. This will mean that individuals and teams at all levels are better able to focus on the most important aspects of health care and the experience of patients and families.

Create hospitals for the future

We are redeveloping our hospitals to radically improve patient experience, enhance clinical practice and increase capacity. In the short-term we will continue to invest in our infrastructure. This builds on £159m of investment made in the last five years, including the East Midlands Planned Care Centre, which opened at the Leicester General Hospital in 2023.

As part of the national New Hospitals Programme, we will deliver a multi-million-pound investment in modern and accessible facilities, state-of-the-art equipment and digital technology.

The five areas we aim to complete in 2030 are:

- A new women's and family health hospital at the Leicester Royal Infirmary.
- A dedicated children's hospital at the Leicester Royal Infirmary.
- Expanded intensive care facilities at the Leicester Royal Infirmary and Glenfield Hospital.
- The development of new facilities at Glenfield Hospital including new wards, theatres, and outpatient settings.
- Further separation of planned and emergency care services to improve outcomes.

We will work in partnership with communities and colleagues to shape services, ensuring the care we provide is sustainable now and into the future.

Our four goal areas

A great place to work



The NHS' greatest strength is its people. We are proud of the diversity of our workforce and the compassionate care provided at UHL every day. To ensure the organisation is a consistently great place to work for all, we will:

Foster an inclusive culture

We are an increasingly inclusive employer, and we will continue to foster a culture where people are able to be their authentic selves at work. By strengthening our staff networks and engagement channels, we will develop the culture, practices, and opportunities for our colleagues to have their experiences heard and be part of the co-development of continued improvements.

This will include a focus on getting the basics right, enabling people to work flexibly, supporting health and wellbeing, and providing equitable career and professional development opportunities.

Through an equality, diversity and inclusion focus, we will celebrate the diversity of our workforce, and challenge discrimination, bullying and harassment. We will address the root causes of racial inequality in our workplace, co-producing and implementing a Trust-wide anti-racism strategy.

We will also support the health and wellbeing of our colleagues through excellent occupational health, mental health, and wellbeing programmes. We will be proactive in supporting the health equality of our workforce, which in turn contributes to a healthy sustainable community.

Develop and retain diverse talent

We already attract and retain great people from the UK and around the world to work with us and will continue to do this by creating attractive employment and career development opportunities. We will provide development that ensures a skilled workforce that can deliver high-quality services both now and in the future.

Building on academic partnerships already in place, we will work with local universities and education providers to ensure that we can attract, develop and retain colleagues with the skills and values we need. We will ensure our workforce planning is sustainable by implementing the national NHS long-term workforce plan. Through increased engagement and partnership working with our local communities. We our workforce will reflect the communities we serve.

Opportunities to develop and progress will be open to all and further expand on our growing education, training and development offer, so that everyone who works at UHL can realise their full potential.



Our four goal areas

Partnerships for impact



To achieve our ambitious vision, we must work closely and effectively with partners. We recognise that we do not have a monopoly on good ideas, and the most effective solutions are likely to emerge through partnership. We will:

Support integration and collaboration

Integration means services that join up around patients without fragmentation or gaps. We will work to ensure that patients and clinicians experience a more integrated service between primary and secondary care. We will strengthen our partnerships with community providers, building on successful initiatives like the Ashton Care Home, where people can recover from acute hospital stays in a therapeutic environment. Establishing formal collaboratives with other providers will be key to realising this.

We will continue to work closely with partners in the Leicester, Leicestershire and Rutland Integrated Care System, aligning our strategy with the objectives in the Integrated Care Board's 5-year joint forward plan. As part of this, we will support services in local neighbourhoods and at 'place level', particularly across community hospitals.

We will strengthen our relationships with Kettering General Hospital and Northampton General Hospital, and we will develop the collaborative work already begun across the East Midlands Acute Providers network (EMAP). These partnerships will improve quality, efficiency and productivity of our clinical services, allowing us to make a difference to patient care at scale while remaining connected with communities locally.

Play a role as a community anchor

While our primary function is to provide health services, we also play an active role as a community anchor institution. This can help to address the wider physical, social and environmental factors which cause ill health. Community anchors are large, public-sector organisations with deep roots in their communities. As the Health Foundation states, 'the size, scale and reach of the NHS means it influences the health and wellbeing of communities simply by being there'.

We will continue to develop our role in this area by integrating prevention into healthcare delivery, making a positive impact as a large employer, harnessing the wider influence and advocacy of our donor and supporter communities, and supporting the economic prosperity of people in Leicester, Leicestershire and Rutland.

We will widen access to work opportunities including apprenticeships, create economic impact through our future hospitals programme, ensure social value through our supply chain, and make a positive impact on the environment by becoming a 'Green Trust'.

Our four goal areas

Research and education excellence



We are one of the most research-active trusts in the NHS. Our internationally recognised research strengths are highlighted by our National Institute of Health Research (NIHR) Biomedical Research Centre and include: cardiovascular; respiratory and infection; lifestyle (including diabetes); personalised cancer prevention and treatment; environment; and data innovation for multiple long-term conditions and ethnic health.

We are increasingly recognised internationally for the quality of our education partnerships with local universities. Our ambition is to grow our work in these areas, embedding research into clinical practice and training the healthcare workforce of the future. We will:

Embed research and innovation in clinical services

We will harness research findings, together with data science and technological advances, to develop new treatments, service enhancements, and educational programmes. This will benefit both patients and colleagues, as well as driving meaningful changes in local, national and international practice.

To do this, we will ensure that every patient has the opportunity to take part in a research study for which they are eligible by 2028.

We will embed inclusion and accessibility in research practice as standard and foster a culture where research becomes everyone's responsibility. Collaborating with our partners in the health, academic, industry, and community sectors, we will apply an evidence-based approach to significant health challenges, including long-term conditions and health inequalities.

Enhance our education offer

Working with our local universities, we have developed a national and international reputation for delivering outstanding education and training to the healthcare professionals of the future. As a result, we are predicting increasing numbers of national and international nurses, midwives, allied health professionals and doctors training in our hospitals in the coming years.

We will deliver a state-of-the-art training experience by investing in our education and simulation facilities. We will give individuals and teams the time to train, with the ultimate ambition of increasing the proportion of our workforce who choose to stay at UHL for the long term.



Enablers of success

We have identified five enablers that will be key to achieving our vision.



A continuous improvement approach

We are developing a new continuous improvement approach at UHL to drive large-scale transformation and delivery of our strategic goals. Programmes will include digital and technology, our future hospitals, and plans to strengthen operational processes and improve quality.

We will use a standardised continuous improvement methodology to tackle complex problems, bringing teams together to design effective models of care.

Our continuous improvement culture will be rooted in daily work - supporting decision-making, informing training and development, and empowering all teams to improve quality.





Digital, data and technology

Digital has a positive impact in people's daily lives, and we aspire to replicate this in the way we run services. We will 're-wire' our hospitals to embed mobile technology that eliminates paper records, enhances safety and saves time, ultimately improving patient experience. We will collaborate with suppliers to pioneer innovative technologies, building on work to introduce virtual wards and remote monitoring in specialties such as diabetes and cardiology.

We will continually explore emerging ways of working, embracing digitally enabled care, smart buildings, remote-monitoring devices, and other new technologies. We will streamline systems, consolidate records and provide teams with comprehensive access to information, including data from connected medical devices and diagnostic equipment.

Real-time support from Artificial Intelligence (AI) decision support tools will enhance healthcare provision. Patients will be able to access and contribute to their health records and make appointments that suit them through the NHS App.

Our new data platform, launching in 2023, will bring a wealth of anonymised information together to advance research, innovation, care planning and address inequalities in service provision. Alongside this, we will modernise our IT infrastructure and cyber security, ensuring that colleague and patient data are protected, and that colleagues can fulfil their roles to the best of their ability.



Financial sustainability

Using our money wisely is critical to achieving our vision, and our objective is to ensure we deliver sustainable financial balance every year. Central to this is ensuring we provide high quality care that is right first time. This will mean we use our resources well and can continue to invest in improvements based on the needs of our population. We will work with national partners including NHS England to reach the upper quartile of performance across key indicators of productivity such as use of theatre and clinic time.

We will continue to develop our Patient Level Information and Costing Systems (PLICs) so we can support each of our services to understand their use of resource and where they can be more efficient.

Sustainable finances will not be possible without the support of the wider health and care system. We will work collaboratively to improve pathways and provide care in the best settings, as well as purchasing goods where there are economies of scale, such as medicines. We will also invest our capital resources wisely, making sure our buildings are fit for purpose, that we have state-of-the-art equipment and that we unlock digital potential to support colleagues and patients.

Becoming a Green Trust

An ambitious sustainability programme is part of our journey to Net Zero Carbon. We will trial new ways of working both in clinical and non-clinical environments, progressing innovative approaches such as behaviour-change initiatives to reduce energy consumption.

We know that encouraging sustainable travel plays a key part in helping to reduce carbon emissions and supports the wider agenda to improve Leicester's air quality. We have developed a travel action plan which aims to reduce reliance on car travel by shaping and promoting sustainable alternatives such as cycling, walking and bus use. We already operate electric buses that link our three hospital sites.

We aim to achieve a 30% reduction in carbon outputs by 2025 and an 80% reduction by 2028-32. Our green plan sets out a three-year strategy and is supported by our Trust Board - one of the key objectives set out by NHS England.



Working with people and communities

Patient and community involvement brings the critical perspective of lived experience to the work that we do. Working alongside patient partners, organisations like HealthWatch, and community groups, we will develop innovative methods for incorporating patient and public insight into every level of Trust decision-making.

Aligned to our commitment to tackling health inequalities, we will engage proactively with communities that are seldom heard or underserved, seeking to build and repair trust.

Patient experience will play an increasing role in the way we assess our effectiveness. We will embed co-production in our improvement efforts, enhancing the capability and confidence of colleagues at UHL to partner with patients in the design and delivery of services.



How we will measure progress



We will develop annual objectives against the goals within this strategy that will contribute to Trust-wide planning and delivery.

A strategic delivery plan will guide the actions of teams in the organisation, ensuring alignment between the strategic goal areas and objectives at speciality level. Using this approach, we will be able to demonstrate continuous improvement over the period of this strategy.

The following examples are not exhaustive but give an indication of the types of measures and metrics we will be reviewing in order to assess our progress against each goal area, and are likely to evolve over time.

- High quality care: waiting times for care and treatment, patient safety incidents, health inequalities data, patient experience data and feedback.
- A great place to work: NHS national staff survey engagement rates and scores, recruitment and retention rates, exit interview data and feedback.
- Partnerships for impact: patients in hospitals without a criteria to reside, economic impact reporting.
- Research and Education excellence: participation and recruitment rates, feedback on training, appraisal rates.

We will also measure progress against our enablers, including the quality of our estate, our environmental impact, the objectives in our medium-term financial plan and digital maturity ratings – as well as the progress of our continuous improvement programme and training.

How we developed our strategy



In early 2023 we ran a series of anonymised online conversations to co-create our strategy and refresh our organisational values.

We asked colleagues, patients, and partner organisations to share their views on where UHL should be heading in the future, what our goals and priorities should be.

- More than 15% of UHL colleagues (more than 3,000 people) contributed to the online conversations, broadly representative of the wider organisation by job role, age, ethnicity and other key factors.
- Around 20% of invited external partners (more than 100 people) joined the conversation to answer challenge questions about UHL's purpose, vision and goals.
- We ran three patient focus groups to explore the vision and goals in more depth.

We would like to thank everyone whose insights and energy have helped build this strategy. Your views have informed our vision, values and strategic goals and represent the beginning of a culture of co-production at UHL.

If you would like this information in another language or format such as EasyRead or Braille, please telephone 0116 250 2959 or email equality@uhl-tr.nhs.uk

اگر آپ کو یہ معلومات کسی اور زبان میں درکار ہیں، تو براہ کرم مندرجہ ذیل نمبر پر ٹیلی فون کریں۔
على هذه المعلومات بلغة اخرى، الرجاء الاتصال على رقم الهاتف الذي يظهر في الاسفل

જો તમને અન્ય ભાષામાં આ માહિતી જોઈતી હોય, તો નીચે આપેલ નંબર પર કૃપા કરી ટેલિફોન કરો

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਹੇਠਾਂ ਦਿੱਤੇ ਗਏ ਨੰਬਰ 'ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ।

Aby uzyskać informacje w innym języku, proszę zadzwonić pod podany niżej numer telefonu

October 2023

Everyone photographed within this strategy is a colleague or patient of UHL.

NHS

University Hospitals
of Leicester

NHS Trust