



Lancs
Improvement
Method



Lancashire Teaching
Hospitals
NHS Foundation Trust

Our Trust Strategy 2025–2030

Working together to improve the health and wealth of the population we serve



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OUR TRUST STRATEGY 2025–2030

Our roles

The provider of specialist services for the population of Lancashire and South Cumbria and a provider of local services for the population of Central Lancashire

A centre for Continuous Improvement, Education, Research and Innovation

As an Anchor Institution – where social value and sustainability is aligned to the health and wealth of our population

Our Approach and Services



Our sites

- Royal Preston Hospital
- Chorley & South Ribble Hospital
- Broadoaks: Child Community Centre
- Preston Business Centre: Specialist Mobility Rehabilitation Centre
- Preston Healthport: Community Diagnostic Centre

Introduction

Our aim is to become a leading accountable healthcare organisation within the Lancashire and South Cumbria system. In doing so, we will develop an affordable and sustainable model of healthcare for our organisation and the local population. This strategy provides a blueprint for the roles we aim to play as an organisation within our system and outlines our vision for our sites and the redesign of our clinical services in line with the national Fit for the Future 10 Year Health Plan for England . It has been developed through engagement and listening sessions with our people, our patients and local population and our partners who have all shared their vision and ambitions for the future with us. We extend our sincere thanks to them.

Our Trust strategy sets out the context for our organisation, and outlines how we will develop services fit for the future by focusing on our five Ps:

- **Patients:** we will improve access, patient experience, safety, quality of care and outcomes by leveraging advanced technologies and developments in science.
- **Partnerships:** We will strengthen collaborations with local health and social care providers and the Voluntary Community, Faith and Social Enterprise (VCFSE) sector to integrate care services to ensure seamless and coordinated patient care. We will also strengthen our partnerships with local universities building our research to improve patient outcomes.
- **People:** we will invest in the development of our colleagues to be the best version of us; our culture counts.
- **Performance:** we will implement performance improvement programmes to monitor and enhance the quality of care provided, ensuring that we work towards meeting and then exceeding national standards.
- **Productivity:** we will focus on optimising our resources and reducing inefficiencies within our healthcare system to improve infrastructure and patient experience and outcomes.

Each year we will establish annual corporate objectives which will ensure we stay on track to deliver this strategy. Our progress will be reported to Board through the Single Improvement Plan (SIP).

Welcome

to our Trust Strategy

2025–2030



Our changing context

As we have developed this strategy we have focused on the organisation's long standing financial deficit and have identified the top five drivers of deficit which have been incorporated into our planning as we effectively tackle the deficit and plan for an affordable and sustainable model for the future. The following current and significant shifts in context have informed the development of our strategy:

- 1 Changes to the NHS infrastructure:** NHS England (NHSE) and the Integrated Care Boards (ICBs) are undergoing major change with a plan for NHSE to transition its functions to the Department of Health and Social Care (DHSC) and the role of ICBs is changing for them to become more focused on commissioning
- 2 The clinical vision for Lancashire and South Cumbria:** The clinical blueprint and NHS Lancashire and South Cumbria ICB 2030 roadmap for the Integrated Care System (ICS) recommends Lancashire Teaching Hospital as the specialist centre for Lancashire and South Cumbria and this vision has underpinned the planning of this strategy
- 3 An increased focus on reducing health inequalities:** partners across our system have been working together on a shared vision and commitment to reduce health inequalities. Our commitment as a Board is to continue to work in partnership to deliver on this commitment
- 4 The changing demographics of our local population:** the modelling undertaken for the New Hospital Programme has highlighted the changing demographics of our local population and illustrates the transformation needed to develop fit for the future clinical models of care
- 5 Optimising the use of digital, science and technology** as we redesign our services. The Fit for the Future 10 Year health Plan for England sets out the vision for digital, artificial intelligence, personalised medicine and science; this vision has been fully considered in developing our strategy.



Our ambition and role

Our ambition is to become an accountable healthcare organisation within Lancashire and South Cumbria and in doing so deliver an affordable and sustainable model for the future. The strategic priorities as part of this focus on:

Our role as the provider of specialist services for the population of Lancashire and South Cumbria and a provider of local services for the population of Central Lancashire.

Our role as a centre for Continuous Improvement, Education and Research and Innovation

Our role as an Anchor Institution – where social value and sustainability is aligned to the health and wealth of our population



Our Services

Our vision for all our clinical services and the clinical services we plan to provide over the next 5 years are in line with the ICS clinical blueprint and priorities. Our vision for these services is shaped by the Fit for the Future 10 Year Health Plan for England¹. This seizes the opportunities provided by new technologies, medicines and innovations to deliver better care for all our patients. We will work with partners to make three big shifts in how we work and deliver care:

From hospital to community

From analogue to digital

From sickness to prevention

We will work to improve our clinical services across the following themes:

- Cancer
- Children and young people
- Community and local services
- Diagnostic and clinical support services
- Long-term conditions
- Pathology
- Specialised services
- Urgent and emergency care
- Women's health, maternity, and neonates



¹ Fit For The Future, 10 Year Health Plan for England, <https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future/fit-for-the-future-10-year-health-plan-for-england-executive-summary>

Delivering our Strategy

The National Health Service (NHS) is at a historic crossroads following Lord Darzi's investigation that revealed the NHS was in a 'critical condition' necessitating major reform. The Fit for the Future 10 Year Health Plan for England is a plan to create a new model of care, fit for the future. The plan retains the NHS's founding principles of universal care, free at the point of delivery, based on need and funded through general taxation - and from those foundations, entirely reimagines how the NHS designs and delivers care so that patients have real choice and control over their health and care.

Our commitment through this strategy is to ensure science and technology are central to this reinvention, as we work towards offering instant access to advice and appointments. We will move towards a service that predicts and prevents ill health rather than simply diagnosing and treating it. In line with the national plan our aim is to create a patient-controlled system, in place of centralised bureaucracy and one where frontline staff are empowered to reshape services. Through this strategy we will design our services with the core principles and values of the NHS but with the know-how of a wider network of technology, life sciences, local government, civil society and third sector organisations, working in partnership to improve the health of our local population, narrowing health inequalities.

Despite the scale of the challenge we face, there are many reasons for optimism. The NHS is well placed to harness the advances in artificial intelligence (AI) and genomic science. We are also well placed to build on the extensive work we have undertaken to improve the access, quality of care, safety and the experience of all the patients that we serve. We will deliver this strategy through our SIP, working in partnership across our system.



Professor Mike Thomas
Chair



Professor Silas Nicholls
Chief Executive

Developing the strategy

Our context

Financial sustainability: our commitment

Lancashire Teaching Hospitals, like many NHS trusts, has faced significant historic financial challenges arising from increasing demand on services, rising operational costs, and the necessity to maintain an ageing estate and equipment. These pressures have at times, limited the pace of investment in new models of care and innovation, making it more difficult to deliver the high standards our communities deserve.

To address this, the Trust has strengthened its financial governance, established value-driven improvement programmes, and pursued efficiencies through system-wide collaboration. Our approach includes working with partners to ensure effective use of our resources, better allocation of resources, better partnerships and collaborative working with neighbouring organisations, and exploring new models of care and service delivery to ensure affordability and financial sustainability. By systematically reviewing expenditure, investing in preventative care, and harnessing digital transformation, we are building a more robust foundation for long-term affordability in line with the NSHE ten-year health plan for England.

We are firmly committed to developing affordable, sustainable health care for the people of Lancashire as we move towards becoming a fully accountable healthcare organisation. This means making decisions transparently, holding ourselves to the highest standards and continually striving for best value.

The benefits for Lancashire and South Cumbria will be considerable: enhanced access to care, reduced health inequalities, and the ability to invest in local services that best serve our population. By pursuing financial sustainability, we safeguard the future of high-quality care, foster local innovation, and create a healthcare system that is resilient and truly responsive to the needs of our communities.

Our approach to the development of this strategy

Throughout 2024–2025 we have engaged with our people, patients, local population and partners, hosting listening events. We have also reviewed key publications including the Fit for the Future 10 Year Health Plan for England, The Dr Penny Dash review², the Lancashire and South Cumbria 2023 roadmap and clinical blueprint and Professor Sir Chris Ham's report Improving Health and care and scale³. The intelligence and insights gained from these key publications and the views and opinions collated from our engagement events have been used to inform the development of this strategy.



² Department of Health and Social Care. (2025). Review of patient safety across the health and care landscape. Chaired by Dr Penny Dash. | ³ Ham, C. (2023). Improving health and care at scale. NHS Confederation, 2023-11.

Our strategic framework

Our new strategic framework is built upon our vision, purpose and values, and is organised around five priorities (our 5 Ps). These will be the focus of the next five years to achieve our strategy. This framework summarises the key areas for our development and improvement, forming the basis of our annual corporate objectives and guiding decision-making.

Our 5 Ps Strategic Priorities



Patients

We aim to put patients at the core of everything we do, treating them with respect and dignity to deliver personalised care and a patient experience of the highest quality. Our priorities include working with patients, families, and carers to better manage their health and wellbeing, reducing health inequalities through prevention strategies, earlier diagnosis, and delivering outstanding care and treatment, often closer to home with seamless integrated services.



Performance

We will implement performance improvement programmes to monitor and enhance the quality of care provided, ensuring that we work towards meeting and then exceeding national standards to improve health outcomes.



People

We strive to ensure we have the right number of people, in the right place, with the right skills, creating an inclusive environment where our colleagues can reach their full potential and be the best version of themselves, as our culture counts.



Productivity

We are committed to working smarter to deliver better care, optimising our resources, and reducing inefficiencies within our healthcare system to improve infrastructure and enhance patient experience and outcomes.



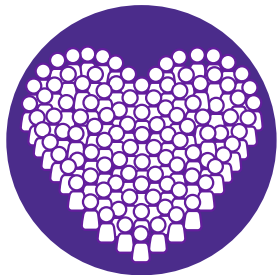
Partnerships

We believe in delivering high-quality healthcare through strong partnerships, transforming services, and making a positive contribution to our local communities, recognising that we are stronger together through collaboration and shared purpose.

Our values and enabling strategies

Our values

Our values were created by our staff over ten years ago and, despite being reviewed and developed, they have remained the bedrock of our organisation, guiding everything we do as we grow to achieve our vision.



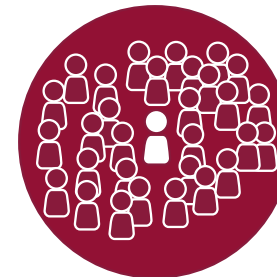
Being Caring & Compassionate



Building Team Spirit



Seeking To Involve



Recognising Individuality



Taking Personal Responsibility

Our enabling strategies

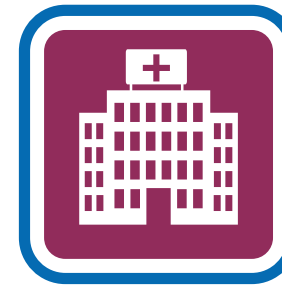
These strategic objectives are supported by key enabling strategies, including: Always Safety First, Digital, Estates & Facilities, Financial Sustainability, Social Value and Workforce. This framework helps individual services align their priorities and plans with our overarching Trust objectives.



Always
Safety First



Digital



Estates &
Facilities



Financial
Sustainability



Social Value



Workforce

Aligning our Strategy to the Fit for the Future NHS 10 Year Health Plan

Patient-centred care

Prioritise the needs and preferences of patients in all aspects of care delivery, ensuring that services are tailored to individual needs and that patients are actively involved in their care decisions.

- 1 Integrated care** - Foster collaboration and integration across primary, community, and hospital care to provide seamless and coordinated services, reducing fragmentation and improving patient outcomes.
- 2 Innovation and technology** - Embrace and leverage advanced technologies, such as telemedicine, electronic health records, and AI-driven diagnostics, to enhance patient care, improve efficiency, and streamline healthcare processes.
- 3 Workforce development** - Invest in the continuous professional development of healthcare staff, ensuring they have the skills and knowledge to meet the evolving needs of the healthcare system and provide high-quality care.
- 4 Preventive health** - Focus on preventive measures by promoting healthy lifestyles, early detection of diseases, and regular health screenings to reduce the burden of chronic diseases and improve overall population health.
- 5 Equity and inclusion** - Address health inequalities by ensuring that all individuals, regardless of their socioeconomic status, have equal access to healthcare services and that care is culturally sensitive and inclusive.
- 6 Sustainability** - Implement environmentally sustainable practices in healthcare delivery, reducing the carbon footprint and promoting the efficient use of resources to ensure the long-term sustainability of healthcare services.
- 7 Quality and safety** - Maintain a relentless focus on quality and safety, continuously monitoring and improving the standards of care to ensure that patients receive the best possible outcomes.
- 8 Patient and public engagement** - Actively engage with patients, carers, and the public to gather feedback, understand their needs, and involve them in the design and delivery of healthcare services.
- 9 Resilience and adaptability** - Build a resilient healthcare system that can adapt to changing circumstances, such as emerging health threats and evolving patient needs, ensuring continuity of care and preparedness for future challenges.

Our strategic priorities

Our commitment through this strategy is to ensure science and technology are central to the reinvention of the NHS, as we work towards offering instant access to advice and appointments and moving towards a service that predicts and prevents ill health rather than simply diagnosing and treating it. In line with the national plan, our aim is to create a patient-controlled system, in place of centralised bureaucracy, where frontline staff are empowered to reshape services. We will design our services based on the core principles and values of the NHS, enhanced by the expertise of a wider network of technology, life sciences, local government, civil society, and third-sector organisations, working in partnership to improve the health of our local population and narrow health inequalities.

To strengthen our system role, we will focus on:

- **Being a collaborative system partner:** Working with partners across Lancashire and South Cumbria to prevent ill-health, reduce health inequalities, invest in research and innovation, and develop fully integrated care, bringing together our teams to develop integrated pathways across primary, community, and secondary care.
- **Being a recognised centre of excellence for specialist care:** Building on existing examples of excellence to deliver nationally recognised specialist care, striving to be an exemplar for access to services, patient experience, quality, safety, and clinical outcomes. This will be achieved through enhanced collaboration with academia, aligning with our ambition to achieve University Hospital status, and stronger links with industry.



Becoming an accountable healthcare organisation: our commitment and approach

To further our dedication to equity, sustainability, quality, and patient engagement, we are committed to applying for designation as an accountable healthcare organisation (AHO), aligning with the ambitions of the NHS England Long-term Plan and guidance from both NSHE and the DHSC. This move will formalise our responsibilities for population health outcomes, financial stewardship, and integrated care delivery, ensuring we deliver better results for our community.

Alignment with national strategy

The NHS England Long-term Plan sets out a clear vision for transforming health and care through integrated care systems, prevention, and a relentless focus on reducing health inequalities. Becoming an AHO enables us to take collective responsibility for the health and care needs of our defined population, working in partnership with local authorities, primary care networks, and community organisations. Our application to become an AHO will be rooted in national guidance, including the 'Integrated Care Systems: Implementation Guidance' and 'Delivering the NHS Long-term Plan,' which emphasise accountable, place-based leadership, strategic commissioning, digital innovation, and outcomes-based care.

We will ensure our approach reflects national priorities, such as:

- Reducing unwarranted variation in clinical outcomes and experience
- Proactive management of long-term conditions and prevention of ill health
- Delivering services closer to home, supported by digital health solutions
- Building strong collaborative networks across providers, commissioners, and local partners
- Delivering financial and operational sustainability, with transparent reporting
- Promoting equality, diversity, and inclusion for staff and patients



Our application process

Our journey will begin with a comprehensive review of our readiness, using the NHSE's self-assessment tools and maturity matrices for system working and integration. We will engage our Board, clinical leaders, staff, patients, and partners in shaping our application, ensuring it reflects both local needs and national expectations. Key steps will include:

Developing a robust case for change, demonstrating improved outcomes and value

Outlining governance structures for accountability and population health management

Detailing our approach to digital transformation and data-driven decision-making

Establishing clear mechanisms for patient and community involvement

Committing to transparent reporting, benchmarking, and continuous improvement

We will submit our application with supporting evidence of our track record in collaboration, quality improvement, and financial stewardship, and set out clear metrics for success. Ongoing support and oversight from NHSE and DHSC will guide our development.



Benefits of becoming an accountable healthcare organisation: our commitment and approach

Embracing AHO status will bring significant benefits to our organisation, our staff, and, most importantly, our population:

- **Improved health outcomes:** Integrated, patient-centred care pathways will result in better health and wellbeing for our population, with a focus on the most vulnerable.
- **Reduced inequalities:** Systematic approaches to addressing inequalities will ensure fair access and outcomes for all, regardless of background or circumstances.
- **Enhanced patient experience:** Proactive engagement and co-design will make services more responsive to what matters most to patients and carers.
- **Workforce empowerment:** Staff will benefit from a supportive, collaborative culture and opportunities for continuous learning and improvement.
- **Financial efficiency:** Shared accountability for resources will drive efficiency, value, and sustainability in the use of public funds.
- **Resilience and innovation:** Integrated leadership and data-driven approaches will make the system more adaptable to emerging challenges.

Our aim is to become a model for accountable care, one that delivers outstanding outcomes, reduces health inequalities, and puts patients and communities at the heart of everything we do. By applying for AHO status, we are taking the next step towards building a healthier, fairer, and more sustainable future for all.



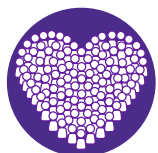
Becoming a Well-Led organisation

The Board has undertaken engagement with our local population, partners and colleagues over the last year to listen to what matters the most to our local people. We have developed and are launching this new five-year Trust Strategy to ensure that we have a credible strategy to provide quality, sustainable services to patients and that there is a robust plan to deliver this through our SIP and our Accountability Framework. As a clinical organisation we have incorporated our commitments for the development of our clinical services into this Trust Strategy, so this is also our Clinical Strategy.

Our vision

Working together to improve the health and wealth of the population we serve

Our values



Being Caring & Compassionate



Building Team Spirit



Seeking To Involve



Recognising Individuality



Taking Personal Responsibility

Our priorities



Patients



People



Performance



Productivity



Partnerships

As we implement the strategy, we see our role developing in three important areas:

1. Our role as the provider of specialist care for Lancashire and South Cumbria and the provider of local services for Central Lancashire
2. As a leading centre for continuous improvement, education, research and innovation, gaining University Hospital status
3. As an Anchor Institution, where social value and sustainability is aligned to the health and wealth of our population

The focus of our Board

The Board:

- Sets priorities across the organisation
- Follows up on discussions
- Is approachable and visible
- Engages face-to-face with care users and staff
- Encourages open reporting up and down the organisation
- Receives timely information
- Ensures effective board and committee structures and behaviours in place



The Board:

Is curious

- Proactively looks for problems
- Supports thematic reviews
- Triangulates multiple sources to identify potential problems
- Listens, learns and asks why?

Takes necessary actions

- Understands the issues
- Identifies options
- Allocates resources
- Agrees timing and delivery

Requires continuous assurance

- Reviews:
 - ◊ Quality of care
 - ◊ Progress against strategy
 - ◊ Meetings of standards
 - ◊ Delivery of Improvement
- Uses third-party information and benchmarks

Supports staff and system

- Take the 'pulse' of staff and patients
- Sets an example
- Is diverse and representative
- Is transparent to staff and public
- Works with system partners

Governance of the strategy

The delivery of our Trust's strategy will be governed by the Board through the SIP, which serves as the operational framework for translating strategic intent into measurable action. Each year, the Board of Directors will develop and approve a set of corporate (strategic) objectives, directly informed by the Trust's strategy. These objectives will form the foundation for both the Board Assurance Framework (BAF) and the SIP.

The Board Assurance Framework is a key governance mechanism that enables the Board to maintain oversight of strategic risk and assurance. It maps the Trust's corporate objectives to associated risks, identifies sources of assurance, and highlights any gaps that require mitigation. The BAF ensures that the Board is able to make informed decisions about risk appetite, resource allocation, and the effectiveness of internal controls. It also provides a structured approach to tracking progress against our strategic objectives and supports the Board in fulfilling its statutory responsibilities.

The SIP is structured around the Trust's strategic priorities, organised into five key domains (the 5Ps):

Patients, Performance, People, Productivity, and Partnerships

Each domain reflects a core strategic priority and is led by an Executive Director, who is accountable for the delivery of their respective portfolio. The Trust Management Board, comprising the Executive Team and the Trust's senior operational leaders, receives regular updates on progress and risks from each Executive Director.

Each Committee of the Board oversees the respective elements of the SIP aligned to its remit:

The patients' portfolio is overseen by the Safety and Quality Committee.

The Performance and Productivity portfolios are overseen by the Finance and Performance Committee.

The People portfolio is overseen by the Workforce Committee and the Education, Training and Research Committee.

The Partnerships portfolio is primarily delivered through the SIP Partnership Board which is reported to the Trust Management Board and the Finance and Performance Committee.



Governance of the strategy

The Finance and Performance Committee holds overarching responsibility for the governance and delivery of the SIP.

Progress against the SIP is monitored through the Integrated Performance Report (IPR), which is presented to the Board of Directors at each meeting. This report provides assurance on milestone delivery, outcome measures, and overall progress, all of which are directly informed by the Trust's strategic ambitions and reflected in the BAF.

The strategic priorities are present through the SIP Boards present within each department across the organisation highlighting each departments contribution to the overarching strategy of the organisation.

The divisional governance structures mirror that of the committees of the Board ensuring robust governance arrangements are in place from ward to Board.

This governance structure ensures that strategic delivery is embedded within the organisation's operational rhythm, with clear lines of accountability, oversight, and assurance. It supports a culture of transparency, continuous improvement, and strategic alignment across all levels of the Trust.



Achieving financial sustainability

The Board recognises that achieving financial sustainability is fundamental to securing the long-term future of our Trust and delivering outstanding care for our communities.

Our commitment is underpinned by our current focus on financial turnaround with the support of external partners and the recovery support team at NHSE. The Trust has an ambitious financial recovery programme in place, with robust governance structures, which ensure transparency, accountability, and strategic oversight of all financial decisions. Our progress is reported via the Finance and Performance Committee and Board to our regulators. Our aim is to achieve financial balance by the end of the financial year 2027–2028.

The Board regularly reviews financial performance against plan, proactively addressing risks and variances through targeted interventions. We have established clear lines of accountability for budget holders and promote a culture of value and stewardship, ensuring that resources are deployed where they will have the most significant impact on patient outcomes and organisational resilience.

To drive sustainability, we are implementing a multi-faceted approach that includes:

- **The development of a three-year financial sustainability plan:** this will be delivered through rigorous financial planning and forecasting, using data-driven insights and scenario modelling to underpin medium- and long-term plans.
- **Efficiency and productivity programmes:** Delivering waste reduction programmes without compromising quality or safety, including clinical pathway redesign, workforce optimisation, and digital innovation.
- **System partnership:** Collaborating across Lancashire and South Cumbria and integrating with community services to reduce duplication, share resources, and leverage system-wide efficiencies.
- **Investment in transformation:** Prioritising investments that deliver both immediate and sustainable financial benefits, such as modernising estate and expanding outpatient care closer to home.
- **Continuous monitoring and reporting:** Providing the Board and its committees with timely, accurate financial information to support evidence-based decision making.



Financial Sustainability

A strong focus on risk management, quality governance, and organisational learning ensures that financial decisions are aligned with our strategic objectives and our duty to provide safe, effective care. The Board's unwavering commitment is to not only achieve financial balance without compromising safety but to also ensure that every pound spent delivers maximum value for our patients, staff, and wider community.

Our role as a provider of specialist and local care

We have much to be proud of at Lancashire Teaching Hospitals NHS Foundation Trust; we are one of the larger teaching trusts in England, delivering compassionate specialist and local care to the population of Lancashire and South Cumbria.

We serve as the designated Major Trauma Centre, Cancer Centre (Rosemere), and Neurosciences Centre, encompassing both neurosurgery and neurology, for Lancashire and South Cumbria. In addition to these core specialties, we provide a wide range of other specialist services, including Allergy and Clinical Immunology, Disablement Services, Plastic Surgery, Renal Medicine, specialist Vascular Surgery, complications of paediatric excessive weight gain, Paediatric Neurology, Regional Ventilation Service and Maternal and Foetal Medicine. These services reflect our commitment to delivering high-quality, comprehensive care across a broad spectrum of clinical needs for our population.

Over the next five years as we deliver this strategy, we will further strengthen our role within the system through:

- Being a collaborative and engaged system partner
- Integration of community pathways
- Delivery of care closer to home where appropriate
- Co-location of specialist services when clinically beneficial
- Be the recognised specialist provider for Lancashire and South Cumbria

At Lancashire Teaching Hospitals we are here to deliver high quality services for:

Our Patients - By providing excellent compassionate care

Our People - By being a great place to work

Our Partners - We are stronger together through collaboration and shared purpose

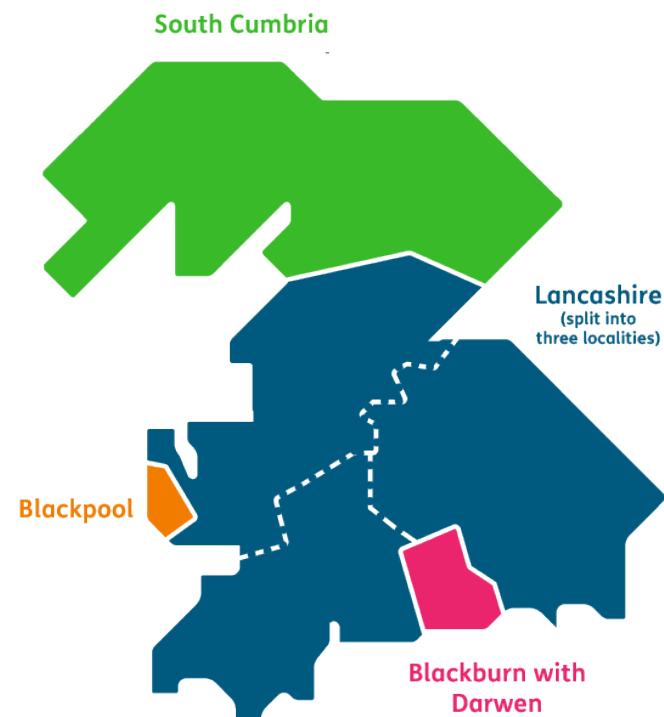


As a provider of Specialist and Local Care

ICS are partnerships that bring together health and social care organisations to plan and deliver coordinated, patient-centred services. By working together, we aim to improve population health, reduce inequalities, and enhance the efficiency of healthcare services.

Lancashire Teaching Hospitals play a vital role within the ICS by providing specialised services and acting as a hub for clinical expertise. The hospital collaborates with other healthcare providers, local authorities, and voluntary organisations to deliver better coordination of services, improved patient outcomes, and more effective use of resources.

The success of our ICS relies on collaboration among all stakeholders. Effective communication, mutual trust, and a shared vision are essential for achieving integrated care goals. By working together, organisations can overcome barriers, streamline processes, and create a more responsive healthcare system, ultimately leading to better health outcomes and a sustainable healthcare system as outlined in the Fit for the Future 10 Year Health Plan for England.



At LTH we will focus on strengthening our system role through:

Being a collaborative system partner

We will work with partners across Lancashire and South Cumbria to focus on preventing ill-health, reducing health inequalities, invest in research and innovation and develop fully integrated care, bringing together our teams to develop integrated pathways of care across primary, community and secondary care.

Being a recognised centre of excellence for specialist care

Our aim is to build on the examples of excellence for specialised care, to deliver nationally recognised specialist care, striving to be an exemplar for access to our services, patient experience, quality and safety and clinical outcomes. This will also be enhanced through better collaboration with academia in line with our ambition to achieve University Hospital status and better links and partnerships with industry.

This commitment to excellence not only enhances patient outcomes but also solidifies the hospital's reputation as a leader in specialised healthcare.



Developing our role as an Anchor Institution

Anchor institutions are large, established organisations that are deeply rooted in their local communities and have a significant impact on the local economy and social fabric. As a large hospital trust we play a crucial role in supporting community development and economic stability. We have substantial resources, including employment opportunities, purchasing power, and infrastructure, which we can leverage to benefit our local population.

As an anchor institution we are committed to improving the wellbeing of our local communities by addressing social determinants of health, promoting education and workforce development, and fostering economic growth. Anchor institutions work collaboratively with other local organisations and stakeholders to create a positive and sustainable impact on the community. By prioritising local procurement, investing in community initiatives, and supporting local businesses, anchor institutions help to build stronger, more resilient communities.

Over the next five years we will develop our role as an Anchor Institution by:

- **Strengthening community partnerships:** We will enhance our collaboration with local organisations, businesses, and educational institutions to support community development and economic growth.
- **Investing in local workforce:** By providing training and employment opportunities, we will focus on developing a skilled local workforce, ensuring that our community benefits from sustainable job creation.
- **Promoting health and wellbeing:** We will implement initiatives aimed at improving the health and wellbeing of our community, addressing social determinants of health and reducing health inequalities.
- **Supporting local procurement:** We will prioritise sourcing goods and services from local suppliers, contributing to the economic stability, wealth and growth of the region.
- **Fostering environmental sustainability:** We will adopt environmentally sustainable practices and initiatives to reduce our carbon footprint and promote a healthier environment for our community.

“As an anchor institution we are committed to improving the wellbeing of our local communities.”



Our People Strategy

Our People Plan, sets out our vision for creating a great place to work at Lancashire Teaching Hospitals NHS Foundation Trust. This strategy responds to what our colleagues told us they value and expect from us. It sets out the steps we will take to improve the experience of work for all colleagues, how we plan to influence the tone in the organisation through evolving the culture we wish to foster to enable everyone to achieve, feel engaged and able to deliver our organisational vision and ambitions.

Our People Plan supports the organisations values and is an enabling strategy, designed to support other strategic workstreams and organisational priorities to be achieved. To do this, this strategy focusses in on creating the right working conditions, providing colleagues with a voice, seeking to improve their experience of work, having transformational policies and procedures, creating a supportive, inclusive and compassionate culture, which attracts, retains and rewards high calibre team members.

To achieve this Our People Plan has six strategic aims which are:

To attract, recruit and resource

To be inclusive and supportive

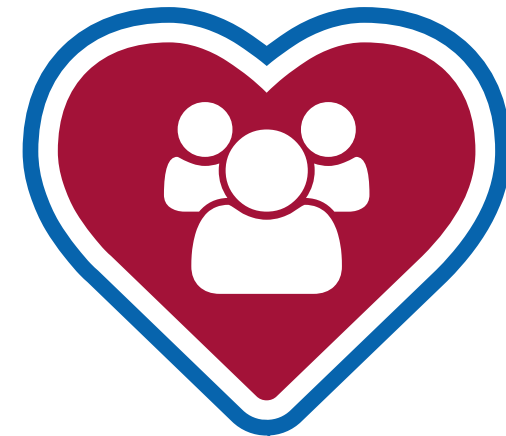
To be Well-Led

To deliver a responsive, future focussed and enabling service

To create a positive organisational culture

To engage, retain, reward and recognise

Across all of the strategic aims there are comprehensive strategic action plans the purpose of which are to deliver tangible improvements on the following metrics: sickness absence, turnover, staff satisfaction and levels of colleague engagement, increased representation and improved experience of minority group colleagues, improved time to hire, increased roster efficiency and reduction in variable pay.



People

Continuous Improvement, Education, Research and Innovation



Our aim is to become a University Hospital and a centre for modern health care education and continuous improvement. At Lancashire Teaching Hospitals, we are dedicated to continuous improvement through the Lancashire Improvement Method. This approach empowers our staff to identify and implement changes that enhance patient care and operational efficiency. By fostering a culture of innovation and collaboration, we ensure that every team member contributes to our mission of delivering exceptional healthcare.

The Lancashire Improvement Method focuses on using data-driven insights and evidence-based practices to drive sustainable improvements. Through regular training, feedback, and support, we equip our staff with the tools and knowledge needed to continuously refine our processes and achieve excellence in all aspects of patient care. We will embed improvement in every service and team, delivering the maximum benefits to our patients and local population, by making the most of our expertise and skills as we scale up improvement across the organisation and system.

We will achieve this by:

Equipping all our colleagues, including the Board, with the improvement skills, knowledge and confidence to drive improvements within their teams and services

We will set the right pace for sustained improvement through the design and implementation of our SIP, setting expectations in ways that build commitment to using improvement to address our priorities. We will continue to build on our growing culture of improvement by supporting our colleagues with further training and support to drive improvements in patient experience, safety and outcomes as well as efficiency, effectiveness and performance. Working with partners we will continue to strengthen the collaboration between education, research and innovation and improvement to improve patient care. Enabling learning across our teams and the wider system will continue to be a focus of our work.

Further developing our partnerships in Education

At Lancashire Teaching Hospitals, we are committed to continuing to develop strong partnerships in education to enhance the learning and development of our people and future healthcare professionals. By collaborating with leading universities, colleges, and training institutions, we aim to provide comprehensive educational opportunities fit for future healthcare education. These partnerships will enable us to offer a diverse range of training programmes, clinical placements, and research opportunities, ensuring that our people and students are equipped with the knowledge and skills needed to excel in their roles. Through these collaborative efforts, we will foster a culture of continuous learning and innovation, ultimately improving patient care and outcomes.

Improving research and innovation

Lancashire Teaching Hospitals is deeply committed to advancing research and innovation to enhance patient care and outcomes. By fostering a culture of scientific inquiry and collaboration, we aim to drive medical breakthroughs through participating in leading edge research. Our investment in research initiatives and partnerships with leading academic institutions ensures that we stay at the forefront of advances in research. This commitment to innovation not only improves the quality of care we provide but also offers our patients access to the latest clinical trials and treatment. We will further build our partnerships with industry to optimise supporting commercial research.

Our commitment to population health

Our ambition is to work with system partners to reduce health inequalities across Lancashire and South Cumbria. Almost every aspect of our lives impacts our health and ultimately how long we will live. Where we live can dictate the extent to which it facilitates exercise, a good diet and social connections. These factors are often referred to as the wider determinants of health that create health inequity. This includes:

Our homes

Our access to education

Our access to employment opportunities

Our public transport networks

Our social networks

Whether we experience poverty and discrimination

This population demographic map (page 30) shows differences across areas and wards within our own locality and differing needs of each population we serve.

Health inequity is not only avoidable and unfair but is as a result of systematic differences across our communities.

At Lancashire Teaching Hospitals, we are dedicated to transforming into a 'health improvement organisation' that not only treats illness but also actively promotes health and wellbeing.

By focusing collectively on prevention, education, and creating supportive environments, we aim to ensure that everyone has the opportunity to lead a healthy life. Together, we can make a significant impact on the health and wellbeing of our community, now and for future generations.



GREATER PRESTON

Ethnicity **72.6% white**, 20.2% Asian/Asian British

Largest age group **23 year olds**

11.2% single person household over age 66 years old

53.4% households deprived
in 1 or more dimensions*

47.6% Christian religion, 26.3% no religion,
16.1% muslim, 3% hindu, 0.7% sikh,
0.4% other religion

79 households accepted as **homeless** and in priority
need, including 25 with children in household

27 rough sleepers in Preston

SOUTH RIBBLE

Ethnicity **95.4% white**

Largest age group **56 year olds**

14.1% single person household over age 66 years old

47.4% households deprived in 1 or more dimensions*

61.8% Christian religion, 30.8% no religion, 0.9% muslim,
0.7% hindu, 0.3% other religion

110 households accepted as **homeless** and in priority need,
including 47 with children in household

2-3 rough sleepers in South Ribble

ALL CENTRAL LANCS

c4,500 births annually

c7,000 children and **c83,000** adults visit
our Emergency Department annually

0.3% – 1.7% households have no adults
who have English as a main language

1.1% – 7.5% households have no people
in household have English as a main language.

59 – 65 other languages are recorded as main language

10356 – 12144 people providing unpaid carer hours

18.2% – 18.5% population disabled under the disability act (adult and children)

9%, 54,621 total moderate or severe disability central lancashire

10.3% lone parent family households

6.2% – 8.2% previously served in UK armed forces

GREATER PRESTON

SOUTH RIBBLE

CHORLEY

All 3 areas, combined
population c598k

CHORLEY

Ethnicity **95.6% white**

Largest age group **50 year olds**

12.5% single person household over age
66 years old

47.5% households deprived
in 1 or more dimensions*

61.5% Christian religion, 30.9% no religion,
1.4% muslim, 0.5% other religion, 0.3% hindu

384 households accepted as **homeless** and in priority need

4 rough sleepers in Chorley

*dimensions of deprivation used to classify households are based on education, employment, health and housing.

Our approach to technology and digital

Learning from leading organisations

We will actively engage with and learn from leading healthcare organisations that have successfully integrated technology and digital solutions into their operations. This includes collaborating with institutions known for their advancements in AI-driven diagnostics, telemedicine, electronic health records, and personalised medicine. By studying their implementation strategies, challenges, and successes, we can tailor our approach to meet the unique needs of our Trust and the population we serve.

Developing an implementation plan

Our implementation plan will be developed through a collaborative process involving key stakeholders, including clinical leaders, IT experts, and patient representatives. The plan will outline clear objectives, timelines, and milestones to ensure a structured and phased rollout of digital initiatives. Key components of the plan will include:

- **Assessment and planning:** Conducting a thorough assessment of our current digital capabilities and identifying areas for improvement.
- **Stakeholder engagement:** Involving staff, patients, and partners in the planning process to ensure their needs and perspectives are considered.
- **Technology selection:** Choosing the most appropriate technologies and solutions that align with our strategic goals and enhance patient care.
- **Training and support:** Providing comprehensive training and support to staff to ensure they are equipped to use new technologies effectively.
- **Monitoring and evaluation:** Establishing mechanisms to monitor progress, evaluate outcomes, and make necessary adjustments to the implementation plan.

“Our aim is to leverage technology and digital innovations to transform healthcare delivery and improve patient outcomes.”



Optimising opportunities

We will optimise several key opportunities to enhance our digital capabilities and improve patient care:

- **Federated data platform:** Utilising the federated data platform to integrate and analyse data from multiple sources, enabling more informed decision-making and personalised care. This platform will facilitate secure data sharing and collaboration across different healthcare providers, improving care coordination and patient outcomes.
- **AI and machine learning:** Implementing AI and machine learning algorithms to enhance diagnostics, predict patient outcomes, and optimise treatment plans. These technologies will enable us to provide more accurate and timely care, reducing the burden on healthcare professionals and improving patient experiences.
- **Telemedicine and remote monitoring:** Expanding our telemedicine services to provide remote consultations and monitoring, ensuring patients have access to care regardless of their location. This will be particularly beneficial for managing chronic conditions and reducing hospital admissions.
- **Digital health records:** Transitioning to fully digital health records to streamline information sharing, reduce administrative burdens, and improve the accuracy and accessibility of patient data.
- **Patient engagement tools:** Developing digital tools and platforms to enhance patient engagement, such as mobile apps for appointment scheduling, medication reminders, and health education.



Cancer

Improving access to cancer care and cancer outcomes for our local population through eliminating all avoidable 'lost days' awaiting diagnosis and treatment.

Where are we?

In the top quartile for cancer patient experience

In the lowest quartile for cancer performance metrics

Introduced surface guided radiotherapy

Providing general cancer care to 390,000 people in our local population

Delivering specialist care to 1.8 million people across Lancashire and South Cumbria

Where we aim to get to?

In the upper quartile for cancer performance metrics

Achieve above average for all cancer performance metrics

Become a regional leader in integrated, research-enabled cancer care

Driving future cancer innovations in partnerships with universities



Deliver our health improvement plan to prevent and detect early cancer in our local population: We are committed to working with local partners to implement a comprehensive health improvement plan that focuses on both the prevention and early detection of cancer within our local communities. This involves targeted public health campaigns, increased access to screening services, and proactive engagement with underserved populations to reduce health inequalities. By playing our part in promoting healthy lifestyles, raising awareness of cancer symptoms, and ensuring timely access to diagnostic services, we aim to identify cancers at an earlier, more treatable stage.



Improve patient experience through a focus on valuing patients' time by developing streamlined pathways and better communication, leading to the delivery of national standards for cancer: We recognise that valuing patients' time is a key component of compassionate and effective care. To achieve this, we are redesigning care pathways to be more efficient, reducing unnecessary delays and handoffs. Improved communication, both between healthcare professionals and with patients, will ensure that individuals are well-informed, supported, and actively involved in their care journey. These efforts will help us meet and exceed national cancer standards, ensuring timely diagnosis, treatment, and follow-up, while fostering trust and confidence in our services.



Strengthen partnerships with academic institutions to embed research and innovation in cancer pathways: To drive continuous improvement in cancer care, we are deepening our collaborations with academic institutions and research partners. These partnerships enable us to embed cutting-edge research and innovation directly into clinical pathways, ensuring that our patients benefit from the latest advancements in diagnostics, treatments, and care models. This not only enhances the quality and effectiveness of our services but also positions our organisation as a leader in cancer innovation and education.



Diagnostics

Delivering timely access to diagnostics to ensure our patients are on the right pathway as early as possible

Where are we?

Improved patient experience through diagnostics at our first community diagnostic centre

Lowest quartile diagnostics waiting times and activity (DM01) performance

Providing local and specialist diagnostics across all modalities for LSC, with increasing demand

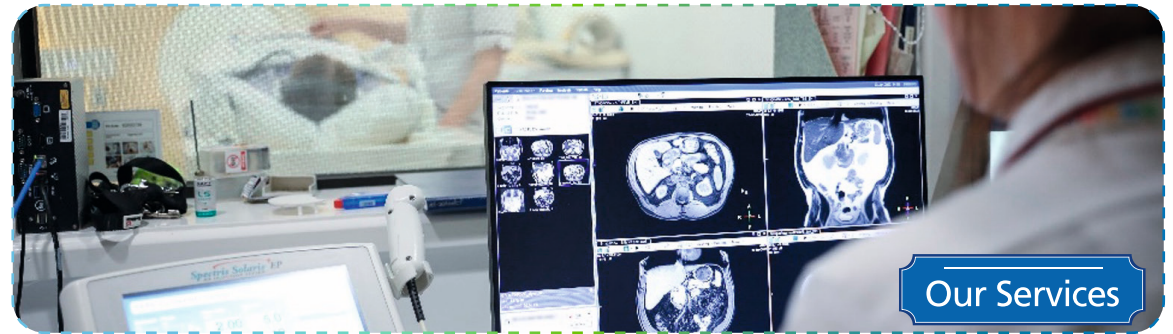
Where we aim to get to?

Increase in closer to home diagnostics

Reducing travel for patients by enabling local diagnostics for specialist patients

Achieve and sustain 95% of diagnostic tests completed within 6 weeks, achieving upper quartile of performance

Integrate diagnostics across the ICS with shared systems and workforce initiatives



Expand CDCs and mobile diagnostics to improve access and reduce health

inequalities: Expanding Community Diagnostic Centres (CDCs) and mobile diagnostic services is a critical step in improving access to timely and effective healthcare, particularly for underserved and remote populations. Mobile units and strategically located CDCs allow for quicker assessments, reduce travel burdens, and help address health inequalities by reaching communities that traditionally face challenges in accessing care. This approach not only enhances patient convenience but also supports earlier diagnosis, which is key to improving outcomes and reducing the long-term strain on acute services.



Invest in digital infrastructure and AI tools to support faster, more accurate

diagnostics: By enhancing connectivity, data integration, and system performance, we can support faster and more accurate diagnostics across a range of specialties. AI-enabled tools can assist clinicians in interpreting complex imaging and pathology results, identifying patterns, and flagging anomalies with greater precision and speed. This not only reduces diagnostic delays but also improves consistency and supports earlier intervention. A robust digital foundation also enables remote access, multidisciplinary collaboration, and the integration of real-time data into clinical decision-making, ultimately leading to safer, more efficient care.



Implement the ICS-wide diagnostics strategy, including unified PACS/RIS and

cardiology systems: The implementation of a unified diagnostics strategy across the ICS is a key enabler of seamless, high-quality care. By standardising Picture Archiving and Communication Systems (PACS), Radiology Information Systems (RIS), and cardiology platforms across organisations, we can ensure interoperability, reduce duplication, and improve the flow of information between providers. This unified approach supports more coordinated care pathways, facilitates timely access to diagnostic results, and enhances the ability to share expertise across sites.

Pathology

Optimal delivery model across Lancashire and South Cumbria in partnership with local universities.

Where are we?

Patients waiting longer than average for results

Designated as the lead provider for the Pathology Collaboration

Local delivery partner for the 100,000-genome project

Provider of a range of pathology sub-specialties: cellular pathology, micro & molecular biology, immunology, clinical biochemistry, haematology and blood transfusion

Where we aim to get to?

Deliver faster, more accurate results to support early diagnosis and treatment

Implement a successful lead provider model for pathology

Use digital pathology and AI to enhance diagnostic precision and efficiency and capacity within our workforce



Implement a unified Laboratory Information System across the ICS: Implementing a unified Laboratory Information System (LIS) across the ICS is a strategic priority that will significantly enhance diagnostic efficiency, data sharing, and clinical decision-making. A single, interoperable LIS will streamline laboratory workflows, reduce duplication, and enable real-time access to test results across multiple care settings. This integration supports faster turnaround times, improves accuracy, and facilitates better coordination between primary, secondary, and community care providers.



Invest in digital pathology infrastructure and AI-enabled reporting: Investing in digital pathology and AI-enabled reporting represents a transformative opportunity to modernise diagnostic services and improve clinical efficiency. Digital pathology allows for faster, more accurate analysis of tissue samples, enabling remote consultations and second opinions without the delays associated with physical slide transport. Integrating artificial intelligence into reporting processes can further enhance diagnostic accuracy, reduce human error, and support clinicians in managing increasing workloads. This investment will also lay the foundation for more collaborative, data-driven research and innovation, positioning our services at the forefront of precision medicine and personalised cancer care.



Scale up point-of-care testing through neighbourhood health services to improve earlier access: Scaling up point-of-care testing (POCT) through neighbourhood health services is a vital strategy for enabling earlier diagnosis and intervention. This decentralised approach not only improves patient convenience but also reduces pressure on hospital-based services. POCT empowers frontline healthcare professionals to act swiftly, particularly in detecting early signs of cancer or monitoring chronic conditions, ultimately contributing to better health outcomes and more efficient use of healthcare resources.



Urgent and Emergency Care (UEC)

Improving patient experience, responsiveness, and admission avoidance.

Where are we?

Patients experience a below average performance and experience for UEC

Patients experience long length of stay when presenting with mental health symptoms in Central Lancashire

Fragmented provider model and increasing pressure on UEC across the system, with emergency departments on two sites (one open 12 hours)

Where we aim to get to?

Ensure Emergency Department (ED) waiting times compare to national average leading to improved experience for patients and families

Ensure people can access high quality, safe and affordable care, in the right place by the right professional

Embrace opportunities for innovation



Implement sustainable clinical models in partnership with ICS urgent care networks:

To ensure long-term resilience and effectiveness in urgent care delivery, it is essential to develop and implement sustainable clinical models in close collaboration with ICS urgent care networks. This approach promotes consistency, reduces duplication, and enhances patient outcomes by aligning services across organisational boundaries. By working in partnership, we can co-design models that are responsive to local needs, support workforce sustainability, and make best use of available resources. These models should be data-driven, patient-centred, and adaptable to evolving healthcare demands, ensuring that urgent care remains accessible, efficient, and equitable.



Implement the strengths-based approach Days Kept Away from Home across all services:

The 'Days Kept Away from Home' approach represents a shift towards strengths-based, person-centred care that prioritises the individual's wellbeing and autonomy. Implementing this approach across all services means embedding a culture that values independence, supports recovery, and reduces unnecessary hospital admissions. It also fosters multidisciplinary collaboration, enabling teams to work together to create care plans that are proactive, preventative, and tailored to each person's strengths and circumstances.



Be an active partner in the development of the neighbourhood health service and Place, focusing on community settings and digital first initiatives:

Active participation in the development of neighbourhood health services and place-based care is vital to building a more integrated and responsive health system. This involves working collaboratively with local partners to design services that are rooted in community settings, where people live and work. Emphasising digital-first initiatives allows for more accessible, flexible, and efficient care, particularly for those who may face barriers to traditional service models.



Women's health, maternity, and neonatal services

Delivery of high-quality safe services that the public have confidence in.

Where are we?

Top quartile for maternity patient experience

Chorley Birth Centre recognised as a Beacon site

Developed offer of early pregnancy service

Provider of maternity and neonatal specialist services

Where we aim to get to?

Achieve Birthrate Plus compliance

Maintain positive patient experiences

Deliver safe, personalised, and equitable care for all women and babies.

Become a centre of excellence for maternal medicine and neonatal care



Implement the national Maternity and Neonatal Improvement Plan: We are committed to delivering the national Maternity and Neonatal Improvement Plan, which sets out a comprehensive framework for enhancing the safety, quality, and equity of care for mothers and babies. This includes strengthening clinical leadership, improving workforce capacity, and embedding evidence-based practices across maternity and neonatal services. Implementation will be supported by robust governance, continuous learning, and collaboration across the ICS to ensure consistent delivery and measurable improvements.



Expand continuity of carer models and personalised care planning: Expanding continuity of carer models is central to improving maternity outcomes and patient experience. This approach ensures that women receive care from a consistent team throughout their pregnancy, birth, and postnatal period, fostering trust and improving clinical outcomes. Alongside this, personalised care planning will be embedded to support informed decision-making and tailor care to individual needs, preferences, and circumstances. Delivered through neighbourhood health services and supported by digital tools, this model promotes equity, enhances safety, and empowers women to be active participants in their care journey. It also supports better workforce utilisation and more efficient service delivery.



In partnership with the Race and Health Observatory and the Institute for Healthcare Improvement (IHI), support the development of the national approach to health inequalities in maternity and neonatal services: In partnership with the Race and Health Observatory and the Institute for Healthcare Improvement (IHI), we will deliver improvement that tackles disparities in access, experience, and outcomes. This includes identifying and addressing systemic barriers, improving cultural competence, and ensuring services are responsive to the needs of diverse communities.



Community and local services

Delivering integrated care closer to home through integrated neighbourhood teams.

Where are we?

Shared community service offer between LTH/LSCFT

In the lowest quartile for community investment per head of population

Provider of community and neurodevelopmental services for children and young people

Where we aim to get to?

Provide integrated community services through a single point of access

Reduce unplanned hospital admissions through prevention and early intervention

Develop and implement a neighbourhood health service



Develop innovative service models for urgent care and long-term conditions in community settings: To meet the evolving needs of our population, we are committed to developing innovative service models that deliver urgent care and manage long-term conditions closer to home. By shifting care into community settings, we can provide more responsive, personalised, and accessible services that reduce pressure on acute hospitals. These models will be designed around patient needs, integrating multidisciplinary teams and digital tools to support proactive care, early intervention, and continuity.



Relocate and redesign services to be closer to patients, including high street hubs: Relocating and redesigning services to be more accessible is central to our ambition of delivering care that is truly patient-centred. By establishing health and care hubs with partners in high street locations and other community-based venues, we can bring services into the heart of the communities we serve. These hubs will offer diagnostic, treatment, and support services in a convenient, welcoming setting, reducing travel time, improving uptake, and fostering greater engagement. This model also supports collaboration between health, social care, and voluntary sector partners.



Horizontal integration with community services, providing comprehensive pathways for Central Lancashire working with primary and social care: In Central Lancashire, we are working closely with primary care, community providers, and social care partners to develop comprehensive, joined-up pathways that span prevention, diagnosis, treatment, and ongoing support. Vertical integration ensures that patients experience continuity across different levels of care, from community to hospital, while horizontal integration strengthens collaboration between services operating at the same level. This whole-system approach enables more coordinated, efficient, and equitable care, ensuring that people receive the right support at the right time, in the right place.



Long-term conditions

Driving pro-active condition management through early intervention and innovation.

Where are we?

Commitment to move all specialties to a community centric model

Currently Lancashire Teaching Hospitals provides care for patients with long-term conditions through a predominantly hospital-based model working with local partners

Care is often more reactive than preventative with traditionally commissioned pathways

Fewer patients die in their preferred place of care in Central Lancashire

Where we aim to get to?

Deliver proactive, personalised care that supports self-management and prevention

Integrate services across acute, community, and primary care

Improve quality of life and reduce avoidable hospital admissions

Enable end of life patients to die in their preferred place of care



Prioritise Core20PLUS5 populations to reduce health inequalities: Reducing health inequalities remains a central priority, and we are committed to targeting efforts towards the Core20PLUS5 populations. This includes the most deprived 20% of the population, as well as groups with additional vulnerabilities such as ethnic minorities, people with learning disabilities, and those experiencing homelessness. Learning from the work already completed, we will tailor interventions that address specific barriers to care, improve access to services, and promote equity in health outcomes. This targeted approach will be embedded across all service redesigns and improvement programmes, ensuring that no one is left behind in our efforts to deliver high-quality, inclusive care.



Embed personalised care planning to optimise long-term condition care through neighbourhood health services and digital by default: Personalised care planning is essential for improving the management of long-term conditions and empowering individuals to take control of their health. By embedding this approach within neighbourhood health services, we can deliver care that is locally accessible, coordinated, and tailored to individual needs. Leveraging digital-by-default solutions, such as remote monitoring and virtual consultations we will further enhance the efficiency and responsiveness of these services. This model supports proactive care, reduces unnecessary hospital visits, and ensures that patients receive the right support at the right time.



Undertake a fundamental specialty redesign adopting the principles of the ten-year health plan: To future-proof our services and meet the evolving needs of our population, we will undertake a fundamental redesign of those specialties involved in long-term care, guided by the principles of the ten-year health plan. This involves rethinking how services are delivered, integrating care across settings, and aligning clinical pathways with population health priorities. The redesign will focus on prevention, early intervention, and multidisciplinary collaboration, ensuring that specialty services are more accessible and efficient.



Specialised services

Bringing together our specialist services to create a centre of excellence for Lancashire and South Cumbria, ensuring services with clinical interdependencies are co-located.

Where are we?

Key provider of specialised services across Lancashire and South Cumbria

Pioneer for specialist clinical services, for example, developing new techniques for surgical procedures

Specialist Mobility Rehabilitation Centre is a recognised Centre of Excellence

Where we aim to get to?

Continue to develop as the provider of specialist services for Lancashire and South Cumbria

Strengthen our role as a centre of excellence for specialised services, sustainably improving outcomes and access.

Enable resilient future service models through redesigning services and maximising access close to home for our tertiary patients



Take a lead for the system in the continued development of high quality specialised services and expertise, reducing variation in access and outcomes: As the key provider it is essential to take a proactive and strategic role in driving the ongoing development of high-quality specialised services across the system. This involves fostering clinical excellence, investing in specialist expertise, and ensuring that services are designed and delivered in a way that meets the diverse needs of the population. By championing innovation and collaboration, we can reduce unwarranted variation in both access to care and patient outcomes, ensuring that every individual receives equitable, timely, and effective treatment regardless of geography or circumstance.



Recognise the asset specialist services are to the organisation and the important role they play at LTH, delivering cutting edge care and being a catalyst for innovation and pioneering clinical practice: Specialist services are a vital asset to Lancashire Teaching Hospitals (LTH), playing a central role in delivering cutting-edge care that sets the standard for clinical excellence. These services not only provide advanced treatment options for complex conditions but also act as a hub for innovation, research, and the development of pioneering clinical practices. Their presence enhances the organisation's ability to attract and retain top-tier talent, foster multidisciplinary collaboration, and contribute to national and international advancements in healthcare.



Invest in robotic technology to improve patient outcomes: Investing in robotic technology represents a transformative opportunity to enhance the quality and precision of patient care. Beyond clinical benefits, this investment also supports workforce development by equipping clinicians with cutting-edge tools and fostering a culture of innovation. As Lancashire Teaching Hospitals continues to evolve as a centre of excellence, prioritising robotic technology will be key to improving patient outcomes, increasing efficiency, and maintaining a lead role in specialised care delivery.



Children and Young People

Generating the right start in life for future health and wellbeing with in-reach from specialist regional providers, delivering care locally.

Where are we?

Improving children and young people's experience

Higher than average number of children and young people accessing hospital based UEC services

Renovated Broadoaks children's community centre

GIRFT accredited Children's elective hub

Acute, community and specialist service provider

Where we aim to get to?

To fully deliver integrated family centred and child focused care

Reduce the time children wait for community neurodevelopmental paediatrics

Defined commissioned services

Improve transition of children with dysregulated behaviour to specialist providers



Design and deliver a children's and young people's plan to improve access to urgent and emergency care:

To ensure timely and equitable access to urgent and emergency care we will design and implement a comprehensive Children's and Young People's Plan. This plan will be developed in collaboration with healthcare professionals, education providers, local authorities, and—most importantly—children, young people, and their families. It will focus on identifying and addressing barriers to care, streamlining referral pathways, and enhancing the capacity and responsiveness of urgent care services. By embedding a child-centred approach and aligning with national priorities, we aim to create a more accessible, responsive, and inclusive urgent care system.



Deliver community models of acute care utilising technology to aid responsiveness:

We will develop and implement innovative community-based models of acute care that leverage digital technology to enhance responsiveness and continuity of care. These models will bring care closer to home, reducing the need for hospital admissions and enabling timely interventions in familiar, supportive environments. By integrating remote monitoring tools, virtual consultations, and real-time data sharing across multidisciplinary teams, we can ensure that children and young people receive the right care at the right time. These models will be co-designed with service users and frontline staff to ensure they are practical, scalable, and tailored to local needs.



Level up children's and young people's services: We are committed to reducing health inequalities and ensuring that all children and young people. To achieve this, we will develop and deliver a strategic plan aimed at levelling up children's and young people's services across the region. This plan will focus on addressing disparities in health outcomes, access to care, and service provision, particularly in underserved and disadvantaged communities. By aligning with national levelling-up priorities and working in partnership with education, social care, and voluntary sectors, we will create a more consistent and fair system that supports every child to thrive.

Our Sites

At Lancashire Teaching Hospitals we work across several hospital sites and many other locations across the system.

The following section describes a summary of the patient facing facilities at the sites and recent strategic capital investments. The list is not exhaustive and changes according to the needs of the local population, services commissioned and pathways.

LTH proudly delivers services from a number of networked hospital sites and locations across the ICS in partnership with other providers and services. Although not listed in detail in this strategy due to the volume, it is recognised the critical role they play in all the delivery of specialist and local service provision. This will continue through the time covered in this strategy.

In addition to these facilities the infrastructure and support services for all the clinical activity is co-located across the sites and a vital part of the provision of patient care. The estates enabling strategy will cover further detailed strategic decisions and follows a programme of stakeholder engagement and technical expert assessment of the sites and infrastructure.

Royal Preston Hospital

Specialised services

Major trauma centre (adults) trauma unit (children) neurosciences, renal, Rosemere Cancer Centre, maternity medicine and neonatal intensive care, children and young people services, comprehensive stroke centre, plastics, vascular, clinical research facility.

Core services

Critical care, emergency department and acute medicine, respiratory, gastroenterology, endocrine, cardiology, diabetes, orthopaedics, ENT, upper GI, colorectal, urology, head and neck.

Health Academy 1 & 2, UCLan at LTH

Chorley & South Ribble Hospital

Services

Elective Surgical Hub (adults and children) Lancashire Eye Centre, Central Lancashire Breast Unit, dermatology, Emergency Department and acute medicine, cardio-respiratory hub, frailty and dementia services, stroke rehabilitation, chemotherapy day unit, renal dialysis.

Beacon status Chorley Birth Centre and Community Services | Mental Health Hub Place of Safety* | Ribblesmere mother and baby unit* | Health Academy 3 | Life Centre: widening participation to education, access to careers and health.

Broadoaks: Child Community Centre

Services

Neurodevelopmental services, specialist nursing services, long-term conditions, children's community nursing and therapy services, audiology.

Preston Business Centre: Specialist Mobility Rehabilitation Centre (SMRC)

Specialist Mobility Rehabilitation Centre. One LCS services.

Preston Healthport: Community Diagnostic Centre

Community Diagnostic Centre.

*Note - these are co-located within our site but delivered by partners

Broadoaks

Ambulatory Services:

- ✓ Diagnostics
- ✓ Outpatients
- ✓ Specialist play therapeutic and assessment equipment

Broadoaks - child community centre

“Broadoaks is a community facility owned and managed by Lancashire Teaching Hospitals NHS Foundation Trust. It plays a vital role in delivering community and neurodevelopmental services for children and young people across Chorley, South Ribble, and Greater Preston. Children’s community clinics and services are also delivered across the community in Ashton, Fulwood and Brookfield centres”

Recent investments at Broadoaks

- Creation of new diagnostic and treatment rooms and a welcoming, child-friendly environment
- Full roof replacement and internal upgrades
- Modernised toilet and baby change facilities for improved accessibility

Why this matters

Diagnostic and treatment rooms strengthens Broadoaks role in shifting children’s care closer to home, supporting the Trust’s ambition to reduce hospital reliance and improve outcomes through early intervention and coordinated pathways.

Estate improvement works signal a long-term commitment to establishing Broadoaks as a sustainable, modern paediatric facility, capable of supporting expanded clinical use and integrated neighbourhood team models under the 10-Year NHS Plan

Modernised accessible facilities Outpatient and community service development highlights the importance of delivering children and young people services in accessible, child-friendly sites, ideal for delivering clinic-based care, improving family experience, and supporting the Trust’s strategic pillar for Children and Young People.



Preston Business Centre

Ambulatory Services:

- ✓ Outpatients
- ✓ Physical assessment and rehabilitation gymnasium
- ✓ Wheelchair and prosthesis manufacture and fitting facilities

Preston Business Centre - SMRC

“Preston Business Centre is home to the Specialist Mobility Rehabilitation Centre (SMRC) a centre of excellence for Veterans, one of nine centres in England that provides enhanced prosthetic services for military veterans with service-attributable injuries, a regionally unique service for patients with specialist wheelchair, prosthetic limb, and orthotic rehabilitation needs”

Recent investments at Preston Business Centre

- The creation of a centralised location for support services and functions with One LSC

Why this matters

Centralising services and functions in Preston Business Centre provides the opportunity to understand how functions can work more effectively together, maximising digital pathway changes whilst also aiming to reduce transaction costs, improve procurement power, and deliver a consistent employee experience.



Our Sites

Preston Healthport - Community Diagnostic Centre

Ambulatory Services:

- ✓ Outpatients
- ✓ Diagnostics
- ✓ Clinical interventions unit
- ✓ Endoscopy Suite
- ✓ Physiotherapy
- ✓ Renal dialysis

“The Community Diagnostics Centre at Preston Healthport is a flagship development supporting Lancashire Teaching Hospitals’ strategic aim to expand diagnostic capacity, reduce acute site pressure, and improve patient access to timely investigations”

Recent investments at the Community Diagnostics Centre

- CT and MRI equipment
- Outpatient rooms and Physiological Science testing equipment
- Pathology facilities

Why this matters

CT and MRI equipment improves access with community-based location, with good parking and transport links.

Outpatient facilities increase the capacity for diagnostics such as full lung function testing and sleep studies

Pathology facilities support the vision for integrated community-based care



Chorley and South Ribble Hospital

Acute Services:

- ✓ Emergency Department / Urgent Treatment Centre
- ✓ 22 Medical Assessment Unit Beds
- ✓ 83 Medicine Inpatient beds
- ✓ Birth Centre

Inpatient Services:

- ✓ 24 Stroke Rehabilitation beds

Ambulatory Services:

- ✓ Outpatients
- ✓ Diagnostics
- ✓ Clinical interventions unit
- ✓ Endoscopy Suite
- ✓ Physiotherapy
- ✓ Renal dialysis
- ✓ Chemo daycase ward

Elective Surgical Hub:

- ✓ 34 Elective hub surgery beds
- ✓ 22 daycase beds
- ✓ 13 theatres
- ✓ Lancashire Eye Centre

"A site fit for the future providing high quality UEC, planned and ambulatory services and community-focused innovation for the LSC population"

Recent investments at Chorley Hospital

- Three storey new build Lancashire Eye Centre
- Surgical Elective Hub and Paediatric Elective Accredited Surgery Hub
- Ward Modernisation & MAU redesign

Why this matters

Elective hub capability strengthens Chorley's role in moving low-acuity, high- volume elective services away from high-cost acute sites.

Purpose-built ophthalmology investment demonstrates the viability of service consolidation and high-quality diagnostic/ planned care on site.

Ward improvement investments signal commitment to establishing Chorley as a sustainable, modern facility capable of expanding clinical use.

Outpatient development plans highlight Chorley's potential as a highly accessible, modern site ideal for expanding clinic-based services and improving patient experience.



Our Sites

Royal Preston Hospital

Our Sites

Acute Services:

- ✓ Emergency Department / Urgent Treatment Centre
- ✓ 50 Medical Assessment Beds
- ✓ 184 Medicine inpatient beds inc. Comprehensive Stroke Centre
- ✓ 194 Surgical inpatient beds
- ✓ Maternity Unit
- ✓ 30 Paediatric inpatient beds/Paediatric Assessment Unit

Specialist Inpatient Services:

- ✓ 25 Renal inpatient beds
- ✓ 82 Neurosciences inpatient beds
- ✓ 10 Major Trauma beds
- ✓ 33 Vascular inpatient beds
- ✓ 22 Plastic inpatient beds
- ✓ 24 Medical/Clinical Oncology beds

Ambulatory Services:

- ✓ Outpatients
- ✓ Diagnostics
- ✓ Lancashire Elective Surgical Unit (inc. Daycase)
- ✓ Physiotherapy
- ✓ Renal dialysis
- ✓ Radiotherapy unit
- ✓ Chemotherapy daycase

Interventions:

- ✓ 20 theatres
- ✓ Cardiac Catheter suites
- ✓ Interventional Radiology suites
- ✓ Endoscopy suites

“As the system’s major specialist hospital, we play a critical role in providing both local and specialist care, with growing focus on emergency and complex services. In meeting our rising demand, our strategic priority is to strengthen clinical capability and system responsiveness, while addressing the challenges of an aging estate to ensure our hospital is sustainable, resilient and fit for the future”

Recent investments at Royal Preston Hospital

- Medical Assessment refurbishments
- Neurointerventional suite
- Lancashire Elective Surgical Unit
- Endoscopy suites

Why this matters

Medical Assessment refurbishments signal commitment to maintaining the modernisation of clinical space in the areas seeing increasing demands that will continue to be required on an acute site.

Neurointerventional suite enables a service to maintain planned care alongside modern developments and increases in stroke interventions for the population of Lancashire and South Cumbria.

Lancashire Elective Surgical Unit created a more resilient elective pathway with an improved patient experience for our most complex surgical patients from all of Lancashire and South Cumbria and unlocked key estate to increase assessment space in the right location.

Endoscopy suite investment strengthens the offer for inpatient and ambulatory endoscopy, responding to increased demand and the requirement to provide resilient cancer screening services.

How will our sites change in the future?

Over the next five years we need our physical space to meet the needs of our population and the enable us to deliver alignment to the 10 Year Health Plan for England. The use of our sites will remain flexible to the evolving ways in which healthcare will be delivered.

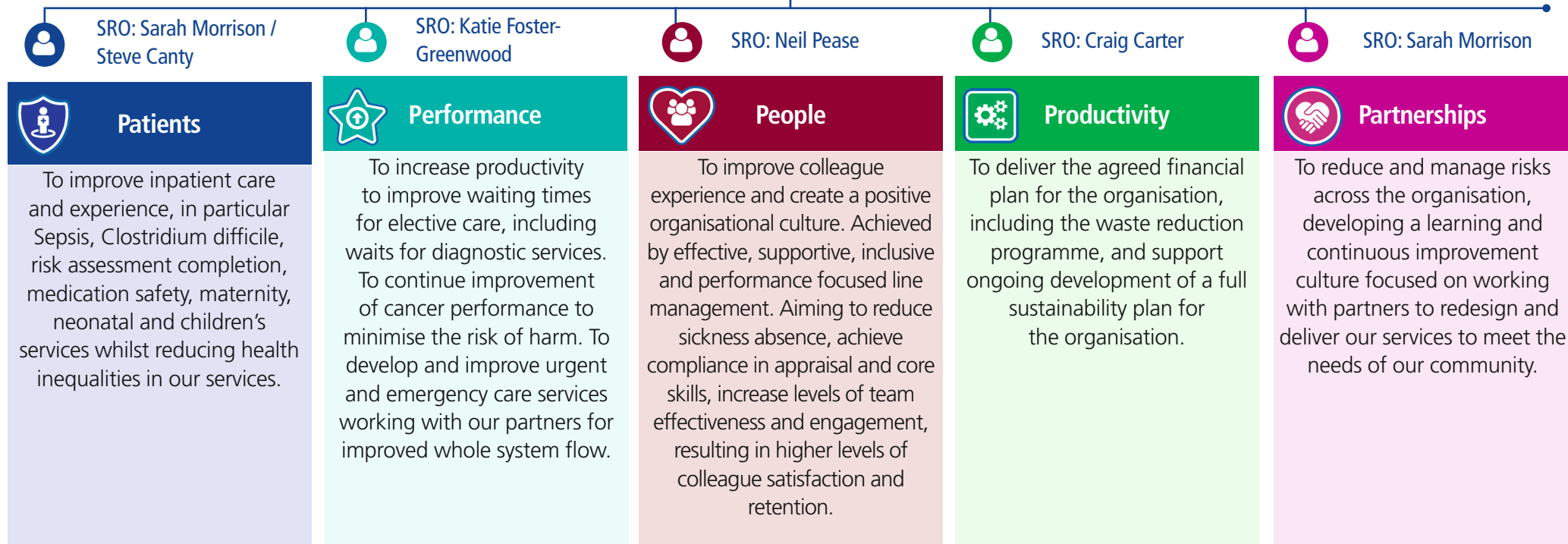
Although not specifically covered in this strategy we continue to work with the national new hospital team as a wave three partner, ensuring strategic decisions fit with future national direction for hospital infrastructure and ensuring investment opportunities for enabling works are maximised.



How will our strategy be delivered

Our new strategy will be delivered through a detailed implementation plan using our Trust's Single Improvement Year.

LTH Single Improvement Plan Board



Our Trust Strategy 2025–2030

Thank you

Keep in touch:

If you would like to know more about our strategy, please contact

Communication@lthtr.nhs.uk

www.Lancsteachinghospitals.nhs.uk

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Our Trust Strategy 2025–2030

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