



Executive Summary

Integrated Business Plan

2007 - 2012

1 Introduction

The Trust has recently carried out a twelve week public consultation (ending on 2nd February 2007) in relation to its ambition to become a Foundation Trust. The consultation focussed on the Trust's vision, future plans and how it will be run once it becomes a Foundation Trust.

This document is a summary of the Trust's Five Year Integrated Business Plan which forms part of its application to the Department of Health to become an NHS Foundation Trust.

1.1 Vision

The Trust's vision is to be

- The specialist provider of choice for high quality mental health and social care services for all people within the communities it serves.
- In the top five of mental health trusts in the country (in The Healthcare Commission's Annual Health Check).

1.2 Values

- The needs and aspirations of its service users and carers at the heart of everything the Trust does;
- The Trust supports recovery and independence through the use of safe and effective interventions;
- The Trust values the contribution of its staff and provides a supportive and flexible working environment;
- The Trust works in partnership with other organisations to deliver integrated health and social care services;
- The Trust manages its business with integrity by upholding the highest professional, ethical and governance standards;
- The Trust strives to achieve excellence through performance and innovation.

1.3 Strategic Goals

The Trust's core business is the provision of specialist mental health services for adults (both working age and older adults) and children.

- For adults and older adults this includes services in relation to:
 - Common mental health problems (e.g. mild/moderate depression, anxiety, etc)
 - Complex psychological problems
 - Severe and enduring mental illness – both functional (e.g. schizophrenia, bipolar) and organic (e.g. dementia) illnesses
- For adults only
 - Mental Health Social Care
 - Substance Misuse
 - Learning Disabilities
- For children this includes specialist community and inpatient services.

In order to achieve our vision of being the provider of choice we will continue to adopt an innovative approach to the delivery of its services whilst ensuring they are clinically safe and effective, financially viable and focussed on the needs of our customers and sensitive to their aspirations. The key strategic goals are:

- **Customer Focus** - Delivering services that are tailored to the needs of our customers . (Throughout this document “ customers” include Service Users & Carers and Commissioners (e.g. PCT, Practice-Based Commissioners, Local Authority)
- **Operational excellence** in terms of:
 - clinical effectiveness
 - accessibility
 - profitability
- **Business Development** through expanding existing services and developing new services profitably

2 Strategic Objectives

To support the achievement of the strategic goals the Trust will focus on the following objectives

2.1 *Customer Focus*

- Ensure services are clinically effective and efficient and deliver improved outcomes for service users through the establishment of Integrated Care Pathways which match clinical skill and intervention to assessed need
- Work with service users and carers to develop services that meet their needs and focus on outcomes and the choice agenda.
- Ensure that services are non-discriminatory and are gender and culturally sensitive.
- Work collaboratively across the local community to reduce the stigma and discrimination associated with mental illness.

2.2 *Operational Excellence*

- Meet, and strive to exceed, the standards set by the Healthcare Commission and Commission for Social Care Inspectorate by 2009
- Provide interventions and treatments which adhere to the best available evidence, NICE guidance and agreed outcomes.
- Reduce waiting times for assessment and treatment ensuring that, as a minimum, national targets are met

- Provide services in premises which are fit for purpose and meet national standards
- Ensure the rights of individuals are respected and reflect both current and future legal requirements

2.3 Business Development

- The Trust will remain financially viable and develop business opportunities by being a flexible organisation with the ability to respond to new commissioning models. It will seek to secure a competitive advantage by working constructively with commissioners to both inform the commissioning of effective pathways and define its role in these pathways.
- The Trust will work with commissioners to ensure that future contractual agreements reflect the changing demographics of the local population such that increased activity is appropriately funded.
- The Trust will seek to grow through both geographic expansion of its existing services and through the development of new services.

3 Rationale for Foundation Trust Status

The Lincolnshire Partnership Trust believe that as a Foundation Trust we will be able to meet the needs and aspirations of our service users by capitalising on the full range of flexibilities offered by Foundation Trust status.

The benefits to the Trust and the local community can be summarised as enabling the Trust to:

- Improve the promotion of mental health well-being
- Reduce the level of stigma associated with mental illness
- Progress the social inclusion agenda
- Achieve greater levels of involvement and participation of the local community in its work
- Ensure that the diverse needs of the community are met
- Achieve improved partnership working with other organisations
- Utilise the financial flexibilities to improve long term planning and financial sustainability.
- Utilise the membership to “champion” mental health issues in the area, raising awareness and developing opportunities for people with mental illness to be full members of their local communities

4 Performance Overview

4.1 Financial Performance

The Trust has a strong financial position. All statutory duties have been achieved in every year of the Trust's existence. Over this period, the income of the Trust has steadily increased as services have been expanded to deliver the key mental health targets. The projected income for 2006/07 is just under £86 million.

The table below highlights the key financial information projected for financial year 2006/07.

	2006/7
Turnover	£86.3m
Asset Base	£45.6m
Reference Cost Index	110 for 2005/06 (112 for 2004/05)
Projected 2006 / 07 normalised EBITDA	£3.4m
Projected 2006 / 07 Return on Assets (ROA)	4.2%
EBITDA Margin	3.8%
Historic Achievement of Plan	100%
I & E Surplus Margin	0.5%
Dividend Cover	2.5 times

The Trust is forecasting that the Financial Plan will be exceeded. A surplus of £400,000 is projected, and measures have been taken to improve the working capital position. This will result in better performance in the financial ratios than planned.

4.2 Service Quality

The Trust has a strong record in delivering high quality services receiving ratings of:

- **Good** for service quality and "fair" for use of resources from the Health Care Commission
- **Good** for Adult Community Services from the Healthcare Commission's themed review
- **Good** from the National Treatment Agency for the Trust's Substance Misuse Service

In addition it has high levels of patient satisfaction featuring in the top 20% of Trusts for the last 2 years and has achieved financial balance in every year of the Trust's existence. In 2006, the Trust performed above the national average in relation to:

- Access and waiting
- Safe, high quality co-ordinated care
- Better information, more choice
- Building relationships

5 Corporate Risks

The Trust's corporate risks have been assessed and prioritised and the table below summarises the current top risks identified and the mitigating actions the Trust is taking in order to manage these risks

Risk	Mitigating Actions
Strategic	
Customer Relationships	<ul style="list-style-type: none"> • Establish legally binding contracts • Implement membership strategy • Ensure service delivery is customer focussed • Develop relationships with PBCs through Trust's Primary Care Clinical Director • Develop and implement Trust's Relationship Management Strategy
Financial	
Financial Targets	<ul style="list-style-type: none"> • Strong financial management controls in place. • Focus on productivity. • Benefits realisation from workforce plans • Integrated business plan recognises requirement to deliver cost reductions, and therefore this is built into planning assumptions
Payment by Results	<ul style="list-style-type: none"> • Implementation of costing strategy • Implementation of Information Strategy • Proactive management of reference costs • Care Bundles project within Trust • Legally binding contracts • Restructure of finance department • Development programme for senior managers and teams
Operational	
Information System	<ul style="list-style-type: none"> • IM&T strategy and Implementation Plan • Implementation of Electronic Staff Record
Workforce	<ul style="list-style-type: none"> • Implementation of Care Bundles approach • Workforce and Organisation Strategy • Workforce Plan • Performance framework

6 Next Steps

The key milestones in the Trust's application for Foundation Trust status are:

16 th February 2007	Formal application submitted to the Secretary of State for Health
By 31 st March 2007	Decision of Secretary of State for Health received. If successful the application will be submitted to Monitor, the independent regulator, for final approval and authorisation
By July 2007 onwards	If the application is successful this would be the earliest expected date for the establishment of the Lincolnshire Partnership NHS Foundation Trust.