



Three Year Strategy

2020-2023



LOROS

Hospice Care for Leicester, Leicestershire & Rutland

loros.co.uk

Registered Charity No: 506120

Being there for *you*
and *your family*

Our values and behaviours



Professional

Showing respect to patients and families, as well as members of our community, staff and volunteers.



Focused

On exceptional quality service and support for patients and families whilst listening, learning and adapting to their diverse needs.



Collaborative

Working together as colleagues and with local, regional and national partners to grow meaningful relationships and achieve sustainability.



Compassionate

Showing kindness, discretion and sensitivity as we care for our patients, families, our community, staff and volunteers.



Trustworthy

Be honest, reliable and consistent, showing respect and dignity in everything that we do.



Accountable

To our patients, their families, our community, staff, volunteers and external organisations/bodies.

“You matter because you are you and you matter to the end of your life. We will do all we can not only to help you die peacefully, but also to live until you die.”

DAME CICELY SAUNDERS



JOHN KNIGHT

CEO

This new Strategy for 2020-2023 follows a period of significant activity and growth for LOROS. As a united workforce we are very clear that strategic aims are only as good as the action plan that drives them and the commitment to actual delivery.

The 2016-2019 Strategic Plan has been incredibly successful for LOROS and in particular for the patients and families we exist to serve. With this momentum I am now really pleased to be leading this next phase of the journey and how we will shape LOROS to respond to a growing and complex demand across a large geography.

The new strategy is launched during uncertain times however, with this in mind, it even more important that we are clear on our future aims alongside the steps necessary to achieve them. I hope you will enjoy reading what is planned for the coming three years.



ROBIN GRAHAM-BROWN

CHAIR, BOARD OF TRUSTEES

Over the past three years as the Chair of the Board of Trustees, I have been thrilled to see LOROS go from strength to strength using our previous strategy as our guiding document.

Our new strategy further builds upon this success and I would recommend you read it in conjunction with the Impact Report that has been written detailing our recent journey and achievements.

On behalf of the President and the Board of Trustees I would like to thank all our staff and volunteers, but in particular our Director of Strategy and Development who has worked so hard both personally and in consultation with others to design and develop this document.

CULTURE CHAMPIONS

LOROS marks its 35th anniversary in 2020 with a dedicated team of staff and volunteers who are inspired every day to bring Dame Cicely Saunders words alive. Commitment to continuous improvement of the good culture at LOROS has become the focus of a group of us who have volunteered to become Culture Champions. We believe that promoting engagement at all levels is key to sustaining and developing the organisation and we are delighted to be part of the strategic planning process.

This new strategy is a clear vision and direction for the charity over the next three years. As Culture Champions we will support the strategy by continuing to engage with our colleagues on the topics that are important to them in their everyday working lives. Reflecting on the vision for LOROS that has guided us to this day, we realise that our 35 year history has held true to Dame Cicely Saunders words and we are proud to play our part in the ongoing evolution of LOROS .





LOROS is an independent charity that provides care and support to around 2,500 people each year across Leicester, Leicestershire and Rutland. Patients are offered our services based upon clinical need and independent of gender, race, colour, religion or ability to pay.

Our Board of Trustees and Senior Management Team are totally committed that we should deliver excellence in specialist palliative and end of life care and that this should be provided at no cost to patients and their families.

The staff and volunteer team at LOROS are passionate about the organisation and its reputation. Their total commitment is to excellence, not just through delivering care, but also through the education of others and supporting and sharing research.

The team at LOROS will continue its drive to expand its reach and provide more services both within the Hospice and across the community.

Our aspiration for Leicester, Leicestershire and Rutland is that everyone with an incurable illness has the right to excellent care. This care should value and respect their uniqueness and their own choice.

People should be enabled to live and die with dignity and with appropriate and compassionate support for them and their loved ones.

"The care you gave dad was really good but the overall support you gave to all of us as a family was outstanding."

Patient's Family

"Listen, kindness and give confidence when it's tough. Like second family."

Patient



Our Strategy 2020-2023

Our Future Priorities



During the past three years it has become increasingly apparent that both national and local landscapes are changing – financially, politically, socially - demands on all aspects of the NHS and social care systems are being challenged. Increasing demand specifically from an ageing population with multiple illnesses, is putting a real strain on resources.

Karen Ashcroft, Director of Strategy and Development

It is important for LOROS as a charity to ensure that we intelligently utilise all available resources to work with NHS colleagues to support local services and ensure that our patients get access to the best possible support, advice and care.

Building on the progress we have achieved to date, this 2020-2023 strategy sets out our aspirations for the next three years.

Having reviewed our 2016-2019 strategic plan we are recommitting to and refreshing the principles of that strategy. We believe that the underpinning assumptions on which the strategy was developed are still accurate and implementation of our initiatives remain on track. It is our intention to review our vision and mission in early 2020 to ensure it remains fit for purpose.

The Board of Trustees will also assess its performance using the Charity Governance Code framework with the aim of ensuring it provides the best possible support to deliver the strategy.

The main focus for the next three years will be the prioritisation of high quality patient care along with the aspiration to further expand our support into the community. In addition, we will continue to support and develop our staff to ensure they have the right skills. However, these actions must be set against financial sustainability.

To support our ambitions, we need to achieve improvements in both care quality and outcomes. We will do this by developing a Quality Improvement systematic approach to tackling problems, focusing on outcomes and engaging staff, patients, carers and colleagues together to improve and redesign the way that care is provided and the organisation is structured.

There is a clear intention to fully make the best use of the new facilities built during the past three years, this includes the enablement gym for use by patients and staff/volunteers, exploring a death café initiative in Day Therapy to increase awareness of death with a view to helping people to make the most of their lives.

LOROS will seek to engage more widely with the local voluntary sector and to work in collaboration with NHS colleagues. This mirrors our intention to investigate and initiate partnerships along with our desire to enhance the sector of which LOROS is a part.

It is essential that we continue to be prudent with all the income we receive to ensure the long term financial sustainability of our care services. Our aspirations for the next three years are dependent upon our ability to maintain and grow our income.

Our Strategy

2020-2023

STRATEGIC PRIORITY ONE

Care Services

The focus of our Care Services is to provide high quality, compassionate care which supports patients, families and their carers.

We remain committed to build on previous service developments and ensure that we remain at the forefront of developing new and valued initiatives to improve care.

Capturing feedback from patients and carers and acting on it is absolutely essential to the development and improvements in care services. Our thriving patient and carer participation group will continue to have an important role in supporting us to make our services the best they can be.





During the next three years we will:

- › Strive to change our CQC rating from good to outstanding.
- › Further develop the clinical workforce on the inpatient ward by introducing new roles such as nurse associates, medicine administration technicians and advanced practitioner roles.
- › Enhance our enablement offer utilising our new state of the art facilities and exploring other models of care intervention both at the Hospice and out in the community.
- › Further develop our partnership with Rainbows Hospice for Children and Young People to support the transition of patient's adult care including securing funding to support a Transition and Young Persons Co-ordinator post at LOROS.
- › Appoint a new equality, diversity and inclusion lead to ensure we are meeting the needs of all patient groups and are seen as an inclusive organisation by the local community.
- › Continue to expand the services on offer in our Day Therapy Service providing support to meet the complex and varied needs of patients. This ranges from social support to more therapeutic initiatives such as capturing patient biographies, and clinical interventions including offering a number of different treatment options such as acupuncture and blood transfusions.
- › Utilise new equipment and interventions within Lymphoedema services to enhance patient care, expanding the community clinics and support provided to primary care colleagues.
- › Expand our counselling service by appointing a children's and young person's (up to 18) Counsellor who will also have an education element to their role to support local schools and colleges dealing with the terminal illness or death of a student.
- › Provide support mechanisms for carers including utilising the Carers Support Needs Assessment Tool (CSNAT).
- › Develop services to support end of life patients and carers living with dementia.
- › Explore expanding the current MND service to support palliative neurology patients.



Our Strategy

2020-2023

STRATEGIC PRIORITY TWO

Community Services



Whilst providing care at the Hospice site at Groby Road remains a key focus, we are eager to expand the services that we provide out into the community.

We will design these services with support and engagement from the local community to ensure that they meet their needs.

In undertaking this expansion of services, we will guarantee that we will never compromise the quality of our care.



By supporting people closer to home we will be able to increase the reach and range of our services which will be local, accessible and flexible.

Many people think that a hospice is a 'place to die'

More than 50% of our patients go home after our support

During 2018-2019


6,641 people accessed our range of services

1,440 patients attended day therapy

Our Community Nurses made **2,749** visits

Our Home Visiting Team made **1,966** visits

We supported **2,750** individual patients



To increase our care in the community to support patients and families closer to home during the next three years we will:

- › Work with commissioners and the NHS to develop an Integrated Community Specialist Palliative Care Service. This service will have three main components and will enhance the service already delivered by LOROS and Leicestershire Partnership Trust. The components are co-ordination of community end of life care services through a specialist coordination centre, rapid response for those patients at home in crisis, or following discharge from UHL and planned care for patients with a terminal diagnosis requiring symptom control and psychological support. This service will also provide hands on care in the last days of life delivered by health care assistants.
- › Potentially develop and launch a LOROS @ Home service to provide short term specialist care at home.
- › Offer patients access to dedicated community palliative care consultants.
- › Supported by a local Leicestershire charity, develop a 'compassionate communities' model which can be replicated across LLR to enable local communities to support their neighbours in different ways.
- › Establish the first LOROS Wellbeing Centre which will support the local community, helping patients and families earlier in their illness, encouraging them to manage their illnesses more effectively and access a number of services without having to travel to the Hospice.
- › Raise awareness of our services within our local community via our community engagement team and LOROS Local mobile resource.
- › Continue to develop links and establish relationships with those who find it harder to access our services.
- › Continue to develop links with local schools and colleges utilising the new Youth Ambassador roles to encourage more young people to engage with LOROS services via volunteering and other opportunities.
- › Develop a community bereavement support programme delivering support in patients own homes, through bereavement support groups and via a number of bereavement help points.



Our Strategy

2020-2023

STRATEGIC PRIORITY THREE

Education and Research

As one of the UK's leading hospices, LOROS is committed to delivering research, education and training that improves care. Its programmes are designed and delivered to meet the needs of the local community, whilst having influence and impact at a national level.

The purpose of Education and Research at LOROS is to ensure that the highest standards of care are delivered to patients and their families by a skilled and compassionate community of staff and volunteers.

Education

LOROS has led on the development and publication of the East Midlands End of Life Care Education Standards, it is an accredited centre to deliver Sage & Thyme communication courses' and is the go-to provider for Advanced Communication training across the region. We work closely with universities to influence and develop the curriculum, as well as providing training in end of life care for the future medical workforce.

We are dedicated to improvement and invest substantially in the development of our own staff and volunteers. Training is delivered in our state-of-the-art learning centre to align with the vision set out in the Ambitions for Palliative and End of Life framework (2015).

Research

LOROS is contributing to the development of a strong evidence base for palliative and hospice care which has local, national and international impact. We are an active centre for National Institute for Health Research approved studies and work closely with colleagues at the East Midlands Clinical Research Network.

Our team has a reputation for leading research in this sector and regularly supports organisations across the country by offering advice and guidance on research governance and procedures.

Our research topics include but are not limited to:

1. Innovation in palliative care services
2. Diversity and disadvantage
3. Education and communication skills
4. Decision making around the end of life

We are focused on the translation of research into clinical practice and embed this within our education delivery.

LOROS research on the withdrawal of ventilation at the request of a patient with Motor Neurone Disease has helped us deliver the best care for LOROS patients and also improve the care for all patients across the UK.





During the next three years we will:

- › Deliver a high-quality programme of education and research.
- › Recruit, train and retain a skilled, compassionate and competent workforce.
- › Work with local partners to influence and provide end of life care education and training provision.
- › Work more closely with education providers including universities.
- › Increase our opportunities to develop new resources and experiences for students and learners.
- › Increase the focus on the translation of research findings into clinical practice and embed this within our education delivery.
- › Increase engagement with teaching of medical students, postgraduate medical and multi-professional groups.
- › Strengthen our work with the involvement of patients and the public in our education and research activities.
- › Maximise the Professional Development Centre as a resource for LOROS.



Our Strategy 2020-2023

STRATEGIC PRIORITY FOUR

Our Workforce
– Culture and Create 2020



The Trustees and Senior Leadership Team are absolutely committed to enabling a high quality working culture within LOROS.

A staff survey called CREATE 2020 was carried out during the summer of 2018 to find out what it is like to work at LOROS. We wanted to know what LOROS can do better, where there is room for improvement and to allow staff to speak openly about their experiences of working for LOROS. As a result, 12 themes emerged as 'things we need to do better'.

Since September 2018, we have been actively pursuing these themes, firstly forming a team of Culture Champions from within our paid and voluntary workforce and then involving them, their energy and their ideas directly to drive improvements. Workstreams have included reviewing the organisation's values and behaviours, our approach to staff well-being, learning from mistakes, an IT Strategy, the business of charity and data management.

It is our absolute intention to remain focused on the feedback received and ensure that we continue to build upon the progress that has already been made.

At LOROS, we place patients and families at the heart of everything we do and we work together to create a safe, professional, effective team that provides high quality, co-ordinated services.

We are open and honest, encouraging healthy challenge and dialogue in order to learn and improve. As such, we nurture and support each other both personally and professionally.

We promote inclusion, innovation and creativity and deal effectively with poor performance in order to deliver the very best in all that we do.

(CREATE 2020)

"Getting our culture right is incredibly important – it underpins everything we do and cannot be underestimated. Culture is about all of us – it's about how we behave towards one another, supporting each other, understanding and living the charity's values and making where we work a great place to be."

John Knight, CEO

During the next three years we will:

- **Deliver tangible change and outcomes informed by CREATE 2020.**
 - i) With a particular focus on improving internal communication.
 - ii) Increased investment into leadership and learning.
 - iii) Consistent application of policies and procedures.
 - iv) Develop a Quality Improvement process and framework.
- **Undertake a further Cultural Survey in 2020.**
- **Invest in the training and development of staff and volunteers.**
- **Appoint a Freedom to Speak Up Champion to support patient safety concerns, culture, workforce and volunteers.**
- **Develop a Quality Improvement systematic approach to improve and redesign the way that care is provided and the organisation is structured.**



Our Strategy

2020-2023

STRATEGIC PRIORITY FOUR

Our Workforce – Staff

Our 2019 Workforce Plan outlines that we will support our current and future workforce to be confident and competent and support health and care students as they embark on their journey to be a qualified health professional.

Every employee is encouraged to undertake continuous personal and professional development through the annual performance appraisal review process.

Our workforce has increased by 21% in the past seven years and our priority over the next three years remains to ensure that learning and development supports the delivery of excellent patient care and the transformation of our service as outlined in our Education and Research Strategy (2019-2022).

We recognise the need to identify and nurture our talent and create future leaders; this can only be achieved through robust and fair recruitment and retention processes, appraisal systems, training and development opportunities as well as an active health and wellbeing programme.



Our aim is for LOROS to be an employer of choice within Leicester, Leicestershire and Rutland.





During the next three years we will:

- › Ensure we create opportunities to help our workforce be representative of our local population by increasing the diversity of our workforce.
- › Have policies in place to support fair and unbiased recruitment and promotion procedures, complimented by a refreshed pay and rewards policy.
- › Build on our existing health and wellbeing programme to broaden our offers and be more inclusive to create opportunities for all.
- › Undertake an annual workforce review to help us identify that our current workforce has the capacity and capability to deliver our future service needs and if there are gaps identified action plans can be instigated to meet future demands.
- › Be creative and dynamic in how we nurture, train and develop our staff, ensuring individuals have opportunities to achieve their full potential balanced with service needs, creating a learning organisation.
- › Create a culture that reflects our values and mission.
- › Provide appropriate support and development opportunities to all staff but timely and decisive action will also be taken to address any serious deficiencies in performance.



Our Strategy 2020-2023

STRATEGIC PRIORITY FOUR

Our Workforce – Volunteers



Volunteering is vital at LOROS. Without volunteers the charity would not be able to provide the current level of services.

Volunteering at LOROS has gone from strength to strength, increasing in numbers to 1,300 in 2019.

Over the past two years, we have worked to develop a sustainable volunteering service for LOROS.

We now have a structure that allows for volunteering to be consistent throughout LOROS and are now working on embedding standardised processes into place.

We are committed to support our volunteers with training and development opportunities to meet their personal, role and service needs.

During the next three years we will:

- › Ensure that the standards of volunteering at LOROS will be at a high level, equivalent to the levels of Investors in Volunteers.
- › Continue to recruit volunteers from diverse backgrounds that Leicester, Leicestershire and Rutland represents.
- › Continue to develop different and exciting volunteering opportunities throughout the whole organisation.
- › Continue to pursue links with our partners regionally and nationally to ensure that LOROS is a leading voice of volunteering with other Hospices throughout the country.
- › Continue to encourage and listen to volunteer feedback to ensure the provision of high quality services throughout LOROS.



4,693 hours per week were donated by our Volunteers in 2018

LOROS is supported by **1,300** Volunteers

Our volunteers provide in excess of **£2m** added value each year



Our Strategy

2020-2023

STRATEGIC PRIORITY FOUR

Our Workforce – Young People



Aligned to the community development work, LOROS continues to develop its links with younger volunteers and has supported the appointment of a dedicated Youth Engagement Officer.

Lowering the average age of volunteers, expanding the activities on offer to patients and embracing the energies of a younger volunteering cohort are all exciting developments for the future. This will also support the transition work we are currently undertaking with Rainbows Hospice for Children and Young People. Our Community Engagement Strategy supports dispelling myths for young people around hospice care, death and dying.



During the next three years we will:

- › Increase the number of opportunities for young people.
- › Support the recruitment of staff and volunteers to broaden the volunteer age/diversity profile.
- › Grow our team of Youth Ambassadors.
- › Continue to provide a Hospice School for young people aspiring for a career in health and care.
- › Support placements for young people studying health and care at colleges.
- › Offer volunteering opportunities for people on youth programmes eg: National Citizenship Service and Duke of Edinburgh Scheme.





“My time completing work experience at LOROS Hospice has been of great value to my greater perspective and has been extremely useful in respect to co-ordinating my future plans. The opportunity to not just witness, but also have an active role within a practical and local field of my ideal career path has highlighted the potential depth to what I could work towards at a realistic yet still highly exciting level. It will most definitely act as a point of great inspiration for my future academic and career paths and I am extremely grateful for the chance to have a role at the Hospice. All of the other employees were kind and helpful throughout my experience and I could not have wished for a nicer environment to be involved in.”

Work Experience Student 2018

“Thank you for the amazing opportunity of the LOROS Hospice School last week. I really enjoyed it and I have learnt a lot from it.”

Hospice School Student 2018

Our Strategy 2020-2023

STRATEGIC PRIORITY FIVE

Awareness, Income Generation
and Finance



Awareness and Income Generation

The Income Generation team has grown and evolved significantly since it first began fundraising for the Hospice back in 1980.

The teams are now tasked with raising £8.4m of voluntary income from the generosity of the local community. We have been in the fortunate position over the past three years to not only maintain but grow the levels of income generated. This is as a direct result of a strategic decision to increase investment in both our Income Generation and Marketing and Communications teams.

We need to raise **£8.4m** per year

We increased our donors by **34%** in 2018-2019

The marketing team won a **Chartered Institute of Public Relations Gold PRIDE award** for it's Dying Matters Week 2019 campaign

During the next three years we will:

- Appoint a Director of Income Generation and Business Development.
- Increase our voluntary income generation through the recruitment and retention of a staff team that allows a mixture of activity.
- Implement an income generation-wide stewardship programme to ensure that all our supporters feel valued and informed.
- Sign up to the new Fundraising Regulator to ensure that all our fundraising activities comply with the Code of Fundraising Practice.
- Continue to develop our 'working green' approach with regards to all of our events.
- Measure the current awareness of LOROS within LLR by undertaking a Brand Review that will allow for future comparisons and enable us to use this knowledge to target marketing activity to build awareness.
- Develop and implement a LOROS Marketing and Communications Strategy based upon and utilising the findings from the external Brand Review.
- Increase our support for national awareness raising weeks to break down barriers around death and dying.
- Review Lottery products and supporting systems and processes to maximise profit and reduce operational costs.
- Expand our online shop presence, support LOROS events with 'pop-up shops' and investigate the feasibility of a mobile shop.



Our Strategy

2020-2023

STRATEGIC PRIORITY FIVE

Awareness, Income Generation and Finance

Finance

The past three years have seen our income streams flourish – this has been in the main as a result of some incredible legacies left to us from our supporters, however the past results do not guarantee our future.

73% of our care is funded by the generosity of our local community. This level of support will never be taken for granted and therefore we will give assurances that we will never compromise the quality of care we give to our patients, carers and their families.

It is therefore incumbent on us all to be vigilant how we spend the charity's money. We need to continually explore new income streams.

To ensure our long-term financial sustainability, over the next three years we will:

- › Remain vigilant as to how we spend the charity's money.
- › Continue to seek ways to achieve financial efficiencies without compromising quality.
- › Explore and launch new income streams which will include venturing into commercial activities.
- › Where possible, grow the charity's asset base of property and land to develop annual income.
- › Ensure the LOROS Professional Development Centre operates as a profit centre.
- › Form partnerships with other charities, including hospices, to share resources and generate mutual savings and collaborative working practices.
- › Operate with the heart of a charity and the head of a business.



Grant from NHS **27%** of direct spend on clinical activities

£8.5m spent directly on clinical activities





Thank you!

Support local people living with a terminal illness. Your donation adds life to their days.

LOROS HOSPICE

01223 333 333

loros.co.uk

LOROS

Our Strategy 2020-2023

Challenges



We know from the 2016 Leicester, Leicestershire and Rutland (LLR) Health Needs Assessment that the population is increasing and growing older both nationally and locally.

Good-quality, holistic care of patients must be central to any compassionate and effective healthcare system. Putting systems in place to achieve this whilst being mindful of increasing resource constraints in health and social care mean that working together more effectively is essential.

Deaths are expected to remain relatively stable in LLR at 9,000 for the next five to ten years followed by a projected substantial increase in the number of deaths by 2039 - an increase of over a quarter to 11,100 compared to the deaths recorded in 2015. Those over 85 will represent the vast majority of this increase.

Whilst living longer, people are also living and dying with multiple illnesses. Their last year of life may be characterised by frailty. The complex needs of the patients are placing increasing demands on our staff.

The Hospice has 31 specialist palliative care inpatient beds and does not have any plans to increase this number. Our developing community initiatives, along with the integrated Community Specialist Palliative Care service and potential LOROS @ Home service, endeavour to bridge this gap by supporting patients, carers and their families closer to their homes.

Nationally and locally there have been significant financial pressures with growing patient demand and an expectation that there will be no increase in funding. LOROS has been fortunate during the past three years in maintaining our NHS income however, this cannot be guaranteed and, as such, prudent financial planning is essential.

We acknowledge that in order to meet the increasing demand, we must work collaboratively with our health and social care colleagues, as well as the local

voluntary sector and business community to ensure that we maintain and deliver high quality services and work in a more effective and integrated manner.

We have consciously not included financial information on income and expenditure as the figures would be static at the point of publishing the strategy. This information is however readily visible in a range of LOROS public documents.

The Senior Management Committee and Board of Trustees are acutely aware that LOROS must continue to evolve in a considered and planned way. The Hospice must draw upon the experience, knowledge and skills of all those involved to not only continue everyday activity but, as importantly, to shape the charity for the future. We will not over extend the Hospice and threaten sustainability, however, we will defend the wide range of services at the Hospice site on Groby Road whilst continuing our drive into community development. This will involve us learning to work differently – taking services out to our public to be more accessible and flexible in their delivery.

In case of comments or complaints, please contact:

Chief Executive, or Director of Care Services
LOROS, Groby Road, Leicester LE3 9QE

or, Care Quality Commission, East Midlands Office, Citygate, Gallowgate,
Newcastle Upon Tyne NE1 4PA

Alternative language copies available

If you would like this information in another language or format, please
contact the Patient Experience Lead PA on 0116 231 8435

જો તમને આ માહિતીની અન્ય ભાષા અથવા સ્વરૂપમાં આવશ્યકતા હોય તો કૃપા કરી ટેલીફોન નંબર
0116 231 8435 પર Patient Experience Lead PA (પેશન્ટ એક્સપેરીયન્સ લીડ પીએ) નો સંપર્ક કરો

Jeżeli chcieliby Państwo otrzymać niniejsze informacje w tłumaczeniu na język obcy lub w
innym formacie, prosimy skontaktować się z PA Zespołu Patient Experience pod numerem
telefonu 0116 231 8435.

ਜੇਕਰ ਤੁਸੀਂ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਪ੍ਰਾਰੂਪ ਵਿੱਚ ਪ੍ਰਾਪਤ ਕਰਨਾ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਰੋਗੀ
ਅਨੁਭਵ ਪ੍ਰਤੀਨਿਧੀ PA ਨਾਲ 0116 231 8435 ਟੈਲੀਫੋਨ ਨੰਬਰ ਤੇ ਸੰਪਰਕ ਕਰੋ।

Haddii aad ku dooneyso macluumaadkan luqad kale ama habeyn kale fadlan la soo xiriir
Hogaan Bukaanka Waayo-aragga PA taleefoon nambarka 0116 231 8435

আপনি অন্য কোনো ভাষা বা ফরম্যাটে এই তথ্য পেতে চাইলে অনুগ্রহ করে 0116 231 8435
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PA سے اس فون نمبر پر بات کریں 0116 231 8435

LOROS

Hospice Care for Leicester, Leicestershire & Rutland

Being there for you
and your family

LOROS Groby Road, Leicester LE3 9QE

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