



Harrogate and District



NHS Foundation Trust



Summary Annual Report and Business Plan 2015-16

You matter most

Introduction

The Trust is the principal provider of acute services from hospitals in Harrogate and Ripon and outreach services from our community locations. The Trust provides high quality healthcare across North Yorkshire, Leeds, Middlesbrough, County Durham and Darlington, representing a catchment population of approximately 1.2m people.



A Message from the Chairman

A message from the Chairman 2015/16 Annual Report/Business Plan Summary



The year was one of both transformation and the core delivery of high quality care across our acute and community services. I am proud that the Trust delivered a strong performance both in

terms of the quality of the care provided and performance against national standards whilst pursuing a number of exciting and innovative changes to the way we deliver services.

Central to our ambition to transform the way we do things, the Trust was successful in being nominated as a national Vanguard site, and this has enabled us to progress our transformational agenda, working in partnership with our colleagues across our health and local government system. This innovative project involves the development of New Care Models to improve services for patients.

Strong governance is dependent on the contribution and commitment of the Council of Governors and their energy and dedication to fulfilling their primary function of representing the interests of members and the public is to be commended.

The contribution and views of those who

use our services is an important element of our governance model that we value and foster. This year we had a number of highly successful public events throughout the year attended by many members of the public, and our partners from both the health sector and local authority.

Delivering high performance is dependent on our staff and I commend them all for their passion, professionalism and hard work, in all specialities and diverse roles. As a busy acute and community Trust, during the year our staff treated over 500,000 patients in hospital, and over 400,000 in the community. Our staff have been supported by a dedicated group of 500 volunteers and I would like to thank them all for their commitment and generosity over the last year in improving the patients' experience.

As I look ahead, I do not doubt that next year will be another very challenging one; however, the Trust has strong foundations in place and remains focused on being an exceptional provider of services for our patients and service users, through collaboration and partnership working.

**Mrs Sandra Dodson,
Chairman**

Chief Executive's Introduction

In support of our vision to deliver 'Excellence Every Time', working with partner organisations continues to be fundamental to addressing the challenges faced by the health sector and sustaining care of the highest quality. A significant part of our work over the last year has been about using the Vanguard partnership to co-design New Care Models which allow us to deliver safe and patient centred care together.

The Trust has once again performed extremely well across the full range of NHS Constitution standards which means that people choosing to be treated by the Trust have benefited from high quality, responsive, accessible services. 2015/16 has been a pivotal year for the Trust, in the face of the relentless stretch to sustain quality and meet rising demand and expectations, the Trust has continued to provide high quality care and patient experience. This was positively affirmed by a 'good' rating following a comprehensive Care Quality Commission (CQC) inspection in February 2016. The Trust was rated as 'outstanding' in the Caring domain and four core services were rated as 'outstanding' overall. Our services have also been rated as amongst the best nationally by the people who use them, and our 2015 staff survey places the Trust the top in three nationally when compared to peers.

I would like to extend my thanks to the Council of Governors' who continue to promote the values and ambitions of the Trust and provide support to the Board of Directors and service development. Most of all, I applaud and thank the staff and volunteers across the Trust who contribute to delivering the very best possible care every day. Whether they are in hospital or community services, direct patient care or a supporting role, it is their collective knowledge, skills and behaviours which enable truly outstanding care, each and every time.



**Dr Ros Tolcher,
Chief Executive**

Investors in People

The Trust has accreditation as an Investors in People organisation



A Look back at 2015/16

The past year has been both exciting and challenging for the organisation. The Trust has continued to successfully deliver high quality services in both the acute hospital and across the communities that we serve.

We saw a number of exciting events take place over the past year including the Trust having received a positive report following a Care Quality Commission (CQC) inspection in February 2016. The inspection saw the Trust gain an overall rating of 'Good' and we are 'Outstanding' at providing 'Caring' services.

The organisation also saw numerous accomplishments in the form of awards and nominations, some of which have included the Midwife of the Year award via the Yorkshire Evening Post Best of Health Awards 2015 to Harrogate midwife Helen Woollatt,

the 'Soil Association Food for Life Catering Mark Bronze' which was awarded to the canteen for the quality of food provided, and the 'Patient Experience – Best Internal Environment' award to the Sir Robert Ogden Macmillan Centre for its welcoming atmosphere for patients. The Trust also had great success in winning the Middlesbrough, County Durham and Darlington 0-19 Children's Services tenders, making the Trust the largest provider of Community Children's services in the country.

The organisation also welcomed a Royal Visit from Their Royal Highnesses Prince Charles and Camilla Duchess of Cornwall to Harrogate District Hospital's cancer facility, Sir Robert Ogden Macmillan Centre. Staff and patients at the Centre were delighted to meet and speak with their Royal Highnesses.





What we are really proud of in 2015/16

- ▶ Signed a Carbon Energy Fund (CEF) guaranteed savings contract in March 2015 which will save £15.6m in energy costs over the next 25 years
- ▶ Largest provider of community children's services in the country after successfully securing the 0-19 Healthy Child Programme Service for Middlesbrough, County Durham and Darlington in addition to retaining our 0-5 Healthy Child Programme for North Yorkshire
- ▶ Received great feedback in our NHS Staff Survey results showing the Trust ranks better than average among similar organisations in 23 of 32 key areas
- ▶ Achieved excellent results from the recent CQC outcomes. The Trust was rated as 'Good' overall and outstanding' at providing 'Caring' services
- ▶ Welcomed patients to our new outreach clinic at Alwoodley Medical Practice, North Leeds
- ▶ Continued good overall results for the NHS Staff Friends and Family Test
- ▶ Identified as third nationally in the Cancer Patient Experience Survey
- ▶ Successful in being nominated as a national Vanguard site and implementation of new care models
- ▶ Successful awards for Midwife of the Year award via the Yorkshire Evening Post Best of Health Awards 2015, the 'Soil Association Food for Life Catering Mark Bronze' and the 'Patient Experience – Best Internal Environment' award to the Sir Robert Ogden Macmillan Centre
- ▶ Redesign of Harrogate and District NHS Foundation Trust website





our strategic objectives

The Trusts strategic objectives are:-

► To deliver high quality care

This means that we will continuously strive to deliver the best possible outcomes and ensure that people using our services have a positive experience. We will make the safety of services our highest priority. We will listen to the views of people using our services and staff providing care and use this to make improvements. We will invest in supporting and developing our workforce and promote a positive and open culture of learning. We will make sure that HDFT is a great place to work.

► To work with partners to deliver integrated care

This means that we will work positively with other providers, local authorities and commissioners to ensure that the design of services offers the best possible, affordable care. We will design services based on the physical, mental and care needs of local people and ensure that these are joined-up where this makes sense.

► To ensure clinical and financial sustainability

This means that we will manage resources carefully and make sure that clinical models are robust and reliable. We will take a long-term view of financial risk and strategic planning. We will look carefully at trends in activity and align workforce and infrastructure capacity. We will seek to expand our services to a wider population where this provides greater clinical resilience.

our Values

Our strategic objectives are supported by our values of being Respectful, Responsible and Passionate.



During 2015 the Trust launched its Values – Respectful, Responsible and Passionate, these were identified after consultation with staff through workshops, roadshows and graffiti boards. The Trust also conducted consultation with patients and carers, these sessions consisted of stories of “what we would like to see” and “what we would like to ask” as well as providing input into the final behavioural framework. The values were launched in August 2015 with briefing sessions for all staff, a branded image and branded values lanyards or badge reels for every member of staff.

During the year we launched our new Vision and Mission. Whether you're a patient, a visitor or a member of staff, our Vision sets out what you can expect from us. **You Matter Most.**

Harrogate and District **NHS**
NHS Foundation Trust

This is us...



our plans for 2016/17 and beyond

- ▶ Take forward the implementation of 7-day working across the Trust
- ▶ Take forward New Care Models with the implementation of Harrogate Vanguard working with partner organisations to implement New Models of Care to enable people to access advice, support and care in the most appropriate setting both within and outside of hospital
- ▶ Develop capital strategy for Harrogate District Hospital Site including progressing work on the refurbishment and extension of Decontamination Services and building design work for the new Endoscopy Services building
- ▶ Continue to review and improve the community IT infrastructure and work with local commissioners, providers, and social care partners to develop the Local Digital Roadmap
- ▶ Continue to develop clinical partnerships and expand our clinic specialties in the Leeds locality
- ▶ Continue to explore bid opportunities for community services as and when existing and new opportunities arise
- ▶ Continue to play our role at the heart of the communities we serve through our Council of Governors, Foundation Trust Members, our independent Patient Voice Group, our popular Annual Members' Meeting and Open Event

Care Quality Commission (CQC)

CQC rates the Trust as 'Good' and caring 'outstanding'



Following a comprehensive inspection in February 2016, the Care Quality Commission (CQC) rated services at the Trust as 'Good' overall in its report published in July 2016.

The Trust was rated 'Outstanding' in the 'Caring' domain, overall and separately for hospital-based and community services. It was rated 'Good' overall in the 'Effective', 'Responsive' and 'Well-led' domains.

The 'Caring' domain is scored by how well staff involve and treat people with compassion, kindness, dignity and respect. The CQC noted that "across the Trust we found staff kind, caring and taking extra steps to improve their patients' experience of the services".

Several of the Trust's services were rated 'Outstanding'. At Harrogate District Hospital, both Critical Care and Outpatients and Diagnostic Imaging services scored



this highest possible grade. The Trust's Community Adult service and Community Dental service were also rated 'Outstanding'.

The CQC found the Trust 'Requires Improvement' in the 'Safe' domain. Many of the issues picked up by the CQC have already been addressed and an action plan put in place to address the remaining points raised.

Healthy Child Programme 0-19 Services

Welcome to Middlesbrough, County Durham and Darlington 0-19 Healthy Child Programme Colleagues

As a provider of community and acute services we are very proud that, for the first time ever, we have extended our provision of services outside the Yorkshire locality.

After a successful procurement process the Trust secured the contract for 0-19 Universal (community) Children's Services

in Middlesbrough, County Durham and Darlington. This has resulted in the Trust becoming the largest provider of community children's services in the country. We have warmly welcomed new colleagues to the Trust and new members, not only from the north east but other areas across England.

Membership and Governors

2015-16 Annual Report/Business Plan Summary



The Trust is accountable to the local population that it serves through the Council of Governors, and encourages local ownership of health services through its membership. The Trust has approximately 17,500 public and staff members; people who are interested in the NHS and want the opportunity to get involved in their local health services.

Membership has many benefits including: receipt of a Foundation News members' magazine; a discount card for many services and retail outlets; invitations to Medicine for Members' events; and the opportunity to participate in service developments via consultations, surveys and discussion groups.

Anyone who lives in the Trust's catchment area, and is 16 years of age and over can become a member of the Trust and receive the benefits of membership.

We have publicly-elected Governors representing Harrogate, Knaresborough, Ripon, Wetherby and Harewood, the rest of North Yorkshire and York, and have recently introduced a Governor post to represent the rest of England to ensure that anyone using our services can be involved. Our staff Governors represent the following staff classes: nursing and midwifery, medical practitioners, other clinical and non-clinical staff. There are also Governors nominated by our stakeholders including North Yorkshire County Council and the voluntary sector.

Becoming a member is free, quick and easy – simply join online at www.hdft.nhs.uk or telephone the Foundation Trust Office on **01423 554489** and request an application form.

Getting in Touch

Whether you are happy or disappointed with your experience, we'd like to know about it so that we can maintain good performance and drive improvements where necessary.

We welcome feedback from patients, relatives, carers and the public. Our dedicated Patient Experience Team deal with all compliments, comments, concerns and complaints. To contact them, please write to:

The Patient Experience Team, Harrogate and District NHS Foundation Trust, Harrogate District Hospital, Lancaster Park Road, Harrogate, HG2 7SX

Telephone: (01423) 555499

Email: thepatientexperienceteam@hdft.nhs.uk

Keeping up to Date

Keep up to date with news and events through our social media channels or by visiting our website.

 www.hdft.nhs.uk  [@harrogateNHSFT](https://twitter.com/harrogateNHSFT)  [@HarrogateDistrictNHS](https://www.facebook.com/HarrogateDistrictNHS)



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The HHCC raise fund for all departments and community services at Harrogate and District NHS Foundation Trust.

The donations we receive fund specialist equipment, training and services, going above and beyond what can be provided by the NHS, to continuously improve treatment and facilities for our patients and staff.

Your support will make a difference. Find out more and get involved

 [harrogatehospitalcharity](https://www.facebook.com/harrogatehospitalcharity)

hdft.nhs.uk/hhcc

You matter most