



Harrogate and District
NHS Foundation Trust

Trust Strategy

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WELCOME TO OUR

Strategy for 2022 and Beyond



The National Health Service and our own Trust have changed significantly since we published our last Strategy in 2014.

Our health service has become much more collaborative, with organisations working more closely together to improve the health and wellbeing of the people living in our communities. There has also been a focus on reducing inequalities to ensure everybody can access the best possible healthcare.

We have experienced significant change within Harrogate and District NHS Foundation Trust over this time. For instance, there has been massive growth in our community and children's services, and our reputation for quality has enabled us to become the largest provider of 0-19 services in England – with the service stretching from Berwick upon Tweed in the North to Wakefield in the South, and across the whole of North Yorkshire, from Settle in the West to Scarborough in the East.

Whilst there is a lot to celebrate, we have also faced some extraordinary challenges. The COVID-19 pandemic was unlike anything we have experienced in living memory and put immense pressure on the National Health Service. Its aftermath will continue to impact us in the weeks, months and years ahead as we recover from its effects.

Our new Strategy recognises the changes and pressures we have faced over the last few years, and sets the future direction of our Trust to

further improve on the high quality health and wellbeing service we provide.

Our Strategy reflects our ambitions and aspirations and during its creation, we engaged not only with our colleagues in the Trust, but also with patients, the public and our key stakeholders, so that we could create a roadmap for the future in which everyone has a stake.

We are committed to providing the best possible levels of healthcare and we can only do this with the help of our wonderful colleagues. As such, it is important that the Strategy empowers, excites and mobilises everyone in the Trust behind a common purpose and supports our cultural values of Kindness, Integrity, Teamwork and Equality.

By aligning our efforts, our Strategy will enable us to work together with everyone pulling in the same direction, so we become stronger, achieve our ambitions and fulfil our purpose – to put the patient and child first and improve the health and wellbeing of our patients, children and communities.

Our Strategy has the flexibility to adapt over time so that it continues to focus on what is important to the people we serve and to colleagues throughout our organisation. We look forward to embarking on this exciting journey with you.

Kind regards,



Jonathan Coulter
Chief Executive
Harrogate and District
NHS Foundation Trust



Sarah Armstrong
Chair
Harrogate and District
NHS Foundation Trust

Introduction

The aim of our Strategy is to establish shared understanding and clarity for our workforce, Board of Directors and partners about Harrogate and District NHS Foundation Trust's (HDFT) purpose, ambitions and priorities.

Our Strategy provides a framework to align our endeavours and mobilise our resources and workforce. It is for everyone in the Trust, in every role and every function. It will drive what we do as a Trust, as Directorates, Services and individually.

The Trust does not operate in isolation. We are part of a large and complex health and care system and we will only be successful if we work in collaboration and partnership. Our strategy must align with and support delivery of the national and system strategies, and complement those of our partners.

The Trust exists to serve two groups: the patients who we care for in our hospitals and community services in Harrogate and District, and wider North Yorkshire; and the children and young people who we support through our Children's Public Health Services across large parts of the North East and Yorkshire. Our Strategy makes it clear that our patients and children always come first.



Our purpose is to improve the health and wellbeing of our patients, children and communities.

As well as caring for patients when they are unwell, we can also help improve people's health and contribute to the wellbeing of our communities through our services and how we use our resources.

To do this our ambitions are to:



These are supported by three enabling ambitions:



Our Strategy guides our decision making about today's priorities, ensuring they support our purpose and long term ambitions. Annually, we will set clear, specific priorities and objectives for each ambition and goal, and track their delivery.



About HDFT

Our Services

Acute & Community Services for Harrogate and District, and wider North Yorkshire:

- Harrogate District Hospital
- Ripon Community Hospital
- Harrogate & Rural Alliance
- North Yorkshire Specialist Community Services






Children's Public Health (0-19) Services

- 9 local authorities in North East and Yorkshire
- Looking after over 500,000 children
- The largest provider of 0-19 services in England



About HDFT

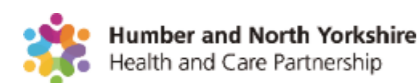
In Numbers

3 INTEGRATED CARE SYSTEMS	OVER 5,000 COLLEAGUES 	21,000 VIRTUAL OUTPATIENT ATTENDANCES
118,000 HOME VISITS 	HOSPITAL CATCHMENT POPULATION c200,000	£300m TURNOVER
LOOKING AFTER OVER 500,000 CHILDREN	COMMUNITY SERVICES POPULATION c620,000	LARGEST EMPLOYER IN HARROGATE & DISTRICT 
55,000 EMERGENCY DEPARTMENT ATTENDANCES 	OVER 2,000 CANCER TREATMENTS 	

National and System Strategies

The Trust does not operate in isolation – we are part of a large and complex health and care system and we will only be successful if we work in collaboration and partnership. Our strategy aligns with and supports delivery of the national and system strategies, and complements those of our partners.

HDFT is part of three Integrated Care Systems:



Humber & North Yorkshire
To provide person centred, integrated care we need to work with local partners, including primary care, North Yorkshire County Council, the voluntary and community sector, and other NHS trusts – in Harrogate, in North Yorkshire and more widely.

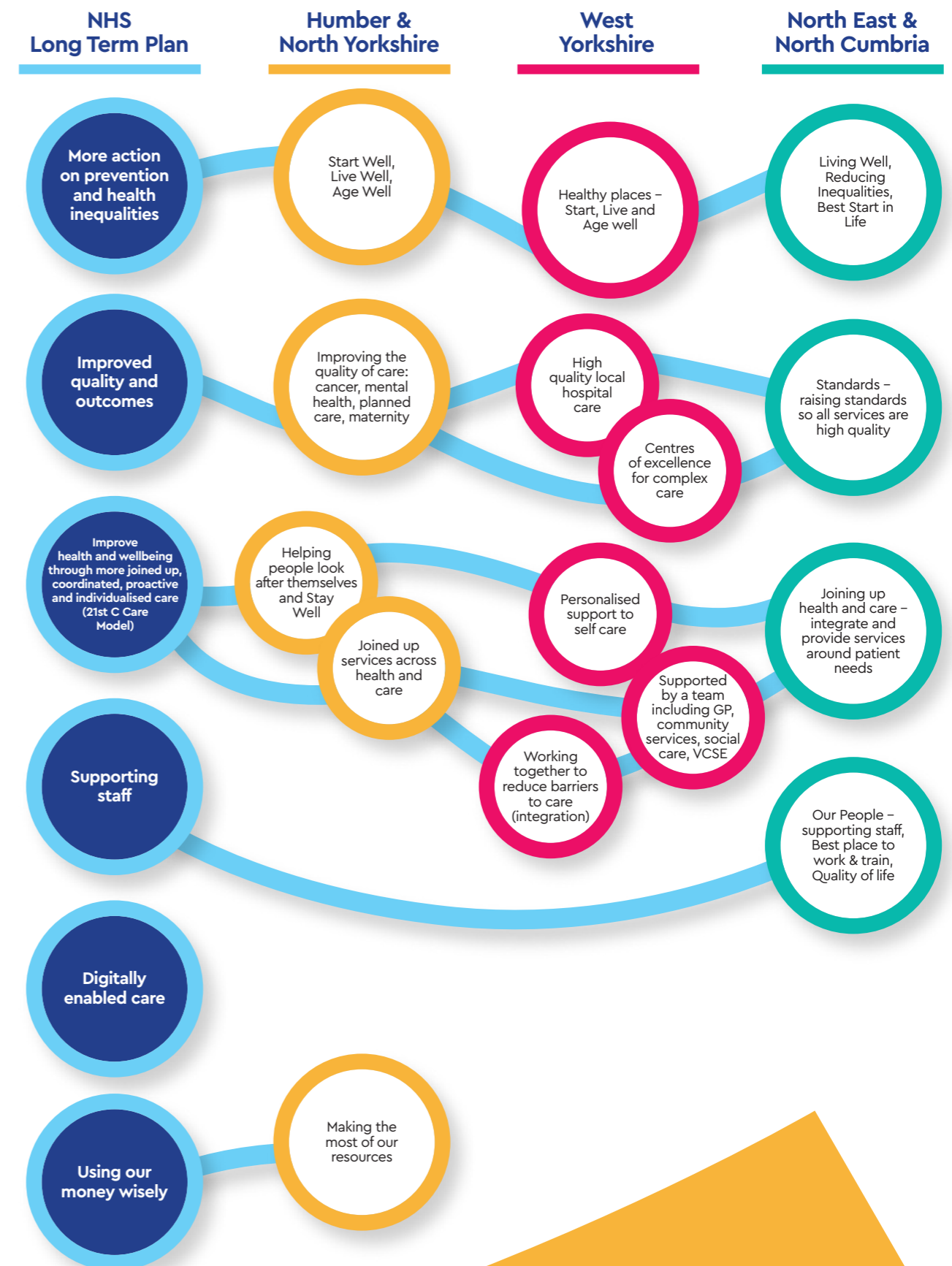


West Yorkshire
HDFT is a member of the West Yorkshire Association of Acute Trusts (WYAAT) and many of our patient pathways for more specialised hospital services are with West Yorkshire and WYAAT.



North East & North Cumbria
HDFT provides Children and Young People's Public Health Services for most of the North East. We are a member of the Child Health and Wellbeing Network and committed to delivering the "Working Together" strategy.

Our Strategy has been developed to align with and support delivery of the ICS strategies, which are summarised and compared below:



Who we Engaged to Develop our Strategy

To develop the Trust's Strategy, we engaged with the public, staff and key stakeholders:

A PUBLIC SURVEY

shared with our Members and Governors, and with 80 organisations through Healthwatch, which

RECEIVED OVER

150

RESPONSES

A STAFF SURVEY

WITH OVER

500

RESPONSES;

SIX CLINICAL STRATEGY WORKSHOPS WITH

50-100

STAFF AT EACH

OVER

40

INTERVIEWS

with internal and external stakeholders, including Non-Executive Directors, local authorities, primary care, integrated care system leaders and other trusts



The key themes highlighted through our engagement, have been reflected in our Strategy's ambitions and goals:



Recognising our role in **IMPROVING HEALTH AND WELLBEING**, reducing health inequalities



The importance of focusing on **DELIVERING HIGH QUALITY CARE** and listening to what is important to our patients, children and young people



WORKING IN COLLABORATION and partnership to integrate care



Building on our position as the **LARGEST PROVIDER OF CHILDREN'S PUBLIC HEALTH SERVICES IN ENGLAND**



THE ABSOLUTE IMPORTANCE OF SUPPORTING OUR WORKFORCE

having sufficient, skilled colleagues; training and developing people; creating a compassionate, diverse culture with great leaders – being a great place to work



PROVIDING EXCELLENT SUPPORTING INFRASTRUCTURE

– estates, equipment, digital – to enable the best care

OUR PURPOSE, AMBITIONS & ENABLING AMBITIONS

Trust Strategy



Purpose



THE PATIENT AND CHILD FIRST

Improving the health and wellbeing of our patients, children and communities

Ambitions



BEST QUALITY, SAFEST CARE



PERSON CENTRED, INTEGRATED CARE; STRONG PARTNERSHIPS



GREAT START IN LIFE



AT OUR BEST: MAKING HDFT THE BEST PLACE TO WORK

Our KITE Behaviours

KINDNESS

INTEGRITY

TEAMWORK

EQUALITY

Enabling Ambitions



AN ENVIRONMENT THAT PROMOTES WELLBEING



DIGITAL TRANSFORMATION
to integrate care and improve patient, child and staff experience



HEALTHCARE INNOVATION TO IMPROVE QUALITY



AMBITION

Best Quality, Safest Care



EVER SAFER CARE

through continuous learning and improvement

EXCELLENT OUTCOMES

through effective, best practice care

A POSITIVE EXPERIENCE

for every patient by listening and acting on their feedback

Our ambition is to provide the best quality, safest care, where quality is defined by safety, effectiveness and patient experience.

Through continuous learning and improvement we will make our processes and systems ever safer – we will never stop seeking improvement.

We want excellent outcomes for our patients and the children and young people we support which improve their health, wellbeing and quality of life – we will do this by providing effective care based on best practice standards.

We want every patient, child and young person to have a positive experience of our care – we will do this by listening and acting on their feedback to continuously improve.

Caring at Our Best (Quality Programme)

Priorities and objectives agreed each year to improve towards our goals



AMBITION

Person Centred, Integrated Care; Strong Partnerships



**THE BEST PLACE
FOR PERSON CENTRED,
INTEGRATED CARE**



**AN EXEMPLAR
SYSTEM FOR THE
CARE OF THE ELDERLY
and people living
with frailty**



**EQUITABLE,
TIMELY ACCESS
TO BEST QUALITY
PLANNED CARE**

For Harrogate and District, our ambition is to support person centred, integrated care through strong local partnerships.

Our goal is for Harrogate and District to be recognised as an exemplar for person centred, integrated care to ensure that patients get the right care, from the right staff, in the right place.

With an increasingly elderly and frail population we will prioritise providing the highest quality care and best outcomes for this group, while ensuring that all our patients also benefit from the services and approaches for the elderly and those living with frailty.

By increasing our capacity and productivity, we will reduce waiting times for planned care and ensure that there is equitable access for all.

**Planned Care Programme
Urgent & Emergency Care Programme**
Priorities and objectives agreed each year
to improve towards our goals



AMBITION

Great Start in Life



THE NATIONAL LEADER FOR CHILDREN AND YOUNG PEOPLE'S PUBLIC HEALTH SERVICES



HOPES FOR HEALTHCARE:
services which meet the needs of children and young people



HIGH QUALITY MATERNITY SERVICES
with the confidence of women and families

HDFT is the largest provider of public health services for children and young people in England supporting over 500,000 children and young people to have a great start in life.

We have the opportunity to lead the development of children and young people's public health services, sharing our expertise to benefit children nationally.

As a district general hospital we often care for children and young people in our adult services so we will ensure that every service meets the needs of children and young people by implementing the 'Hopes for Healthcare' principles co-designed with our Youth Forum.

Providing high quality, safe care and a great patient experience for mothers and their babies, and ensuring they and their families have confidence in that care, is the beginning of a great start in life.

Children & Young People's Programme
Priorities and objectives agreed each year to improve towards our goals



AMBITION

At Our Best – Making HDFT the Best Place to Work



Our People & Culture Strategy, 'At Our Best', follows the NHS People Plan themes and our teamHDFT 'KITE' values and culture.

Our ambition is to make HDFT the best place to work. We will provide physical and emotional support to enable us all to be 'At Our Best'.

We will build strong teams with excellent leadership and promote equality and diversity so everyone is valued and recognised and we are all proud to work for HDFT.

We will offer everyone opportunities to develop their career at HDFT through training and education.

We will design our workforce, develop our people, recruit and retain, so we have the right people, with the right skills in the right roles to provide care to our patients and to support our children and young people.

At Our Best (People & Culture Programme)
Priorities and objectives agreed each year to improve towards our goals



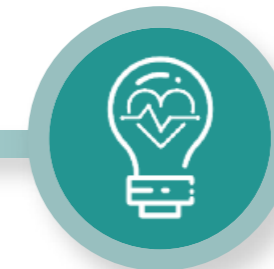


ENABLING AMBITION

An Environment that Promotes Wellbeing



A PATIENT AND STAFF ENVIRONMENT THAT PROMOTES WELLBEING



AN ENVIRONMENT AND EQUIPMENT THAT PROMOTES BEST QUALITY, SAFEST CARE



MINIMISE OUR IMPACT ON THE ENVIRONMENT

The environment in which we work or are cared for has a huge impact on our physical and emotional wellbeing.

At HDFT we will continuously improve our estate and our equipment to promote wellbeing and enable us to deliver the best quality, safest care. We will prioritise investments and design new facilities to promote wellbeing and best quality.

As the largest employer in Harrogate and District, and covering a huge footprint across the North East and Yorkshire, we have an important leadership role in reducing our impact on the planet through our buildings, energy use, transport and food. We will build on our strong track record to continuously reduce our impact on the environment and achieve net zero carbon by 2040.

Environment & Sustainability Programme

Priorities and objectives agreed each year to improve towards our goals



ENABLING AMBITION

Digital Transformation

To Integrate Care and Improve Patient, Child and Staff Experience



SYSTEMS WHICH ENABLE STAFF TO IMPROVE THE QUALITY AND SAFETY OF CARE



TIMELY, ACCURATE INFORMATION
to enable continuous learning and improvement



AN ELECTRONIC HEALTH RECORD
to enable effective collaboration across all care pathways

Our ambition at HDFT is to provide digital tools and services which make it easier for us to provide the best quality, safest care and which help us provide person centred, integrated care that improves patient experience.

Digital technology is an essential part of delivering high quality healthcare, but it is also important to remember that it is a tool, not an end in itself.

Through digitisation we can collect huge amounts of data about our services – we will increase our ability to create useful information which enables us to learn and continuously improve our services.

Over the next few years, we intend to implement a new electronic health record which will revolutionise how we provide care.

Digital Programme

Priorities and objectives agreed each year to improve towards our goals



ENABLING AMBITION

Healthcare Innovation to Improve Quality and Safety



To be a leading trust for the
TESTING, ADOPTION AND SPREAD OF HEALTHCARE INNOVATION



To be a leading trust for the
CHILDREN'S PUBLIC HEALTH SERVICES RESEARCH



To increase
ACCESS FOR PATIENTS TO CLINICAL TRIALS
through growth and partnerships

As a district general hospital and the largest provider of children's public health services in England, HDFT has two key opportunities.

First, to use our agility to become the first choice for testing healthcare innovations to improve care for patients. We will develop partnerships with industry, academia, government, the voluntary sector and our local system to offer a real world testbed for healthtech and digital innovations.

Second, to use our size and expertise to be the leading NHS trust partner for research in children's public health services.

In addition access to research and clinical trials improves quality and outcomes for patients so we will increase access for our patients through more clinical trials at HDFT and through partnerships with our Clinical Research Network.

Innovation and Research Programme

Priorities and objectives agreed each year to improve towards our goals

Conclusion

Everything we do at HDFT is focussed on the patients and children we serve.

We exist to improve the health and wellbeing of our patients, children and communities by:



Because healthcare is provided by people for people, we want to be the best place to work:



To support our people we will:



We will be an organisation where everyone demonstrates our values of KITE (Kindness, Integrity, Teamwork and Equality), to care for the patients and children, who are the focus of everything we do.





www.hdft.nhs.uk
www.harrogateintegratedfacilities.co.uk

