



Harrogate and District  
NHS Foundation Trust

# Clinical Services Strategy

# WELCOME TO OUR Clinical Services Strategy

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## We are delighted to share with you our new Clinical Services Strategy.

Unlike other organisations, we have deliberately not put a "to and from" date on it, as we want our strategy to be a living document, acknowledging the frequently evolving world of healthcare delivery in the modern NHS.

Following the launch of our new overarching Trust strategy in 2022, we have embarked on a wide programme of engagement and consultation with both internal and external stakeholders, to agree what Harrogate and District NHS Foundation Trust's (HDFT's) clinical services could and should deliver in the coming years. What is clear is that there is deep commitment from our colleagues internally and our partners at a neighbourhood, place and wider system level to 1. support HDFT to continue to deliver the full complement of district general hospital clinical services including a type 1 Emergency Department and an obstetric and midwifery led Maternity Unit, to 2. support HDFT to deliver comprehensive community services at a district and wider county level, and also to 3. support HDFT in our nationally leading position as the largest provider of children's public health services in England. As a result, our new clinical services strategy will fully support our Trust purpose and ambitions to improve the health and wellbeing of our patients, children and communities.

Our new clinical services strategy will be ongoing evolution rather than revolution, as we are already delivering high quality district general hospital, community and children's public health services to over 500,000 citizens across the North of England and as a result, no significant changes are planned to our portfolio of acute and planned care services. However, we recognise that we have some unique challenges and therefore opportunities in Harrogate and District, particularly around the way we deliver clinical services to our frail elderly population, which per capita, is one of the largest populations in any district in England. Our new clinical services strategy will therefore deliver a bigger and more comprehensive model of care closer to home, ensuring better connectivity between acute (including virtual wards), intermediate and

integrated services under the new overarching clinical model of HDFT@Home. Another large programme of work which will be undertaken as part of the new clinical services strategy will be further expanding our clinical networks and networked way of working, particularly with our colleagues across WYAAT (West Yorkshire Association of Acute Trusts) and at York and Scarborough NHS Foundation Trust to ensure we continue to deliver robust and resilient seven day acute services and high quality and timely planned care.

Underpinning our new clinical services strategy will be our investment and commitment to supporting and developing our clinical colleagues at HDFT. We know that working in the NHS is enormously rewarding, but can at times be challenging, and colleagues need to have opportunities for personal development, such as growing and diversifying our clinical leadership through portfolio working in areas such as quality and safety, education, research, innovation and digital. We will explore new ways of creating and supporting such opportunities to ensure we continue to recruit, retain and manage our talent pipeline, in particular embracing the diversity of clinical roles within HDFT to further enhance multidisciplinary ways of working.

It is a very exciting time for HDFT as we embark on a number of large scale transformation programmes. We are committed to becoming a continuously learning organisation and are working in partnership with a global leader in healthcare improvement to deliver HDFT Impact, our Trust wide improvement programme. A major workstream within HDFT Impact is the implementation of a new electronic patient record system following receipt of significant national funding to improve our digital maturity. Along with the refurbishment of a number of our inpatient areas and additional theatre capacity being planned, we are both looking forward to the next phase of HDFT's journey as a leading provider of healthcare in Yorkshire and the North of England. We hope you enjoy reading our new clinical services strategy and we would like to offer our grateful thanks to the many colleagues who have contributed to its development.



**Dr Jacqueline Andrews**  
Executive Medical  
Director




**Emma Nunez**  
Executive Director of  
Nursing, Midwifery  
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Professionals (AHPs)



# Introduction

The aim of our clinical services strategy is to provide a framework to align our clinical services to our Trust wide purpose, ambitions, values and enabling ambitions, as the delivery of high quality and safe clinical services are key to the delivery of our overarching HDFT strategy.

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 one of the largest organisations and employers in North Yorkshire we are committed to playing a key role in our communities. We will promote health and well being and make every contact citizens have with us count.

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

Hospital and Community Services for Harrogate and District, and wider North Yorkshire:

- Harrogate District Hospital
- Ripon Community Hospital
- HARA (Harrogate and Rural Alliance) - in partnership with North Yorkshire Council

### 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

#### The populations we serve:

HDFT delivers district general hospital and community services to the growing population of Harrogate and District, and wider North Yorkshire community services. This community has a higher than average population of older citizens, many who are already living well in older age and requiring specialist care to continue doing so, and many with complex health and social care needs which would benefit from better joined up healthcare, ideally taking place nearer to home.

New homes being built means the total district population is predicted to continue to grow, with the proportion of over 65s growing fastest.

HDFT also provides Children's Public Health Services across a wide geographic area in Yorkshire and the North East of England. This includes districts with significantly higher rates of household deprivation than average for the North of England. (ONS Census 2021).

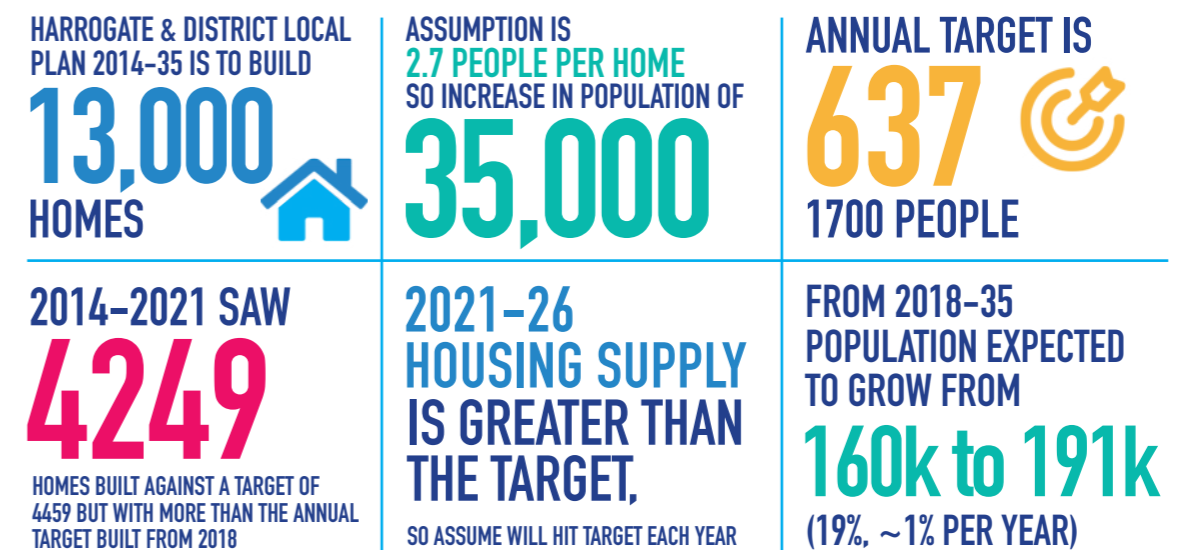


[Click here for further information on our Children's Services](#)

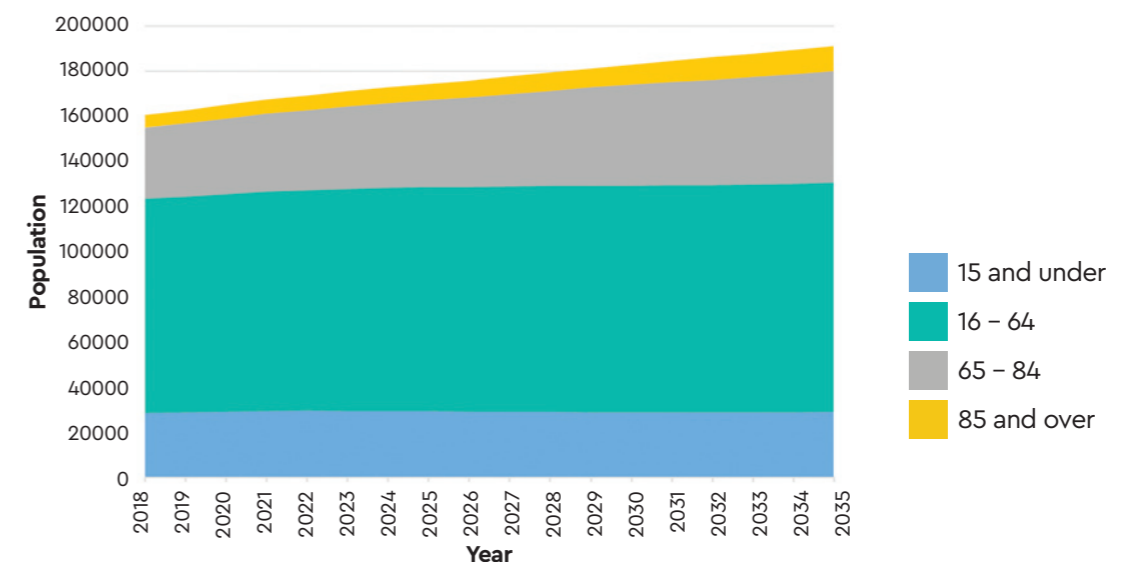


## Harrogate and District Population Key Facts at a Glance

### Harrogate and District Housing Growth



### Harrogate and District Age Distribution (Number)



Source: ONS 2018-based Ageing Statistics, Population Projections for Older People

# How we Developed our Clinical Services Strategy

Working with HDFT colleagues, patients and families plus representatives from our partner organisations, we held a number of workshops and roundtables to gain valuable feedback which helped shape our new clinical services strategy.

To develop our Clinical Services Strategy we built on the

**EXTENSIVE ENGAGEMENT TO DEVELOP OUR TRUST STRATEGY**

**LOCAL, REGIONAL AND NATIONAL HEALTH AND SOCIAL CARE GRAND CHALLENGES**



also provided the framework for the new clinical services strategy:

- Reducing Health Inequalities
- Prevention of Ill Health 'Every Contact Counts'



**SWOT ANALYSIS WAS UNDERTAKEN BY EACH CLINICAL SPECIALITY OR SERVICE**

**6**

**CLINICAL STRATEGY WORKSHOPS WITH CLINICAL TEAMS FROM ALL OUR SERVICES**



took place to develop a future vision for their service in 5 years, considering:

What would **success** look like in 5 years time

How to **develop and enhance** our partnership working

**Future clinical and operational models** based on our populations health and care needs

**Clinical Service interdependencies**

Supporting **research, innovation** and **continuous improvement**

**Training and developing** the clinical workforce of the future



We analysed

**THE SPECIALITY VISIONS FOR COMMON THEMES AND QUESTIONS**

to develop an initial draft for the Clinical Services Strategy

The draft Clinical Services Strategy was reviewed, refined and developed through senior leadership workshops each involving over

**50** **CLINICIANS AND MANAGERS WHO LEAD OUR** **12** **CARE GROUPS**

Our Core District General Hospital and Community Clinical Services are:



**24/7 EMERGENCY DEPARTMENT**

consultant led 24 hour service with full resuscitation facilities



**OBSTETRIC AND MIDWIFERY-LED MATERNITY SERVICES**



**CORE DISTRICT GENERAL HOSPITAL SERVICES**

to support our emergency and unplanned care teams plus delivery of outstanding planned care services



**INTEGRATED SERVICES FOR OUR GROWING OLDER POPULATION**





# HDFT Clinical Services Strategy



## Best Quality, Safest Care with a Focus on Frailty

### HDFT will:

- Provide high quality District General Hospital and community care for our Harrogate and District local population, prioritising and ensuring a proactive approach to people living with frailty in our community
- Create innovative ways of supporting domiciliary and residential care as an anchor organisation in our district



## Integrated Care, Delivered as Close to Home as Possible

### HDFT will:

- Transform our out of hospital pathways and services to create an overarching clinical programme, to be known as 'HDFT@Home', a new integrated way of providing specialist care for patients and families in a community setting, supported by digital developments which reduces unnecessary admissions and enables earlier discharge
- Deliver hospital care via day case or short stay pathways, reducing length of stay wherever possible

In order to deliver our outstanding core District General Hospital and Community Services we will focus on the following priorities:



## Clinical Partnerships and Networks

### HDFT will:

- Grow and develop regional specialist clinical networks within West Yorkshire Association of Acute Trusts and, for some specific services, with the Humber and North Yorkshire Integrated Care System (ICS)
- Grow and develop local, place-based networked relationships with Primary Care, Community Services, Social Care, Mental Health Services and Voluntary Sector Providers (through HARDLCP – Harrogate and Rural Local Care Partnership)
- Through these partnerships provide resilient and effective services to support our Clinical Service delivery ambitions, reduce health inequalities and make every contact count to prevent ill health



## Children and Young People

### HDFT will:

- Deliver quality Obstetric and Midwifery-led Maternity Services at Harrogate District Hospital

[Click here for information on our Maternity Services](#)

- Make Healthcare Accessible to children and young people driven by our seven 'Hopes for Healthcare', designed by our Youth Forum
- Remain a national leading provider of Children's Public Health Services throughout the North East and Yorkshire

[Click here for further information on our Children's Services](#)



## PRIORITY

# Best Quality, Safest Care with a Focus on Frailty



## HDFT will:

**Provide high quality District General Hospital acute, planned and community care for our Harrogate and District local population, prioritising and ensuring a proactive approach to people living with frailty in our community**



**Provide a 24/7 Urgent and Emergency Care Pathway** through our refurbished Emergency Department and Urgent Treatment Centres, as well as same day treatment through Same Day Emergency Care pathways for surgical and medical conditions.



**Further develop our Bed to Board Governance Structures** through the new Care Group Clinical Directorate Structures, ensure all services are delivered to best practice standards through networking and partnerships when necessary.



**Deliver timely care for all urgent and planned care services.** Drive improvements in planned care waiting times by transforming the ways we deliver outpatient services and by expanding our theatre capacity.



**Continually develop our services** through an embedded **HDFT IMPACT** continuous improvement model. Enable and strengthen research, innovation and digital programmes and technologies.



**Provide specialist frailty care through the Acute Frailty Unit** to holistically assess and treat patients living with frailty and support same day discharge or shorter hospital stays where possible.



**Identify frailty early and deliver Comprehensive Geriatric Assessment** to inpatients who will benefit irrespective of their admitting speciality and throughout acute and planned care service provision.



**Recognise that people living with frailty** often have their needs met best in settings outside of acute hospital care and provide coordinated multidisciplinary crisis care and rehabilitation services in the most appropriate settings.



**Work in partnership with patients and their relatives** to deliver personalised care, supporting people to maintain active and healthy ageing through self-management where appropriate, and to engage effectively and compassionately with patients and carers to discuss end of life care when required.





PRIORITY

**Integrated Care,  
Delivered as Close to  
Home as Possible**



**HDFT will:**

**Transform our out of hospital pathways and services to create an overarching clinical programme, to be known as 'HDFT@Home', a new integrated way of caring for patients and families in a community setting, supported by digital developments**

**Deliver hospital care via day case or short stay pathways and reduce length of stay wherever possible**



The last few years have seen a significant growth in the number of services and pathways for patients which are being delivered outside of a traditional hospital footprint.

For some time there has been recognition of the benefits of delivering healthcare as close to home as possible, and the COVID pandemic has accelerated the necessary healthcare innovation and willingness to think and act differently when it comes to care delivery.



At HDFT we currently operate a number of acute and elective district general level services out in the community.

Although many of them are partially or fully integrated with other services, either provided by us or by a health or social care partner, there is work to do to create a truly seamless joined up approach to health care delivery, putting the patient and family firmly at the centre.



As part of our new clinical services strategy, we will transform our out of hospital pathways and services to create an overarching clinical programme, to be known as 'HDFT@Home'.

This will become the single point of contact for internal and external stakeholders, patient and families to ensure ease of navigation across complex acute, intermediate and integrated planned care pathways.

HDFT@Home will be a refreshed version of our current community and outpatient services model, ensuring that all current local and national drivers and enablers are included to deliver a state of the art offer to our 200,000+ citizens within the Harrogate District.



## Our Current Provision of Health and Social Care in the Community:

### Planned Outpatient Appointments for Diagnostic Procedures and Clinical Reviews

- Usually take place on a hospital site (Harrogate or Ripon). Regular follow ups for chronic conditions arranged irrespective of need at that point in time, rather than patient initiated

### Working in Partnership with Other Providers

- Primary Care – 17 local practices within the Yorkshire Health Network, comprising four Primary Care Networks
- Social Care – North Yorkshire Council
- Mental Health – Tees, Esk and Wear Valleys NHS Foundation Trust
- Voluntary Sector organisations

### Acute Care

- Virtual Wards – Consultant-led multi-disciplinary teams delivering acute care for Frailty conditions or Acute Respiratory Infections in patient's own residence
- Advice and guidance virtual advice for GPs from specialists

### Community Care Teams

(Community nursing, therapies, social care, delivered in partnership with North Yorkshire Council 'HARA')

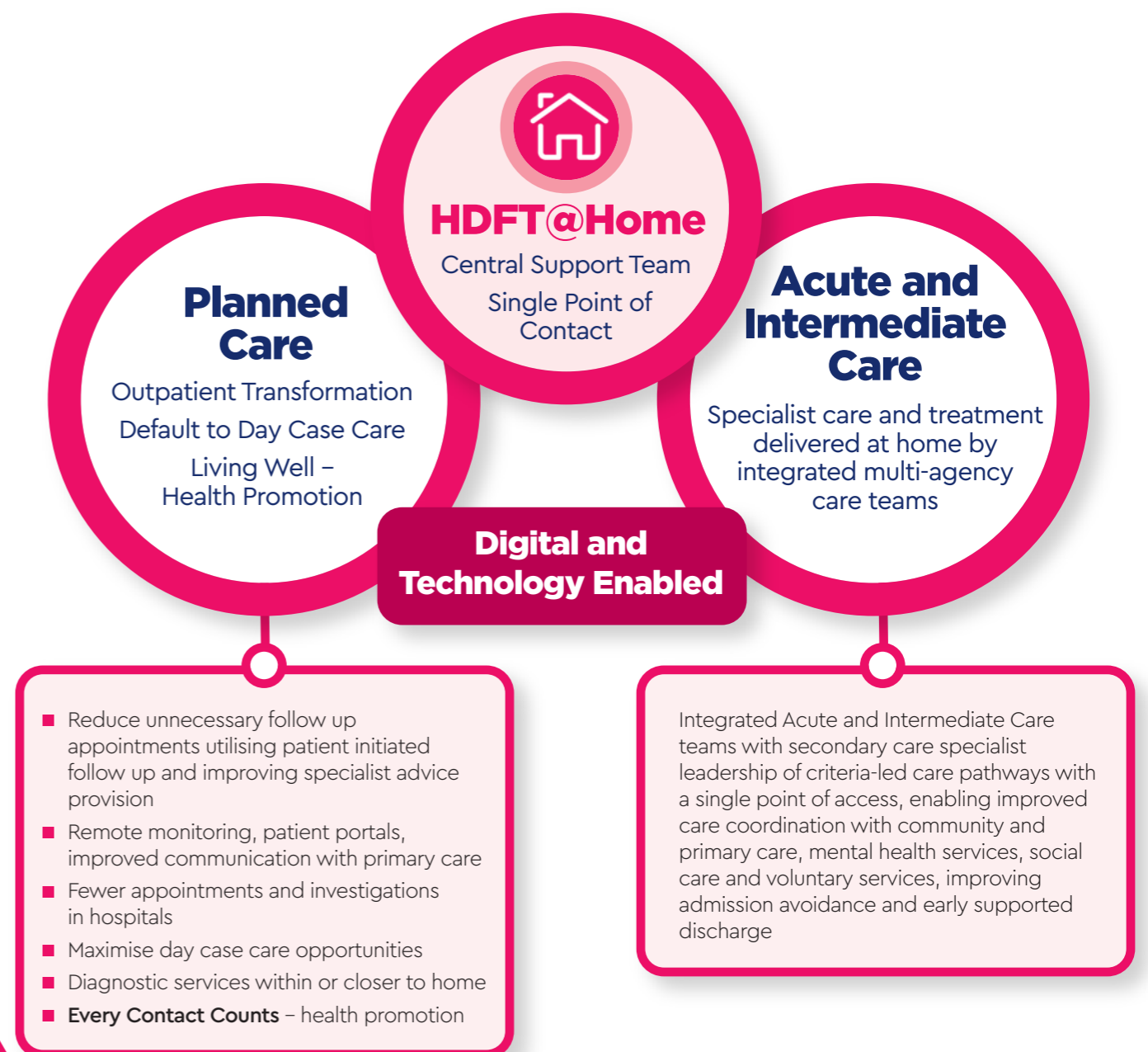
- Four Locality Community Care Teams: Harrogate South, Harrogate North, Knaresborough & Boroughbridge, Ripon and Rural
- Provide long and short term nursing interventions, rehabilitation and support the management of long term conditions such as diabetes, complex wounds and ulcers, falls and immobility and palliative and end of life care

### Intermediate Care

- Acute Response and Rehabilitation in the Community and Hospital (ARCH) Team
- Urgent Crisis Response Team

These HDFT Teams comprising specialist multidisciplinary health professionals provide care at short notice to prevent unnecessary hospital admissions and enable earlier discharge and rehabilitation outside the acute inpatient ward area

## Our New Integrated and Digitally Enabled Health and Social Care Model Delivered - **HDFT@Home:**





## PRIORITY

# Clinical Partnerships and Networks

### HDFT will:

Grow and develop our clinical networks within the three Integrated Care Systems (ICS) we partner with. We have many established clinical pathways within West Yorkshire ICS through our collaboration with WYAAT (West Yorkshire Association of Acute Trusts), and through this will further strengthen our clinical networks for urgent, emergency and planned care.

In our local neighbourhood - Harrogate and Rural Local Care Partnership (HARDLCP) - we have formed a collaboration between secondary care, community care, primary care, mental health, local authorities and the voluntary sector to provide outstanding integrated care across Harrogate and District. A key focus for HARDLCP is better integrated care for our frail and elderly patients across the district.

In addition, we will continue to grow our key partnership with local primary care colleagues through our four PCNs (primary care networks) and our Federation of Harrogate and District GP practices (the Yorkshire Health Network). We are committed to delivering the Academy of Medical Royal Colleges recommendations for exemplar interface working between primary and secondary care.



[Click here for further information on Working Better Together](#)



At HDFT we recognise that in order to provide excellent quality effective care, resilient and responsive patient-centred services we need to collaborate and work in partnership with other services across the regional health and care network, and with partner organisations in our local neighbourhoods.



By doing so we will design services which are fit for the whole patient care pathway – which are easier for patients to navigate and deliver the right care in the right place by the right professional. The majority of our hospital clinical services already have close networking partnerships with other secondary and tertiary care providers in either West Yorkshire or North Yorkshire and the Humber. We recognise some smaller services will benefit from growing these partnerships through effective collaboration to ensure resilient provision consistent with best practice care for the future.



Modern Integrated Care Systems deliver healthcare which promotes and encourages patient-centred system working. Through close and direct collaboration with our neighbourhood primary care alliance (The Yorkshire Health Network), we will improve patient care and experience through improving communication and reducing unnecessary and wasteful steps in pathways by utilising digital enablers such as integrating electronic records.

### HDFT is part of three Integrated Care Systems (ICS):

West Yorkshire, Humber and North Yorkshire and North East & North Cumbria



### HDFT is part of Harrogate and Rural Local Care Partnership (HARDLCP) - our local neighbourhood system for care delivery:

The Partnership includes – HDFT, four PCNs (Primary Care Networks), YHN (Yorkshire Health Network), TEWV (Tees, Esk and Wear Valleys NHS Foundation Trust), North Yorkshire Council and Local Voluntary Sector Organisations





PRIORITY

# Care of Children and Young People



## HDFT will:

**Deliver Obstetric and Midwifery-Led Maternity Services at Harrogate District Hospital, meeting and exceeding all national quality standards**

**Remain a national leading provider of Children's Public Health Services**

**Make healthcare accessible to Children and Young People driven by national and local strategies for Children and Young People with a focus on our 'Hope for Healthcare', designed by our Youth Forum**

### The Seven 'Hopes for Healthcare' are:

1

**Involve Children and Young People in Their Care:**

Listen carefully, take time to explain, speak directly to the child or young person and actively involve them in decision making.

2

**Encourage Confident Two Way Communication:**

Encourage children and young people to ask questions, give clear explanations, ask rather than assume how someone is feeling.

3

**Start Early with Health Information:**

For example advise children and young people how and when to access the NHS and its services, promoting Healthy Child teams and on providing the right information at the right time.

4

**Moving to Adult Healthcare Services**

Start conversations early, explain options and enable smooth transitions.

5

**Make Children and Young People Feel Welcome:**

Providing easy to understand information, a warm welcome and suitable environments.

6

**Healthcare Rights:**

Treat children and young people as individuals and support them to understand their rights. Help to support the rights of young carers.

7

**Having a Voice and Improving Healthcare Services:**

Provide a range of feedback opportunities for CYP, independent of parents or carers, use the feedback to make a difference, involve young people in decision making through the Youth Forum and other groups.



[Click here for information on our Maternity Services](#)



[Click here for further information on our Children's Services](#)

## Priority Programme Enablers



### Clinical Workforce

- Deliver high professional standards which put our Trust values at the heart of clinical care
- Ensure multidisciplinary team provision meets service requirements
- Provide excellence in medical, dental, medical associated, nursing, midwifery and allied health professional training
- Develop Medical Associated and Advance Practice roles, with defined governance frameworks to ensure sustainable service delivery
- Develop staff clinically to enable career progression at HDFT, and provide and support clinical leadership development opportunities to ensure best experiences for staff at work



[Click here for our People Plan](#)



### Digital Innovation

- Embrace new technology to support care closer to home
- Implement a new, integrated Electronic Patient Record System
- Digital processes to support workforce to provide excellent care



[Click here for our Digital Strategy](#)



### Research, Innovation and Improvement

- Embed continuous improvement methodology throughout all our services – HDFT IMPACT programme
- Embrace innovation in clinical services
- Increase opportunities for patients and workforce to benefit from research – Clinical Research Facility

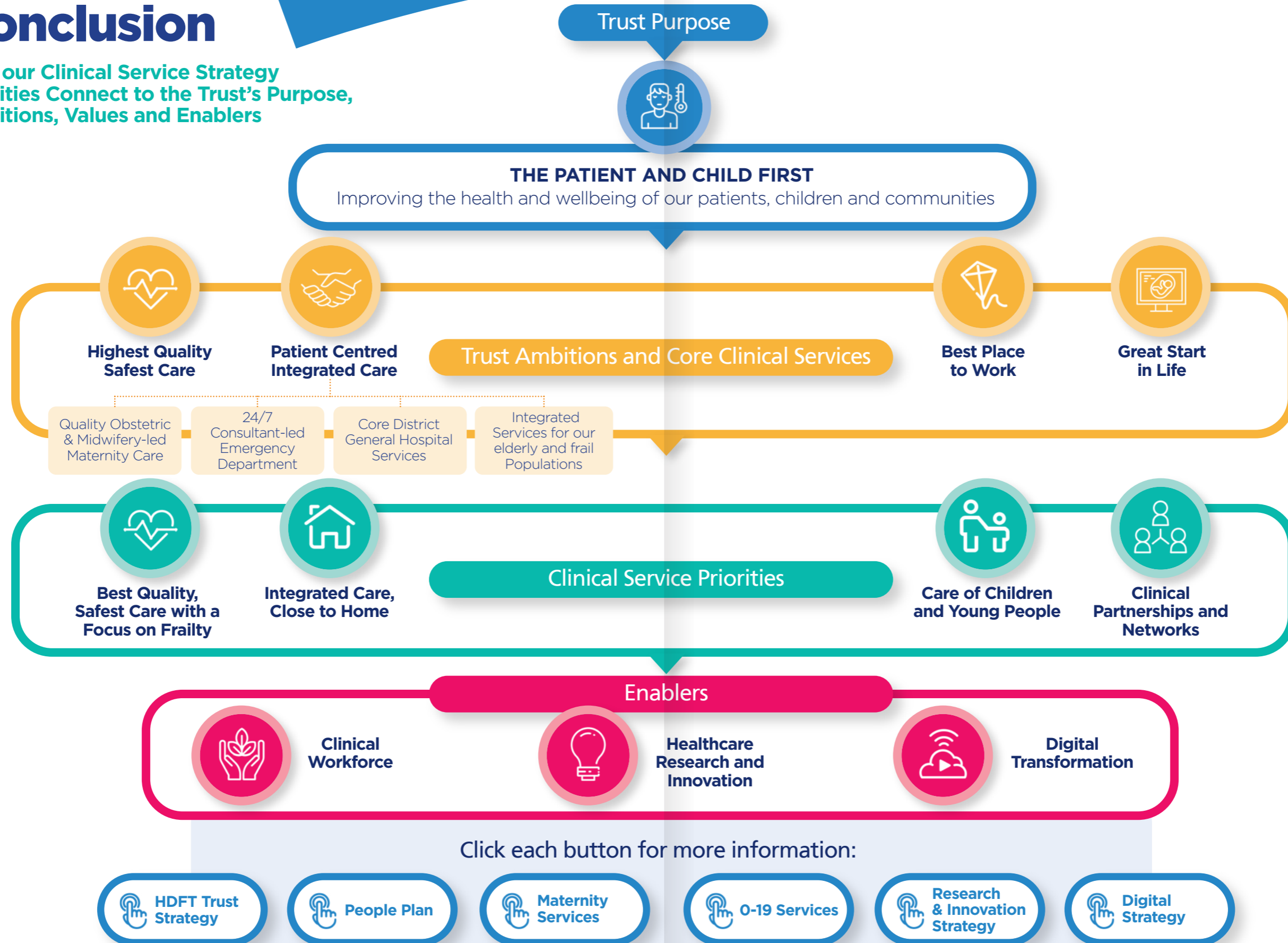


[Click here for our Research and Innovation Strategy](#)



# Conclusion

How our Clinical Service Strategy Priorities Connect to the Trust's Purpose, Ambitions, Values and Enablers





We Value

[www.hdft.nhs.uk](http://www.hdft.nhs.uk)

[www.harrogateintegratedfacilities.co.uk](http://www.harrogateintegratedfacilities.co.uk)

