

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, priorities and ambitions - our True North.

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 True North 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 True North Ambitions.**

We have identified metrics to track improvement against our True North Ambitions and through our continuous improvement approach, **HDFT Impact**, we will focus on delivering:

- Substantial improvement in several Breakthrough Objectives each year; and
- A handful of strategic programmes which enable step changes in quality and performance



# 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

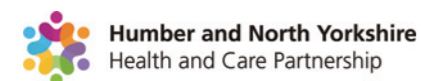
## In Numbers

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

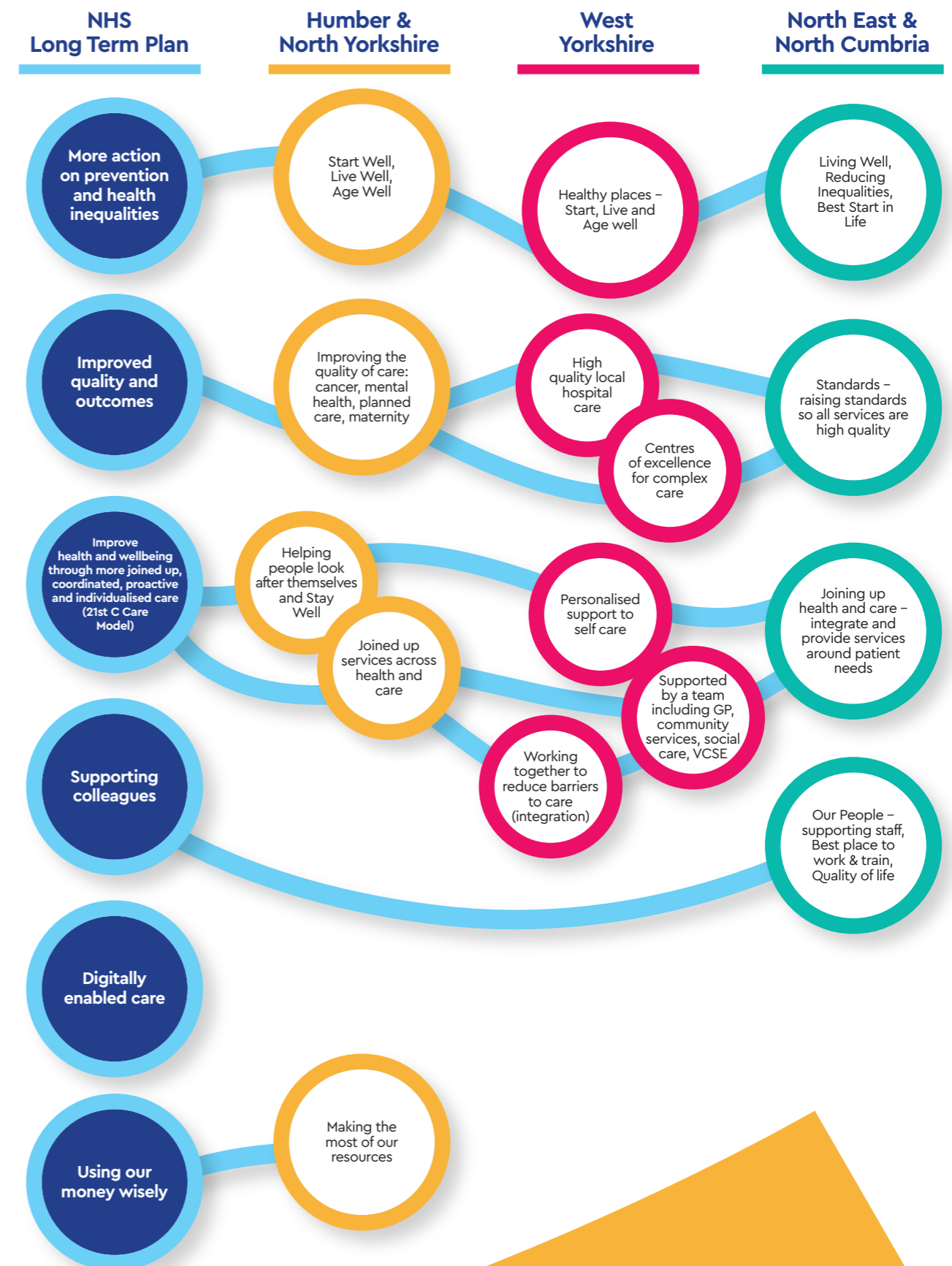


**West Yorkshire**  
HDFT is a member of the West Yorkshire Association of Acute Trusts (WYAAT) and many of our patient pathways for more specialised hospital services are with West Yorkshire and WYAAT.



**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

### True North Ambitions



**BEST QUALITY, SAFEST CARE**

**TRUE NORTH METRICS**

- Moderate & Above Harm Events
- Patient Experience



**PERSON CENTRED, INTEGRATED CARE; STRONG PARTNERSHIPS**

**TRUE NORTH METRICS**

- ED 4 Hour Standard
- 18 Week Referral to Treatment
- Cancer – 62 Day Treatment Standard
- Admissions of People with Frailty



**GREAT START IN LIFE**

**TRUE NORTH METRICS**

- Children at Risk of Vulnerability
- Maternity Harm Events
- Children's Patient Experience



**AT OUR BEST: MAKING HDFT THE BEST PLACE TO WORK**

**TRUE NORTH METRICS**

- Staff Engagement
- Staff Availability

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

### TRUE NORTH METRICS

- Moderate & Above Harm Events



## EXCELLENT OUTCOMES

through effective, best practice care



## A POSITIVE EXPERIENCE

for every patient by listening and acting on their feedback

### TRUE NORTH METRICS

- Patient Experience

**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.



**HDFTimpact**



## Strategy Delivery

Through data led selection of improvement priorities, 'Breakthrough Objectives' which will deliver the most substantial improvements in our True North Ambitions



AMBITION

# Person Centred, Integrated Care; Strong Partnerships



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

**TRUE NORTH METRICS**  
• ED 4 Hour Standard



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

**TRUE NORTH METRICS**  
• Admissions of People  
with Frailty



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

**TRUE NORTH METRICS**  
• 18 Week Referral  
to Treatment  
• Cancer – 62 Day  
Treatment Standard

**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.

**HDFTImpact**



**Strategy Delivery**

Through data led selection of improvement priorities, 'Breakthrough Objectives' which will deliver the most substantial improvements in our True North Ambitions



AMBITION

# Great Start in Life



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

**TRUE NORTH METRICS**  
 • Children at Risk of Vulnerability



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

**TRUE NORTH METRICS**  
 • Children's Patient Experience



**HIGH QUALITY MATERNITY SERVICES**  
 with the confidence of women and families

**TRUE NORTH METRICS**  
 • Maternity Harm Events

**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.

**HDFT Impact** 

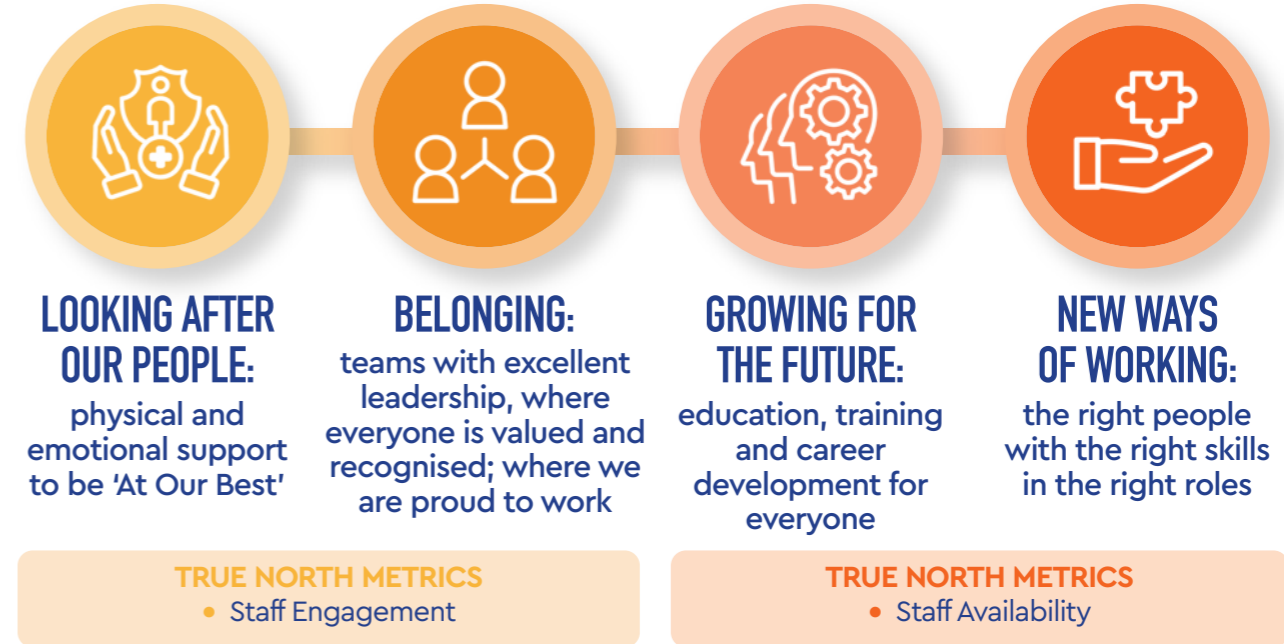
**Strategy Delivery**

Through data led selection of improvement priorities, 'Breakthrough Objectives' which will deliver the most substantial improvements in our True North Ambitions



## AMBITION

# At Our Best – Making HDFT the Best Place to Work



### Our People Plan, 'At Our Best' - Making HDFT the Best Place to Work, follows the NHS People Plan themes and our team HDFT 'KITE' behaviours 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.



Through data led selection of improvement priorities, 'Breakthrough Objectives' which will deliver the most substantial improvements in our True North Ambitions





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.

**HDFTimpact**



**Strategy Delivery**

Through data led selection of Strategic Programmes and other projects, which will provide the capabilities to enable step change improvements in our True North Ambitions



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.

**HDFT**impact



**Strategy Delivery**

Through data led selection of Strategic Programmes and other projects, which will provide the capabilities to enable step change improvements in our True North Ambitions



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.

**HDFT**impact



**Strategy Delivery**

Through data led selection of Strategic Programmes and other projects, which will provide the capabilities to enable step change improvements in our True North Ambitions

# 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 KITE behaviours of Kindness, Integrity, Teamwork and Equality, to care for the patients and children, who are the focus of everything we do.







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

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

