

Harrogate and District  
NHS Foundation Trust

# Digital Strategy

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WELCOME TO OUR

# Digital Strategy for 2024 and Beyond



## The National Health Service and our own Trust have changed significantly since we published our last Digital Strategy in 2019.

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 (HDFT) over this time. For instance, there has been significant growth in our children and young people's public health services, where 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 Digital 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 care service we provide. Our key digital transformation project over the next few years will be the implementation of our new Electronic Patient Record (EPR) system, which brings enormous opportunities for the future delivery of patient care.

Our Digital Strategy enables our ambitions and aspirations and during its creation, we engaged with our colleagues in the Trust and key stakeholders, to ensure that we develop the digital capability that will increase colleagues work satisfaction, improving both the quality and efficiency of their work.

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

By aligning our efforts, our Digital Strategy will enable us to work together to 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 Digital 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 continuing to develop digital as a key enabler to provide outstanding healthcare at HDFT.



Kind regards,

**Dr Jacqueline Andrews**  
Medical Director and Executive  
Lead for Digital  
Harrogate and District NHS  
Foundation Trust

# Introduction

The aim of our Digital Strategy is to establish shared understanding and clarity for our Harrogate and District NHS Foundation Trust (HDFT) colleagues, patients and partners, about how we will enable HDFT's purpose, ambitions and priorities - our True North.

Our Digital 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 Digital 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 require our services, 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 Digital Strategy describes how we will use digital transformation to enable the delivery of our purpose and True North ambitions. Annually, we will set clear, specific enablers to support the delivery of the priorities and objectives for each ambition and goal.



# 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

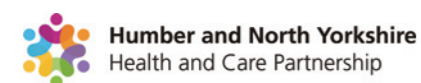
## In Numbers

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

# 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 Digital 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.

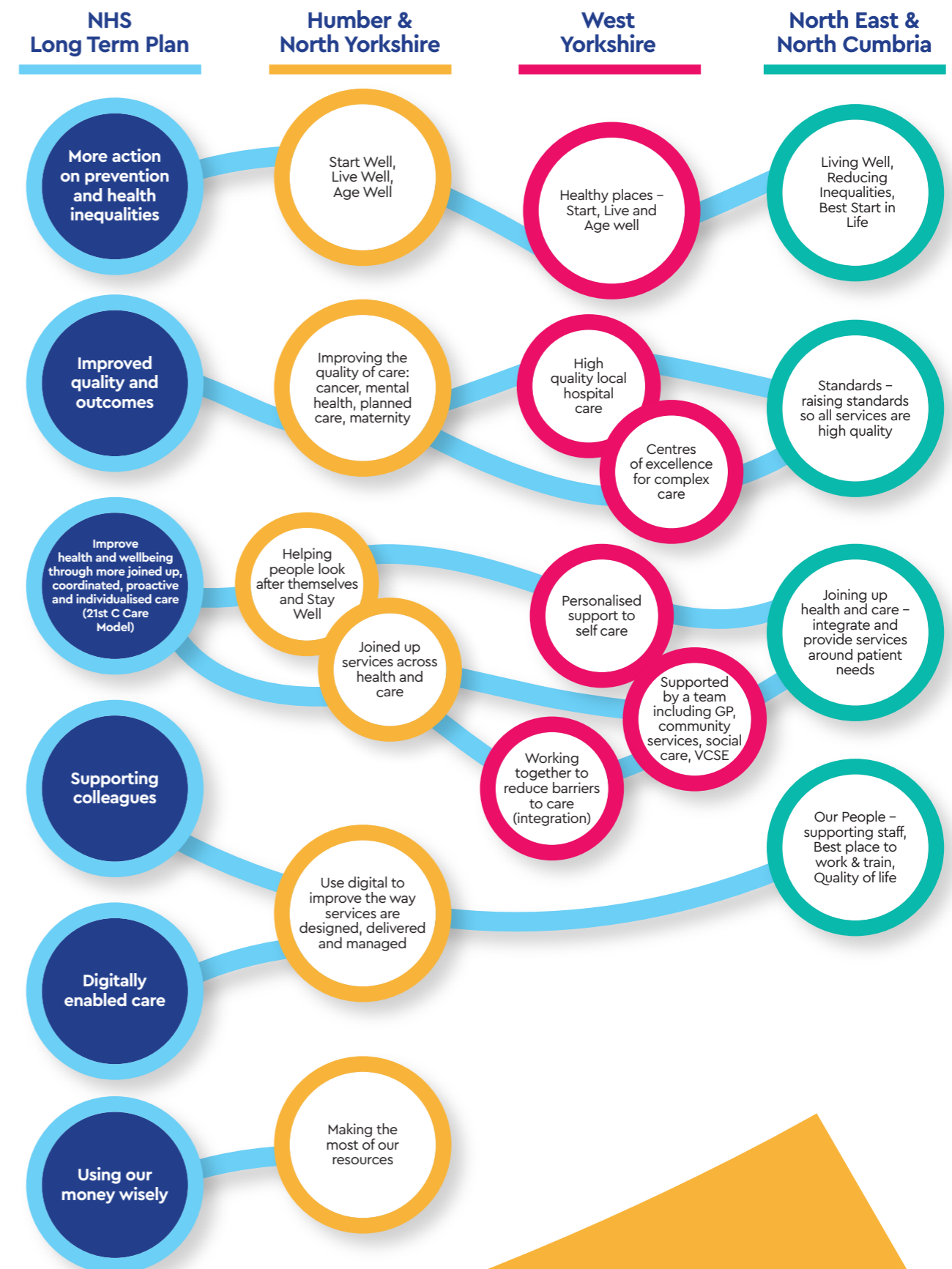


**West Yorkshire**  
HDFT is a member of the West Yorkshire Association of Acute Trusts (WYAAT) and many of our patient pathways for more specialised hospital services are with West Yorkshire and WYAAT.



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



# Who we Engaged to Develop our Digital Strategy

To develop the Trust's Digital Strategy, we engaged with colleagues and key stakeholders in a number of ways:

**ELECTRONIC  
PATIENT RECORD  
(EPR) SURVEY**

RECEIVED OVER

**308**

RESPONSES

**STAFF  
WORKSHOPS**

WHICH OVER

**160**

COLLEAGUES  
ATTENDED

**INTERACTIVE  
SESSIONS**

**10**

WITH INTERNAL  
AND EXTERNAL  
STAKEHOLDERS



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



Recognising our role in  
**IMPROVING HEALTH  
AND WELLBEING**  
by 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 - Digitally Enabled



## 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 - Digital Safety



**EVER SAFER CARE**

Through our new EPR System, Clinical Decision Toolkits and continuously improving our skills and processes in Information Governance, Cyber Security, Data Management & Security, Privacy and Ethical considerations in respect to emerging technologies (e.g. AI and Data Analytics)

**TRUE NORTH METRICS**

- Moderate & Above Harm Events



**EXCELLENT OUTCOMES**

Through implementing Key Performance Indicators to measure the success of digital initiatives and providing data and insights for decision making to drive digital transformation



**A POSITIVE EXPERIENCE**

Through expanding Patient Engagement Portals for appointment scheduling, access to medical records, and secure communication with healthcare providers

**TRUE NORTH METRICS**

- Patient Experience

**Our ambition is to provide the best quality, safest care, where quality is defined by safe systems, effective information sharing and improved patient and staff experience.**

Through continuously monitoring and updating cybersecurity protocols we will aim to protect against evolving threats.

Continue to align to the NHS Digital Clinical and Patient Safety Strategies to be the safest digital health system in the world through Scan 4 Safety and Electronic Point Of Care Traceability.



AMBITION

# Person Centred, Integrated Care; Strong Partnerships - Digital Integration



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

Enhance the new Electronic Patient Records (EPR) system through implementing interoperability standards for seamless data sharing among health and care providers through the Yorkshire and Humber Care Record

- TRUE NORTH METRICS
- ED 4 Hour Standard



### AN EXEMPLAR SYSTEM FOR THE CARE OF THE ELDERLY

Telemedicine, virtual wards and remote monitoring for chronic disease management to improve access to care and reduce the burden on physical attendance to support people living with frailty

- TRUE NORTH METRICS
- Admissions of People with Frailty



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

Through implementing Patient Engagement Portals to support access and management whilst reducing administration burdens

- 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 partnerships and collaboration with other health and care providers, digital vendors and government agencies and ensuring that we share the right information about the right person at the right time.**

We will continue to strive for a consistent patient experience across the Trust, that is user-led and continually considers the needs of our patients through collaboration and learning.



AMBITION

# Great Start in Life - Digital Lives



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

Through actively seeking out opportunities for extending the digitisation of children's services and records

TRUE NORTH METRICS

- Children at Risk of Vulnerability



### HOPES FOR HEALTHCARE

Creating a sustainable healthcare system by considering the environmental impact of digital infrastructure and seeking eco-friendly solutions where possible. Enabling the reduction of CO2 emissions and environmental impact throughout the organisation using digital technology and supporting the teamHDFT Green Plan and the NHS targets for net zero

TRUE NORTH METRICS

- Children's Patient Experience



### HIGH QUALITY MATERNITY SERVICES

Through a fully integrated Digital Maternity Record System with the new EPR and Patient Held Records, led by our Digital Midwife

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.**

Providing high quality, safe systems 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.

#### Infrastructure and Connectivity

We will Invest in robust IT infrastructure, including high-speed internet and cloud computing capabilities, to provide digital services for the next generation and ensure redundancy and disaster recovery plans to minimize downtime.



## AMBITION

# At Our Best: Making HDFT the Best Place to Work - Digital Works



### LOOKING AFTER OUR PEOPLE:

Make our colleague's working lives better by making their jobs simpler, easier and quicker to do by removing some of the administrative burden and manual tasks through the provision of digital solutions, including Robotic Process Automation



### BELONGING:

Through a focus on digital inclusion for staff and patients on how to use, navigate and benefit from digital healthcare services



### GROWING FOR THE FUTURE:

Through giving our staff better digital solutions to care and treat patients. Through providing patients with access to digital solutions when they visit their place of care and in their own homes to share information about their health and wellbeing



### NEW WAYS OF WORKING:

Provide education and training for everyone to ensure they are proficient in using digital tools and are aware of security best practices. Through providing digital solutions in line with HDFT Impact, our continuous improvement programme to improve our operating and business systems to reduce waste and improve efficiency and experience

#### TRUE NORTH METRICS

- Staff Engagement

#### TRUE NORTH METRICS

- Staff Availability

**Our People & Culture Strategy, 'At Our Best', follows the NHS People Plan themes, our team HDFT 'KITE' values of kindness, integrity, teamwork and equality, and our culture.**

#### Communication and Change Management:

Develop a communication plan to keep all stakeholders informed of progress and changes. Implement change management strategies to ease the transition to digital healthcare.

Work with the Estates Service to ensure digital integration in estates planning, including SMART buildings.



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

Prioritise projects based on their impact on patient care, operational efficiency and wider benefits



## TIMELY, ACCURATE INFORMATION

To enable continuous learning and improvement, adopting the data architecture principles in the Government's Data Strategy



## A NEW ELECTRONIC HEALTH RECORD

To enable effective collaboration across all care pathways meeting HIMSS (Healthcare Information and Management Systems Society) Level 5

**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.

### Digital Maturity Programme

Priorities and objectives agreed each year to improve towards our goals through the Digital Management Group and Innovation Committee

# Conclusion

Everything we do at HDFT is focussed on the patients and children we serve. This Digital Strategy should serve as a foundation for the Trust's digital transformation journey, promoting better patient outcomes, operational efficiency and data security.

**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.**



# The HDFT Digital Leadership Team



**Dr Jacqueline Andrews**  
Medical Director and  
Executive Lead for Digital



**Andy Williams**  
Interim Chief  
Digital Officer



**Dr Matt Shepherd**  
Deputy Chief Operating  
Officer and Chief Clinical  
Information Officer



**Martin Gartside**  
Head of IT  
& Cyber Security



**Jo MacLean**  
Head of  
Patient Systems



**Richard Atkinson**  
Head of  
Digital Delivery

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

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

