

Harrogate and District
NHS Foundation Trust
Annual Summary
2023-24

Welcome Summary

The Annual Report highlights progress on our five-year strategy focused on providing high-quality care and our commitment to continuous improvement. Our dedicated colleagues have been instrumental in maintaining our values of kindness, integrity, teamwork and equality, especially during a challenging year. Their efforts are reflected in the positive results of the NHS Staff Survey, showing an improved workplace culture that benefits patient care.

Collaboration with partners, including other NHS Trusts, local authorities, charities, and community organisations, remains vital to delivering the best care. The leadership of the HDFT Board, Executive Directors, Non-Executive Directors, and Governors has also been crucial in guiding our efforts.

While challenges remain, we are equipped with the tools, focus and commitment to continue improving care for our patients and service users. We look forward to building on this progress in the coming year and further advancing HDFT Impact.

Sarah

Chair of HDFT



Sarah Armstrong

Chief Executive of HDFT



Jonathan Coulter

Reflecting on 2023/24, I am struck by the contrast between the often negative perception of the NHS and the remarkable achievements I witness daily at Harrogate and District NHS Foundation Trust (HDFT). While challenges like long waiting times and mental health concerns persist post-Covid, HDFT continues to deliver crucial care across Yorkshire and the North East.

Key achievements include no patients waiting over 65 weeks for elective care, improved cancer service delivery, exceeding standards in children's public health services, meeting the Emergency Department care standard, launching urgent community response and virtual ward services, and reducing patient falls and pressure ulcers. Facility upgrades and the development of a new Electronic Patient Record will also enhance services.

Our focus on staff wellbeing is vital, as a happy workforce leads to better patient outcomes. We received very positive national staff survey results and have more staff and better staffing levels than last year. I am grateful to all 5,000 team members for their dedication. Despite ongoing challenges, with our colleagues' commitment and strong partnerships, I remain optimistic about the future of HDFT and the NHS.

Jonathan

Our 2023-2024 Year in Numbers

3

INTEGRATED
CARE SYSTEMS

£350
MILLION
TURNOVER

c316,000
HOSPITAL
CATCHMENT
AREA



LARGEST EMPLOYER
IN HARROGATE AND
DISTRICT

OVER
5,000
COLLEAGUES



21,000
VIRTUAL
OUTPATIENT
ATTENDANCES



118,000
HOME VISITS



c621,000
COMMUNITY
SERVICES
POPULATION



0
PATIENTS
WAITING
OVER 65
WEEKS



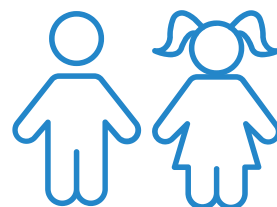
2,000+
CANCER
TREATMENTS



55,000
EMERGENCY
DEPARTMENT
ATTENDANCES



c600,000
CHILDREN
SUPPORTED



Trust Strategy

Setting the direction of our Trust to further improve on the high quality healthcare service we provide

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



HDFTImpact will put improvement at the centre of our culture and ways of working. It reflects our KITE values and aligns us to our strategy and shared purpose to provide the best quality and safest health and care services



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



For more information visit www.hdft.nhs.uk/about/hdft-impact or email hdft.impact@nhs.net

Our 2023-2024 Performance

0
65-WEEK
REFERRAL TO
TREATMENT
WAITS



AVERAGE
PROVISION
OF 15
INPATIENT
BEDS FROM
AMBULANCE
DIVERSIONS



AWARDS WON
FOR
H.A.P.P.I
PROJECT



1 OF ONLY 38
TRUSTS
NATIONALLY
TO DELIVER
ON EMERGENCY
DEPARTMENT
4-HOUR
STANDARDS

50%
LESS 52-WEEK
REFERRAL TO
TREATMENT
WAITS



FASTER
DIAGNOSIS
CANCER
STANDARDS
IMPLEMENTED

OVERALL
CQC
RATING

G
O
O
D



TARGET
ACHIEVED
FOR HAVING
LESS THAN
50 PATIENTS
WAIT
MORE THAN
62 DAYS
FOR
CANCER
TREATMENT



2,318
RESPONSES
TO NATIONAL
STAFF
SURVEY



PATIENTS
KNOW
BEST
PORTAL
LAUNCHED



INTEGRATED
CARE SYSTEM
PARTNER
SUPPORT



2023-2024 FINANCIAL SUMMARY

£ 6.6M
DEFICIT



**CASH
BALANCE
AT THE
FINANCIAL
YEAR END
£13M**



**W.R.A.P.
TARGET
FOR
2024 - 25
£ 22M**

**£ 2M
FROM NHS
ENGLAND
TO SUPPORT
R.A.A.C.
REMOVAL**



**£ 21.9M
CAPITAL
INVESTMENT
ACTIVITY**



**LAND
INTERESTS
VALUED AT
£ 104M**



**£350 MILLION
TURNOVER**

GREEN PLAN 2022-2025

**CREATING BETTER,
MORE SUSTAINABLE
HEALTHCARE
FOR OUR COMMUNITY**



For carbon emissions
controlled directly by
the NHS (the NHS
Carbon Footprint)

**ACHIEVE
net-zero
by 2040**

with an ambition to
reach an

**80%
REDUCTION
by 2032**

For carbon emissions
the NHS can influence
(the NHS Carbon
Footprint Plus)

**ACHIEVE
net-zero
by 2045**

with an ambition to
reach an

**80%
REDUCTION
by 2036
to 2039**

**DELIVER A
4%
REDUCTION**

in carbon emissions
by shifting to lower
carbon inhalers

**DELIVER A
2%
REDUCTION**

in carbon emissions
by transforming
anaesthetic practices
and reduce the
percentage of
Desflurane used in
surgeries

**BY VOLUME TO
10%**

**ADOPT THE
single use
PLASTICS PLEDGE**




**PURCHASE
100%
RENEWABLE
ELECTRICITY
TARGET**



**TRANSITION TO
zero
EMISSIONS**
vehicles by 2032