



York Teaching Hospital
NHS Foundation Trust

Our Strategy 2018-2023

Caring. Helping. Respecting. Listening.



We are unashamedly ambitious in what we seek to achieve over the next five years; we know that what unites our 9,000 staff is our common purpose of providing outstanding patient care.

Here is the York Teaching Hospital NHS Foundation Trust strategy for 2018-2023.

Why do we have a strategy?

The challenging environment facing us presents an opportunity for us to do this in new ways, working across traditional boundaries and seeking innovative solutions that will help all parts of our health and social care system become truly integrated around the needs of our communities. We also know that the role of the hospital is changing, and we recognise

the part we must play in preventing ill health.

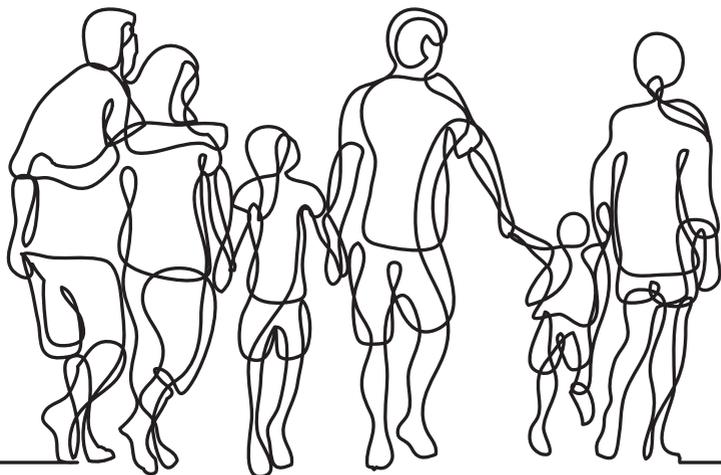
Providing great care is the result of thousands of daily human interactions and the efforts of individuals working across multi-disciplinary teams. In this strategy we describe how we will support our staff to do this. We celebrate diversity whilst recognising our collective strength.

This strategy will guide us through the transformation required to deliver this alongside our values which remain constant. We always put patients at the centre of everything that we do.

Our strategy has some clear measures of success and we look forward to working with you and providing you with updates on our progress over the coming years.

What is our strategy and how has it been developed?

Our strategic priorities and objectives have been developed and informed through listening exercises with senior clinical and non-clinical leaders across all our sites, including a cultural review with a range of staff groups, an operational review, and our staff survey.



How will the strategy be delivered?

We cannot deliver this strategy alone. It has been developed in the context of partnership, including the Humber, Coast and Vale Health and Care Partnership. Our patients rightly expect their care to be integrated and we will achieve this by working together with partner organisations.

Our strategy is designed to describe how we will meet these demands differently, creating and taking opportunities to integrate.

Context

As the NHS starts to plan for the next ten years following the Prime Minister's announcement in March 2018 of a planned longer-term funding approach to health and social care, our strategy is designed to describe how we will meet these demands differently, creating and taking opportunities to integrate.

Our strategy has been shaped by what we know about the people we serve, including:

- Demographic changes and the ageing population
- Deprivation in some of our communities
- The national move towards integrated care systems
- The drive to avoid unnecessary hospital admissions and longer stays
- Public perception and expectations

Our 'strategy pyramid' shows how all of these elements fit together and support the achievement of our ambitions.

Vision



Mission



Strategic Goals



Strategic Themes



Values



As a partner in the Humber Coast and Vale Health and Care Partnership our collective ambition is to start well, live well, age well. We want everyone in our area to have a great start in life and to have the opportunities and support they need to stay healthy and to age well.

To achieve this we are working hard to make the necessary changes to our local health and care system so that it can become better at helping people to stay well for longer and provide good quality treatment and care to those who need it both now and in the future.

Our vision, mission and values

Our vision is simple and guides us in everything that we do.

- We will be collaborative leaders in a system that provides great care to our communities

To deliver our vision, we will:

- Deliver safe, quality services in partnership with our communities
- Live our values
- Deliver excellent integrated care through the transformation of services
- Lead the way in education, research and innovation to continuously improve care
- Provide a rewarding place to work

Our values support putting patients at the centre of everything that we do by:

- Caring about what we do
- Always doing what we can to be helpful
- Respecting and valuing each other
- Listening in order to improve



For our patients and their communities

We will improve health outcomes for local people including reducing health inequalities between the most and least deprived. We will take a greater role in preventing illness and supporting people to improve their own wellbeing.

We will join up services so people do not have to navigate 'the system' to receive the support that they need. Pathways of care will reflect the whole person rather than single diseases, and we will set people on a journey of health, promoting wellbeing and preventing future ill health.

We will adopt a Home First approach so that providing care or support in people's usual residence will be our default, with hospital beds reserved for care that can only be provided as an in-patient. We will embrace the very latest technology to improve our clinical services.

We will achieve the national standards on access to services.

What will Trust look 2023?

For our staff

We will make it easier for our staff to deliver outstanding care, with teams empowered to make improvements.

We will expand the contribution volunteers make as part of the team. Staff will have a clear vision for their service and understand how it fits with our clinical strategy.

We will enable staff to improve their wellbeing and resilience to face the challenge of ever increasing demands for our services. Our developments in research and education will make us an attractive place to work.

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For our partners

We will integrate care models with a range of health, social care and community partners including local councils. We will deliver regional plans for the care economy through the Humber Coast and Vale Health and Care Partnership.

We will transform contracting arrangements to make the best use of our commissioners' available resources.

We will have a range of diverse partnerships, working together to use our collective assets to improve population health.

How we will deliver our priorities: Our strategic themes

Based on feedback, we have identified five themes that will allow us to achieve our vision and mission. We will develop measures for each of these to track progress and tell us when we have been successful.

Theme 1:

Deliver clinically sustainable services for our patients

Theme 2:

Develop people to improve care

Theme 3:

Adopt a Home First approach

Theme 4:

Work collaboratively in our partnerships and alliances

Theme 5:

Make best use of every pound

Theme 1

Deliver clinically sustainable services for our patients

“We’re part of a life-changing community - a chain of people and events all working towards the same common goal: patient healthcare.”

[Cultural Review]

How will we know we have achieved this?

An ‘Outstanding’ CQC rating for the Trust by 2023.

An ‘Outstanding’ rating for the Humber Coast and Vale Health and Care Partnership.

What will we do?

Continue to build on the benefits of our unitary approach but, by recognising the unique challenges for each of the communities we serve, we will also celebrate our differences.

Work with our Trust's clinical leaders to develop our patient-focussed clinical strategy, building on the work already undertaken by multi-disciplinary teams to meet the key challenges of our communities - it is one that will be cutting-edge and self-sustaining – with transformational new models of care, new methods of finance and partnership working at its heart. This will include accelerated progress in delivering seven day services.

Refine our vision for services across the organisation in the context of our new role as part of a community of care, reflecting the enabling work – technology, estates, workforce development – required to implement it.

“Working cross site gives flexibility to manage staffing and services across sites in response to pressures”

[Operational Review Listening Session]

Recognise and build on our role in health promotion and ill health prevention, working with local public health teams to prioritise improved local outcomes for our patients and our communities including tackling health inequalities.

Why is this important?

Evidence suggests that, in 2018-19, patients' experience of care is likely to continue to fall below the standards trusts and the public consider acceptable.

Our Care Quality Commission ratings highlight the variance between our main clinical sites and the challenges that they face. Five years on from the integration of Scarborough Hospital and community services, we know that the strength of the combined organisation has allowed us to draw on the best of all of our staff amidst the most difficult operating environment that the NHS has ever known.

“Staff of different professions worked together as a team to benefit patients. Doctors, nurses and other healthcare professionals supported each other to provide good care”

[CQC Report, 2018]



Theme 2

Develop people to improve care

“The vast majority of people all share our values – essentially, we put our patients first. We all share the same duty of care.”

[Cultural Review]

How will we know we have achieved this?

An annual staff survey overall staff engagement score within the top 20% of our national benchmark group by 2021.

Why is this important?

We expect our leaders to offer inspired vision, powerfully focussed on providing high quality care. Leaders should be focussed at every level of the organisation, every day, on that vision, through their behaviours, through what they pay attention to, and what they reward.

We now employ more staff than ever, but we also have key clinical vacancies, creating significant pressure in delivering the quality of services that we aspire to. Whilst this reflects the national picture, our priority is to both retain our highly valued staff and also make us the region's employer of choice, recognising that our workforce challenges, and their solutions, are shared across the system.

This includes the development of our research, education and innovation functions to support our staff to develop their skills.

“We need to improve the fairness and effectiveness of our reporting procedures and learn from the occasions when things go wrong”

[Staff survey]

Our aim is to instil a continuous improvement mind set and to learn quickly from when things go wrong and when things go right.

What will we do?

Deliver a cultural change programme based on our Developing People; Improving Care strategy and our Patient Safety strategy.

Continue to develop new roles (for example advanced clinical practitioners, nursing associates, clinical fellows) and work in partnership with training providers and partner organisations to develop the workforce of tomorrow.

Bring together our quality improvement, research, innovation, global health and patient safety specialists to become a leader in delivering safe, innovative patient care.

“We need to improve communication from management and clearly articulate rationale for decision making.”

[Staff survey]



Theme 3

Adopt a Home First approach

“Need integrated health and social care systems so that there is no delay providing support”

[Home First engagement session – Scarborough]

How will we know we have achieved this?

Reduce the number of people who have been in our beds for more than seven days to less than a third of our overall beds by 2023.

Why is this important?

We know that, in our hospitals, around a quarter of the patients at any given time are medically ready to leave but unable to do so because of a lack of alternatives or a belief that 'hospital is best'.

Our commitment to a Home First approach is motivated by the potential loss of muscle strength, fitness and other physical functions caused by time in hospital.

A Home First approach encourages caring for people at home and not in hospital. It encourages discussion with patients and their carers, to understand what their priorities are and how they can be supported to achieve these - challenging ourselves as to why this cannot happen at home.

Delivery of this will require a step change in both the capacity of community based health and social care services and the attitudes of staff and the public.

“There were some services in place to maintain people safely in their usual place of residence, however there was not a consistent approach to this”

[CQC Review of Health and Social Care Interface – York]

We will need to work in different ways, exploiting digital technology to enable us to work as integrated, place-based teams without the barriers created through working within separate organisations.

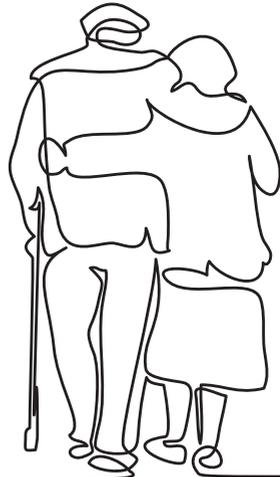
What will we do?

Deliver integrated care, closer to patients' homes, with our partners in primary care, local authorities, care homes, mental health and the community and voluntary sector.

Raise awareness amongst staff of the potential harm caused by prolonged hospital stays.

Develop local approaches to the national SAFER initiative ensuring early discharge planning (in partnership with patients and their carers) and avoidance of unnecessary delays.

Learn from our widespread conversations with local people about what we need to do differently to support patients to return home as soon as they are able (or avoid admission in the first place).



Theme 4

Work collaboratively in our partnerships and alliances

“The STP and working with local partners and trusts offers new opportunities”

[Operational Review Listening session]

How will we know we have achieved this?

Joint appointments to key roles with our partners.

Jointly agreed and implemented plans and priorities with our partners.

Why is this important?

Developing partnerships and alliances with other organisations enables the sharing of expertise and resources to develop services which are accessible to local people. We recognise that integration can range from simply collaborating on a project, to full organisational change. With this in mind, we will seek to integrate with our partners and ensure our services meet our patients' needs.

Increasingly, alliance working is required to ensure we are serving a large enough population to sustain individual and interlinked services and ensure their future viability.

Meaningful partnerships also provide opportunities to address recruitment and retention challenges, generate economies of scale, and improve patient pathways. We will maximise these opportunities.

“Priority should be freedom to act and develop services strategically across organisation boundaries”

[Executive Board strategy planning session]

We have a sound track record in building and developing a range of effective clinical alliances with our neighbouring trusts in Hull (reflected in the Humber, Coast and Vale Health and Care Partnership) and Harrogate, and we will continue to build these alliances for the benefit of the patients we serve.

What will we do?

Work with our acute trust partners, as a core part of the Humber Coast and Vale Health and Care Partnership, to develop collaborations in areas including radiology reporting, pathology integration, and joint urology and rehabilitation service enhancements.

Develop our role in, and contribution to, the wider community, for example through volunteering, apprenticeships and community engagement.

“Work is required to develop a wider system vision for the STP footprint”

[CQC Review of Health and Social Care Interface – York]



Continue to explore opportunities for mutually beneficial alliances with Harrogate and District NHS Foundation Trust (sustaining and enhancing services such as cardiology, breast screening and hepatology) and develop meaningful relationships with commissioners, primary care and social care partners as part of an integrated care system.

Draw on national funding to support capital schemes that will increase the depth, breadth and quality of the services we provide for patients.

“Everything we do is about taking advantage of opportunities to improve health and social care”

[CQC Review of Health and Social Care Interface – York]

Theme 5

Make best use of every pound

“Exploit technology to improve cost effective care delivery”

[Executive Board strategy planning session]

How will we know we have achieved this?

The financial sustainability of our whole system, including maximising the system’s income and ensuring the delivery of individual and collective control totals.

Why is this important?

Despite many years of challenging efficiency requirements, during 2017 we moved into deficit for the first time. Although this can be viewed within the context of a large overall provider deficit nationally, it emphasises that we can only maintain our freedom to manage our own destiny whilst we live within the means allocated to us. We recognise that the tariff-based payment system, perfectly adequate for one-off episodes of care, does not fit with the integrated care pathways our communities require.

The trust's individual financial sustainability will be meaningless if the system isn't financially sustainable as a whole.

“Focus on reducing overall cost to system not contracting disputes... allow clinicians to focus on cost of delivery not income”

[Executive Board strategy planning session]

To deliver our ambition of high quality care, the local health and care system must use every pound as effectively as possible to benefit our patients.

What will we do?

Use new technology and automation to support the best use of our resources.

Find more innovative ways to deliver future services and finding ways to develop future costs.

Work differently with our commissioners through the aligned incentive contracting model, allowing focus on the most cost-effective care delivery rather than transactional arrangements, and sharing the risks to financial sustainability across the system.

Support this using the national Model Hospital approach developed following the review by Lord Carter of Coles and through 2018-19 we will participate in the Getting It Right First Time (GIRFT) programme.



Next steps at a glance

We have set out our strategy including our vision, mission, priorities and objectives.

Our next step will be to translate this into operational strategic plans.

These plans will guide our clinical services, ensuring we make the best use of our resources.

These plans are supported by a number of enabling strategies, including how we take advantage of technological advances, how we adapt our estate to support the delivery of new care models and how our overall approach to patient safety runs through everything that we do. These supporting strategies will be developed in line with the priorities and objectives set out in this document.



The diagram adjacent illustrates how these plans fit together, including the links to the annual planning process and wider regional plans.

Humber, Coast and Vale Health and Care Partnership Plan

Trust strategy

Provides the overall vision, principles and strategic themes - delivered by Board of Directors and Executive Board



Trust Clinical strategy

- Acute Care
- Planned Care
- Cancer Care
- Children's Care
- Out of Hospital Care

Core clinical strategy and supporting cross-cutting work programmes - delivered by Executive Board (and supporting Boards)

Directorate strategic plans

Operational strategies - delivered by senior managers

Annual Business planning process

Patient Safety strategy

Workforce strategy

Finance strategy

Digital strategy

Estates strategy

Nursing strategy

Enabling strategies - delivered by corporate directorates



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