



Hull University
Teaching Hospitals
NHS Trust

TRUST STRATEGY 2022-2025



Remarkable people.
Extraordinary place.

INTRODUCTION

Welcome to our new HUTH strategy, which we will be using to guide our priorities and decisions over the next three years.

At HUTH, we are proud to be the largest teaching hospital trust in the Humber and North Yorkshire Health and Care Partnership, with circa 9,900 staff providing safe and high quality care through over one million patient contacts each year.

We provide a range of acute and specialist services to the people of Hull, East Riding of Yorkshire, North and North East Lincolnshire and beyond, and we have ambitious plans for the development of our organisation.

Our key ambitions include:

- Provision of outstanding quality of care and better access to our services for all of our patients
- Developing and supporting our remarkable workforce
- Development of our specialist service portfolio
- Delivery of our environmental sustainability programme
- To build and sustain partnerships
- To build on our exciting research and innovation programme

ONE TRUST
TWO HOSPITALS
12 TOWNS (AND A RATHER BIG CITY)
1.2 MILLION PEOPLE
100 WEEKLY EYE OPERATIONS
600 MONTHLY BROKEN BONES
5,000 YEARLY BIRTHS
38,000 OPERATIONS
EMERGENCIES TREATED EVERY
225 SECONDS
631,622 OUTPATIENTS
160,000 ADMISSIONS
1,150 FRESHLY-MADE BED
EVERY DAY
480,000 MEALS
9,900 COLLEAGUES
(OF WHICH 1,600 ARE BLACK AND
MINORITY ETHNIC ...
AND 200 HAVE A DISABILITY)
50 NATIONALITIES
FOUR WORDS...

Remarkable people.
Extraordinary place.

WHY WE NEED A NEW STRATEGY

More than ever we have to work in partnership and use our resources in innovative ways to ensure we can design, organise and deliver services to our patients and give them the best possible outcomes. There are growing opportunities for closer ties within the Humber area, our Integrated Care System (ICS), other sectors and beyond. We intend to develop sustainable, long term partnerships and to work together with others to deliver our mission.



We have refreshed and updated our ambitions around the development of our specialist service portfolio.

Significant advances in specialised clinical service provision and medical technologies, coupled with population growth and ageing, mean that it is more important than ever for us to prioritise the development of our specialised clinical services, so that we can play our part in ensuring equitable access to these services and the best possible outcomes for our patients who require specialised care and treatments.

The pandemic has changed the way we work and has presented new challenges around our productivity, it has also created significant challenges around waiting times and access to services for some of our patients.

The workforce challenges across the NHS and wider health and care systems mean that we must find innovative ways of attracting people to work with us. We must also train, develop and support our staff to work in different ways.

The development of digital, artificial intelligence (AI) and robotic technologies are creating new ways of working that will bring opportunities to transform the way we work and deliver services.

To deliver the NHS Long Term Plan, NHS People Plan and Humber Coast and Vale five year plan we must align our strategic objectives and ambitions to the wider NHS context and play a key role in driving reform.

FOREWORD

As we emerge from one of the most challenging periods the NHS and the country have ever experienced; it is important to recognise and applaud the contribution, commitment and achievements of our staff and partners during the Covid-19 pandemic.

During 2020 and 2021 we faced major disruption to the delivery of our usual services and we have cared for many members of our community affected by the virus, including some of our own colleagues. There was a terrible impact on so many families, friends and loved ones, and for so many people touched by the pandemic, this impact will also be long term.

We rose to those challenges, we did our best, we adapted our ways of working and together we found innovative solutions to problems. We worked differently and we built and strengthened our partnerships across the wider health and social care systems to do our very best for the communities we serve and for each other.

It is this spirit, this tenacity, our important togetherness and the capability of our extraordinary organisation that will not only take us through the post-pandemic recovery period over the next few years, but it is this that will take our organisation to the next level in terms of our future development as we further strengthen our place as a key member of the Humber and North Yorkshire Health and Care Partnership, Humber Partnership, Hull and East Riding Place Partnerships and the wider region.

At the centre of our strategy is outstanding care, safety and quality for our patients, delivered by a skilled and diverse workforce in a culture of equality, inclusion and civility.

We will need to work together within our organisation and with our partners to deliver our mission, which is to lead the provision of outstanding care and contribute to improved population health, by being a great employer and partner, living our values and spending money wisely.

Our strategy sets out our ambitions and commitments for the next three years and we will bear these in mind in our decision making and in our prioritisation. We want this strategy to bring together and align the whole organisation and we want the whole organisation to work together in the delivery of this strategy and its supporting plans. We hope that every member of the team, every service, every department and every part of the organisation will fully engage with the ambitions set out here, and will develop plans that align with and drive us forward to the future we aspire to.

We commend the commitments and ambitions set out in this strategy and invite every person, team and service within our organisation to engage with our refreshed strategy for 2022-2025 so that our organisation's strategic ambitions are reflected in all future plans.

We are Hull University Teaching Hospitals NHS Trust.

We are extraordinary people working together in a remarkable place with a clear mission.

We are proud to present this new Trust Strategy for 2022 to 2025.

Chris Long

Sean Lyons

OUR VISION (and long term goals)

Our people are at the heart of our vision for the future of the organisation. We will deliver outstanding care to our patients and service users through the skill, expertise, commitment and innovation of our workforce.

We recognise our responsibilities as a large employer and service provider and we will become a highly sustainable and greener organisation.

We will be a leading partner working in a range of important collaborations, networks, programmes and partnerships with improving population health and development of our organisation as our central principles.

OUR MISSION

Our mission is to lead the provision of outstanding treatment and care and contribute to improved population health, by being a great employer and partner, living our values and using resources wisely.



GREAT STAFF

- HONEST CARING & ACCOUNTABLE CULTURE
- VALUED, SKILLED & SUFFICIENT WORKFORCE



GREAT CARE

- HIGH QUALITY CARE
- GREAT CLINICAL SERVICES
- PARTNERSHIP & INTEGRATED SERVICES





GREAT FUTURE

- RESEARCH & INNOVATION
- FINANCIAL SUSTAINABILITY
- ESTATES & INFRASTRUCTURE
- DIGITAL DEVELOPMENT
- ENVIRONMENTAL SUSTAINABILITY

OUR VALUES

CARE

We are polite and courteous, welcoming and friendly. We smile and we make time to listen to our patients and staff. We consider the impact our actions have on patients and colleagues. We take pride in our appearance and our hospitals and we try to remain positive.

HONESTY

We tell the truth compassionately. We involve patients in decisions about their care and we are honest when things go wrong. We always report errors and raise concerns we have about care. Our decisions and actions are based on facts not stories and opinions.

ACCOUNTABILITY

We are all responsible for our decisions and actions and the impact these have on care. All staff are responsible for maintaining high standards of practice and we take every opportunity to continuously learn. Everyone is encouraged to speak up and contribute their ideas to improve the care we provide.

PURPOSE OF THE STRATEGY

The purpose of this strategy is to state our vision, mission and long term goals and then set out how we plan to achieve them.

The strategy aims to align and bind the whole organisation together in terms of our future development and vision. All enabling strategies and plans should use the Trust Strategy for inspiration, purpose and direction.

We will work to make sure that this strategy is effectively deployed to every part and level of the organisation. We hope that every team and function will be informed of and engaged in these refreshed strategic ambitions, and will formulate their own specific plans in line with our strategic goals for 2022-2025.

ABOUT US

WORKFORCE

9,900

SUBSTANTIVE*
(AS AT 31.10.2021)*

THE LARGEST EMPLOYER IN THE HUMBER REGION

*Op Plan H1 submission

LOCATIONS

Castle Hill Hospital,
Cottingham

Hull Royal Infirmary,
Hull

TRUST TURNOVER

£726 MILLION

ANNUAL INCOME
(AS AT JUNE 2021)

PATIENTS

106,552
EMERGENCY
ATTENDANCES

631,622
OUTPATIENT
APPOINTMENTS

63,205
PATIENTS IN
OUR WARDS

SECONDARY CARE
SERVICES TO

600,000
PEOPLE IN HULL AND
EAST YORKSHIRE

TERTIARY AND SECONDARY
SERVICES UP TO

1,200,000
IN THE WIDER HUMBER,
COAST AND VALE REGION

FRIENDS & FAMILY TEST

98.9%
of our
patients would
recommend
our inpatient
department

86%
of our
patients would
recommend
our emergency
department

98.9%
of our
patients would
recommend
our maternity
department

RESEARCH AND INNOVATION

22

national clinical audits reviewed by HUTH NHS Trust in 2020/21

27

27 Covid-19 studies involving 2,500 participants

1 in 45

participants in the global trial of Oxford / Astra Zeneca vaccine were recruited by HUTH team

over 450

research studies at any single time

Exemplary research and development into the causes of
HEART DISEASE AND CANCER

Brand new, purpose-built
DIABETIC RESEARCH CENTRE

£6.1 MILLION
RESEARCH AND DEVELOPMENT INCOME



“This is a place that knows how to deal with ‘difficult’. When times are tough, you get on with it by getting on with each other. We’re good at that here.”

Dr Chris Srinivasen, Consultant in Emergency Medicine, Hull University Teaching Hospitals



SUSTAINABILITY

Through our Zero30 green plan, we are making an ambitious commitment to be carbon neutral by 2030.

This would comfortably put us at the forefront of any hospital trust in the UK, and send a strong message to the rest of the world that we're doing our bit to overcome the climate crisis.

OUR CONTEXT

In February 2021 the Health and Social Care secretary, with the support of NHS England, set out new proposals to bring health and care services closer together to build back better from the impact of the Covid-19 pandemic by improving care and tackling health inequalities.

The measures set out in the Government's White Paper: 'Integration and Innovation: Working together to improve health and social care for all' seek to modernise the legal framework to make the health and care system fit for the future and put in place targeted improvements for the delivery of public health and social care. It will support local health and care systems to deliver higher quality care to their communities, in a way that is less legally bureaucratic, more accountable and more joined up, by bringing together the NHS, local government and partners to tackle the needs of their communities as a whole.

The proposals build on the NHS' recommendations for legislative change in the NHS Long Term Plan.

During 2021/22 measures were put in place to create statutory Integrated Care Systems (ICSs). These will comprise an ICS Health and Care Partnership and an ICS NHS Body. The ICS NHS body will be responsible for the day to day running of the ICS, while the ICS Health and Care Partnership will bring together systems to support integration and develop a plan to address the local health, public health, and social care needs. These statutory bodies will come into effect on 1st July 2022.

As part of the progressive development of ICSs, place-based and provider collaboration arrangements, including Primary Care Networks (PCNs), are playing an increasingly important role in the co-ordination and delivery of joined-up care across local populations.

HULL AND EAST RIDING OF YORKSHIRE PLACE PARTNERSHIPS

The Trust is a key member of two place based Health and Care Partnerships, Hull Health and Care Partnership and East Riding of Yorkshire Health and Care Partnership. As we embark upon this refreshed strategic period, and as part of the formation of the ICS arrangements; these partnerships are in development along with the Health and Well Being Boards for each Place. We will play a key role in the development of the new arrangements and will work to build and strengthen collaborative working with all partners around our shared priorities for the health of the communities we serve.

HUMBER AND NORTH YORKSHIRE HEALTH AND CARE PARTNERSHIP

The Trust sits within the Humber and North Yorkshire Health and Care Partnership. There are a number of different organisations from across the health and social care sector which are formal members of the Partnership. These include four acute hospital Trusts - Northern Lincolnshire and Goole Hospitals NHS Foundation Trust (NLAG), York and Scarborough Teaching Hospitals NHS Foundation Trust, Harrogate and District NHS Foundation Trust and this Trust - three mental health providers, six Clinical Commissioning Groups (CCGs), six local Councils, three community services providers and two ambulance Trusts. These organisations only represent part of the health and care system across our area. Across Humber and North Yorkshire there are around 230 GP practices, 550 residential care homes, 10 hospices, 180 home care companies and thousands of voluntary and community sector organisations all helping to keep our local people well. We need to all work together in order to provide the best services for our local people.

The HCAV HCP Long Term Plan 2019-2024 sets out the Partnership's ambition to 'Start Well, Live Well and Age Well'. This means shifting the focus of our work from picking people up when they fall to helping to prevent them from becoming unwell in the first place and supporting more people to manage their health and wellbeing at home so they can get on with living happy and fulfilling lives.



HUMBER ACUTE SERVICES PROGRAMME

The Humber Acute Services Programme is about designing hospital services for the future that are safe, accessible and meet the needs of our people.

To achieve this, we have to change what we do and how we do it – both in our hospitals and in the healthcare provided out of hospital.

That change started with a clinically led review of hospital services based on evidence, taking into account local health needs and looking at what has worked, and what hasn't, from similar changes in other parts of the UK.

This review has led to three inter-linked work streams which will enable us to change how we do things:

- 1. Stabilising vulnerable services (Interim Clinical Plan) over the next 1-2 years.**
- 2. Redesign core hospital services to design a future model for hospital care to implement in 2-5 years.**
- 3. Redevelop and rebuild our hospitals (Building Better Places) over a 5-10 years period.**

The programme will deliver significant changes in how we deliver hospital services across the Humber in collaboration with Northern Lincolnshire and Goole NHS Foundation Trust, community, primary care and mental health partners.

OUR STRATEGIC AMBITIONS

This section sets out a summary of our strategic ambitions, organised using the themes for our vision and long term goals. These statements set out the areas we will prioritise and develop over the next three years.



GREAT STAFF

An honest, caring and accountable culture is our priority. We will strive to build on our work to date and further develop inclusion, equality and diversity in our organisation. We will have a strong focus on the well-being of our staff as well as working to improve the experience and satisfaction of working at HUTH. Our aim is to have a skilled, motivated and engaged workforce and to be an employer of choice who can play a lead role as an anchor institution in our local communities as well as our wider system.

We will measure our progress towards our Great Staff ambitions by using the results of staff surveys as well as absence rates, the take up of well-being support services, engagement with our new improvement methodology and the results we achieve via our team led continuous improvement programme. We will also monitor our appraisal rates and the number of staff accessing development and research activities.





GREAT CARE

By delivering outstanding, safe, equitable and high quality care to our patients, improving outcomes and access to our services and developing our specialist services, we will deliver great care and treatment to the communities we serve, including those with complex or long term health care needs. We will seek to reduce the waiting times that have built up as a result of the Covid-19 pandemic and to ensure that no one is waiting longer than 18 weeks from referral to treatment.

We will play a key role in the development of our system and we will develop partnerships and design integrated services to reduce inequity and variation.

We will measure and monitor our progress on our Great Care ambitions by using the results of patient and staff surveys, the proportion of clinical specialties using digital consultation technology and patient led models to optimise outpatient delivery and by monitoring and benchmarking our performance against a range of quality, safety and access standards. We will take care to do this without creating inequity of access and by working as part of the wider collaborative, place and ICS structures.



GREAT FUTURE

We will secure the long term financial health of the Trust and work with partners towards securing the financial health of the wider system in line with our ICS plans. We will evaluate and monitor our progress on our financial sustainability ambitions by monitoring our financial performance and how that contributes to the wider system's financial plan.

Sustainability in the form of transforming our environmental, waste and energy impact will be a top priority for us as an organisation and as part of a wider system and the places we work in. We will have a comprehensive and ambitious Green Plan and we will monitor our progress against all relevant standards and indicators around our green plan and sustainability programmes.

We will build on our local, national and international partnerships to develop our research portfolio and capability and we will strive to increase our research activity and maximise our contribution to the wider knowledge base. We will have an ambitious Research and Innovation Strategy and to measure our progress we will monitor the output of our partnerships as well as our overall research activity using a range of measures.

We will develop an ambitious estates plan to replace our oldest clinical facilities, reflect our ambitious clinical service development programme and to work as part of a wider system to offer the best possible clinical and non-clinical space to carry out our work and that of our partners. We will join forces with our local partners to maximise the use of clinical and non-clinical space.

Our ambition is to be a digital first and digital exemplar organisation and to maximise our opportunities to transform and optimise the way we work through use of digital technologies. We will do this by having a clear and ambitious Digital Strategy and we will play a key part in the system and place level plans for digital development and build on our work with our partner organisations to develop and streamline our digital capability.

ADDRESSING HEALTH INEQUALITIES

HUTH recognises that the population we serve suffers from significant health inequalities. Health inequalities lead to a reduction in both the quality and duration of people's lives and impact on the type and level of services that the Trust needs to provide. It is likely that interventions that help to address these inequalities will lead to a much greater improvement in public health than any new treatments that medical advances may deliver. We will work with our partners across health and social care to reduce inequalities. We will use local population data to identify the needs of communities experiencing inequalities in access, experience and outcomes. We will use the data collected on the patients that we treat to:

- Improve access to care for those who need it most.
- Identify where it may be beneficial to provide additional health education and support to people to aid prevention and self-management, improve the uptake of care and compliance with treatment, so that we can improve health outcomes.
- Help our partners provide information to our population to help people recognise the inequalities that exist and support them to take responsibility for their own health and that of their families.
- Work with our partners to demonstrate a reduction in health inequalities across our population over the next 10 years.
- Demonstrate through our actions and information that we take as much responsibility for the health of our population as we do for the delivery of individuals' specific health care needs.

SUMMARY OF OUR STRATEGIC AMBITIONS

High level summary of our strategic ambitions for 2022-2025.

GREAT STAFF

Honest, caring and accountable culture

1. We will have a strong culture of inclusion, diversity and equality
2. We will have a strong culture of learning and team led continuous improvement

Valued, skilled and motivated workforce

3. We will have a strong focus on the well-being of our staff
4. We will have one of the most engaged and motivated staff in the NHS
5. We will have fewer vacancies and lower turnover

GREAT CARE

High quality care

6. We will receive an outstanding rating by our quality regulator
7. We will increase harm free care
8. We will improve patient experience and outcomes

Great Clinical Services

9. We will improve access to our urgent and emergency care services
10. We will improve our outpatient services, using technology to enable better access
11. We will develop our specialist clinical services portfolio
12. We will recover and improve access to elective services as part of our pandemic recovery programme

Partnership and integrated services

13. We will develop effective partnerships with other providers
14. We will play a key role in the reform of health and care systems and provision of services closer to home
15. We will support the developing ICS structure and play a lead role in the Collaborative of Acute Providers and Place Partnerships

GREAT FUTURE

Financial stability

16. We will secure the long term financial health of the Trust
17. We will work with partners across the system in the aim of financial balance at system and ICS level

Environmental sustainability

18. We will further reduce our energy consumption and waste
19. We will become a greener organisation

Research and innovation

20. We will create a well-led 'research active and aware' workforce enabling high quality care for every patient through research opportunities
21. We will lead collaborative partnerships in the region to realise the full potential of research and innovation
22. We will create a positive reputation through our research, increasing research and innovation capability and demonstrably improving patient care and experience

Estates and infrastructure

23. We will agree an ambitious estates plan that delivers our clinical strategy and replaces our oldest clinical facilities

Digital development

24. We will become a digital first organisation
25. We will play a key role in the development and delivery of the Humber and ICS Digital strategy and plans
26. We will work in partnership with neighbouring organisations and systems to develop more streamlined digital capability
27. We will become a digitally mature, secure and resilient organisation

DELIVERY AND MONITORING OF THE STRATEGY

We will support, co-ordinate and monitor progress via a new Strategic Development Group and strategic delivery framework, which will provide a strong basis for evidence based reports based on agreed measures of progress, and the impact they are having, to the Executive Management Committee, with the Trust Board maintaining formal oversight via regular progress reviews.

Our new strategic delivery framework sets out specific development objectives over three years to ensure a systematic and consistent approach to the realisation of our ambitions, and effective oversight of our overall development as a large acute provider organisation.

For each of our strategic ambitions we will set out the measures we will use to monitor how we are progressing towards the achievement of each of our twenty seven strategic ambitions. A key part of this will be monitoring and mitigating as far as possible the risks to delivery.

We launch the new strategy with key objectives for each of the three years covered by the 2022-2025 strategy.

For each of these objectives there will be a comprehensive action plan overseen and supported by an accountable executive officer (AEO). These action plans will be reviewed regularly with the named leads via the Strategic Development Group and they will be dynamic in nature, with adjustment of actions and addition of new actions to drive progress towards achievement of the objectives during the three year period of this Trust Strategy.



To deliver the Trust Strategy, we have a number of specific projects and a group of supporting strategies and delivery plans including:

- The People Strategy 2019-2024 (to be refreshed in 2022)
- The Research and Innovation Strategy 2018-2023
- The Estate Strategy 2017-2022
- The Digital Strategy 2018-2023
- The Zero Thirty Plan, launched in July 2021
- The Quality Strategy 2022-2025
- The Nursing Strategy (in development)
- The Clinical Strategy (in development)
- The Finance Strategy (in development)
- The Equality Strategy (in development)
- The Risk Management Strategy 2022-2025

Our Health Groups and Corporate Services Teams will develop or refresh their strategic plans to reflect the commitments set out in the new Trust Strategy. The new Strategic Development Group will hold a central register of all supporting strategies and plans, and will maintain a calendar system to ensure the ongoing currency of active plans as well as the closure of completed plans.

There are some potential risks to our ability to deliver our strategy and these are centred around being able to secure and sustain the workforce and funding required for development.

The Strategic Development Group will work with the executive owners and delivery leads to co-ordinate evidence of progress for each of our strategic commitments and will formally report progress to the Trust Board twice a year.

Michelle Cady
HUTH Director of Strategy and Planning



Hull University
Teaching Hospitals
NHS Trust



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Extraordinary place.