

Health and Wellbeing Board

11 March 2020

North Tees & Hartlepool NHS
Foundation Trust 2020-25



Report of Hilton Heslop, Head of Strategy & Corporate Affairs, North Tees and Hartlepool NHS Foundation Trust

Electoral division affected:

Countywide

Purpose of the Report

- 1 This report and accompanying presentation sets out the recent refresh of the corporate strategy for North Tees and Hartlepool NHS Foundation Trust.

Executive summary

- 2 North Tees and Hartlepool NHS Foundation Trust is a high performing provider of integrated acute and community healthcare services to the people of Hartlepool, Stockton-on-Tees and parts of East Durham, including Sedgefield and Easington. The Trust currently delivers its services across two hospital sites at University Hospital of Hartlepool and University Hospital of North Tees, with outpatient and diagnostic services also provided at Peterlee Community Hospital.
- 3 The Trust has a reputation for providing high quality services to approximately 400,000 residents within the communities it works to support. This commitment to quality was reflected in the Care Quality Commission rating of 'GOOD' achieved during 2018.

Recommendation

- 4 Members of the Health and Wellbeing Board are recommended to support the Trust's overall vision for the next five years and acknowledge the collaborative efforts that are already evident as a provider and key partner within the locality.

Background

- 5 The previous corporate strategy for the Trust was developed during 2016/17. However, many changes have taken place nationally, regionally and locally during the last three years and the Trust has subsequently refreshed its strategic vision and aims in order to acknowledge the extent of the changes within the healthcare system.
- 6 The publication of the NHS Long Term Plan in January 2019 set out a broad range of ambitions and key deliverables which run through the core of the Trust's strategic aims. The Trust is well on the way to developing local responses to some of the national deliverables having set ambitions and plans in place based on in-depth knowledge and understanding of its own health population for the region. However, it is important that the Trust reflects the Long Term Plan aims and objectives within its strategic direction and this is exemplified in the Trust's vision of '*providing the best health for everyone in its population*'.
- 7 This fosters a strong culture across the organisation to work more effectively with key partners and stakeholders to strive for greater improvements in the health of the population across Teesside and further afield. The Trust is committed to supporting the development of population health strategies with local authority Public Health partners.
- 8 The development of stronger strategic links with local authorities and the voluntary sector in key areas, alongside the involvement of the Trust in the development of the Joint Strategic Needs Analysis (JSNA) in hospital site localities, has highlighted the scale of public health inequalities that impact upon secondary care across the locality.
- 9 However, we know that just doing what we've always done will not meet the needs of the population we serve. All health-related organisations will need to better manage the health of the population so that in 20-30 years' time our communities will be healthier, fitter and less reliant on hospital services in the future.
- 10 To achieve our vision, we will:
 - (a) Focus on groups in society
 - (b) Deliver interventions across an integrated health and care system
 - (c) Manage the health of our population better
 - (d) Demonstrate strong and effective collaboration, and trust
 - (e) Improve and integrate our services
 - (f) Deliver services that are clinical effective, quality and safe
 - (g) Promote innovation and inclusivity
 - (h) Maintain financial stability

- 11 We will continue to provide the best healthcare that we can and will always put the health of our population first, delivering efficient, safe and reliable services with excellence as our standard, encouraging innovation, embracing learning, knowledge and change.
- 12 Our values are base around Collaborative, Aspirational, Respectful and Empathetic:
- (a) Using the expertise of many, to achieve our aims and objectives, **collaboration** is a cornerstone of the Trust and is something we believe passionately about;
 - (b) We encourage all our staff to be **aspirational** in their line of work, and to be the best that they can be;
 - (c) We treat everyone with dignity and respect ensuring all of our staff maintain a **respectful** relationship with patients, their families, and their individual colleagues that care for them;
 - (d) Showing **empathy** is important to the relationships we build within the Trust, and also those that we build outside of our hospitals.
- 13 Whilst reflecting the changes both nationally and locally, the Trust has made slight but subtle changes to the four original strategic aims:
- (a) Putting our Population First
 - (b) Valuing People
 - (c) Transforming our Services (no change)
 - (d) Health & Wellbeing (no change)
- 14 The Trust has made a firm commitment to the prevention agenda and the development of a population health focus as part of our secondary acute care, and this has been reinforced with the recruitment of key senior personnel from a public health/health protection and primary care background to help the Trust make swift progress in addressing longer term health inequalities.
- 15 This is very much an on-going process and we will continue to work with our partners to provide a collective response to the population needs across our localities. Collaboration has not just been an important aspect of integration planning. The Trust has made considerable strides to contribute to the broader public health agenda within our localities and our focus on population health management is an important strand.
- 16 In order to make further progress, the Trust will work with its partners and key stakeholders in primary care and public health to fully

understand the health inequalities and poor health determinants to help target interventions to where they are needed most.

- 17 Our plans will also be influenced by the approach to working with our partners in primary care and the emerging primary care networks. We aim to contribute to reducing inequalities in a practical way within communities and neighbourhoods, whilst delivering our core business.

Conclusion

- 18 Members of the Health and Wellbeing Board will be sighted on the Trust's overall vision for the next five years, and the collaborative efforts that are already evident as a provider and key partner within the locality.

Author

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Appendix 1: Implications

Legal Implications

None

Finance

None

Consultation

The Health & Wellbeing Board is asked to support the Trust's strategic direction over the next five years.

Equality and Diversity / Public Sector Equality Duty

N/A.

Climate Change

N/A.

Human Rights

N/A

Crime and Disorder

N/A

Staffing

N/A

Accommodation

N/A

Risk

N/A

Procurement

N/A