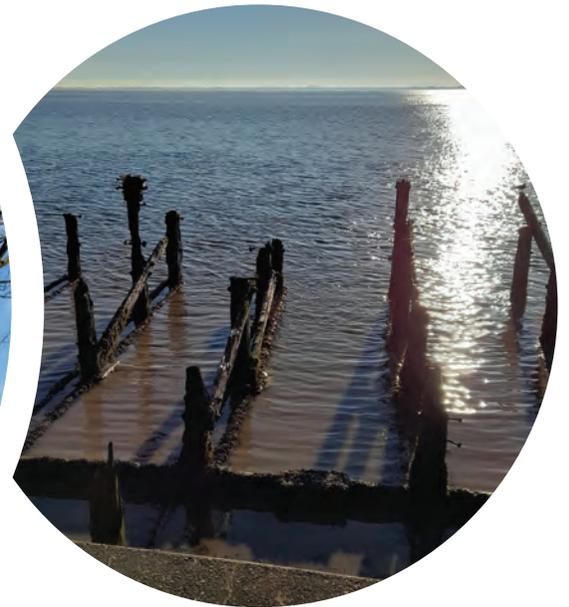




**Humber Teaching**  
NHS Foundation Trust



Caring, Learning  
& Growing Together

# Trust Strategy

2022 – 2027

# Introduction

**Humber’s strategy is an important statement of who we are, what we do and why it matters. It describes the building blocks we will put in place to grow and innovate services which meet the needs of our patients, service users, families and communities. This strategy is an opportunity to build on our past achievements and to set ourselves ambitious goals for the next five years, including our target of achieving a CQC rating of outstanding to recognise our success in delivering high-quality care. We aim to continue to develop as a leading integrated health and care provider, delivering safe, responsive and accessible care across mental health, forensic services, community services, primary care and services for children, young people and people with learning disabilities and autism.**

Since our strategy was last refreshed in 2019, we have lived through the unique challenge of continuing to deliver excellent care in the context of a global pandemic. Our staff, patients, carers and health system partners have faced huge pressures and our staff have gone above and beyond to maintain safe, high-quality care. We recognise the continued importance of supporting the wellbeing and mental health resilience of our workforce, not only because it is the right thing to do, but because it will help our staff feel valued and fulfilled and help our health and care system to thrive.

Humber is passionate about working in partnership with our communities to co-produce services which support the most vulnerable and which reach out to under-served groups.

This entails involving and truly listening to people to understand their unique challenges, from children and young people to older adults and from diverse communities including inner cities, coastal towns and small rural villages.

Humber aspires to be an ‘anchor institution’. This is an organisation which has a strong connection to our local population and has a strong influence on the health and wellbeing of our communities. In this role, we are committed to improving the lives of local people and contributing to addressing the wider drivers of health inequalities through our procurement practices, by offering routes into employment and by reducing our impact on the environment.

At the time of writing, the NHS is changing. Integrated Care Systems (ICS) are taking on a stronger, statutory role in integrating services and improving population health. Over the five-year period covered by this strategy, we look forward to working together with our partners in

health and care, local government, education and the voluntary and community sector to improve the health and wellbeing of people across the Humber and North Yorkshire Health and Care Partnership.

Integrating with health and care services provided by other organisations is an important part of our future development, but no partnership is more important than the partnership we have together within Humber. From community services in Whitby to mental health support in Hull, our new strategy is deeply rooted in our values of caring, learning and growing.



**Michele Moran**  
Chief Executive



**Caroline Flint**  
Chair

# About Humber Teaching NHS Foundation Trust

**As a multi-specialty health provider with a broad out of hospital portfolio, we're proud of our role in leading service integration across all six Places in the Humber and North Yorkshire Health and Care Partnership area and beyond. We are passionate about using our high-quality research and our proven track record in co-producing services with our staff, patients and carers to drive innovation.**

## How Humber supports our workforce and our communities:

- Delivering services which support people across their life course, from providing health visitors and supporting children's mental health and wellbeing, to working with older people with dementia.
- Working in partnership with other NHS providers, local authorities and voluntary and community sector organisations such as MIND, Smile Foundation, Matthew's Hub and ADS (Alcohol and Drug Service) to deliver services to our communities.
- Paying tribute to the dedication and support of our staff through our staff rewards scheme and our annual programme of events to recognise and celebrate success.
- Enabling staff to lead healthy lives and look after their mental and physical wellbeing, both at home and in the workplace with dedicated support from our Staff and Volunteer Health Trainer Service.
- Our Patient and Carer Experience (PACE) strategy feeds into everything we do. We listen to what people want and take action accordingly. For example, a Youth Action Group has recently been established to improve engagement with young people.

## Humber's track record in delivering innovation and transformation:

- Investing in our estate by redeveloping Whitby Community Hospital's Tower Block to house a refurbished modern space which contains an Urgent Treatment Centre, Inpatient Unit, Therapy Services and much more.
- Leading digital innovation across the Humber and North Yorkshire Integrated Care System and beyond by hosting the Yorkshire and Humber Care Record, which improves patient care by securely sharing information from patient records between health and social care services.
- Delivering innovative health services to meet the needs of our diverse communities through our Humber Primary Care practices.
- Supporting our Humber mental health service users on their journey to recovery in the community and inpatient services, such as Inspire our award-winning Child and Adolescent Mental Health inpatient unit.



# Our Trust Strategy on a Page

## Our Trust Mission:

We are a multi-specialty health and social care teaching provider committed to Caring, Learning and Growing.

## Our Trust Vision:

We aim to be a leading provider of integrated health services, recognised for the care compassion and commitment of our staff and known as a great employer and a valued partner.

## Our Trust Values:

Our internal values shape our behaviours and guide the way we work with our patients, staff, partners, within our community and with each other.

- **Caring** for people while ensuring that they are always at the heart of everything we do.
- **Learning** and using proven research as a basis for delivering safe, effective and integrated care.
- **Growing** our reputation for being a provider of high-quality services and a great place to work.

## How we will deliver our strategy

Our strategy describes our overarching long-term goals for Humber and explains in broad terms how we will achieve them.

The detail of how Humber will make this vision a reality is set out in a series of enabling strategies covering People, Estates, Digital, Patient and Carer Experience and our Clinical Strategy.

In addition, each of our divisions produce operational service plans each year which translate our strategic goals into direct actions which benefit staff and patients within each service area.

The organisation has developed a detailed set of measurements and ambitions which sit alongside this document, which will be used to monitor the progress we are making towards achieving our strategic goals. This will be updated throughout the five-year lifespan of the strategy.



# Innovating for quality and patient safety



## ? How we will achieve this:

- Attain a CQC rating of outstanding for safety to inform our ultimate aim of achieving a rating of outstanding in recognition of our success in delivering high-quality, safe, responsive and accessible care.
- Use patient experience and other forms of best available evidence to inform practice developments and service delivery models for the services we provide and commission.
- Work collaboratively with our stakeholders to co-produce models of service delivery and deliver transformation programmes that meet the needs of the communities we serve and address health inequalities, both in our provider role and in our role as lead commissioner.
- Continually strive to improve access to our services and minimise the impact of waiting times for our patients, their carers and families.
- Shape the future of our health services and treatments by building on our existing research capacity, taking part in high-quality local and national research, embedding research as a core component of our frontline clinical services and translating research into action.

## ✓ How we will know we have achieved this:

- Inspection by the CQC will result in a rating of outstanding for patient safety and an overall rating of outstanding at the next inspection.
- Quality improvement methodology and validated patient and clinical outcome metrics are routinely used to measure health outcomes and inform continuous service improvements.
- Access to our services will be in the top quartile in the Yorkshire and North East Region.
- The number of service areas which offer opportunities for people to take part in high-quality research will increase.
- We can evidence that research and audit are used to promote change across our clinical pathways.



# Enhancing prevention, wellbeing and recovery



## ? How we will achieve this:

- Focus on putting recovery at the heart of our care. This means supporting people using our services to build meaningful and satisfying lives, based on their own strengths and personal aims. We will offer holistic services to optimise health and wellbeing including our Recovery College, Health Trainers, Social Prescribing and Peer Support Workers.
- Embed a trauma informed approach to supporting the people who use our services. In doing this, we will acknowledge people's experiences of physical and emotional harm and deliver our services in a way that enables them to feel safe and addresses their physical, psychological and emotional needs.
- Empower adults, young people, children and their families to take control by becoming experts in their own self care, making decisions and advocating for their needs.
- Work in partnership with our staff, patients, service users, carers and families to co-produce integrated services which take a collaborative, holistic and person-centred approach to care.

## ✓ How we will know we have achieved this:

- A recovery focused approach will be embedded in Humber policies and procedures covering supervision and appraisal, risk management, MDTs, how we provide information to patients and how we develop our estate.
- Dedicated resources will be allocated to transformative projects to creatively support recovery.
- Humber will adopt a trauma informed approach to care, covering clinical models for patient care and underpinning our approach to supporting our staff.
- Shared decision making will be embedded in all services, enabling patients and service users to plan and measure their own recovery and wellbeing, working towards self-defined personal goals with involvement from their carers and families.
- People with lived experience will be involved in co-designing, co-producing and co-creating all new or changing services.
- Expanded volunteer roles including Patient Safety Partners and opportunities for patient and carer representation on interview panels will give our patients, carers, families and service users a meaningful role in shaping and delivering services.



# Fostering integration, partnerships and alliances



## ? How we will achieve this:

- Work alongside our partners in health, social care, the voluntary, community and social enterprise sector, Healthwatch, local government and other fields to develop integrated services as part of the Humber and North Yorkshire Health and Care Partnership.
- Take a collaborative approach to facilitating the provision of modern innovative services, building on our role as Lead Provider for perinatal mental health and aspects of specialised mental health commissioning.
- Work closely with all six Place-based partnerships across Humber and North Yorkshire to facilitate collaboration and empower local systems. Place-based partnerships have responsibility for improving the health and wellbeing outcomes for the population, preventing ill health and addressing health inequalities at a local level.
- Collaborate with system partners to maximise the efficient and effective use of resources across health and care services.
- Empower Humber staff to work with partners across organisational boundaries, embracing a 'one workforce' approach to enable patients to access the right support, in the right place, at the right time.
- Use our system-wide understanding of our local population's health needs and our knowledge of the impact and effectiveness of interventions to plan services.

## ✓ How we will know we have achieved this:

- Humber will maximise its role in leading and supporting provider collaboratives and enable the delivery of patient-centred, multi-partner care models and pathways.
- Humber's ambitions and service delivery at Place or local authority level will be aligned with local Health and Wellbeing Strategies, recognising the different and unique priorities of each of the Places Humber serves.
- System-wide solutions to long-term problems, including workforce challenges and access to services, will be designed and delivered in collaboration with our partners.
- Humber will build on its strong ICS and regional leadership role to develop our influence at a national level.
- Our own and our partners' clinical and financial data will be used to inform the delivery of more effective services, building on Humber's role in leading development of the Yorkshire and Humber Care Record and our partnerships with local universities.



# Promoting people, communities and social values



## ? How we will achieve this:

- Take action to address health inequalities and the underlying causes of inequalities, both in our role as a provider of integrated health services and our role as a developing anchor institution, supporting the long-term aim of increasing life expectancy for our most deprived areas and for population groups experiencing poorer than average health access, experience and outcomes.
- Work collaboratively with our partners in the voluntary sector to build on our shared strengths - our deep knowledge of service users' needs and our ability to respond to changing circumstances.
- Strengthen Humber's relationships with statutory partners including housing, education and Jobcentre Plus to deepen our understanding of our communities.
- Celebrate the increasing cultural diversity of Humber, offering opportunities for our staff, patients, families and the communities we support to safely express their views and shape and influence our services.
- Work alongside economic development and health and care system partners to ensure that our investments in facilities and services benefit local communities.
- Offer simplified routes into good employment for local people.
- Provide opportunities to people with lived experience of mental and physical ill health, autism and learning disabilities and people from communities experiencing deprivation.

## ✓ How we will know we have achieved this:

- Humber's staff will have a strong understanding and awareness of the principles of health inequalities. Health inequalities data will be incorporated in performance reporting to enable the organisation to deliver services in a way that maximises our ability to address health inequalities.
- Strong relationships with voluntary sector organisations and networks will increase the role of this sector in developing and delivering services.
- A wide range of statutory partners will be involved in strategic decision making and service design.
- Humber staff, governors and our patient and carer experience champions will fully represent the diversity of the communities we serve, including rural and urban areas, under-served communities and young people, through our Youth Action Group.
- Information is regularly gathered about the views of staff as residents and valued representatives of their communities, covering our services and wider social issues.
- Our Social Values Report will continue to demonstrate the social value our work generates through the use of our resources for community benefit and our spend within the local economy.
- By working with education providers and local support services, Humber will help people facing barriers to employment to access entry level roles as a starting point on a fulfilling career pathway. A wide range of volunteer and apprentice roles will be offered across Humber's services.



# Developing an effective and empowered workforce



## ? How we will achieve this:

- Attract, recruit and retain the best people by being an anchor employer within the locality; with roles filled by staff that feel happy and proud to work for Humber.
- Grow a community of leaders and managers across Humber with the capability, confidence and values to create a highly engaged, high performing and continually improving culture.
- Maximise a diverse and inclusive workforce that is representative of the communities we serve.
- Enable new ways of working and delivering health care, anticipating future demands and planning accordingly.
- Prioritise the health and wellbeing of our staff by understanding that staff bring their whole self to work, so we place mental and physical wellbeing at the heart of the individual's experience of working at Humber.
- Engage with schools, colleges and universities to create a highly skilled and engaged workforce who want to grow and develop to deliver high-quality care.
- Ensure all colleagues are highly motivated to achieve outstanding results by creating a great employer experience, so that they feel valued and rewarded for doing an outstanding job; individually and collectively.
- Develop a culture of learning, high engagement, continuous improvement and high performance that builds on our values and enables us to realise the potential of our people.

## ✓ How we will know we have achieved this:

- Humber will score above the benchmark group average for each of the People Promise themes in the NHS National Staff Survey.
- The percentage of staff recommending us as a place to work will increase to 80% or above.
- Our positions filled will increase to 95% and our retention rate will increase to 92%.
- The number of disabled, black and ethnic minority and LGBTQ+ staff in leadership roles will be equivalent to the communities we serve.
- Sickness rates will be lower than the ICS average.



# Optimising an efficient and sustainable organisation



## ? How we will achieve this:

- Empower all staff to contribute to the efficiency and sustainability of the organisation by making informed decisions about the efficient use of resources.
- Work with our partners to optimise the efficiency and sustainability of the Humber and North Yorkshire Health and Care Partnership in our role as lead provider.
- Continue to develop our estate to provide safe, environmentally sustainable and clinically effective environments that support operational delivery.
- Embrace new, safe and secure technologies to enhance patient care, improve productivity and support our workforce across the health and social care system. We will design technologies around the person's needs and will make sure that people are not excluded from accessing services due to digital poverty or poor rural connectivity.
- Work with our partners and communities to minimise our effect on the environment to meet the NHS climate change target.

## ✓ How we will know we have achieved this:

- The organisation's financial position is in line with targets set by NHS England.
- Humber achieves its aim to be in the top 25% for efficiency and sustainability measured against national financial benchmarking tools, where this is compatible with maintaining appropriate levels of investment in the future of high-quality services.
- Humber adopts a lead provider role for an increased number of services.
- The organisation scores above the national domain for 'Condition Appearance and Maintenance' against the annual Patient Led Assessment of the Care Environment surveys.
- Humber achieves the Government backed Cyber Essentials accreditation in recognition of the organisation's robust cyber security approach by October 2022.
- Data Quality Maturity Index (DQMI) scores are maintained above the national average.
- Humber meets its Green Plan Target to reduce CO<sub>2</sub> by 25% by 2024/25.



# How we developed our strategy

**Humber’s approach to developing our strategy was based on listening to our staff, our governors, our non-executive directors and our patients, families and carers through our Patient and Carer Engagement Forums. Over 30 engagement events were held which were attended by a wide range of people from inside and outside the Trust, including partner organisation across health, care and local government as well as voluntary and community sector organisations.**

The conversations at these events covered a rich and broad range of issues and have informed the style and content of this document. We would like to take this opportunity to thank everyone who was involved in this process for their invaluable contribution to developing our shared Trust strategy.

## You said, we did

### Our Care

**You said:**

- “Listen to front line staff first before making changes.”
- “Invest in service provision, resources, staff.”
- “Over next 5 years it’s about how we take the best of the last 2 years and use that to move forward”
- “Services that are person-centred based on individual needs and where the service user is involved in decisions about their care and support.”
- “Work on waiting list backlogs, ensuring patients feel communicated with and tackling inequalities.”

**We did:**

Committed to reducing waiting lists, co-producing person-centred services with staff and patients and reducing our vacancy rates to below the ICS average.

### Our Partnerships

**You said:**

- “Collaborative relationships with providers resulting in creative packages of care. Aim to create a culture of helpfulness, what CAN we do not what we CAN’T do.”
- “Encourage more take up of volunteers across teams.”
- “Keep people motivated to engage with the Trust in a virtual world.”
- “Overcoming the impact Covid 19 has had on people and the local communities we work in.”

**We did:**

Committed to working with partners to develop integrated services, using volunteers more widely across the Trust and building on our role as an Anchor Institution to better support our communities.

### Our Workforce and Organisation

**You said:**

- “Time and thought from managers and leads to check in and ask if everything is ok.”
- “Support managers to understand and manage resources.”
- “Recognition and respect of all professionals within the Trust and opportunity for development based on choice of the professional.”
- “Trauma-informed services in physical spaces that are welcoming, warm and comfortable.”

**We did:**

Committed to growing a community of leaders and managers with the capability, confidence, and values to create a highly engaged, high performing and continually improving culture and empowering all staff to contribute to the efficiency and sustainability of the Trust.

If you have any comments or questions about this document,  
please contact: [hnf-tr.partnerships@nhs.net](mailto:hnf-tr.partnerships@nhs.net)

The following photographs from this document were taken by Humber staff to show places and communities which mean something to them:

- Sunk Island – Dave Trowsdale, Mental Health Nurse, Home Based Treatment Team (Community Mental Health)
- River Humber – Susan Cavanagh, Forensics Division
- South Cave, Wolds Way – Kate Yorke, Psychologist
- Bridlington – Karen Cawkill, Support Worker
- Hull Marina – Angie Wainwright, Senior Admin Assistant, Partnerships and Strategy Team

