

Five Year Strategic Plan

April 2023 – March 2028



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Introduction

Calderdale and Huddersfield NHS Foundation Trust (CHFT) delivers compassionate care from our two main hospitals, Calderdale Royal Hospital and Huddersfield Royal Infirmary, as well as in community sites, health centres and in patients' homes.

We provide healthcare and specialist services for people living in Calderdale, Huddersfield and beyond.

We work closely with our health, social care, voluntary sector, and academic partners in the Integrated Care System (ICS) across West Yorkshire, and in our local places as a member of the Calderdale Cares Partnership and Kirklees Health and Care Partnership.

We are committed to integrated working to progress our shared ambitions, to:

- ▶ Improve health outcomes for people
- ▶ Reduce health inequalities
- ▶ Support social and economic development
- ▶ Enhance productivity and value for money

In March 2020, the Trust Board agreed a longer-term strategic plan. Over the past two years, we have seen fantastic achievements across the Trust, but we have also been met with challenges.

The COVID-19 pandemic has impacted every part of our society and necessitated many changes across our health and social care system. While the pandemic inevitably presented multiple challenges, we also learned a lot about how we transform and provide care and how we work in partnership at local and regional level to ensure the very best services and outcomes for the populations we serve. We want to ensure that this learning informs our future plans.

Our strategic context has changed, but our vision remains the same:

“Together with partners, we will deliver outstanding compassionate care to the communities we serve.”

This draft Five Year Strategic Plan builds on and refreshes our previous strategy. This has been informed by significant engagement with colleagues and partner organisations.

185 CHFT colleagues, nine health and care partner organisations, and more than 1300 patients and members of the public have shared their thoughts with us about key learning from their experiences during the pandemic. Alongside this, meetings have taken place with every clinical specialty and workshops have been held with Trust Board members and our Council of Governors.

This refreshed strategic plan updates and sets out our ambitions across four goals:

- ▶ To transform patient care and population health outcomes
- ▶ To provide the best quality and safety of care
- ▶ To be the best place to work, supporting a workforce for the future
- ▶ To be sustainable in our use of financial and environmental resources

Our focus continues to be on delivering high quality, compassionate care, where and when our patients need it. We will support our partners in the promotion of health and wellbeing and, as an anchor partner organisation, support training and career opportunities for local people. This will be essential if we are to provide long-term solutions to the health inequalities that currently affect our communities.

Colleagues across the health and care system work incredibly hard in the face of extraordinary challenges to deliver compassionate and safe healthcare and we will support their development, value their diversity, and ensure they are listened to and have a sense of belonging in our local places.

Our draft Five Year Strategic Plan is aligned to the West Yorkshire ICS and Calderdale and Kirklees Place Strategies. It will:



Deliver outstanding quality and safety of care



Enable people to have control over their lives (personalised care)



Improve health outcomes for people



Tackle and reduce health inequalities



Enhance productivity and value for money



Generate social value through employment, career and development opportunities to support economic recovery

About the Trust





**CALDERDALE
COMMUNITY
SERVICES**



**CALDERDALE
ROYAL HOSPITAL**



**HUDDERSFIELD
ROYAL INFIRMARY**



6,581
COLLEAGUES



142
VOLUNTEERS



200
CONSULTANTS



212
APPRENTICES



1,827
NURSES



1,080
ADMIN AND
ESTATES



650
BEDS



1
CULTURE
OF CARE



DIGITAL ASPIRANT
TRUST



44
WARDS



172,000
A&E PATIENTS



108,000
INPATIENTS



439,000
OUTPATIENTS



4,700
TOTAL BIRTHS



322,000
ADULT COMMUNITY CONTACTS



212,000
THERAPY COMMUNITY CONTACTS



Performance

- ▶ The Trust has a CQC rating of **'good'** and aspires to achieve delivery of 'outstanding' care.
- ▶ Our colleagues and partners have worked hard to recover from the impact of the pandemic and to address the delays and backlogs of care that this has generated. We are currently on track to achieve 2022–23 year-end recovery targets:



- 104% of 2019/20 patient activity by end March 2023
- Zero 78-week-waits by end March 2023
- Reduction in 52-week-waits by March 2023 and zero 52-week-waits by March 2025
- 95% of diagnostic patients seen within six weeks by end March 2023 (ahead of the national target for 2025).

- ▶ CHFT is proud to be one of three trusts nationally achieving cancer waiting time standards.

- ▶ The Trust continues to be in the top 10% performance nationally on A&E waits being less than 4 hours – but we know there is more work needed to reduce waiting times and improve patient experience in A&E.



- ▶ The Trust is in financial turnaround and on track to deliver £25m (5%) efficiency savings in 2022–23. CHFT's year-end financial forecast continues to be in line with our planned deficit of £17.4m.



- ▶ The Trust, and Calderdale and Kirklees systems, have significant financial challenges that continue into future years related to: delayed transfers of care, social care capacity and funding, Covid and flu increasing demand, staff availability, industrial action, inflationary costs.

- ▶ Longer term financial viability of the Trust will be enabled by our major service reconfiguration plans to reduce structural costs associated with dual site working and to ensure value for money from the Trust's PFI and non-PFI estate. These plans are in progress.

- ▶ CHFT is working closely with Kirklees and Calderdale Place leaders to deliver system-wide joint financial recovery plans.



Our vision

Together with partners, we will deliver outstanding compassionate care to the communities we serve.

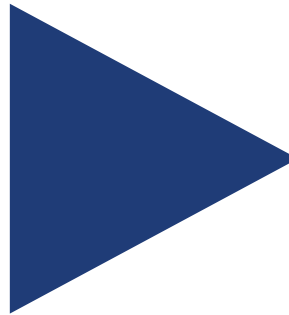
This is underpinned by four 'pillars' of behaviour that guide how we work, to ensure that:

- We put patients and people first
- We 'go see' (learning from others)
- We work together to get results
- We do the 'must dos' (to ensure regulatory and statutory compliance)
- We care for ourselves and each other in the same way we care for our patients through **One Culture of Care**

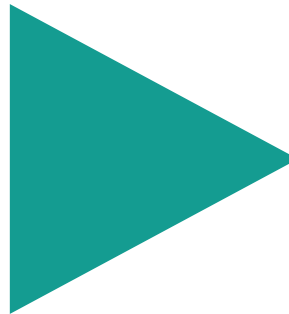


Our Five Year Strategic Plan goals

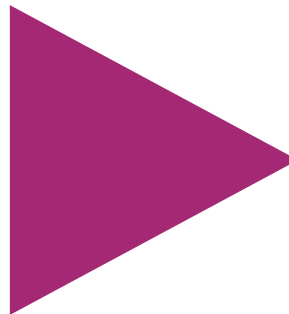
Transform services and population outcomes



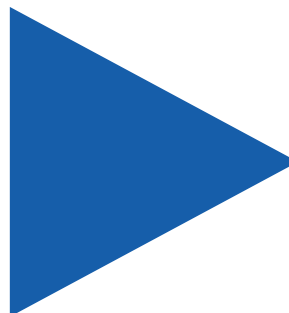
Deliver the best quality and safety of care – “Keeping the base safe”



Ensure an inclusive workforce that supports local employment and development opportunities

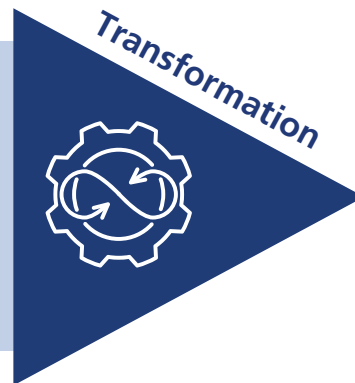


Deliver financial, economic and environmental sustainability



Digital technology is a key enabler for CHFT's Five Year Strategic Plan:

- Enabling integrated care and system working at place and across West Yorkshire
- Digital appointments and remote monitoring
- Health inequalities data to inform actions and plans
- Real-time access to patient records, enabling patients to tell their story once



- Safety alerts
- Mandated entry of essential information
- Safer services e.g. blood tracking, ECG carts
- Enabling real-time information for colleagues
- Remote working – enabling timely senior clinical advice/MDTs from any site

- Ease of access to all the information needed
- Prompts and safety alerts
- Quicker – voice recognition
- Safer – bar codes, access to senior advice
- Home and remote working options
- State of the art technology that supports recruitment and retention



- Productivity and efficiency
- More robust planning
- Green solutions – remote working
- Smart buildings and asset tracking



There is an opportunity to transform services enabled by estate development and optimising digital opportunities

We will transform services and improve population outcomes.

We will build new, modern, state-of-the-art' hospital buildings that will enable delivery of the best safety, outcomes and experience of care for people.

Patients and colleagues will be digitally enabled to provide and receive care – in any location this is needed – to improve patient experience and outcomes. The Trust:

- has a track record of digital progression for more than 20 years, with the ambition to continue into the future
- has been independently verified as one of the most digitally-effective trusts in the UK
- has a culture that is bold and open to digital change across all aspects of the organisation
- provides digital services at regional level, across multiple care settings, through a shared service, and;
- is enabling transformation of care and efficiency by linking different digital systems together.

Working with our partners, we will use population health data to prevent ill health and reduce health inequalities.

- We will make sure that people from Black, Asian and Minority Ethnic communities, people living in the most deprived areas, and people that have a learning disability do not experience longer waiting times.
- We will generate social value through targeted investment and development opportunities to create local jobs, apprenticeships and training opportunities.
- We will work with our colleagues in primary care to target support where there is inequality in deprived communities.



Working with academic, health and social care partners, we will participate in research and innovation to prevent ill-health, improve patient care, and achieve better outcomes and faster recovery for patients.

Plans are progressing for development of a Community Diagnostic Hub, to help improve access to out-of-hospital diagnostic tests and provide these closer to home.

We will deliver the best quality and safety of care – “Keeping the base safe”

We will deliver and enable outstanding quality, safety and experience of care for people needing hospital and community services.

We will consistently achieve key performance targets that matter most to patients.

We will be well-led and governed, and compliant with our organisational, partnership and statutory duties.

Patients will be able to shape decisions about service developments and their personal care based on what matters to them, and their individual strengths and needs.





We will ensure an inclusive workforce that supports local employment and development opportunities.

We will be widely known as one of the best places to work through an embedded One Culture of Care, supporting the health and wellbeing of all colleagues.

We will foster an open learning culture that listens to colleagues, demonstrates lessons learned, and actively seeks and celebrates best practice.

We will have a diverse and inclusive workforce of the right shape, size and flexibility to deliver care that meets the needs of patients.

We will be ambitious in our work with partners to create local employment, career, voluntary, and development opportunities for people.

We will deliver financial, economic and environmental sustainability.

We will consistently deliver our annual financial plans and demonstrate value for money and productivity.

We will have taken action to reduce our impact on the environment and will be on track to achieve targets for carbon net zero.

Our investments and use of resources will generate social value to support economic recovery in Calderdale and Kirklees Places.

- The Trust is working with contractors and the supply chain to generate social value by targeting the creation of local jobs, training and apprenticeships to support the most deprived groups and communities in Calderdale and Kirklees. This will support recovery from the impact of COVID-19, contribute to tackling economic inequality, address health inequalities and support action on climate change.

Summary plan on a page

The table below summarises the CHFT Five Year Strategic Plan.

Our vision:

Together with partners we will deliver outstanding compassionate care to the communities we serve.

Our values and behaviours:

- We put patients and people first
- We go see
- We work together to get results
- We do the 'must dos'
- We care for ourselves and each other in the same way we care for our patients through 'one culture of care'

Our goals and results:

Transforming services and population outcomes

We will have built new modern 'state of the art' hospital buildings that will enable delivery of the best safety, outcomes and experience of care for people.

Patients and colleagues will be digitally enabled to provide and receive care – in any location this is needed – to improve patient experience and outcomes.

Working with partners we will use population data to prevent ill health and reduce health inequalities.

Working with academic, health and social care partners we will participate in research and innovation to prevent ill health, improve patient care and achieve better outcomes and faster recovery for patients.

Keeping the base safe – best quality and safety of care

We will be delivering and enabling outstanding quality, safety and experience of care for people needing hospital and community services.

We will be consistently achieving key performance targets that matter most to patients.

We will be well-led and governed and compliant with our organisational and partnership statutory duties.

Patients will be able to shape decisions about personal developments and their personal care based on 'what matters' to them and their individual strengths and needs.

Inclusive workforce and local employment

We will be widely known as one of the best places to work through an embedded one culture of care – supporting the health and wellbeing of all colleagues.

We will foster an open learning culture that listens to colleagues, demonstrates lessons learnt and actively seeks and celebrates best practice.

We will have a diverse and inclusive workforce of the right shape, size and flexibility to deliver care that meets the needs of patients.

We will be ambitious in our work with partners to create local employment, career, voluntary and development opportunities for people.

Financial, economic and environmental sustainability

We will be consistently delivering our annual financial plans and demonstrating value for money.

We will have taken action to reduce our impact on the environment and will be on track to achieve targets for carbon net zero.

Our investments and use of resources will generate social value to support economic recovery in Calderdale and Kirklees places.

Conclusion

The Trust's Five Year Strategic Plan has been developed by colleagues, people, patients, the public and partners from across Calderdale and Kirklees and will enable the delivery of outstanding compassionate care to the communities we serve.

