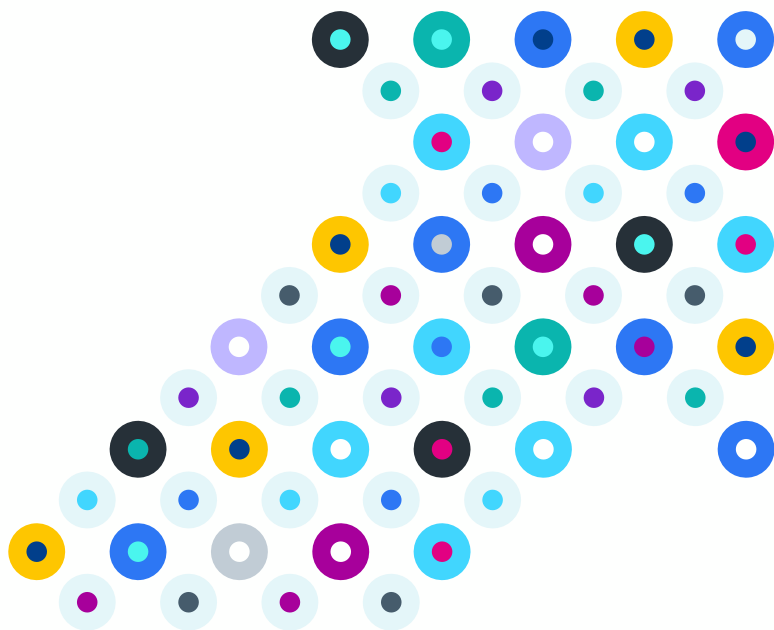


Putting safety and quality first

# STRATEGIC PLAN 2021-23



November 2020

# EXECUTIVE SUMMARY

This is the next  
important step  
in our journey to  
'Get Back to our Best'

Since the autumn of 2019, the trust has undergone a number of significant changes. We are now empowering our clinicians to take the decisions about how we manage our resources and deliver care across our hospitals and services.

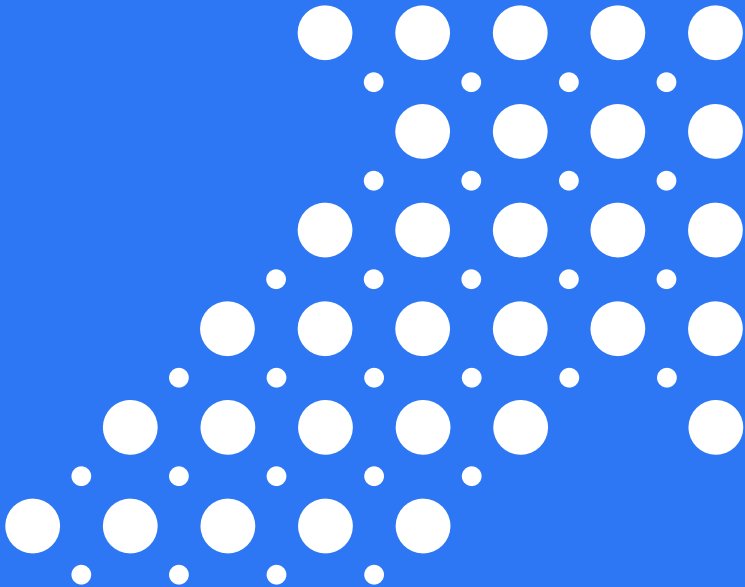
This two-year strategy is the next important step in our journey to 'Get Back to our Best' and describes how we will build on the strong foundations that colleagues across the trust have laid through the development and delivery of our clinically-led improvement plan and our response to COVID-19.

The bravery and hard work of NHS staff and the efforts and sacrifices of our communities demand that patient and family services emerge stronger from COVID-19.

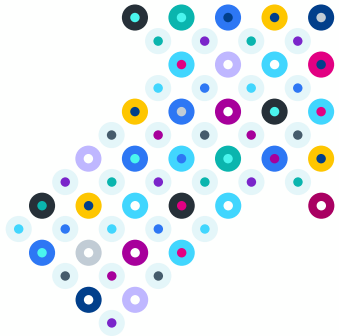
Our significant contribution to the COVID-19 research effort is a mark of our determination to remain at the forefront of clinical research as a driver of safe, quality care.

Alongside our commitment to research, our position as one country's highest ranked medical training organisations, and as a Top 100 Apprenticeship Employer, characterises our commitment to our people and communities.

Through this two-year strategy, we will build on recent successes by defining the scale and pace of our ambition and priorities.



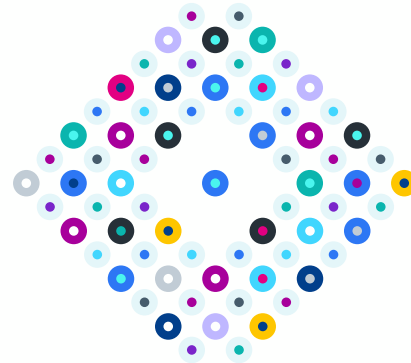
# OUR MISSION, VISION, VALUES AND BEHAVIOURS



## OUR MISSION

### Safety and quality first

As a clinically-led organisation, the safety and wellbeing of our patients and staff, underpinned by the quality of the care we provide, is at the heart of our mission. It is what matters most to people who use our services. Alongside our influence on wider determinants of health, this is our core organising principle.



## OUR VISION

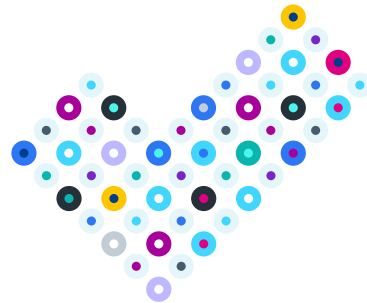
We will continue to empower our clinicians to take the decisions about how we manage our resources and deliver safe, quality care across our hospitals and services for children, adults, families and our communities. In doing so, we will deliver the highest standards of patient-centred healthcare to communities in the North East of England, North Yorkshire and beyond.

# OUR MISSION, VISION, VALUES AND BEHAVIOURS



## OUR VALUES AND BEHAVIOURS

The values and behaviours of our nurses, midwives, doctors, allied health professionals, scientific teams, administrative, support staff and volunteers has been instrumental in helping our services to meet the challenges presented by COVID-19. They are the words we want our patients, service users and colleagues to be able to use to describe how it feels to receive care or work in our hospitals and services.



Underpinned by the NHS values, they have been co-designed with colleagues across the trust, and can be summarised in three words:

### Respectful

I am respectful because I listen to others without judgement. I promote equality and diversity and treat others as they wish to be treated. By holding myself and others to account I demonstrate my professionalism and integrity to my colleagues.

### Supporting

I am supportive because I acknowledge the contribution of my colleagues. I support my colleagues and our trainees to develop themselves in order to deliver the best possible care to our patients and families. Being part of a team requires me to be honest, available and ready to help others and myself.

### Caring

I am caring because I show kindness and empathy to others through the delivery of individual and high quality care to our patients, families and my colleagues.



# OUR STRATEGIC INTENT

## WE ARE ON A JOURNEY TO GET BACK TO OUR BEST.

We know that getting good NHS services is the most important thing to more than 1.5 million patients, carers and families in the Tees Valley, North Yorkshire and beyond who depend and rely on them.

It is the most important thing to everyone who works at South Tees NHS Hospitals Foundation Trust too. That is why, despite the challenges faced by the NHS, we will not take risks with the frontline care that our communities count on.

Our singular focus will be the delivery of safe, quality care.

As a major cancer, tertiary and regional trauma centre, and the largest provider of secondary and community care for the populations we serve, we will achieve this by continuing to empower our clinicians to make the decisions around how we allocate our resources and deliver care.

Through empowering our clinicians, we will continue to deliver our clinically-led plan to get back to our best by:

### Stabilising care

- Providing focused support to specialities through our Leadership and Safety Academy.
- Making it easier for patients who are ready to leave hospital, and for those who are waiting to come in.

### Sustaining care

- Growing elective care at the Friarage.
- Wrapping community services around our hospitals and primary care.
- Enabling tertiary services to thrive and grow at The James Cook University Hospital.

### Connecting care

- Ensuring that we work as one health and care system: delivering safe, quality care in a joined-up way 'without organisational boundaries'.

### Caring for our communities

- Anchored in the communities we serve, we will positively contribute to our local area and influence the wider determinants of health by working as a good partner, seeking to be a leader in bringing inward investment into the Tees Valley and North Yorkshire, widening access to employment, continuing to reduce our environmental impact and thus supporting healthy and prosperous people and places.

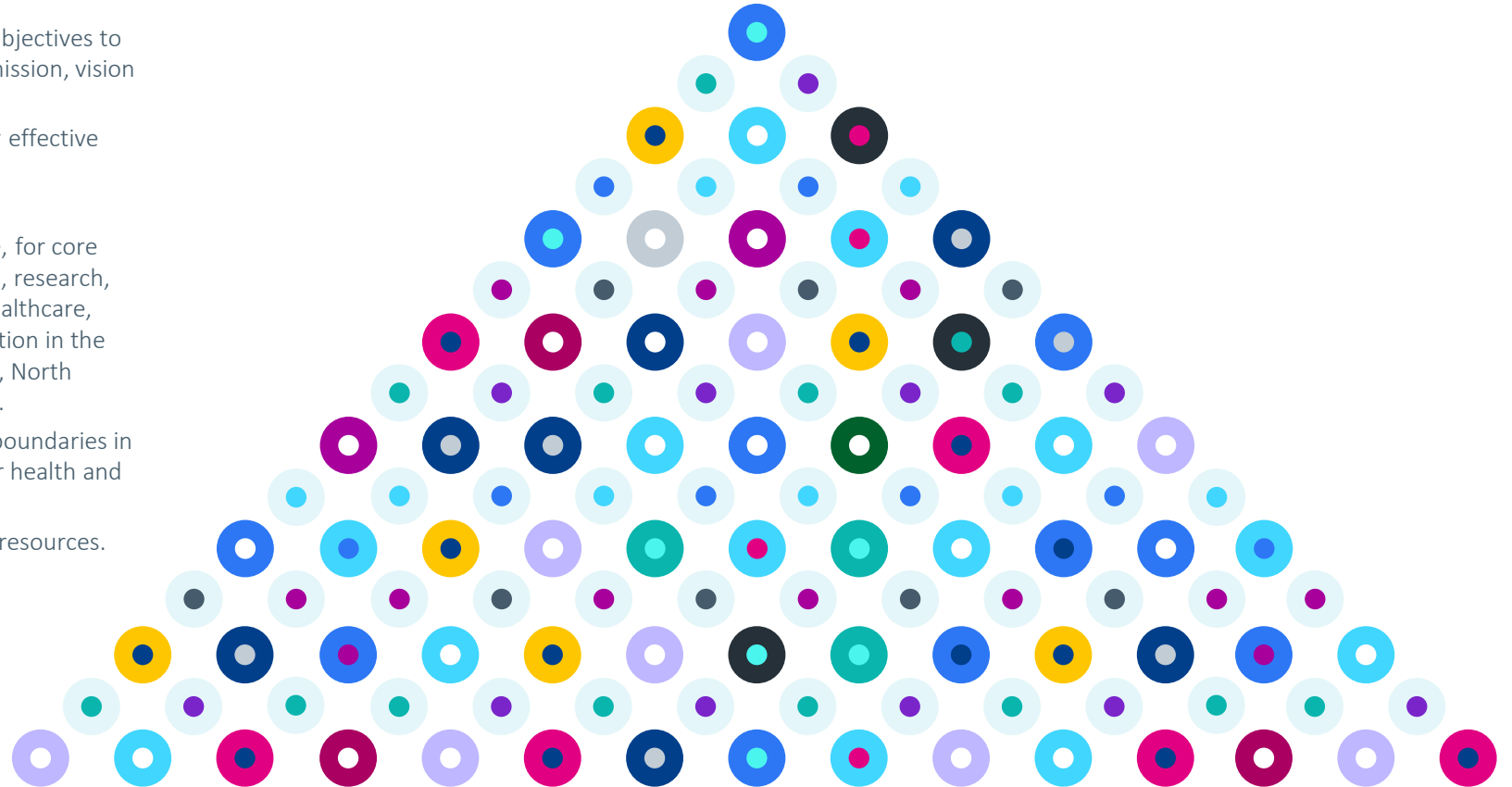


# OUR STRATEGIC OBJECTIVES

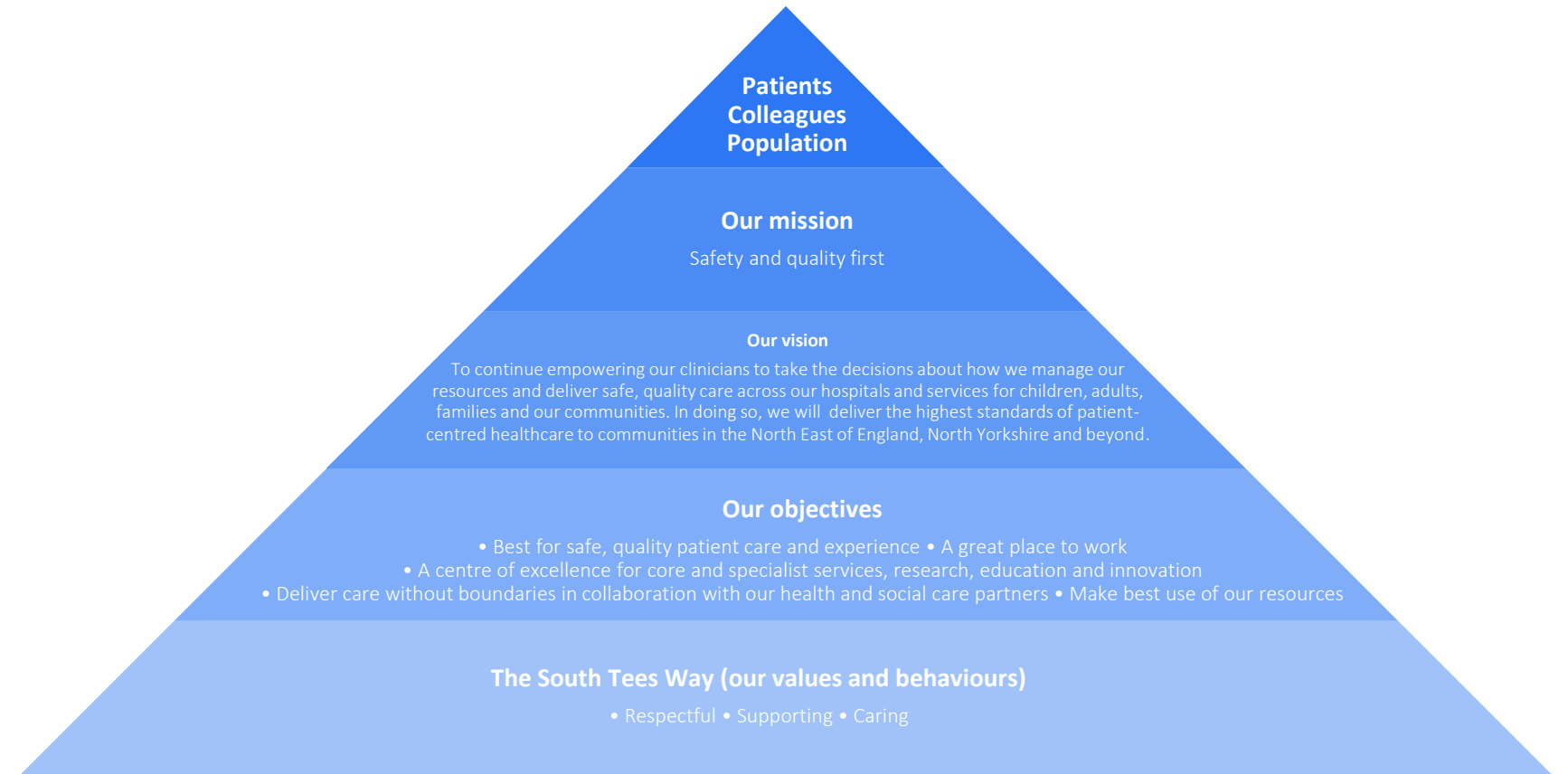


We have five strategic objectives to help us deliver on our mission, vision and values:

- Best for safe, clinically effective care and experience.
- A great place to work.
- A centre of excellence, for core and specialist services, research, digitally-supported healthcare, education and innovation in the North East of England, North Yorkshire and beyond.
- Deliver care without boundaries in collaboration with our health and social care partners.
- Make best use of our resources.



# OUR TWO-YEAR STRATEGY ON A PAGE



# CLINICALLY LED



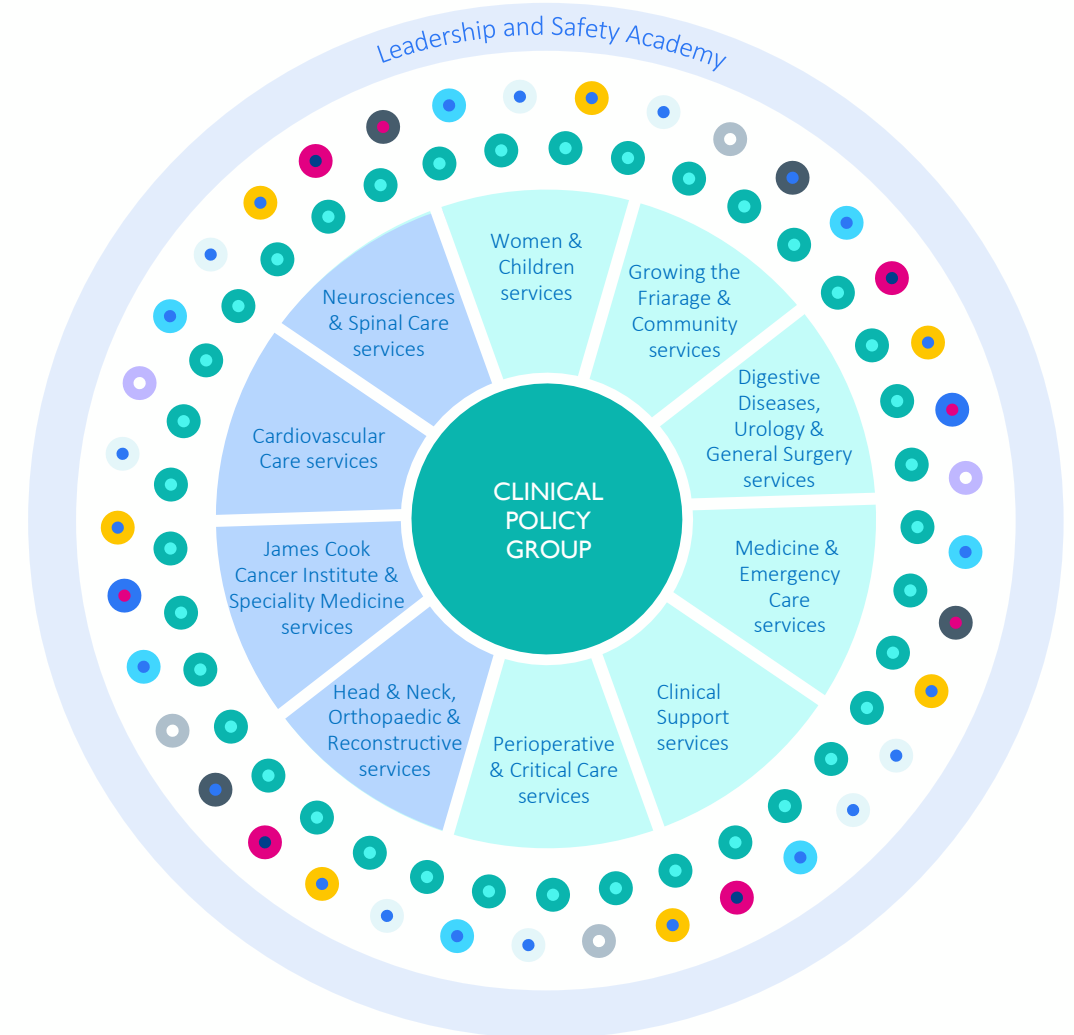
We have some of the most talented and experienced surgeons, physicians, nurses and other clinicians in the country, but a report published by the Care Quality Commission in July 2019 found that too many did not always feel properly involved in discussions about changes to our services.

Since October 2019, we have been empowering our clinicians to make the decisions around how we allocate our resources and deliver care – supported by the wealth of experience and professional knowledge that exists within our operational, estates, human resources and other administrative and support teams.

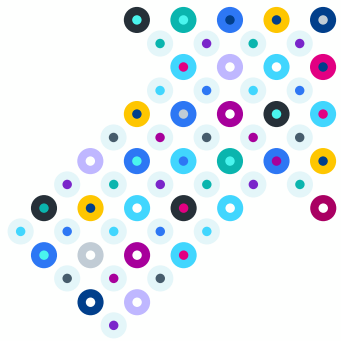
We have done this through our Clinical Policy Group (CPG) which draws its membership from our clinical directors, nursing and allied health professional leaders, chief medical officer, executive team, operational managers, chairs of staff-side, our senior medical staff forum, and our BMA representative.

Our CPG has created ten clinically-led improvement collaboratives (service groups) - natural care communities of surgeons, physicians, nurses, midwives, scientists, allied health professionals and administrative and support colleagues, which have come together to make their services even better for our patients.

At the heart of our clinical collaboratives is our Leadership and Safety Academy which encompasses our patient safety faculty and provides a range of support, including leadership and management training, quality improvement skills, team and service support, coaching and human factors training.







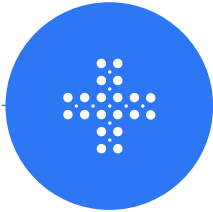
# HOW WE WILL DELIVER OUR STRATEGIC INTENT AND OBJECTIVES: 2021-23

Our two-year strategy will be delivered through nine enabling strategies and plans.



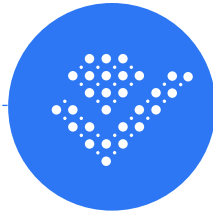
# HOW WE WILL IMPLEMENT THIS STRATEGY

Reporting progress >



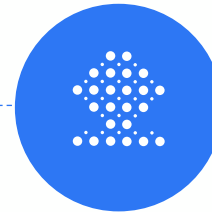
## Clinical strategy

Our Clinical Strategy will build on our plan to get back to our best, and will be designed around our improvement collaboratives and our mission to put safety and quality first.



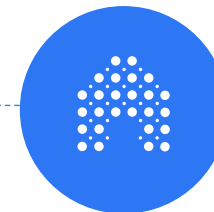
## Safety and quality strategy

Our Safety & Quality Strategy will build on our patient safety plan and the work of our Leadership and Safety Academy to ensure that our clinicians are equipped and supported to put safety and quality first, and ensure the patient voice is at the heart of everything we do.



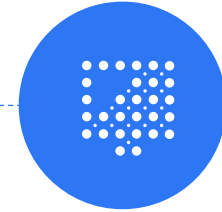
## People plan

Our People Plan, will be designed around the principle of being a great place to work. It will do so through encompassing workforce sustainability, equality & diversity, staff experience and transformation. In doing so, it will connect with our schools, colleges, universities industries and communities to forge greater opportunities for the places we serve.



## Estates plan

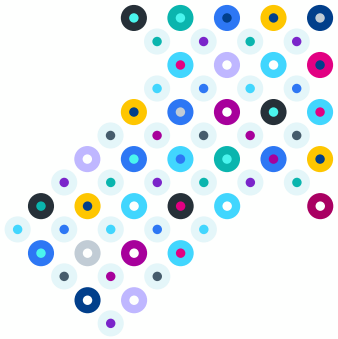
Our Estates Plan will be a key enabler to the delivery of our Clinical Strategy, and will describe how we can respond to planned and anticipated changes, new models of care and new ways of working. In doing so, it will also support our principle of being a great place to work.



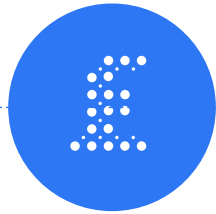
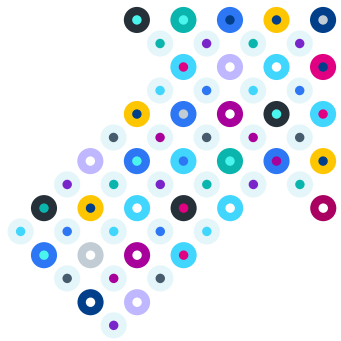
## Digital plan

Our Digital Plan will be an open and bold statement of our ambition to use digitally-supported healthcare to put safety and quality first.

Enabling Strategy Operational Objectives & Metrics >

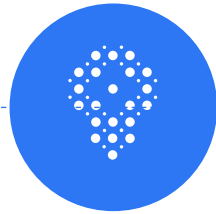


# HOW WE WILL IMPLEMENT THIS STRATEGY



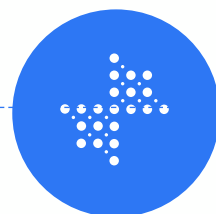
## Financial strategy

Our Financial Strategy will set out a sustainable future which protects safety and quality while seeking solutions to the unsustainable burden presented by the historic Private Finance Initiative (PFI) scheme on The James Cook University Hospital site.



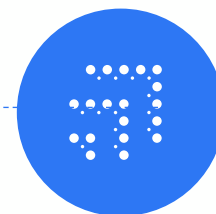
## STRIVE strategy

Our South Tees Research, Innovation and Learning (STRIVE) Strategy will build on our existing good practice as the largest research contributor in the Tees Valley, one of the nation's Top 100 Apprenticeship Employers and a leading training and education provider.



## Nursing & Midwifery strategy

Our Nursing and Midwifery Strategy will have the patient at the centre with safety and quality at its heart. It will do so by focusing on clinical care, patient experience, patient safety and our workforce.



## Communications & Engagement strategy

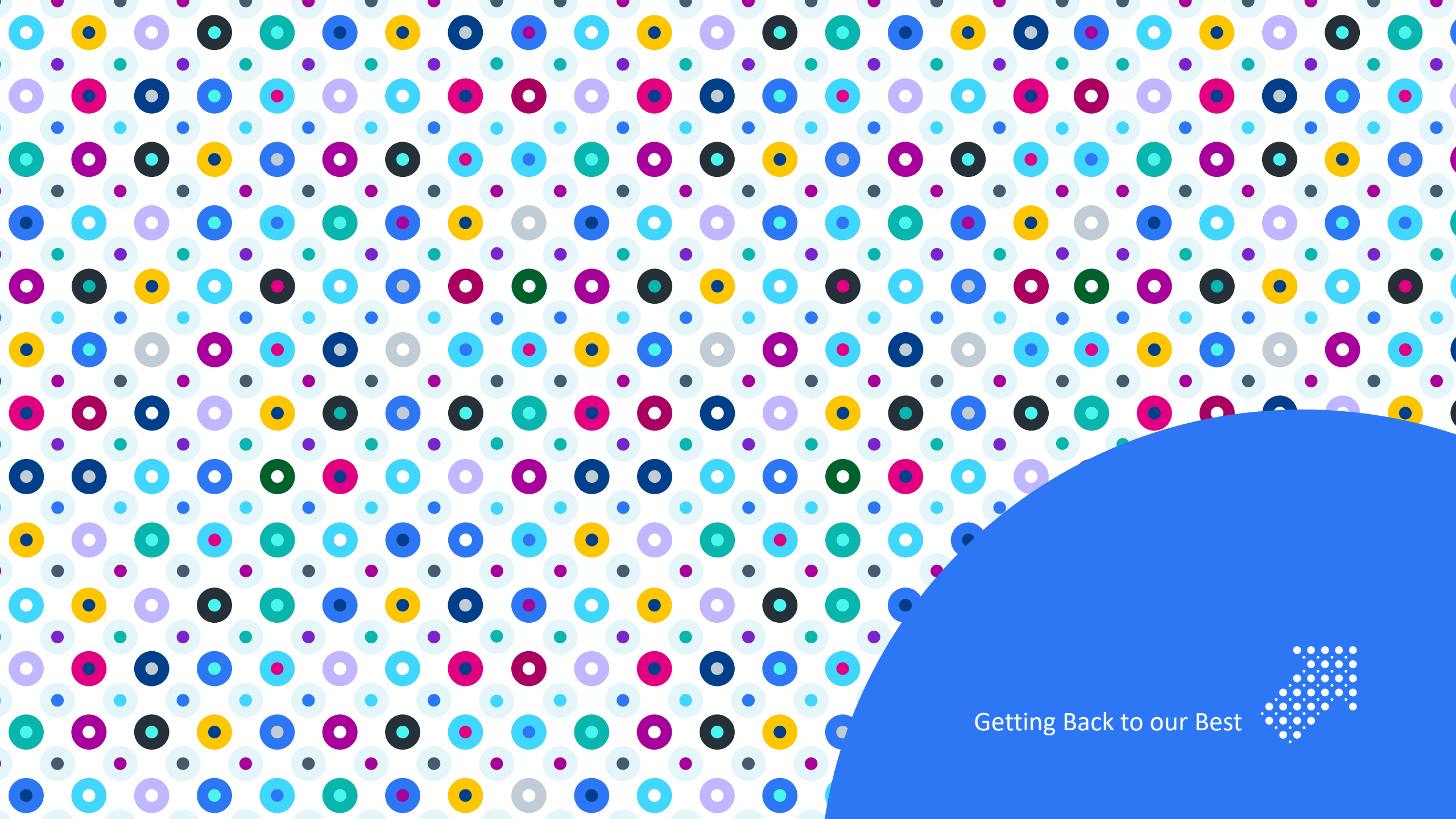
Our Communications & Engagement Strategy describes how we will effectively communicate and engage our populations and audiences at each phase in our journey while nurturing and growing our partnerships.



Board Assurance Framework (BAF)



Integrated Performance Report, CPG and Improvement Collaboratives



Getting Back to our Best

