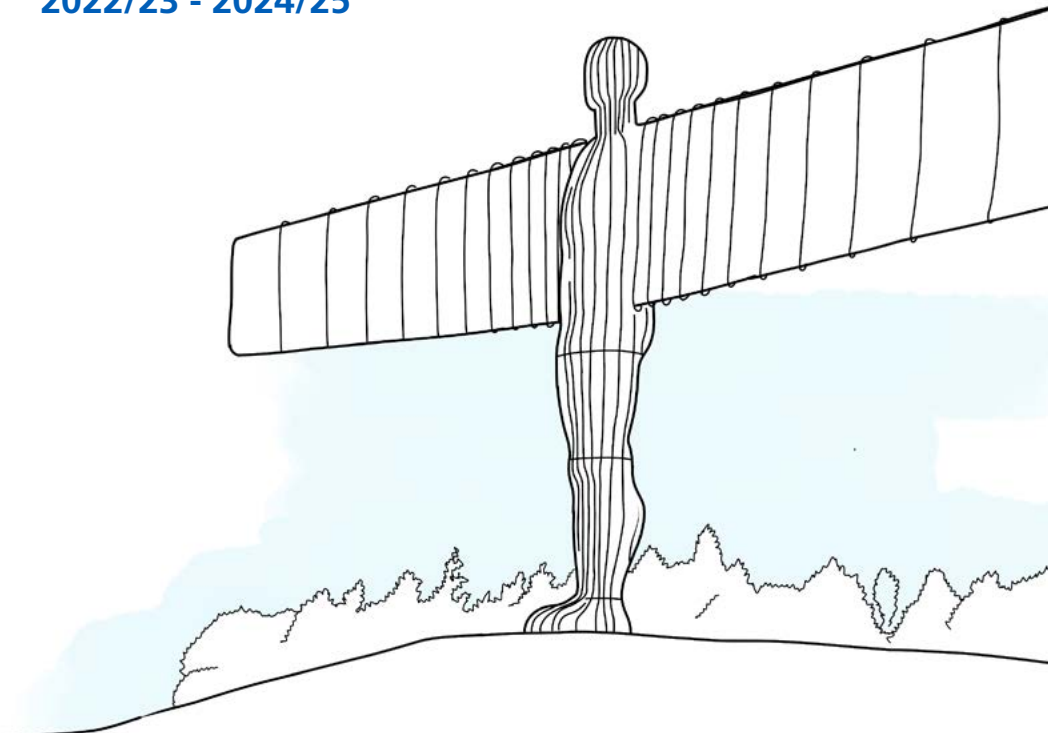


Our patients Our people Our partners

#GatesheadHealth Corporate Strategy
2022/23 - 2024/25

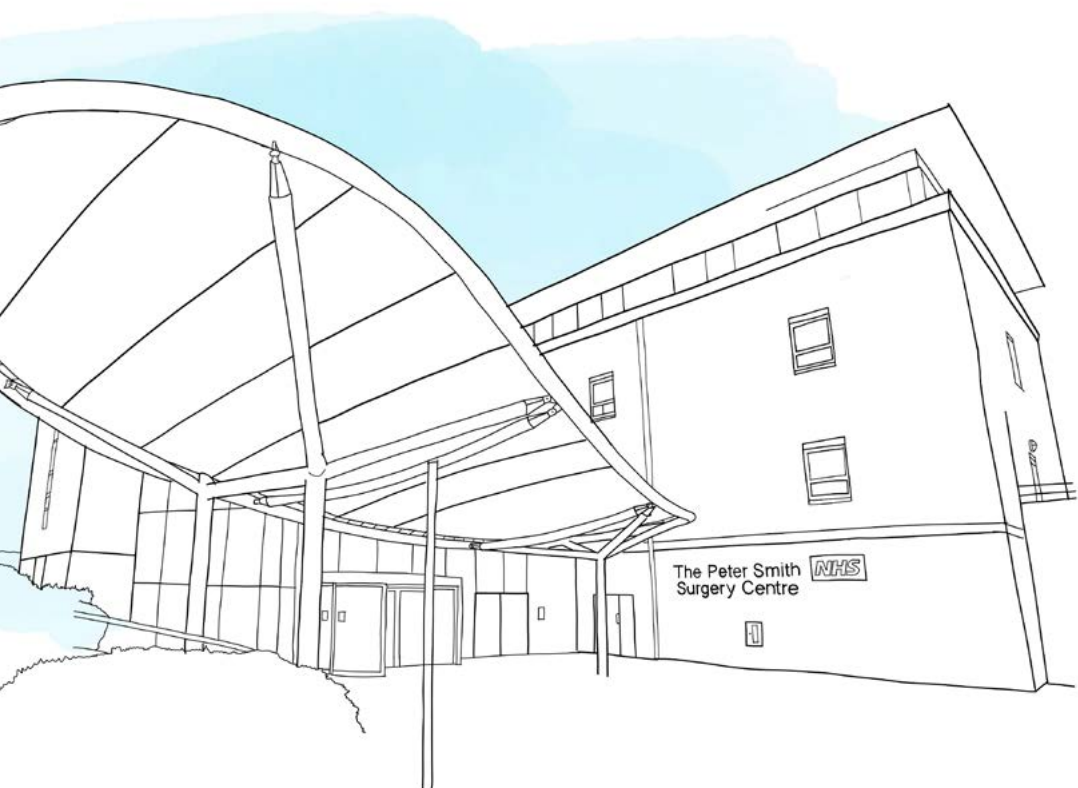


“Small enough to stay personal and large enough to provide high quality compassionate care.”



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Introduction

I am so proud of all our dedicated, passionate and capable people at Gateshead Health NHS Foundation Trust

Covid-19 has impacted every part of Gateshead Health - from our people to the patient communities that we provide care to.

Our people have always provided care with kindness and compassion. We have risen to the challenges with determination, embraced new ways of working and supported one another along the way.

The engagement we have had in developing this strategy has shown our commitment to delivering the highest quality services and improving the healthcare and wellbeing of our patient communities in Gateshead and beyond.

We have heard from our people, patients, and partners in shaping this strategy for our future.

Whilst a lot has changed, our values have not - they are still at the very heart of what we do.

Gateshead Health NHS Foundation Trust is an exciting place to be, and we are optimistic and ambitious for what lies ahead. This is a time of transition and great transformation and we look forward to the future with confidence and courage.

I am delighted to share this with you which sets out what, I believe, we can achieve together over the next three years.



Yvonne Ormston
Chief Executive Officer

Gateshead Health

Based in the North East of England, Gateshead Health NHS Foundation Trust provides a range of acute and community services

Established in 2005, we were one of the first foundation trusts in the country and since then have consistently delivered the highest levels of care for our patients.

We now offer 440 hospital beds across the Gateshead region and employ approximately 4,200 people.

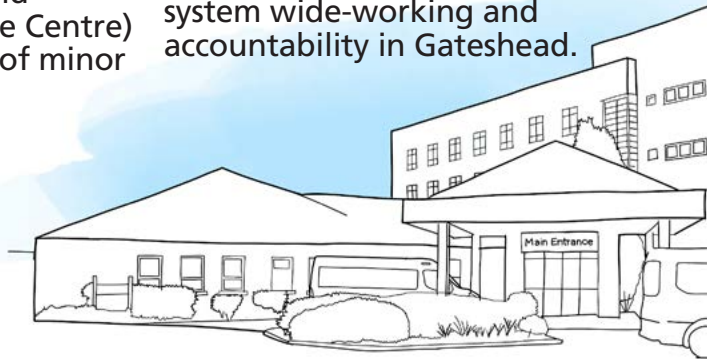
We provide a range of acute and community services across our key sites (i.e., Queen Elizabeth Hospital, Bensham Hospital and Blaydon Primary Care Centre) as well as a number of minor sites in Gateshead.

In addition to providing a range of district general hospital services, the Trust is also an integrated community provider, which includes offering care in the homes of our patients.

Partnership working

The Trust is an active partner in the "Gateshead Cares" system board.

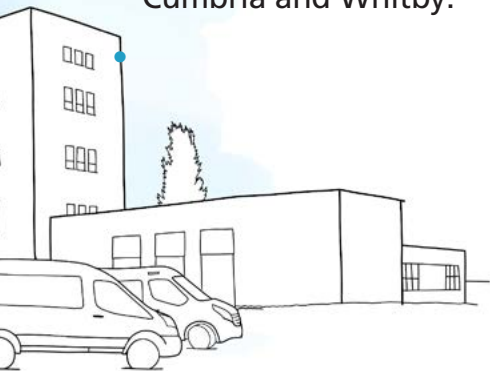
We are committed to the Alliance Agreement which underpins collaborative system wide-working and accountability in Gateshead.



Specialist services

Alongside a full range of local hospital services, we also provide specialist services, including:

- Breast screening service for Gateshead, South Tyneside, Sunderland and parts of Durham. The Trust offers high standards of treatment – from screening and diagnosis to treatment.
- Specialist gynaecological cancer treatments provided by the Trust have developed a positive reputation both nationally and internationally. Services are now provided beyond the Gateshead region to the Scottish borders, through to Cumbria and Whitby.
- The North East Bowel Cancer Screening Hub provides services for a population of around seven million people.
- Leading care in our state-of-the-art facilities. Including our Emergency Care Centre, Pathology Centre of Excellence and the North East Surgery Centre.
- Maternity services are rated as outstanding by the Care Quality Commission (CQC) and are among the best in the country.
- Robotic surgery capacity is available which allows for robotic keyhole surgery to be offered to patients.
- The Gateshead Fertility Centre is one of the top ten IVF clinics in the country, successfully having created hundreds of new families in the North East over the last decade.



Vision and values

Our vision captures what matters to us - delivering outstanding compassionate care

The Trust's vision was developed through engagement with our people to identify what matters to us as an organisation - now and in the future.

#GatesheadHealth, proud to deliver outstanding and compassionate care to our patients and communities.

Through engagement with our people and partners, we have recognised how important it is that we use the title 'Gateshead Health' to be inclusive to all of the people who work for and represent the Trust.

Our values

Our values are the golden thread that runs through everything we do.

Following a Trust-wide consultation with our people, they remain unchanged as the feedback was that our values continue to resonate and remain important.



Our five values can easily be remembered by the simple acronym ICORE.



Innovation

We look for new ways to improve what we do and recognise that we all have a role to play in our continuous improvement.



Care

We care for our patients, communities, each other and ourselves with kindness and compassion.



Openness

We always act with integrity and transparency and are open and honest with ourselves and each other.



Respect

We treat everyone with respect and dignity, creating a sense of belonging and inclusion.



Engagement

We are inclusive and collaborative in our approach, working as a team and with our partners to deliver the best care possible.

Corporate strategy

Developed through open engagement with our patients, people and partners

Our strategy has been shaped by what we know about the people we serve, including:

- Changing demographics
- Deprivation in some of our communities
- A focus on integrated care systems

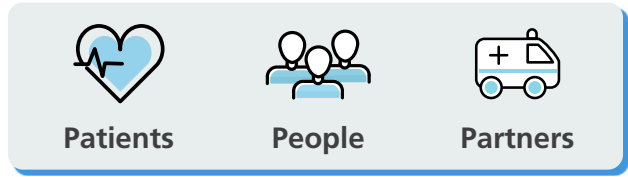
Strategic aims

Gateshead Health has **five strategic aims**.

- 1.** We will continuously improve the quality and safety of our services for our patients.
- 2.** We will be a great organisation with a highly engaged workforce.
- 3.** We will enhance our productivity and efficiency to make the best use of our resources .
- 4.** We will be an effective partner and be ambitious in our commitment to improving health outcomes.
- 5.** We will develop and expand our services within and beyond Gateshead.

Strategic areas

Our strategy is built around **three strategic areas of focus.**



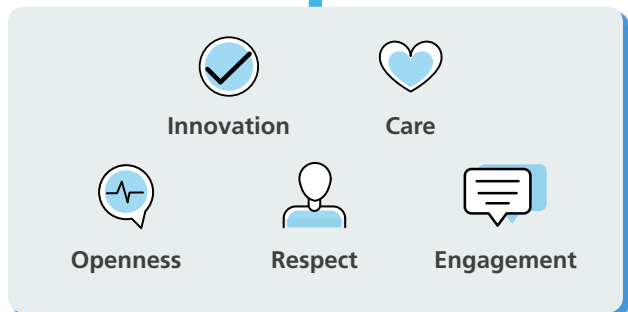
Enabling functions

The strategic areas are supported by **seven enabling functions.**



Our values

Our strategy is underpinned by our values



Enabling functions



Digital and data

- Increasing digitisation of our services where it adds value, increases safety and improves the patient experience.
- Investing in the skills our people and patients need to use these tools.
- Make the best use of the systems and data to continuously improve the clinical care provided.

Associated strategies and plans

- Annual digital roadmap
- Digital assurance programme
- Digital strategy
- Digital Gateshead strategic plan



Finance

- Ensuring robust governance structures and evidence-based decisions.
- Using data and financial forecasting to make the best use of our resources.

Associated strategies and plans

- Annual plan
- Revenue and capital
- Financial strategy document

QE Facilities

QE Facilities (QEF) is a wholly-owned subsidiary of Gateshead Health NHS Foundation Trust. They are a separate legal body set up to provide a range of non-clinical Estates and Facilities services.



Estates

- Making the most efficient and cost-effective use of our property.
- Providing safe, secure, high-quality healthcare buildings capable of supporting our needs.

Associated strategies and plans

- Estates strategy
- QEF's annual objectives



Communication and engagement

- Identifying and using new channels for communication.
- Making sure our values are visible in all we say and do.

Associated strategies and plans

- Annual communication and engagement strategy and rolling 3-month delivery plan
- Annual human rights, equality, diversity and



People and organisation development

- Investing in the recruitment, resourcing, and retention of our staff.
- Making it easy for people to join us.
- Providing the tools and resources our people need.

Associated strategies and plans

- NHS People Plan and Promise
- People strategies including: Health and wellbeing strategy; Equality, diversity and inclusion strategy, and workforce strategy
- Annual work plan



Innovation and improvement

- Making sure our services are of benefit to the patient communities we serve.
- Provide the forums and environments that allow innovation to happen.
- Protecting time to share suggestions, feedback and new ideas.

Associated strategies and plans

- Transformation strategy
- Quality strategy
- Clinical strategies
- Cancer strategy
- Professional strategies
- Research and development strategy



Planning & Performance

- Providing services in a sustainable way.
- Involving the communities we serve, to create and deliver valuable services.
- Perform in the present whilst planning for the future.

Associated strategies and plans

- Planning guidance
- NHS constitutional standards
- NHS long term plan
- The green plan
- System oversight framework



Patients

Compassionate care is at the very heart of everything we do at Gateshead Health

The patient communities we serve at Gateshead Health are very important to us.

Everyone who works at the Trust is committed to providing the highest standards of safe care to our patients at the right time and in the right place.

Our focus areas:

1. Caring for all our patient communities
2. Providing safe, high-quality care
3. Offering increasingly integrated care
4. Making every contact compassionate and caring

How will we measure our success?

- Friends and Family Test results
- An increase in compliments and reduction in common themes and trends within complaints
- Feedback via governor engagement
- National Patient survey results
- National Audit results
- Delivering our Quality priorities
- Positive patient feedback
- Meeting our performance standards
- Improvements in statistical measures of health and care outcomes
- Delivery of safety priorities and improvement of maternity metrics in the Integrated Oversight Report
- An 'Outstanding' CQC rating for caring.

Caring for all our patient communities

Gateshead has some of the most deprived people and families in the country. More than half of the people in Gateshead are just managing, and over a third are vulnerable or in need.

Our goal is to tackle health inequalities and ensure the best health outcomes for all the patient communities that we serve.

This includes refugees and ethnic minority groups, people with learning disabilities, those with severe mental illness, the travelling community, the Jewish community and many more.

Patient Success Measurements

We are proud of our 'Outstanding' rating for caring, and 'Good' against the areas of safe, effective, responsive and well-led health and social care services as awarded in our last inspection by the Care Quality Commission (CQC).

We will do this by:

- Talking to and actively listening to the people in our communities, to capture and use information, data and feedback.
- Creating the time, space and opportunities for conversations with patients and carers to better understand them.
- Working closely with others to create and tailor services that meet changing and different needs.
- Improving how easy our digital and physical sites are to access. Such as making improvements to our website, or the signage used in our buildings.
- Continuing to improve our people's understanding of equality, diversity and inclusion.

“An organisation that delivers really high quality care in a really caring setting.”



Providing safe, high-quality care

We are committed to delivering high-quality person-centred care and the best clinical outcomes and experiences for our patients.

This means continuing to maintain our track record of delivering our services safely - for our people, patients and their families. Our commitment to keeping patient's safe means making sure we have in place systems and processes that are fit-for-purpose and simple to use.

We will do this by:

- Constantly seeking to improve and where possible, standardise the processes, systems and approaches used across the Trust to ensure consistently high standards of healthcare are delivered.
- Ensuring our people receive training in safety and have a solid understanding of safeguarding procedures.
- Supporting a safety culture in which we create the mechanisms and time to hear more, share more, learn more and take more action to improve patient safety.

Offering increasingly integrated care

We want to ensure the experience of our patients is as seamless and joined up as possible and that they receive the support and information that they need at each step of their journey, both in Gateshead but also in the wider Integrated Care System.

We are committed to finding better, more flexible and responsive ways of delivering services and care that meet the individual preferences, needs and expectations of our patient communities and their carers.

“Gateshead Health is one of the largest employers and investors in the region which brings social and economic benefits to the region.”

We will do this by:

- Building on our position as an integrated acute and community provider we will offer seamless, integrated multi-disciplinary care experiences that are delivered as close to home as possible for our patients.
- Using technology to deliver quicker, safer and more flexible patient outcomes.
- Improving the patient experience to ensure it is as seamless and joined up as possible.
- Providing our patients with clear, simple and timely support and information that they need at each step of their journey.
- Collecting and acting on feedback and data through interviews, confidential feedback mechanisms and multidisciplinary review forums to improve the patient experience.

Making every contact compassionate and caring

Our goal is to treat all people and patients with respect, dignity and the compassion we would wish for our own families and loved ones.

This means providing friendly, compassionate care with kindness to patients, so that their experience with us is one we are proud of.



We will do this by:

- Taking the time to actively listen to our patients and their carers
- Being patient with our patients, approaching every interaction with openness, care and respect
- Supporting the active involvement of patients and carers in healthcare decisions that affect them.
- Dealing with any issues impacting patient experiences immediately, transparently and with compassion.
- Providing care with dignity and respect that meets the unique needs of the individual without judgement or discrimination.



People

The people at Gateshead Health are our greatest asset

Our people are key to achieving our aim of being a great organisation with a highly engaged workforce.

In every conversation held while developing this strategy, the value and importance of our people has shone through.

Our focus areas:

1. Caring for the health and wellbeing of our people
2. Being a great place to work
3. Ensuring a diverse, inclusive and engaged culture

How will we measure our success?

- Reduction in sickness absence
- Improvements in the WRES/WDES for delivering improved staff experience
- A reduction in vacancy rates and staff turnover
- Improved responses to staff survey
- Annual staff survey overall staff engagement score within the top 20% of our benchmark group
- Increase in annual staff survey % of staff experiencing opportunities for career and skills development.

Supporting the health and wellbeing of our people

At the very heart of the Trust are our people - they are our greatest strength.

The pandemic has had a big impact on their health and wellbeing, and we are committed to supporting them so that everyone who works at Gateshead Health feels valued, appreciated and supported for the brilliant work that they do.

The NHS People Plan & Promise

Published in July 2020, this sets out a vision to have more people, working differently, in a compassionate and inclusive culture within the NHS. Our People Promise aims to improve the experience of working in the NHS for everyone.

We will do this by:

- Offering the health and wellbeing support that our people need to keep them resilient, safe and well - physically, mentally, emotionally and socially.
- Seeking to create healthy environments for our people to work in.
- Providing our people with the flexibility that they need and protecting their time so they can rest, learn and connect with others.
- Continuing to take the time to acknowledge and recognise the hard work and efforts of our people.
- Celebrating our achievements and accomplishments.

Being a great place to work

The healthcare sector is facing many challenges that are impacting how NHS organisations across the UK are having to attract and retain people.

Our goal is to provide our people with fulfilling career paths, opportunities to progress and support at every stage of their career.

We are committed to being as innovative as possible in the employment opportunities that we offer.

“We have a proud history of providing services locally and regionally that care.”

We will do this by:

- Engaging, supporting, developing, and rewarding our people.
- Supporting flexibility and variety in the way our people work to keep them motivated and engaged.
- Building on the successes of our apprenticeship programme by exploring opportunities across our clinical and corporate services.
- Exploring rewarding supervisory, teaching, and mentoring opportunities.
- Investing time to understand how we can offer more innovative and fulfilling development opportunities and career paths.
- Developing leadership and management capability at every level across our organisation.

Ensuring a diverse, inclusive and equitable culture

We believe the diversity of our people and the different perspectives we have at Gateshead Health helps us to achieve great outcomes for the patient communities that we serve.

Ensuring everyone is represented, recognised, and heard is a key part of achieving our strategic aim of being a great organisation with a highly engaged workforce.

“In many ways Gateshead Health operates like a small city with all manner of people working in different kinds or roles. We have people doing everything from catering, electricians, groundskeepers, and resuscitation training which can happen anywhere. While people think of doctors and nurses, there are a whole range of different roles.”

We will do this by:

- Increasing opportunities for our people to have their voices heard.
- Empowering our people to invest time in developing relationships with one another through inclusive networks, communities and forums where they can interact.
- Gently but firmly holding one another to account for living our values in everything we do.
- Fostering an inclusive culture of belonging where everyone is seen, supported, respected and valued for their unique contributions.

Working in new and collaborative ways as “one team”

Covid-19 has meant new and different ways of working for everyone. Our adaptability has enabled us to respond to this crisis and show our ability to work together with purpose and urgency.

As we move into a world where we learn to live with Covid-19, we want to ensure we maximise our opportunities to collaborate, innovate and improve.

“When you work at this Trust, it feels like you belong to the same team. That we are one team. And that is when we are at our best.”

We will do this by:

- Providing the time, space and resources to enable innovations to be realised.
- Empowering our people and bringing decision making closer to patients and the front line.
- Greater knowledge sharing, collaboration and partnering between our teams so we work together on key initiatives from inception to delivery.
- Fostering a culture of trust where we share lessons and learnings openly, honestly, and more broadly, overcoming barriers to learning and improving safety and performance outcomes.
- Embracing opportunities for continuous improvement, always working to better standardise our systems and ways of working across the Trust.



Partners

We respect and work closely with our partners to deliver outstanding care

We have always recognised the value of working closely with others that share our values and commitment to patient care.

Meaningful partnerships provide opportunities to address recruitment and retention challenges, generate economies of scale, and improve patient pathways.

Our focus areas:

1. Being a force for good
2. Acting as a key partner
3. Working with our education partners

How will we measure our success?

- Regularly seek and act on feedback from partners to become a truly collaborative organisation
- Increased footprint for service delivery
- Achieving our sustainability targets
- Positive feedback from members of the community
- Delivery of agreed health inequalities action plan
- Delivery of Gateshead Cares priorities and action plans
- Working with our key partners to deliver care closer to home to deliver a decrease in discharge times.

Being a force for good

As one of the largest employers in the region, we appreciate the part that we play in the community and recognise the corporate social responsibilities that we have.

We recognise the part we play in the community, and that our impact and influence goes beyond our role as a provider of healthcare services.

This is why we continue to contribute time and energy to working with our partners to develop the Gateshead experience, ensuring it is a fantastic place to live, work and receive care.

What is an anchor institution?

A large, non-profit, public-sector organisation whose long-term sustainability is linked to the wellbeing of the populations they serve.

We will do this by:

- Communicating and showcasing what Gateshead Health offers to the people of the region – both as a fantastic place to work and as a provider of high-quality patient care.
- Engaging others in the opportunities that Gateshead Health can offer people. Such as meaningful, stable employment and understanding what else can be done to improve this.
- Embracing new and different ways to communicate. Raising awareness of what we do and our role as an anchor institution in the community.
- Offering Gateshead residents the best start through our Maternity, Paediatric and Community Children's services, so that we support people to reach their full potential.

Acting as a key partner

We appreciate the benefit of working closely with our partners in Gateshead and beyond.

We are committed to investing time in being an important and valued partner to others. Not just through the Trust, but also through the services offered by our wholly-owned subsidiary, QE Facilities.

These partnerships are crucial to effectively tackling health inequalities, improving patient outcomes and providing sustainable healthcare to in the region.

QE Facilities

QE Facilities (QEF) was established by the Trust to help provide non-clinical NHS services in a more flexible and efficient way.

We will do this by:

- Partnering with organisations and charities that share our values and commitment to giving our patient communities the best care possible.
- Continuing to deliver and expand the services we offer in Gateshead and beyond.
- Sharing insights to tackle our shared regional health and efficiency challenges in partnership with others.
- Working with our place-based partners to continue reducing waste, improving efficiencies and productivity.
- Working closely with our partners to deliver care at the earliest possible opportunity, reducing unnecessary hospital admissions.
- Seek to further develop our role at place going forward.

Working with further and higher education providers

Investment in education and making sure that we have highly skilled and motivated people that can provide outstanding care to our patient communities is important to us.

Recognising our responsibility as one of the largest employers in the region, we work closely with further and higher education providers to ensure we can offer our people the development and growth opportunities they need.

“We’re proud of the role that the Trust plays in the community that we live and work in.”

We will do this by:

- Continuing to make sure our new and existing people are supported to have rewarding careers at Gateshead Health.
- Maintaining our close working relationships with higher and further education providers such as universities and colleges in the region.
- Working with education partners to support people into stable and secure employment at Gateshead Health.
- Offering our people the educational experiences, placements, development opportunities, and support that they need to develop, grow and make the best use of their skills and capabilities.



Thank You

For everyone's input and contributions in the creation of this document.

Contact us

For all the latest news and information about the Trust visit our website: gegateshead.nhs.uk

We can be contacted on: 0191 4453713

