



Homerton Healthcare  
NHS Foundation Trust

# Our Future Together

Homerton Healthcare  
NHS Foundation Trust  
Strategy 2023–2028



# Introduction

We are delighted to share this strategy with you, setting out our vision and strategic priorities for 2023-2028. We have great hope and ambition for the Trust, underpinned by a deep determination to improve the health and life chances of the people of City and Hackney (C&H).

We are proud to provide services throughout the community together with acute healthcare services and we are committed to ensuring that all our staff, wherever they work, feel part of the whole organisation. We believe we will only achieve success by ensuring we are an outstandingly good employer and by continuing to strengthen the excellent partnerships we have developed with our communities, voluntary partners, and health and social care colleagues across C&H and North East London.

We know that developing a meaningful strategy requires the active engagement of our people, partners and population. That is why, between April and October 2022, we gathered a range of perspectives from more than 1,200 different individuals and groups inside and outside of Homerton Healthcare, through face-to-face conversations, surveys and engagement events.

Many of these discussions were led by the Future Together Group, 11 of our staff who are representative of the many communities, professions, backgrounds, ethnicities, levels of experience, ages and areas of work at Homerton Healthcare. This energetic and committed group has helped the Trust Board to understand the strengths we can build upon, and the changes needed to enable people to do their best work in every part of the organisation.





Throughout, the Future Together group have worked exceptionally hard to connect with, and understand issues from all of our staff, including people who can often be less listened to – people from Black and Asian ethnic groups, people from LGBTQI+ communities, people with a disability status, people at lower pay bands and contracted staff.

We recognise we are working within a changing environment in terms both of our population's needs and of the shift from competition to collaboration in the wider NHS. This strategy is linked directly to the ambitions of the wider Integrated Care System and sets out how we plan to make the best contribution we can by providing outstanding care and by stepping up to our role as an anchor institution in our local Place, embracing the role of prevention and helping build a model integrated health and care partnership.

As we transform from being largely a community and acute healthcare provider to a population health/place-based partner, we will continue to outwardly engage with patients, local community groups and partners (including through the City and Hackney Health and Care Partnership), to understand the priorities of the people who use our services and those of our partner organisations. Together we will be able to build a stronger, healthier community.

We would like to thank everyone who has contributed their time, energy and valuable insights to this strategy, including our representative groups, such as the Future Together Group, our Governors and our staff networks.

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# This is Us

## Our services

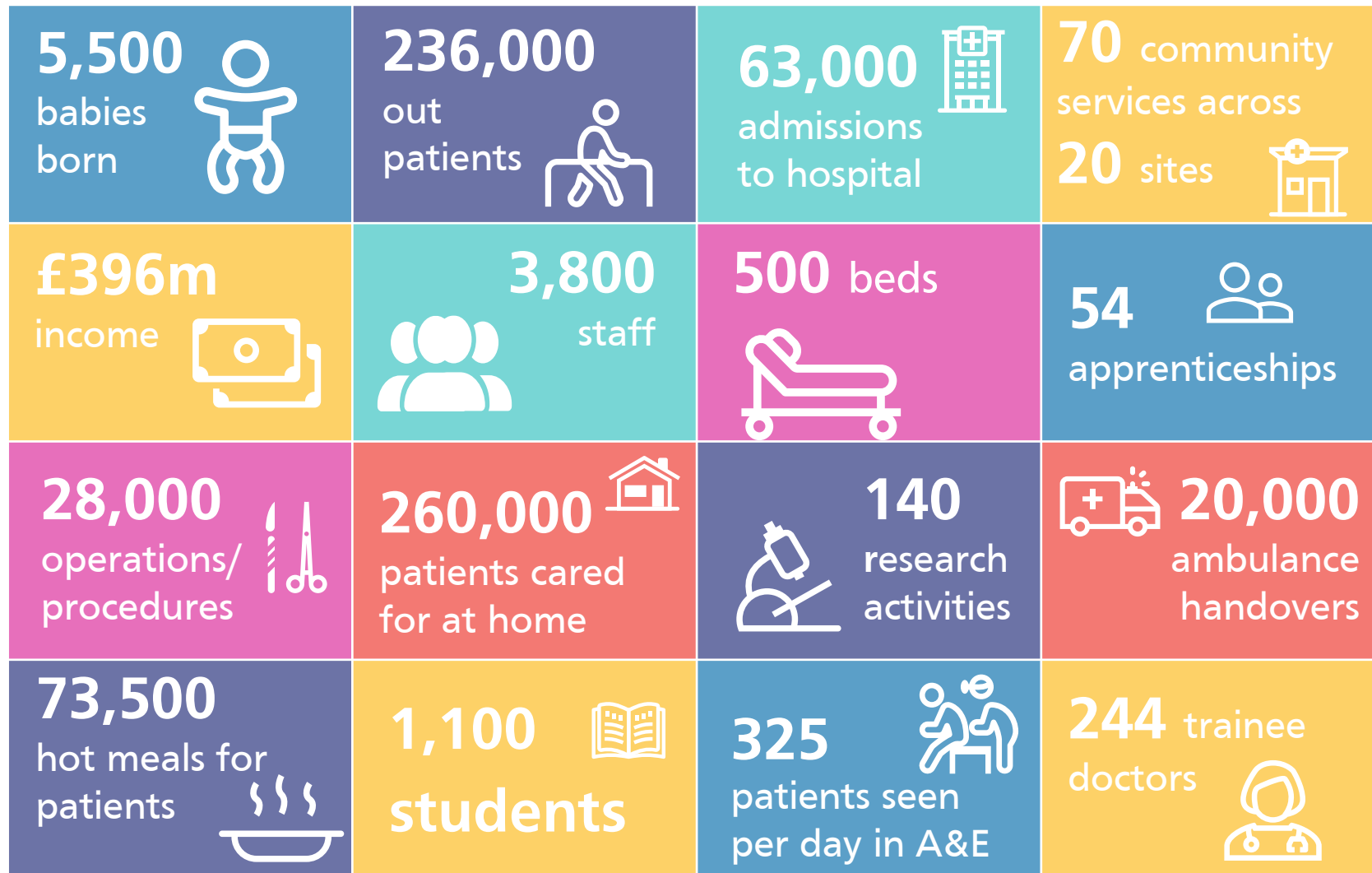
We are proud to provide excellent local services to the people of City and Hackney (C&H) and across North East London. Homerton Healthcare NHS Foundation Trust delivers both hospital services from our main site in Homerton, and a full range of community services in people's homes and at locations across C&H. We provide general health services in hospital and in the community and specialist care in obstetrics and neonatology, fetal medicine, fertility, HIV and sexual health, asthma and allergies, keyhole and bariatric surgery and neuro-rehabilitation across East London and beyond.

Our 3,800+ exceptionally talented and motivated staff (our people) have built an organisation which offers outstanding care and has a reputation for kindness, safety and responsiveness.

We are known for the quality of training offered, and are recognised as one of the top recruiters to high quality research studies in the UK, with particular interest in neonatology, sexual health and respiratory medicine. We are also recognised as first adapters of methods and systems that promise better and safer integrated patient care.



# A Year in the Life of Homerton Healthcare



# Our partnerships

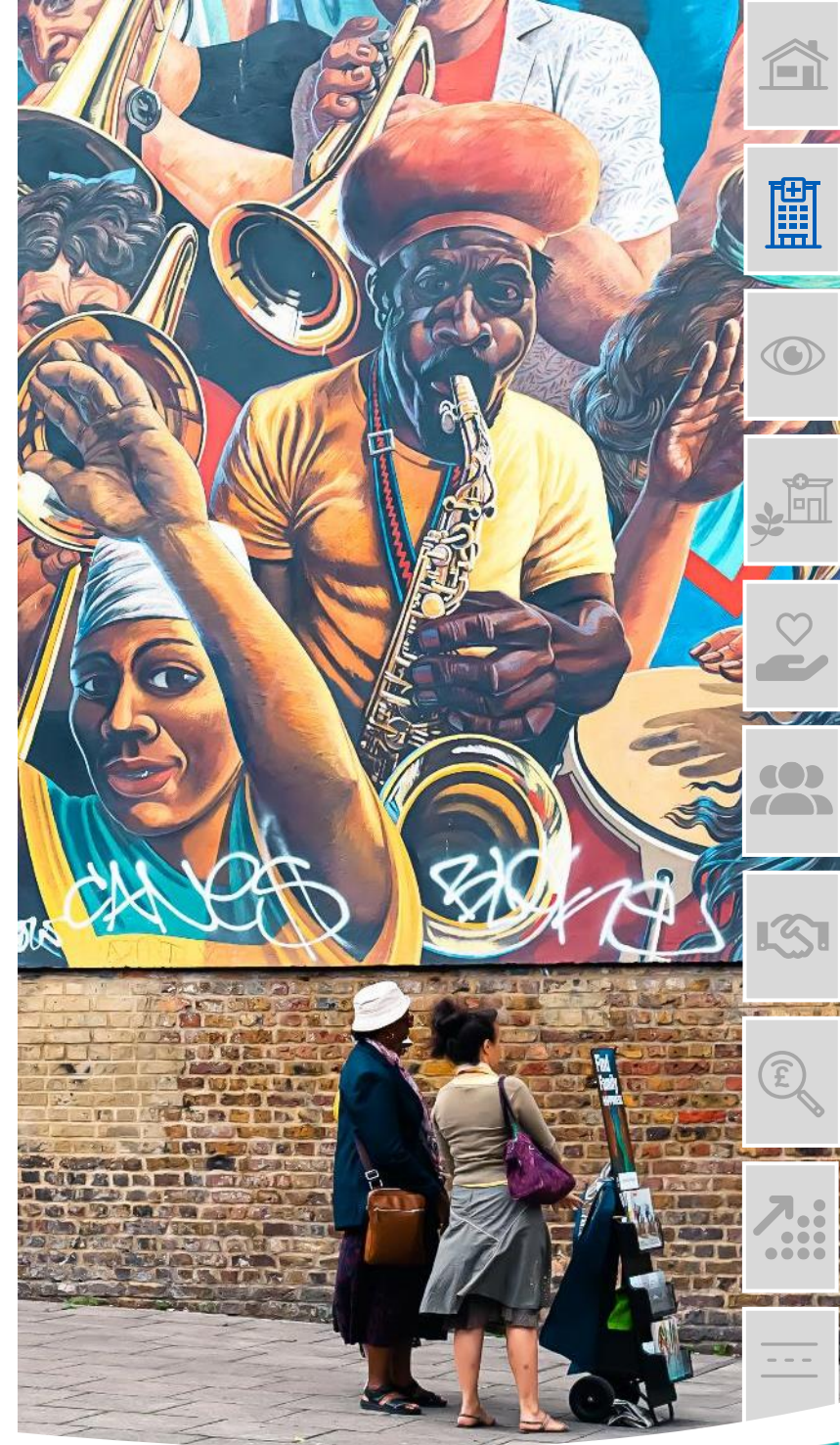
Alongside the excellent reputation for the quality of care we deliver, we are also proud to be known for our wider contribution to the health and wellbeing of the populations we serve. We work in a place, City and Hackney (C&H), that has strong identities and vibrant communities. We work in partnership with many public and voluntary organisations. Our Chief Executive, as well as being the leader of Homerton Healthcare, is place-based leader for C&H. This means that she has responsibility for bringing together people to build an integrated partnership of all health and social care providers, to improve the health and well being of local people.

The focus on collaboration across public services will make it even easier for us to join with our partners, embed a shared approach to change and improvement, and work together to enable the residents we serve to live longer, healthier lives.

Despite many initiatives, we know inequities persist in people's health, wellbeing and life expectancy. We believe that only by working together with residents, can we effectively address these, and achieve greater equity of access and outcomes.

We also recognise the importance of supporting the delivery of healthcare across the North East London (NEL) Integrated Care System, and will continue to work in collaboration with all our NEL partners to improve health outcomes for residents across NEL.

Like many public services, we face a challenging future. We are still managing the impact of the global pandemic, our population is ageing, rising numbers of people have long-term health conditions, and we are increasingly aware of the impact of deprivation and health inequalities on our community and our workforce.



# Our values

**Personal:** We will provide compassionate care which addresses individual needs and is responsive to our patients, service users, their families and carers, and our people

**Safe:** We will do everything we can to make our services as safe as possible and constantly seek to learn and improve

**Respectful:** We will treat others as we would expect ourselves or our families to be treated and cared for

**Responsible:** We will take responsibility for our actions and any problems that we come across – we lead by example

**Inclusive:** We will respect and value the diversity and differences of our patients and our people to ensure everyone is enabled to thrive, feels a sense of belonging and is able to be their authentic self



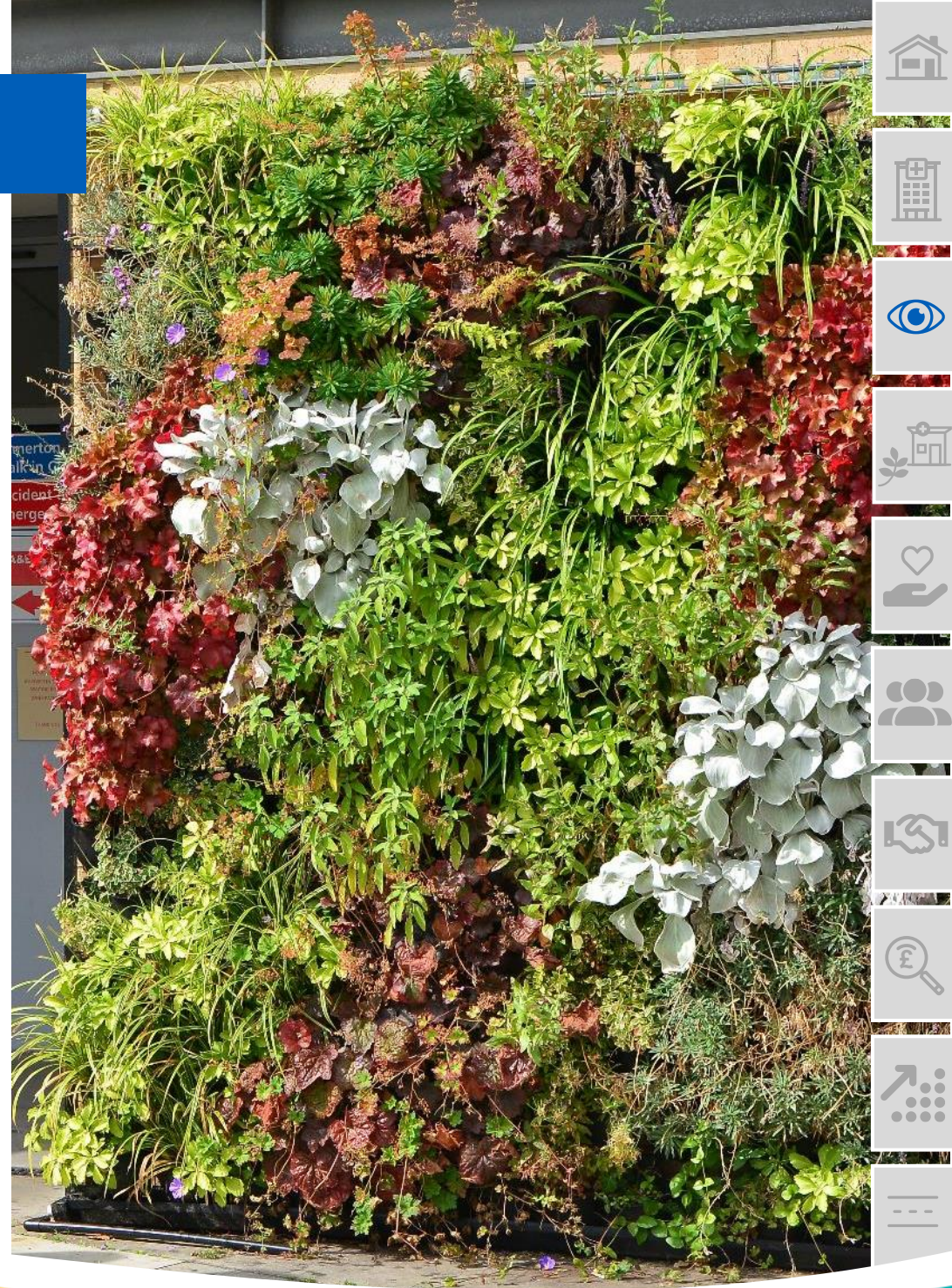


# Our future, together

Our 2023-2028 organisational strategy aims to build on our strengths, fully develop the scope of working with our partners, and set out how Homerton Healthcare can best contribute to improving health and care over the next five years, in a changing society and a new NHS structure.

## Our vision

We have a vision for 2028, that everyone in City and Hackney will have access to outstanding care, delivered jointly with local partners and continually improved through innovation.



# Our six strategic priorities

To ensure we achieve this vision, we have defined six strategic priorities:



**1. Improve the health & wellbeing of our communities**



**2. Deliver outstanding, equitable care**



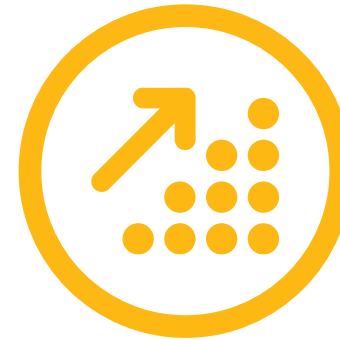
**3. Develop happy, healthy & heard staff**



**4. Strengthen partnerships**



**5. Secure our future**



**6. Foster innovation, improvement & learning**





# Improve the health & wellbeing of our communities

Addressing prevention, inequality and population health

## What is the challenge?

Life in City and Hackney (C&H) can be a very different experience, depending on who you are, where you live and whether you have a permanent home and resources available to you. Some people living in parts of C&H are more likely to die from preventable diseases and have fewer years of good health than that of the average population. The factors behind this include: smoking, obesity, poor diet, inactivity and high levels of deprivation, together with 'weathering' from levels of racism and discrimination across our society. Our residents are more likely to be living with a long-term condition, such as diabetes, lung conditions, heart problems or diabetes and are more likely to find it difficult to manage these. We also have a high number of local people, including children and young people with mental health conditions including severe mental illness.



## What will we do?

- Working in collaboration with our partners , develop a model integrated care and health partnership in City and Hackney which makes a real impact on its priorities of:
  - giving every child the best start in life
  - improving mental health and preventing mental ill health
  - improving outcomes for people with long term health needs.
- Be clear to all our patients, communities, staff and partners that we will not tolerate racism of any kind within our organisation, or through the delivery of care
- Ensure there is equitable access to services and levels of care for all members of the communities we serve
- With place partners, lead the development of neighbourhood working, so that health and social care needs can be assessed and met by the most appropriate statutory or 3<sup>rd</sup> sector organisation
- Provide health promotion advice at every point of contact, wherever possible
- Engage in outreach and listening events with the community, especially with disadvantaged groups, to co-design services for people they serve





## How will things look and feel better?

- 1 Neighbourhoods will work collaboratively with residents and partners to identify and improve specific population health needs
- 2 Health and lifestyle advice will be given at every contact where appropriate
- 3 A Trust mental health, learning disabilities and autism strategy will be implemented, ensuring that patients are cared for appropriately in the best setting and with dignity and respect
- 4 Measures of health and wellbeing for children and families will be within the top quartile nationally
- 5 A commitment to anti-racism will be clearly communicated across the organisation and complaints and incidents relating to racism will be reduced year-on-year
- 6 People with long-term conditions will have reduced admission rates and length of stay year-on-year





# Deliver outstanding, equitable care

Providing the best possible care every time, for every patient

## What is the challenge?

The hospital's services were rated as 'Outstanding' by the Care Quality Commission (CQC) in 2020, with our Community services rated in 2018 as 'Good'. Our waiting times both for emergency and planned care are among the best in the country and our clinical outcomes and patient feedback are very positive. However, waiting times have not yet returned to pre-pandemic levels, some services still require improvement, and we know that we could further improve patient safety and ensure every patient has the best possible experience.



## What will we do?

- Deliver care in or near to people's homes and communities wherever possible and eradicate the divide between hospital and community services
- Ensure patients, their carers and families are treated with kindness, respect and equity
- Provide world-class, evidence-based care, treatment and advice at every point of contact, every time
- Actively seek out the experiences and stories of our patients and carers to improve and develop our services
- Identify and eradicate inequalities in care delivery at Homerton Healthcare
- Continue to deliver specialised services and screening programmes
- Reduce the amount of time patients have to wait for care and treatment
- Provide support to the wider North East London (NEL) system to help address unwarranted variations in care





## How will things look and feel better?

- 1 All our services across acute and community settings will be rated 'Good' or 'Outstanding' by the Care Quality Commission (CQC)
- 2 Length of stay for elective and non-elective care will be below the national average
- 3 There will be a year-on-year reduction of incidents that cause harm, and mortality rates will be better the national average
- 4 Waiting lists in the NEL system will be reduced as a result of the mutual support we provide, and our own access performance will return to pre-pandemic performance
- 5 Homerton Healthcare will achieve the top decile of patient survey satisfaction results
- 6 Waiting times, access to treatment, mortality rates and clinical outcomes will be equitable across all protected characteristic groups







## Develop happy, healthy & heard staff

Ensuring our people feel valued, and able to work and thrive in the environment we provide

### What is the challenge?

We have a diverse staff group who are committed to providing the best possible care and supporting the successful running of the organisation. We have a good reputation as a trainer of doctors, nurses, therapists, scientists and other professionals. We have active staff networks and our staff surveys show high levels of engagement. However, we have high vacancy rates in some areas and at times find it difficult to retain experienced staff. Some of our staff feel they are treated differently, or even bullied because of who they are and not given equal opportunity for development or career progression.



## What will we do?

- Create a supportive culture of inclusion where racism, discrimination, harassment, bullying or violence are not accepted
- Create a joyful place to work, where our people feel able to bring their whole selves to work and speak up and challenge any unacceptable behaviour (including our important partners, like our providers of transport and catering services)
- Support our leaders to be compassionate and emotionally intelligent and equip them with the tools they need for success
- Improve demographic data collection to enable visibility of inequity and need
- Provide targeted and tailored health and wellbeing resources for colleagues that are incorporated into “business as usual”
- Have the right staff, in the right numbers, with the right skills, in the right place, at the right time
- Explore opportunities to expand careers and integrate new roles and extend scope of existing roles, where appropriate
- Ensure staff at all levels within the organisation are heard and engaged in decision making, including through the development/continuation of staff networks
- Expand recruitment via non-traditional routes





## How will things look and feel better?

1

Staff survey results will improve year-on-year and we will be in the top decile of Trusts nationally

2

Workforce Race Equalities Standard (WRES) and Workforce Disabilities Equalities Standard (WDES) outcomes will improve year-on-year to be in the top quartile of Trusts nationally

3

All outcomes in our People Plan will be successfully delivered

4

There will be an increase in the diversity of our senior leadership to reflect the profile of our staff and of our local population

5

There will be a reduction year-on-year in vacancy rates, attrition, grievances and incidents of sickness absences

6

We will be able to demonstrate an integrated, multi-professional workforce with new/different roles and ways of working which meets the needs of our patients and service users





## Strengthen partnerships

Expanding collaboration with new and existing partners within our community, providing joined-up services that are accessible to everyone

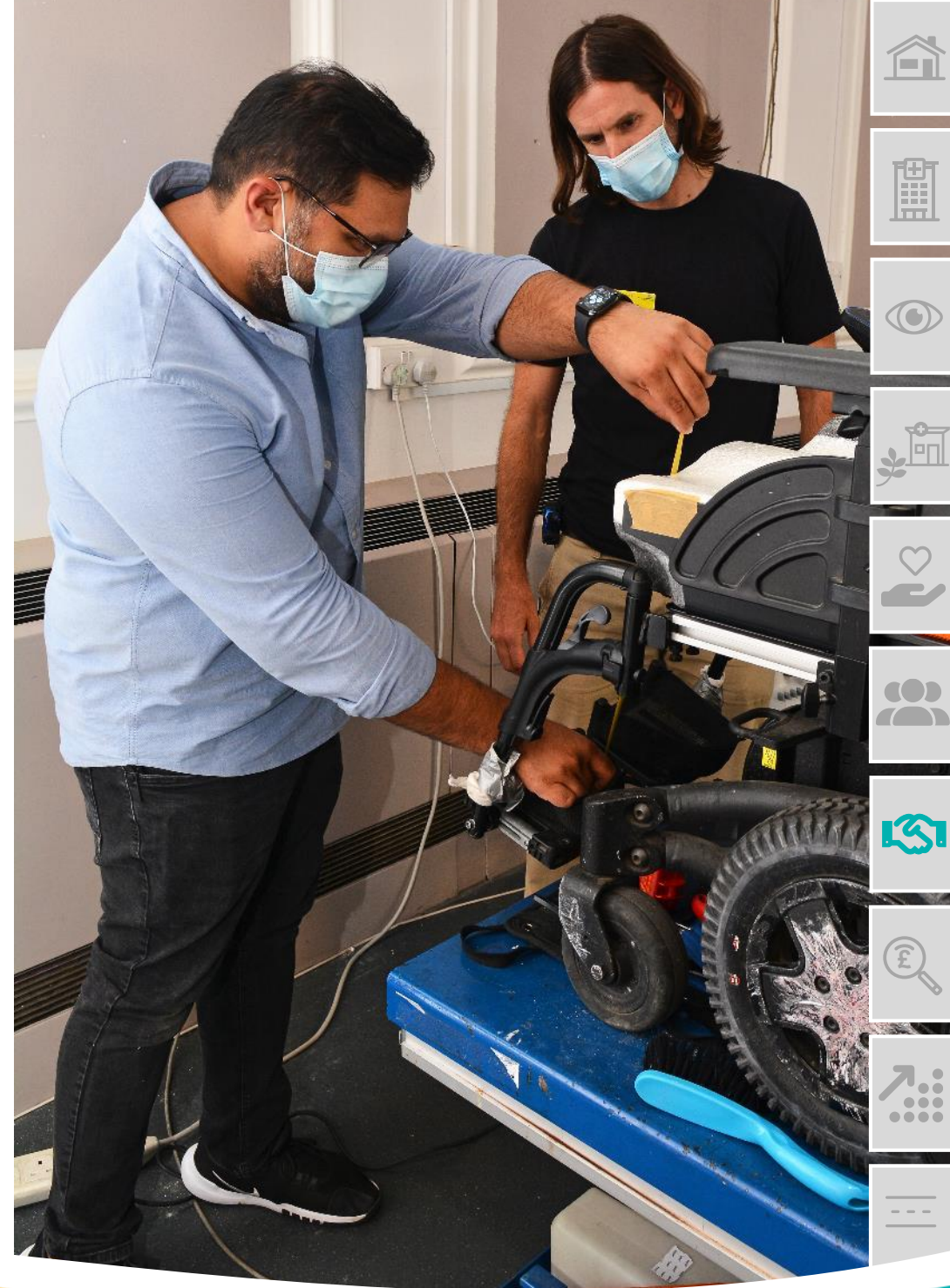
### What is the challenge?

Providers of health and social care in City and Hackney (C&H) have for many years been committed to working collaboratively to ensure care is integrated and meets the need of our local communities. The C&H Health and Care partnership is working well and all partners are committed to much more effective integration of services in the community and to an enhanced focus on prevention of ill health. The Trust is also developing closer partnerships across NEL, particularly with other acute Trusts to tackle long waiting lists. Our challenge is to enhance our contribution to the wider system without diminishing our service to our local communities.



## What will we do?

- Strengthen our Neighbourhood model for integrating care and health services and win national recognition for the City and Hackney (C&H) approach to place-based partnership
- Work with the Council of Governors to engage the membership of the Trust in key decision making
- Increase availability and improve co-ordination of out-of-hospital physical and mental health services
- Engage and identify joint ventures with the local community (e.g. community groups, schools / colleges, job centres, businesses), in collaboration with our local public health teams
- Strengthen our capacity to contribute to reducing waits across North East London (NEL) and to developing hubs for high volume surgery
- Explore options for networks or centralised approaches to delivering care, as part of the NEL Integrated Care System (e.g. co-running of support services)
- If appropriate, expand into additional fields of care delivery with local partners, such as social care
- Create an Academy of Learning and Continuous Improvement for C&H where learning and good practice can be developed, evidenced and shared





## How will things look and feel better?

1

The Health and Care Partnership will have increased levels of place-based autonomy and examples of integrated working year-on-year

2

Neighbourhood working will be well established and able to demonstrate improvements in care delivery

3

An Academy of learning and Improvement for City and Hackney (C&H) will be established which demonstrates high levels of engagement from all partners

4

An 'Anchor' strategy will be implemented and demonstrate strong support to the economy and employment in C&H

5

The Trust will be an active partner in the North East London (NEL) Integrated Care System

6

As a partner in the Acute Provider Collaborative, we will contribute to reducing NEL waiting lists, while also improving our provision in C&H





## Secure our future

Ensuring future investment is focused on areas identified to improve care, experience and environmental sustainability, whilst making the best use of resource already available

### What is the challenge?

Homerton Healthcare has historically invested wisely and managed its resources well to meet the needs of the communities and patients it serves. We have worked hard to develop buildings that are fit for purpose and support the sustainability of the local area. However, the NHS is facing many challenges both with levels of activity and stretched resources and, more than ever, we will need to be as lean and efficient as possible, whilst improving further the high-quality services we provide. Homerton University Hospital is nearly 40 years old and many of our community sites much older, so ensuring we maintain our buildings and provide sites which are safe and pleasant for staff and patients is essential.



## What will we do?

- Work with partners and service users to establish an evidence-based approach for assessing investment opportunities that will deliver the greatest health and wellbeing benefits for the community
- Explore further opportunities for system and/or provider collaboration, including sharing resources where appropriate to meet the needs of our patients and communities
- Develop a “future fit” Estates Plan which includes upgrading and increasing the surgical, ITU and pathology lab capacity and resilience, and making the best use of our community sites
- Further develop our Trust Green Plan for sustainability, to support the environment now and for the future
- Develop a delivery model which helps prevent unnecessary variation in our processes and uses lean methodologies to ensure best value for money
- Ensure financial reporting systems are available to effectively monitor and assess the impact of investments
- Wherever possible, devolve decision making to as near as possible to those using resources, and be transparent and communicate how and where money is being spent within the Trust







## How will things look and feel better?

1

Top quartile efficiency and productivity measures will be achieved nationally, without compromising care delivery

2

An Estates Plan will be developed and implemented, making best use of our acute and community spaces

3

The Homerton Green Plan will be further developed in collaboration with our staff and communities, and will make demonstrable changes to support the environment and reduce carbon emissions

4

Surgical services will be re-designed to secure continuity of surgical activity

5

Financial collaborations and partnerships will be developed to achieve best outcomes and value for money for the communities we serve

6

The Trust's Care Quality Commission (CQC) Use of Resources rating will remain at 'Good' or 'Outstanding'





# Foster innovation, improvement & learning

Enhancing our learning and improving culture, using continuous improvement and technology to discover, create and innovate.

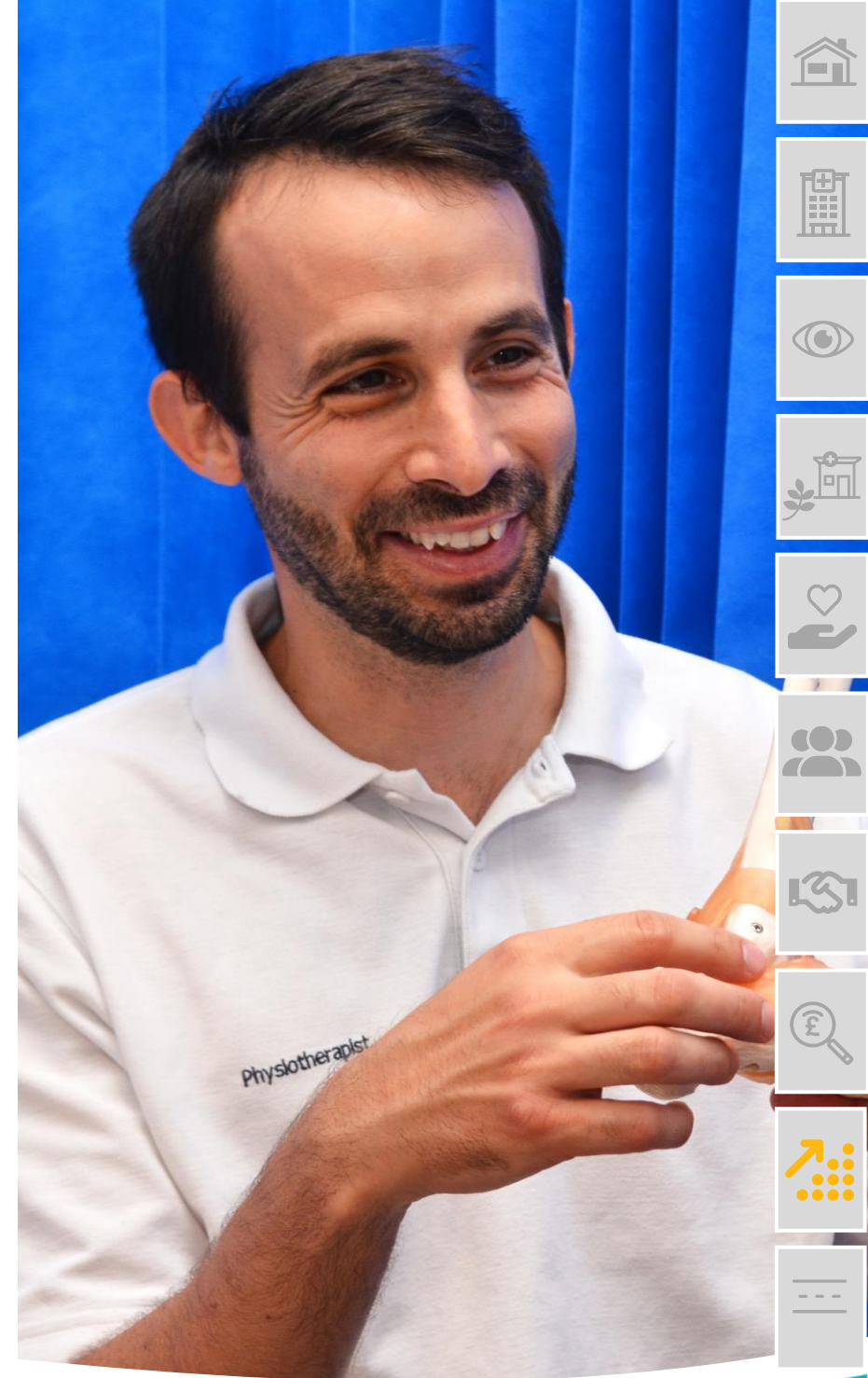
## What is the challenge?

Homerton Healthcare has a proud history of innovation and continuous improvement. The use of digital technology over the past decade has contributed to the efficiency and safety of the organisation. Staff are continuously developing their skills and knowledge and using improvement methodologies to enhance the way in which they work. The world of innovation and improvement is, however, moving fast and it is important that all our staff are well equipped to creatively solve problems and develop new ways of working, both through digital solutions and improvement and learning methodologies



## What will we do?

- Ensure colleagues have the support, tools, resource/time and autonomy to think innovatively and do things differently, with a clearly defined model of quality improvement
- Develop, share and promote improvements identified with the wider system (e.g., elective pathway management, prevention and early intervention)
- Embed a culture of research and evidence that uses data to identify opportunities and monitor the impact of improvements made on the care we deliver
- Use digital technology to support patient pathways and care delivery, and reduce the administrative burden on our colleagues where appropriate
- Increase the sharing and usage of data, where appropriate, to inform better planning and delivery of care and to help us tackle health inequalities
- Share good practice for digital implementation and align with key strategic programmes across City and Hackney and wider North East London partners
- Ensure every member of staff has a clear plan for their personal learning and development and is supported to progress their career
- Work with educational providers and Health Education England to ensure our students and learners receive the best possible learning experience
- Develop a culture of curiosity and learning, where mistakes are used constructively to improve practice



## ② Assessment

## ③ Do you need



You will be assessed in order of clinical need

Yes

If you need to stay in hospital we will see you as quickly as possible, however we always treat the most urgent cases first



## How will things look and feel better?

- 1 Electronic reporting and diagnostic systems will be used to successfully enhance the delivery and co-ordination of care
- 2 New models of out-of-hospital care will be developed and will use innovation and technology to support patients in their own homes
- 3 Systems will be working to protect data and maintain cyber security
- 4 Our model for continuous improvement will be embedded across the organisation and there will be a culture of mature problem solving and critical thinking
- 5 Learner survey results will be in the top quartile of Trusts nationally
- 6 Research activities and funding will increase year-on-year



# Making it happen

This document is only the beginning of our 5-year strategy. The actions we take every day will support us in achieving our six strategic priorities. We aim for the strategy to become the bedrock of all we do and to provide a helpful framework, owned by all our Homerton people, through which we can continue to develop and succeed.

Outlined below are the five key areas to ensure successful implementation of the strategy:

## 1 Communication

- Develop a communication strategy to inform our own staff and also stakeholders and partners
- Link future communications to the six strategic priorities

## 2 Leadership Oversight to enable and monitor effective strategy implementation

- Report regularly to the Council of Governors on the progress of the strategy implementation
- Align Board members and Board Committees to oversee and drive implementation for each priority, to maintain momentum
- Create annual Board level Break Through Objectives and Key Performance Indicators (KPIs), which are monitored through the Board performance report and Board Committees
- Develop the Board Assurance Framework (BAF) risks in relation to the six priorities
- Regularly report on and review our progress against priorities, to colleagues at all levels, including at Trust Board and sub-committee meetings
- Perform an annual review of the strategy to assess progress each year and identify adaptations required, so we remain an agile learning organisation



3

## Strategy implementation plan and infrastructure

- Create an implementation plan that details the actions, resources and timelines required to successfully execute the strategic priorities and overall vision
- Integrate the strategic priorities into business and financial planning to inform future planning
- Embed priorities into Homerton Healthcare's day-to-day activity and culture, so all colleagues have the opportunity to contribute to their achievement

4

## Alignment of our plans with our partners' plans

- Share our strategy and plan with our partners across City and Hackney and across the wider North East London system
- Continue to engage with service users, partners and colleagues, in collaboration with our representative groups, to collect, understand and respond to feedback

5

## Enabling Plans

- Align the Trust strategy to the following enabling plans, to prevent repetition:
  - Our People Plan
  - Our Quality Plan
  - Our Clinical Plan
  - Our Estates Plan
  - Our Green Plan
  - City and Hackney Partnership Delivery Plan





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

