

Trust Boards-in-Common Front Sheet

Agenda Item No: BIC(25)143

Name of Meeting	Trust Boards-in-Common
Date of the Meeting	14 August 2025
Director Lead	Amanda Stanford, Chief Nurse
Contact Officer / Author	Linsay Cunningham, Deputy Director of Strategy & Partnerships
Title of Report	Group Strategy
Executive Summary	The report provides an update on progress with the development of the Group Strategy and underpinning strategies and plans. The Board is asked to: - formally approve the Group Strategy - agree the proposed next steps for: - communicating the strategy - embedding delivery of the strategy within the organisation - monitoring delivery of the strategy
Background Information and/or Supporting Document(s) (if applicable)	- Group Strategy - Embedding the Strategy (slidepack)
Prior Approval Process	The Group Strategy on a Page was approved at Trust Boards in Common meeting in June 2025. The full strategy document has been reviewed through Board development sessions and Group Executive.
Financial Implication(s) (if applicable)	Having a clear Group Strategy in place is a core building block and will support the group in its ability to live within our means and deliver financial sustainability.
Implications for equality, diversity and inclusion, including health inequalities (if applicable)	Population health is one of the core pillars of the Group Strategy. The Strategy prioritises efforts to improve the health of the population and sets out how we will shift toward an equity approach to service delivery – focusing our efforts on those with the greatest needs. This proactive approach to tackling health inequity is supported by efforts to embed equality, diversity and inclusion in all we do.
Recommended action(s) required	☒ Approval ☐ Discussion ☐ Assurance ☐ Information ☐ Review ☐ Other – please detail below:

Group Strategy

Approach to embedding the strategy through the organisation and communicating it to staff, partners and other stakeholders

v0.4 28/07/25

Strategy on a Page (2025 - 2030)

United by Compassion – Driving for Excellence

In five
years...

we will be one of the leading hospital groups in the UK,
delivering safe, sustainable and inclusive healthcare services

Guided by our values...

Compassion | Honesty
Respect | Teamwork

We will
achieve
this by
focusing
on our...



To deliver
our
strategic
goals...



We will strive to be...

Pioneers



We will embrace digital and tech, prioritise research and innovation and build skills for transformation

We push the boundaries

Partners



We will work well with others, build trust and develop ambitious partnerships for the future

We work in partnership

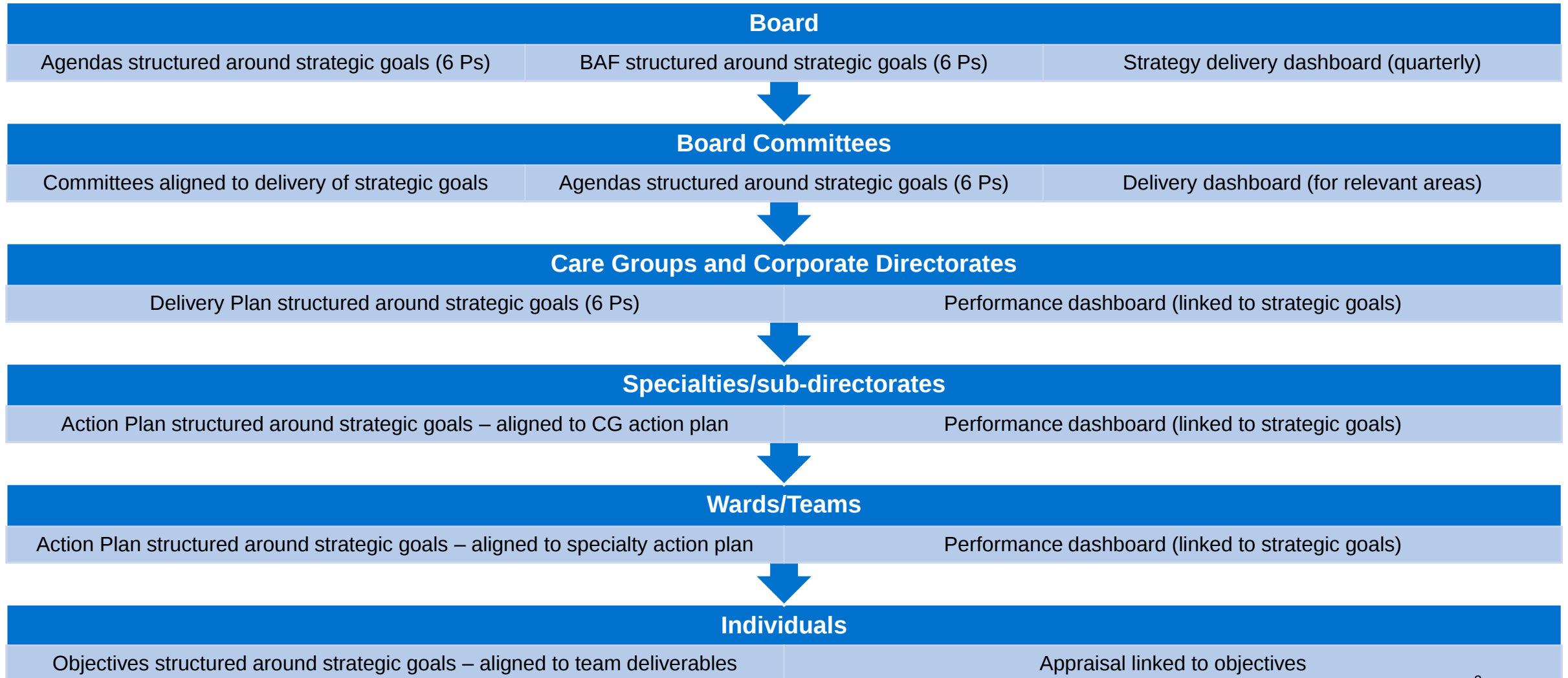
Guardians of the
Public Purse



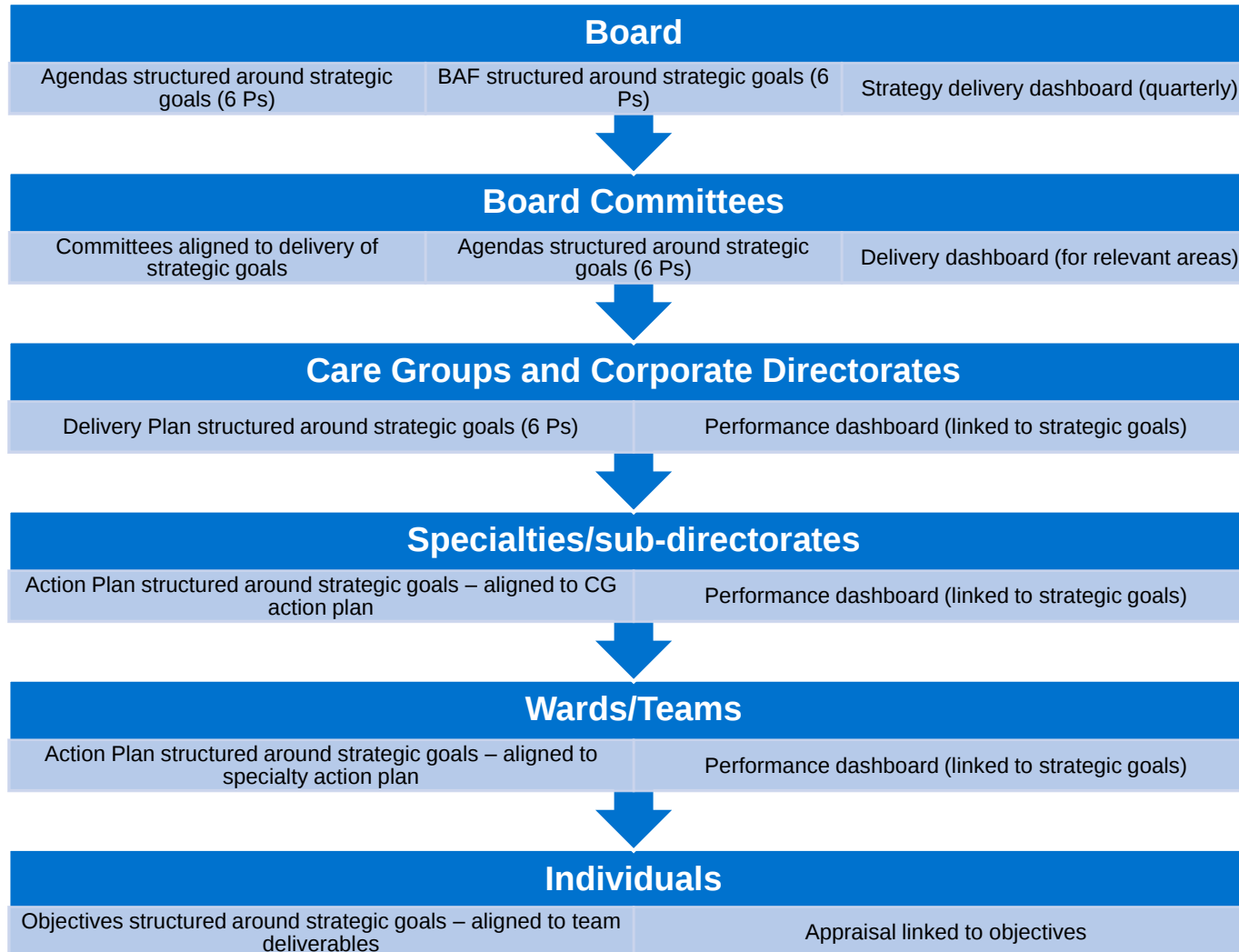
We will live within our means, deliver value-based care and reduce our impact on the planet

We use our resources well

Approach to Embedding the Group Strategy



Approach to Embedding the Group Strategy



Key Principles

- Action plans / dashboards only need to address relevant strategic goals (don't need to include all 6 P's if not relevant)
- Action plans and dashboards will be clear on scope and responsibility for delivery (and clarity on what is not within scope of any role)
- Clear owners will be identified
- There should be clear read across at each level

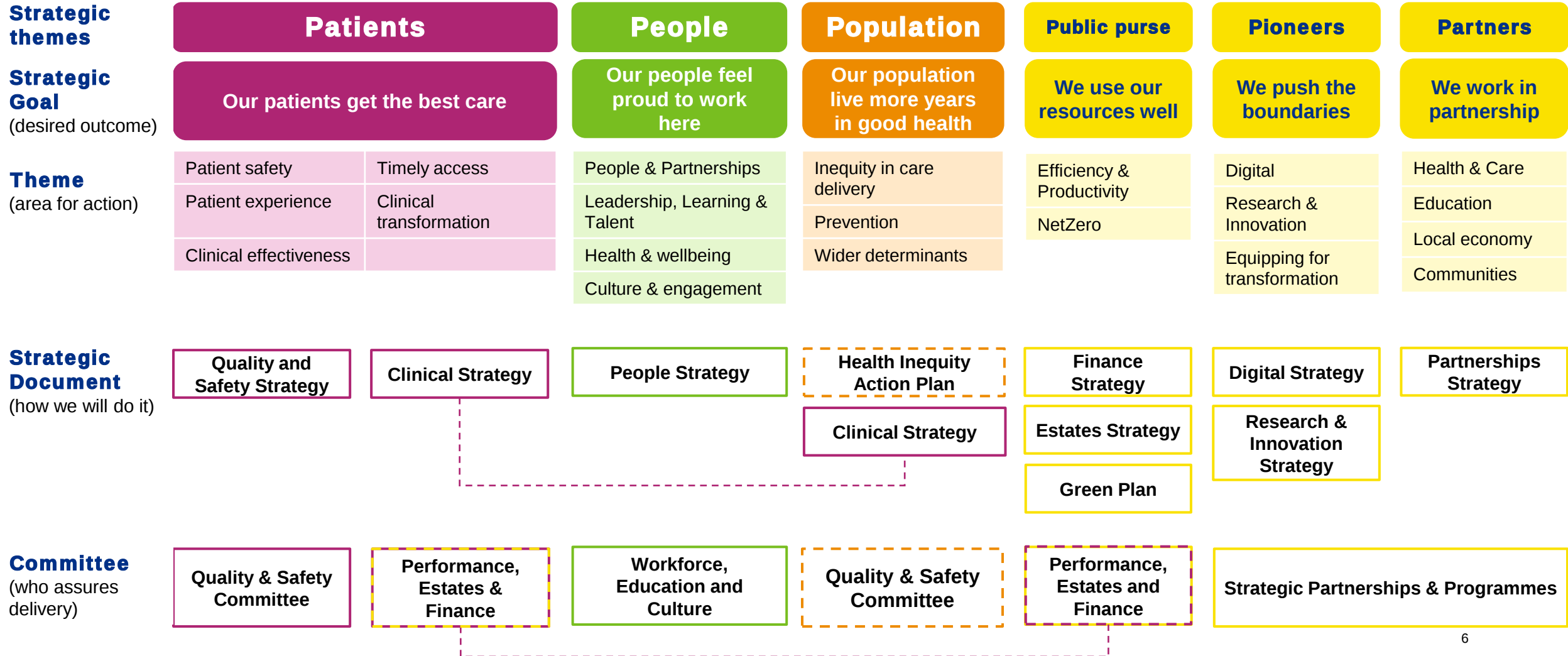
Timeline and next steps

Action	Deadline	Lead
Finalise long-form strategy document	20.06.25	Linsay Cunningham
Board review/approval of strategy document	10.07.25	Amanda Stanford
Internal launch of new strategy	mid-July	Myles Howell
6 Ps embedded in all corporate communications	mid-July	Myles Howell
6 Ps used to structure board and committee agendas	from Aug 2025	David Shariff
6 Ps used to structure Board Assurance Framework	from Aug 2025	David Shariff
6 Ps used to structure performance reporting at Board, Committee and Care Group level	from Sept 2025	Adam Creggan/ David Shariff
6 Ps used to structure team and individual objective setting and appraisals	Oct 2025	Simon Nearney/ Lucy Vere
Care Group and corporate directorates refresh one-page action plan with key priorities aligned to 6 Ps	Oct 2025	Care Group Tris (LC to support)

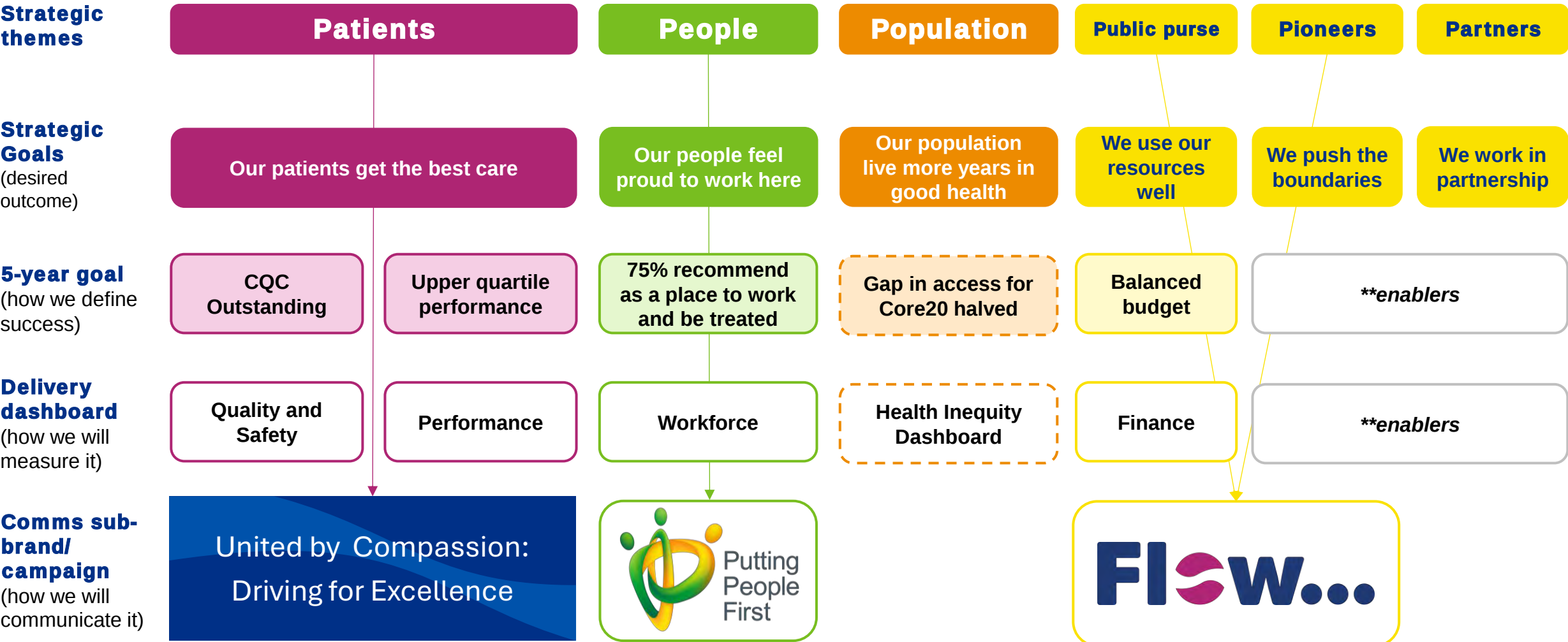
Embedding the Group Strategy



**Humber Health
Partnership**



Embedding the Group Strategy





**Humber Health
Partnership**



GROUP STRATEGY

2025 - 2030

Other Formats

This document can also be made available in various languages and different formats including Braille, audio tape and large print.

For more information you can contact:

Call (01482) 674828

Email nlg-tr.comms@nhs.net

**Write to Communications, Alderson House Hull Royal Infirmary,
Hull, HU3 2JZ**

Strategy on a Page (2025 - 2030)

United by Compassion – Driving for Excellence

In five
years...

we will be one of the leading hospital groups in the UK,
delivering safe, sustainable and inclusive healthcare services

Guided by our values...

Compassion | Honesty
Respect | Teamwork

We will
achieve
this by
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Patients

We will make sure our
patients get the safe,
quality care they need
and have a good
experience

People

We will put our people
first, supporting our
teams to be the best
they can be and grow
our future workforce

Population

We will focus our efforts
on those with the
greatest needs and help
people in our
communities to live well

To deliver
our
strategic
goals...

Our Patients get the
best care

CQC Outstanding
Top 25% performance

Our People feel
proud to work here

75% recommend as a
place to work and be
treated

Our Population live
more years in good
health

Gap in access for
people from deprived
areas halved

We will strive to be...

Pioneers

We will embrace digital and
tech, prioritise research and
innovation and build skills for
transformation

We push
the
boundaries

Partners

We will work well with others,
build trust and develop
ambitious partnerships for the
future

We work in
partnership

Guardians of the Public Purse

We will live within our means,
deliver value-based care and
reduce our impact on the planet

We use our
resources
well

Group Strategy 2025/30

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Foreword from Chair and Chief Executive

We are excited to introduce you to this document which will help us to set the direction for our Group for the foreseeable future.

Our Group organisation came into being in August 2023. Since then, we have been listening and learning. We have been learning more about the fantastic work teams are doing in all corners of our organisation, finding out more about our strengths and weaknesses and the opportunities we have to change and transform. In creating this document, we have listened to thousands of staff, patients, partners, and stakeholders.

As an organisation, we have huge potential. If we can harness the skills, talents and ideas of our 19,000+ people and ensure we use every penny of our £1.6 billion budget well, we can achieve the strategic goals set out in this document:

- Our patients get the best care
- Our people feel proud to work here
- Our population live more years in good health

As a Group, we are very much at the start of our journey, with much still to learn. This Group Strategy reflects our collective ideas and our bold ambitions for the future – to be one of the leading hospital groups in the UK, delivering safe, sustainable and inclusive healthcare services.

For us, this is personal. Our services take care of us, our families and our loved ones. We are the biggest employer in the area and our patients rely on us to improve their lives.

As we look to the future and the scale of the challenges facing healthcare providers – here and across the country – we could respond by keeping our heads down, trying to work harder and faster to keep up with growing demand. Or we could respond in the only way that makes sense – by looking up and out. Working with our partners and communities, we are taking up the leadership challenge to come up with solutions to the significant challenges of deprivation, ageing, health inequalities and changing profiles of disease and ill-health that are particular to our communities.

This Strategy marks a shift in emphasis, as we seek to do much more to respond to deep-rooted inequalities in health across our communities. We must move away from ways of working that

treat everyone the same, to models of care that actively address the uneven playing field many in our communities face. This document sets out our intention: we will tackle health inequalities and recognise that carrying on in the same way is not an option.

To do new things, within limited resources, inevitably we will have to stop doing other things and be prepared for difficult conversations with our people and our communities about what is and is not going to meet our patients' needs.

This Strategy is the start of a conversation, not the end of one. We will continue to listen and to adapt to the changing needs of our patients, our people and our population as we lead with compassion and strive for excellence.



Amanada Stanford

**Acting Group Chief
Executive**



Sean Lyons

Group Chair

Who we are

The NHS Humber Health Partnership (HHP) was formally created in August 2023. The Partnership brings together the two biggest NHS organisations in the Humber region:

- Hull University Teaching Hospitals NHS Trust
- Northern Lincolnshire and Goole NHS Foundation Trust

Our group provides district general hospital services, specialist and tertiary services and, in Northern Lincolnshire, a range of community services. We operate from five main hospital sites and a range of community locations across the region, serving a catchment population of up to 1.5 million people across the Humber and beyond.

About our Group

On 1st April 2024, the group implemented a new structure – the first of its kind for any hospital group across the NHS. Putting in place 14 care groups that span both banks of the Humber estuary, we have brought together the talents, skills, ideas, and commitment of our people from both organisations to drive improvement, eliminate inconsistency and deliver change. By working in this way, we have increased our influence and collective bargaining power, helping to deliver best value for our patients.

Now is the time to set out our collective vision and ambition for the future.

What we do

Every hour of every day we welcome a new life into the world; every other minute a new patient comes through the door of one of our Emergency Departments; and each year we provide the equivalent of at least one outpatient appointment for every person living in the Humber region.

We employ over 19,000 people across our group and around 600 people volunteer with us on a regular basis.

Our hospitals are amongst the largest employers in several of our towns and we make a significant contribution to the economic and social development of the region.





Our organisation in numbers

Population Served

1,500,000

Members of staff

19,500

Births a year

8,100

A&E attendances

356,700

Admissions

155,000

Day case procedures

141,500

Outpatient appointments

1,309,000

Turnover

£1.6 billion

What we are proud of

We have a long and proud history of serving the Humber region and caring for its people. Our teams consistently go above and beyond to ensure those in our care get the best outcomes and feel safe and well looked after.

At Humber Health Partnership, we are proud to make a difference in the lives of our patients and communities every day. We are proud of our creativity, dedication and sense of humour. We know our communities really well and care about doing our best for them.

What our people say

I am really proud of...

"A diverse workforce with lots of international representation."

"Working creatively as part of a team."

"Not quitting!"

"Our attitudes to problem solving and achieving goals together, whilst prioritising patient care."

"Teamwork - I'm proud of my second family."

"Way we are now working creatively with partners thinking out the box."



What we are restless about

Whilst our teams work hard day in, day out, we are not always providing the care we would want for every patient. Many people in our communities are waiting longer than they should be for diagnosis, treatment and care and our services are struggling to keep pace with the healthcare needs of our population.

Our teams tell us that they are frustrated when they are not able to provide the care they want to for their patients due to ineffective or unclear processes, poor environments or difficulties getting the right staff with the right skills where and when they are needed.

What our people say

I'm frustrated because...

"I just want to provide the best care for my patients"

"There is so much to do"

"Staff are spread too thinly"

"We don't have enough 'head space' to think up new ideas"

"There is too much bureaucracy"

We have a mountain to climb to reach our ambition to be the best, but we have confidence that our teams will rise to the challenge.





Our Vision and Values

Our vision is:

United by Compassion: Driving for Excellence

We care about our patients, our people and our population – we are United by Compassion

We want the best for our patients, our people and our population – we are Driving for Excellence.

In everything that we do, we are led by our values. Our values shape how we work and how we interact with our colleagues, patients, loved ones and wider communities.

Our values were co-designed with our people across both organisations to reflect our group identity and underpin what we do and how we do it.

Our Values

Compassion

We care. We want the best for our patients, our people and our population.

Honesty

We value integrity and are honest about our shortcomings.

Respect

We recognise and respect everyone's unique contribution.

Teamwork

We work together to achieve the best for our patients and communities.

Where we are now

Assets and Opportunities

Coming together as a group presents new opportunities for us as an organisation and means we are better placed to deliver our ambitions for our population. By coming together as an NHS group, we have the ability to work on a much broader scale, leveraging the different strengths of our constituent organisations. Our group model also gives us greater bargaining power, increased influence and enables us to share the best of our expertise and experience across our organisations and teams.

Our Organisation

As a group organisation, we have a wide range of assets at our disposal.

Our people

We have over 19,000 people working in our organisation, many of whom are amongst the most highly trained and highly skilled individuals in the region. We have an extremely diverse workforce, including many internationally trained colleagues who can help bring fresh perspectives and new ways of working to our teams. We also have many colleagues who have worked within our organisations for many years, contributing hugely to the local community.

Our physical resources

Collectively we manage around 380,000 square meters of real estate and a wide range of highly specialist equipment. Over the last three years have spent nearly £150 million building new infrastructure, including two new Emergency Departments with Assessment and Same Day Emergency Care (SDEC) facilities in Scunthorpe and Grimsby and three Community Diagnostic Centres in Scunthorpe, Grimsby and Hull.

Each year we spend around £1.6 billion delivering healthcare services for the region, which gives us significant buying power and makes us a major player in the regional economy.

Our reach

With more than 5,000 patient contacts every day, we have an incredible opportunity to influence the lives of people living in our region both directly through the provision of high-quality care and indirectly through our conversations, our work with partners, how we look after our people and the way we spend our money.

Our Population

Our population is diverse, and we serve a distinctive mix of rural, urban and coastal communities, many with high levels of deprivation which impact upon health and life chances. Whilst this presents significant challenges for us in meeting our population's healthcare needs, it also presents opportunities to be at the forefront leading change in how the NHS delivers care and tackles inequity in health and health outcomes. We have opportunities to work with research, policy and industry partners to find the innovative solutions that will enable the whole of the NHS to meet the growing and changing demands of the future.

The changing national policy landscape also presents us with opportunities to think differently about how and where we deliver care and enables us to work in a more integrated way with partners to improve outcomes for patients.



Where we are now

Challenges

Our current models of care are struggling to meet existing demand and are not set up to do so in the future. Our population is less healthy than in other parts of the country and as a result people in our communities live many more years in poor health.

Our Population

Many people within the Humber region live in poverty and this has an impact on their and their families' health.

Deprivation and health inequity

In Hull more than half the population lives in neighbourhoods that are classed as the most deprived nationally. Deprivation is unevenly spread across the population and disproportionately affects children and young people. People living in our most deprived neighbourhoods are far more likely to be affected by chronic illness or premature death. People living in the more affluent areas of the Humber can expect to live for up to 13 years longer than those living in the poorest areas.

Ageing and the burden of disease

Our population is ageing, which means that demand on hospital services will continue to increase unless we do something to manage demand differently. The number of years people living in our region can expect to live in poor health is significantly higher than in other parts of the country. In North and North East Lincolnshire, the average woman can expect to live a quarter of a century in poor health, with one or more long-term health condition.

This impacts on their health outcomes and demand for healthcare services in our region. We need a plan to work differently so that our services can cope and do more to help our population to have more years in good health.

Our Organisation

Our organisation operates within an extremely challenging environment, with constraints on the resources available – people, buildings, technology and money – and a changing policy context.

Buildings and digital infrastructure

Whilst we have some fantastic new buildings on our sites, these are the exception rather than the rule and many of our hospital buildings are not fit for purpose for the delivery of modern healthcare. Many of our digital systems are outdated and they do not talk to one other. Staff spend too much time duplicating information that could be automated, freeing up more time to care for patients.

Performance and sustainability

The way in which our services are currently structured is inefficient and results in poor performance in some areas. Too many people are waiting too long for diagnosis, care and treatment and staying in hospital longer than is necessary. Demand on healthcare services continues to rise and outstrips the available funding, putting pressure on all services, especially hospitals, GP surgeries and social care. There is insufficient funding in the system for us to continue as we are.

Working together as a group, we have an opportunity, with the size, scale, and networks we have, to radically re-imagine the future of health and healthcare in the Humber.

Where we are trying to get to

Our Five Year Ambition

Whilst we recognise that we have significant challenges to face, we have set an ambitious goal for the future.

Recognising we are not maximising the full potential of our organisation and that we have many areas in which we need to improve, our five-year ambition clearly sets out where we are aiming to be as a group in five years' time.

In five years:



Patients

We will be one of the leading hospital groups in the UK, delivering safe, sustainable and inclusive healthcare services.



People

We will be an organisation that attracts ambitious and forward-thinking people to work here – providing challenge, reward and opportunities to really make a difference.



Population

We will be at the forefront of designing new and innovative ways to meet the healthcare needs of rural, coastal and deprived communities – taking hospital expertise into communities in sustainable ways, delivering value and excellence for our population.

This strategy, and the supporting strategies that underpin it, describe how we will achieve that vision by working together across our group and with wider partners.

How we will get there – our journey to excellence

To deliver our five-year ambition will require significant transformation and requires us to take two challenged organisations on a turnaround journey. We must harness the positive energy and ideas within our teams and focus them the things that really matter.

What we will focus on

To do this we have set three core strategic goals:

- Our **patients** get the best care
- Our **people** feel proud to work here
- Our **population** live more years in good health

Everything we do within the organisation over the next five years will contribute to the delivery of these three goals. If it doesn't, then we will stop doing it. These goals will be embedded in the aims and objectives of every individual and team within the organisation and will form the basis of delivery plans at all levels.

How we will work

The way in which we work and approach this challenge is also critically important. We have identified three key concepts to describe how we will work to deliver these goals:

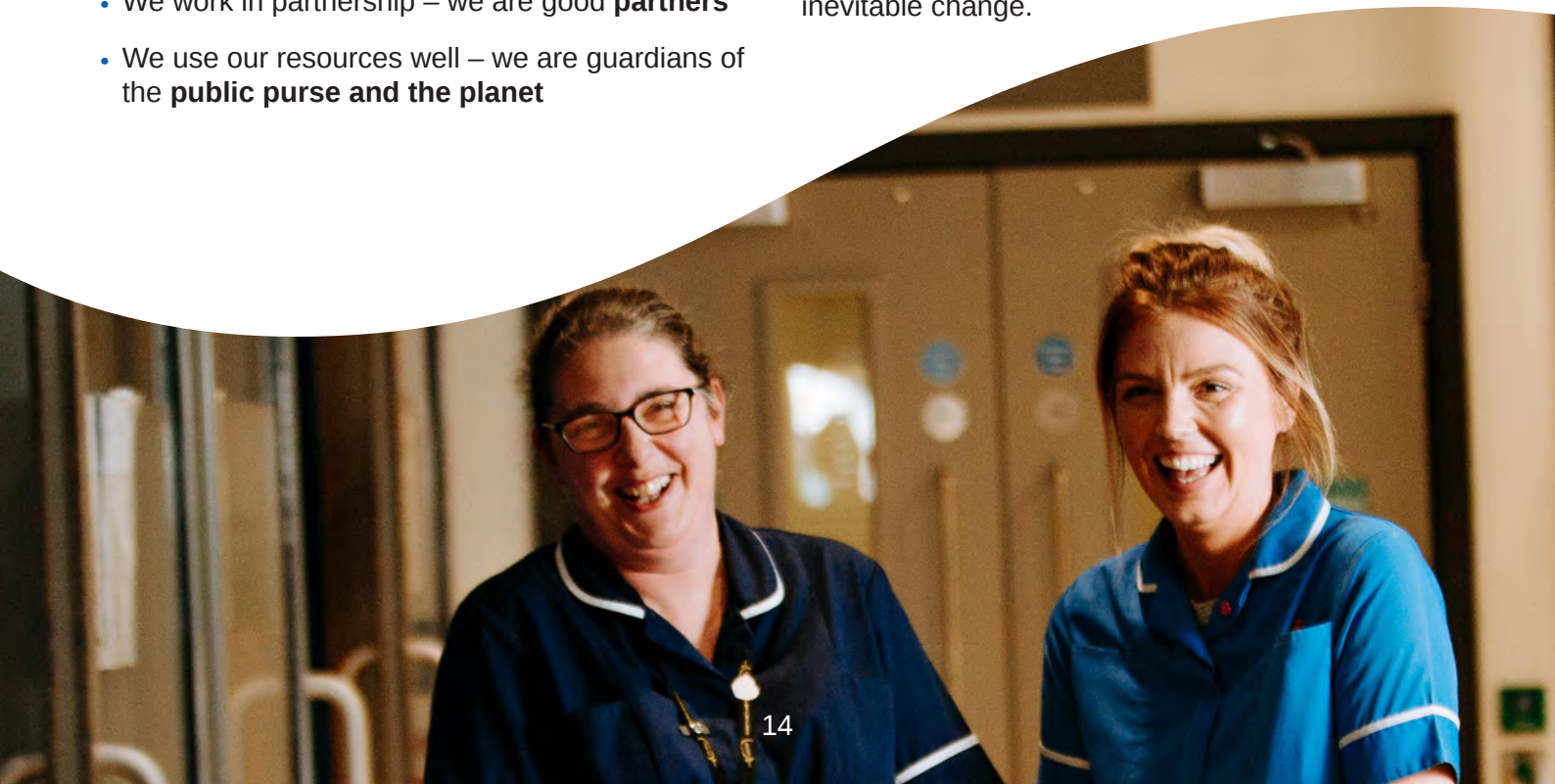
- We push the boundaries – we are **pioneers**
- We work in partnership – we are good **partners**
- We use our resources well – we are guardians of the **public purse and the planet**

We will set the culture and ethos of the organisation to ensure all our teams are supported to work in this way, unleashing the creativity and innovation of our people, delivering wider benefits from working collaboratively and actively striving to be good stewards of public funds and the planet.

Our approach to delivery

Recognising our starting position as a new and developing group, our focus in years 1 and 2 will be on stabilisation, alignment and building solid foundations. We have heard from our people and our patients that there are basic things we are not consistently getting right. We have different practices and ways of working within and between our organisations that need to be aligned. We have unsustainable models of care that spread our workforce too thinly and don't give our people opportunities to grow and develop. Our processes can stifle innovation and entrepreneurship and many of our people are frustrated because they cannot make changes that they see are necessary to deliver better patient care.

As we undertake wholesale transformational change, we will build skills and capability within the organisation, ensuring that improvements are sustainable and long-lasting. We will seek to embed an innovative, ambitious and entrepreneurial culture, helping to future-proof the organisation and ensuring we can always adapt to inevitable change.



Patients



As an organisation, our focus is always on providing the very best care for our patients and service-users.

In all that we do, we will strive to provide the kind of care we would want for ourselves and our loved ones.

Keeping our patients safe and well looked after and ensuring they can access the care they need, when they need it, are not only our top priorities but also the top priorities of those who use our services. We know that we are not consistently providing timely access to safe, quality services for everyone who needs them and we have a long way to go in improving the performance of our services for the benefit of our patients.

Improving the quality, safety and effectiveness of the care we provide will have a positive impact across all three of our strategic goals:

- Our **patients** get the best care
- Our **people** feel proud to work here
- Our **population** live more years in good health

Delivering safe, sustainable and inclusive healthcare services that meet the needs of our patients and population will require us to work very differently in the future.

As demand for our services continues to grow, we need to think differently about how services are organised to ensure we can continue to provide safe and good quality services for our local population. This will mean looking at everything we do and questioning whether it could be provided in a different way, in a different location or through a different staffing model.

Against the backdrop of an ageing population and a reduction in the working age population, we need to embrace digital and technological solutions, shifting our ways of working from analogue to digital. We must also find innovative ways to provide the care, support and advice people need without them necessarily having to come to our hospital sites and do more to shift care from hospital to community. Finally, we must work with partners to be more proactive in the way we work and support people to stay well and manage their health conditions, helping to shift our focus from treatment towards prevention.



Our Commitment

We will make sure our patients get the safe, quality care they need and have a good experience

We will deliver this commitment through actions in the following key areas:

1

Patients

Patient Safety

We will keep our patients safe and reduce avoidable harm

- We will embed a safety-focused culture, supported by systems and processes that enable teams to deliver reliable, high-quality care.
- We will make it easier for patients, loved ones and staff to speak up if they see something that isn't quite right and build a positive, just culture of learning and improvement.

Patient Experience

We will work hard to provide a positive experience for our patients and their families

- We will really listen to our patients and their loved ones and tailor our care and support to their needs and what matters to them.
- We will build our services around our patients and their needs, adopting a home first approach and radically rethinking how and where we provide care.
- We will see carers, family members and loved ones as an asset and encourage them to get involved in their loved one's care.

Clinical effectiveness

We will deliver the best outcomes for our patients

- We will strive to get the best possible outcomes for every patient, recognising that what defines a good outcome will be as individual as each person we treat.
- We will empower teams to be responsive to patient needs, giving them space to innovate and try new things and adapt what they do to suit different needs.
- We will improve the way our teams communicate with one another, with our patients and with other organisations to ensure they are all working together as effectively as possible.

1

Patients

Timely access

We will work hard to make sure our patients can access the care they need when and where they need it

- We will take coordinated action to deliver our access and performance targets – ensuring our patients are not waiting longer than they should for diagnosis and treatment.
- We will put in place effective processes to ensure all our Care Groups, corporate teams and system partners are working together to support our patients and deliver effective flow in, out and through our hospitals.

Clinical transformation

We will develop sustainable models of care

- We will eliminate unwarranted variation in our service delivery by aligning models of care and ways of working across both banks of the Humber, adopting “best in class” from across our organisations and teams.
- We will reorganise our services to make the best use of people, buildings and equipment, focusing on delivering quality local services as close to home as possible and highly specialised care from defined centres of excellence.
- We will be bold in re-imagining how and where we can deliver care – making the most of advances in digital and new technology to shift the locus of care from hospital to community.

People



Our people are at the heart of our organisation; they are our greatest asset in delivering compassionate care.

If our people thrive, then so do our patients.

Our organisation is fuelled by talented and committed people who come to work every day because they want to make a difference in the lives of others. We need to ensure every one of our people can reach their full potential and contribute to delivering our strategic goals:

- Our **patients** get the best care
- Our **people** feel proud to work here
- Our **population** live more years in good health

We must put our people first so that they can put our patients first. We will enable this through an enhanced focus on colleague health and wellbeing, improving working environments, building trust and giving our teams the skills, knowledge and permission to be creative and make positive changes in their areas of work. We will seek to build the confidence and resilience of our people – instilling pride in our group and the work that we do.

At the same time, we must plan for and grow the workforce of the future, recognising that the jobs of tomorrow will look very different to the roles we have today. We are committed to the Humber region and nurturing local talent so that we can ensure we have the leaders we need today as well as those who will take our organisation forward in the future. We will actively invest in inclusive leadership, learning and talent development, aligned to current and future workforce requirements.

Underpinning these priorities, will be development of our group culture – one that celebrates diversity, promotes belonging and encourages creativity and innovation.



Our Commitment

We will put our people first, supporting our teams to be the best they can be and grow our future workforce

We will deliver this commitment through actions in the following key areas:

2

People

Leadership, Learning and Talent Development

We will develop compassionate and inclusive leaders and support our people to grow and develop to their full potential

- We will develop leadership capacity and capability at all levels – empowering excellence in every role and supporting our leaders to lead with compassion and bravery.
- We will support people to grow in their roles and work at the top of their professional licence.
- We will work to build a genuinely inclusive culture that celebrates diversity and promotes belonging so that everyone feels safe and can thrive.
- We will make it easier for our workforce – including our volunteers – to move around between different organisations and sectors and find the role that is right for them.

Health and Wellbeing

We will look after the health and wellbeing of our people

- We will get the basics right for our teams, improving working environments, providing space for reflection and support to build resilience.
- We will improve our approach to flexible working, to ensure we retain talent and enable our people to give their best at work and at home.
- We will tackle discrimination head-on and ensure all our people are living out our values of compassion, honesty, respect and teamwork.

2

People

People and Partnerships

We will ensure we have a workforce that is fit for purpose today, whilst building a flexible and adaptable workforce for the future

- We will strengthen our workforce partnerships and equip our teams to work and learn across organisational boundaries.
- We will work with our training partners to develop curricula that focus on core competencies, adaptability and innovation to help our future workforce to be creative and embrace change.
- We will build the digital capabilities of our people to ensure they are fully equipped to deliver new ways of working for the future.

Culture and Engagement

We will create a culture where we put our people first in every decision and action we take

- We will promote diversity, inclusion and fairness to foster a sense of belonging within teams.
- We will focus on delivering meaningful and well-led transformation, ensuring our teams are engaged in and empowered to lead change.
- We will build an inclusive, just and learning culture that rewards creativity, supports people to learn from failure and ensures everyone feels safe to speak up.
- We will recognise the contribution that our staff make each and every day, ensuring the unique skills and perspectives of each individual are recognised and rewarded.

Population



There are significant inequalities in health outcomes within the population our hospitals serve.

A baby boy born into a family living in the neighbourhoods surrounding our Hull Royal Infirmary site can expect to die a staggering 13 and a half years earlier than the baby boy born in the next delivery suite whose family live just 5 miles away in the villages surrounding our Castle Hill Hospital site.

We are committed to doing more to tackle inequity and improve the health outcomes for our population.

Thinking about the health of our population more broadly will support us to deliver all three of our strategic goals:

- Our **patients** get the best care
- Our **people** feel proud to work here
- Our **population** lives more years in good health

We cannot solve these inequalities on our own – we must work together with wider system partners to address the underlying factors that lead to such disparate outcomes. However, there is much that we can do as an organisation and as a system partner. Firstly, we can get better at recognising the impact of the conditions in which people live on their health and wellbeing and their access to and experience of healthcare services.

We can refocus our resources and adapt our models of care so that they are more accessible to those facing the biggest barriers. We can put in place robust processes to ensure that we are not perpetuating existing inequities through our ways of working and in any changes that we make.

With our reach and influence as a trusted voice in the community, we can also do more to support all of our population to improve their overall health and wellbeing, manage their health conditions more effectively and live more years in good health.



Our Commitment

We will focus our efforts on those with the greatest needs and help people to live well

We will deliver this commitment through actions in the following key areas:

3

Population

Tackling inequity in care delivery

We will transform our services so that they are built around the needs of those who use them

- We will review our approach to scheduling and communication to enable us to be more responsive to different needs within our population.
- We will work collaboratively with other healthcare providers to provide more joined-up care for patients.
- We will work with partners to identify groups or cohorts facing particular barriers to accessing the appropriate care and develop bespoke models that better meet their needs within the resources available.

Taking action on prevention

We will equip our people and our patients to live healthier lives

- We will use every conversation to provide our patients with the tools and the knowledge they need, and the encouragement of a trusted healthcare professional, to make small but impactful changes to their health and wellbeing.
- We will re-double our efforts to inspire and support our workforce to make healthier choices for them and their families, causing a ripple effect of healthy changes across our communities.
- We will work with partners to improve the health literacy of our population, helping to ensure everyone can make informed choices and access the support they need.

Addressing wider determinants of health

We will work with partners to maximise our influence on the wider factors that impact the health of our population

- We will work with partners to deliver ground-breaking research to find new ways to improve the health and life chances of people living in rural and coastal regions.
- We will improve the life chances of those living in the most deprived communities and facing the biggest barriers through supported employment, access to support for health improvement and good secondary prevention.

Pioneers



The world in which our organisation operates is fundamentally different to that when the NHS was founded and when many of our services began operating. If we are to meet the needs of our population into the future, we must learn to change and adapt more quickly and make it easier for our people to put their ideas for improving care into practice.

Technology is rapidly changing the world around us – whether we want it to or not. Advances in digital, data and technology create considerable opportunities for transformation – enabling us to think radically differently about what we do and how we do it.

This strategy sets out a bold ambition to be pioneers, charting new paths, adopting new technologies and ways of working for the benefit of our patients and our population.

As a group, we are ambitious for our people and our population. We want to be at the leading edge of healthcare research, innovation and digital transformation, investing in the skills and infrastructure to expand our research and innovation activity.

Research and innovation can help us to find the new systems and ways of working we need to adapt to changing demands and different needs of our population in the future. We must re-focus our efforts to maximise the impact of research and innovation. By bringing people together – academics, clinicians, researchers, and our local communities – to focus on the really big population health challenges we face, we can find better solutions and ways of working that meet the particular needs of our Humber population.



Our Commitment

We will embrace digital and tech, prioritise research and innovation and build skills for transformation

We will deliver this commitment through actions in the following key areas:

4

Pioneers

Digital

We will build robust digital foundations that are secure, resilient and interoperable

- We will ensure our digital systems and hardware 'just work' – they are easy to use and support teams to do their jobs.
- We will have one digital estate and eliminate duplication.
- We will do things once and collaborate with others.
- We will be an intelligent customer, ensuring we get good value for public money and can leverage the scale of our group.
- We will be cyber resilient.

We will improve the way we use data

- We will have a best-in-class data warehouse that enables effective decision-making in real time
- We will upskill our teams draw insights from data and use the data we have to plan more effectively for the future.

We will build a virtual hospital

- We will build a virtual hospital, which will work alongside our physical sites and be fully integrated into our existing service offer.
- We will embed virtual care as an integral part of our clinical model.

We will keep digital inclusion at the heart of what we do

- We will ensure our staff have the skills they need to drive the full benefits from digital solutions.
- We will work with our population to provide equity of access and ensure those living in our most deprived communities are not excluded.

4

Pioneers

Research and Innovation

We will build the infrastructure we need to deliver excellent clinical research

- We will work with academic and industry partners to deliver the facilities, data and digital infrastructure we need to undertake quality, impactful research.
- We will promote our nursing, midwife and allied health professionals to undertake research – giving appropriate time and resources to enable more professionals to be research-active.
- We will build confidence and health literacy amongst our patients to enable them to make informed choices about participating in clinical trials and other research opportunities, making research more inclusive to improve our population's health.

We will align our research efforts to the big questions facing our population

- We will apply the advanced skills and knowledge of our scientific community to the big challenges facing our population and our workforce today.
- We will work with leading research institutions who have the expertise and connections we need to find the solutions to our unique set of challenges.
- We will leverage our industry partnerships and expertise in carbon reduction and sustainability to ensure we are leading research and helping to define the future of sustainable healthcare.
- We will build our research capabilities and use our unique skills and assets to support wider economic regeneration in the Humber region.

Equipping for transformation

We will equip our people to innovate and transform

- We will work with training providers to build research skills and capacity into curricula so that we can develop more homegrown researchers and our clinical and professional staff are engaged in relevant research that contributes to continuous improvement of our services.
- We will foster creativity and entrepreneurship by giving greater autonomy to teams to deliver objectives within a framework.
- We will engage and involve our communities in research and innovation, giving them a voice and influence over shaping the solutions.

Partners



We cannot achieve success without the support of our partners, our people and our wider population. Working together is the only way to deliver healthcare services that will be sustainable for the future.

To deliver care that meets the changing needs of our population within our complex health and care system, we need to enable our people to operate in a different way – supporting patients and managing pathways of care across organisational boundaries. We must support our teams to embrace an outward-looking culture that values relationships and collaborative arrangements. This includes actively involving our patients, their loved ones and our wider communities in delivering excellent care and healthier communities.

Our ambition is to be an outward-looking organisation that is genuinely collaborative in all that we do, embedding a culture of shared ownership, shared risk, and collective reward.

We will be an organisation that responds to challenges by asking: “how do we solve this problem together?” rather than attempting to pass the responsibility onto someone else. We will be trusted by our partners to deliver on their behalf and have a reputation as an innovative, exciting organisation that is “open for business”.

We have high aspirations for our partnerships and whilst we will continue to work well with all our local partners, we will not be afraid to look beyond our immediate boundaries to find the organisations with the expertise, resources and level of ambition to help us to deliver for our patients, our people and our population.

We will solidify our existing partnerships and leverage the influence we have as a group to forge new relationships with people and organisations within and beyond the Humber.



Our Commitment

We will work well with others, build trust and develop ambitious partnerships for the future

We will deliver this commitment through actions in the following key areas:

5

Partners

Health and Care System

We will play a leading role in local health and care partnerships

- We will work with partners in each of our local areas, recognising the unique challenges and opportunities in each geography, taking time to build strong relationships with each place.
- We will build trust and credibility with our partners so that together we can take risks to deliver the type of radical change we need.
- We will make it easier for frontline teams to collaborate with other health and care providers at an operational level, encouraging joint ownership and collaborative problem-solving.

Education and learning

We will develop strong and diverse partnerships with education providers to grow the flexible, adaptable and resilient workforce we need for tomorrow

- We will forge strong partnerships with local schools, colleges, and higher education providers, to offer our staff a diverse range of accredited and non-accredited opportunities to build their skills, knowledge and expertise.
- We will work closely with regional educational partners to co-create career pathways with local student enrolments aligned to workforce demand, offering flexible career pathways and training routes that enable people at all stages of life to reach their full potential.
- We will collaborate with universities and private sector organisations to generate employment opportunities in other related industries

5

Partners

Local Economy

We will use our size and scale to bring national and international attention to the Humber region

- We will leverage the influence we have as a group to forge new relationships with wider academic and industry partners, to advocate for our region and its people and attract investment and increased attention into our area.
- We will forge new partnerships with industry – both local and further afield – to deliver our ambitious net-zero targets and play our role in driving economic regeneration on and around the Humber estuary.
- We will forge closer links with other like-minded organisations and influential institutions in the North, so that together we can have a stronger voice to advocate for our populations. Working together we will amplify our voice and ability to influence national policy.

Our Communities

We will define a new relationship with our communities

- We will take time to listen to our communities and to really understand their needs, wants and aspirations.
- We will be clear with our population about what we need from them – and what they can do to support their own health and wellbeing.

Public Purse and Planet



We operate within an extremely challenging context with a limited pool of resources – people, buildings, equipment, digital infrastructure and finances. Against this backdrop, demand for healthcare services is growing rapidly and will continue to do so based on all the population health projections. This means we need to do more with less – or find different ways of working so that we can meet the needs of our population.

At the same time, we must also consider the impact of our activities on our environment. Climate change is the greatest threat to human health in the 21st century, impacting everything from the types and numbers of cases we see to how and where we provide patient care. As healthcare providers, we have a responsibility to take action and lead by example in delivering care sustainably. Our goal is to be recognised as the leading NHS organisation in the country in our journey to achieving both net zero emissions and fostering climate resilience.

We will urge all our people, our patients and our population to be good stewards of our resources, looking after the planet and making the most of every penny of public money.

To deliver more sustainable services and ensure we are meeting the needs of our population, we need to radically change what we do and how we do it – this cannot be achieved by tinkering at the edges or asking our teams to just keep doing more of the same. This is an ambitious agenda, but one which we are committed to as an organisation. We will use all our resources well and look after the public purse and the planet.



Our Commitment

We will live within our means, deliver value-based care and reduce our impact on the planet

We will deliver this commitment through actions in the following key areas:

6

Public Purse and Planet

Efficiency and productivity

We will streamline processes and remove duplication

- We will have a laser focus on eliminating manual processes and workarounds and invest to save by building the digital infrastructure that allows us to remove all paper-based systems.
- We will put in place clear governance processes with as few steps as possible to enable fast and effective decision-making and implementation of change.
- We will deliver improved performance, efficiency, and productivity by embedding a culture of continuous improvement, giving teams greater autonomy to deliver with clear accountability for achieving the targets that have been set.

We will do things once

- We will look at every service and function to identify where improvements and efficiencies could be made by consolidating activities, teams and functions and doing things once across the system.
- We will review our physical estate and rationalise wherever possible – looking at our assets across the system, not just within our organisations.

Achieving our NetZero Goal

We will take seriously our commitment to reducing the impact of our activities on our environment

- We will focus on delivering future models of healthcare that are more sustainable and have a lower impact on the world around us.
- We will work towards rapid decarbonisation of our buildings, services and ways of working, focusing first on those areas where changes can make the biggest impact.
- We will foster greater resilience and adaptation in our buildings and service models, recognising the unique threats posed to our coastal and tidal areas.
- We will enable an inclusive transition that reduces inequalities and leaves no one and nowhere behind.

How we are going to get there

2025/26

Now that we have agreed and set out our strategic direction, we will work as a group to develop a set of supporting strategies and action plans that underpin the delivery of this overarching strategy. Much of this work is already underway and supporting strategies will be completed and published over the coming months.

People Strategy

Led by:
Group Chief People Officer
Completed by: Feb 2025

Research and Innovation Strategy

Led by:
Group Chief Medical Officer
Completed by: Aug 2025

Digital Strategy

Led by:
Group Chief Digital Officer
Completed by: July 2025

Quality and Safety Strategy

Led by: Group Chief Nurse and
Group Chief Medical Officer
Completed by: Aug 2025

Partnerships Strategy

Led by:
Group Director of Strategy and
Partnerships
Completed by: Sept 2025

Green Plan

Led by:
Group Director of Estates
Completed by: Oct 2025

Finance Strategy

Led by:
Group Chief Finance Officer
Completed by: Nov 2025

Clinical Strategy

Led by: Group Chief Medical
Officer and Group Chief Nurse
Completed by: Nov 2025

Health Inequity Action Plan

Led by: Group Director of
Strategy and Partnerships
Completed by: Jan 2026

Care Group Delivery Plans

Led by: Group Chief Delivery
Officer
Completed by: March 2026

Estates Masterplan

Led by:
Group Director of Estates
Completed by: June 2026

We will focus initially on stabilisation, getting the basics right and laying solid foundations to enable us to deliver **excellence**. At the same time, we will start to radically transform our ways of working, questioning everything we do and how we do it. We will give teams headspace to transform their services by agreeing early on which things we will stop doing and where we will focus our efforts.

We will publish a Group Operating Model, which will identify core areas of focus and deliverables for the coming two years. The operating model will set the framework for Care Group plans and delivery strategies across the group, ensuring that everyone is working in the same way, towards the same clear goals.

After two years, we will undertake a strategy re-refresh, reflecting on how far we have travelled and what we have yet to achieve to deliver our ambition to be one of the leading hospital groups in the UK, delivering **safe**, **sustainable** and **inclusive** healthcare services.

How we will know we have been successful

We have set ambitious targets, as we strive for excellence. We will measure our progress against a range of factors to ensure we are on track to achieve our strategic goals.

We will measure our success against the three big strategic goals we are aiming for with a combination of high-level and intermediate targets.

Strategic Goals	High-level Measure (in 5 years)
 Our Patients get the best care	• Rated Outstanding by CQC – we will be rated by the Care Quality Commission (CQC) as an Outstanding organisation. • Top 25% for performance – we will be in the top quartile of NHS Trusts in England for our performance against core constitutional standards for A&E, Cancer and Elective Care waiting times.
 Our People feel proud to work here	• 75% of staff recommend HHP as a place to work and be treated – in our national Staff Survey returns, three quarters of staff will say “Yes” when asked if they would recommend their organisation as a place to work and be treated.
 Our Population live more years in good health	• Gap in access for people from deprived areas halved – we will be able to demonstrate that we have improved access to services for people living in the 20% most deprived communities (Core20) and other health inclusion groups and reduced the gap with the most affluent by 50%.

We will not deliver these goals overnight and it will take significant work across our organisation to build the right foundations and to transform our ways of working so that they are more effective, efficient and meet the changing needs of our population.

A range of actions and measures will be described in each of our subsidiary strategies that will enable us to monitor and track progress on delivery of the strategy and these high-level goals.

These measures will be developed into a dashboard to enable leaders at all levels to track progress and hold colleagues to account for delivery of key actions.



Humber Health
Partnership



Group Strategy 2025- 2030

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