



Humber Health  
Partnership



# PARTNERSHIPS STRATEGY

2025 - 2028

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# 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**

# Partnerships Strategy

## 2025/28

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# Foreword

The publication of the government's 10 Year Health Plan reinforces the vital role of partnerships in delivering healthcare in the future. We cannot succeed in delivering what our population needs without strong collaborative relationships across our health and care system and beyond.

As our lives become ever more connected so too must our healthcare provision – we need services that work flexibly around people rather than expecting people and their health needs to fit neatly into organisational boxes. The only way to deliver joined-up care is for us as healthcare providers to join up and work together: to talk to one another, to share information, to trust one another and to hold each other to account, ensuring that in all we do we put the needs of our patients first.

Amongst our most important partnerships are those with the roughly one million people who live in our region and rely on the services we provide. As our population changes and health needs become increasingly complex, it is more important than ever that we work together with our population and take collective responsibility for our health and wellbeing.

By working together with our population, our people and our partners in the public, private, voluntary and community sectors, we can position the Humber at the forefront of the innovations that will change health and healthcare in our country.

There are so many great assets on our doorstep. This strategy sets out where we will focus and how we aim to work together to maximise the benefit of these assets and deliver the three core ambitions in our Group Strategy:

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



**Andy Haywood**

**Group Chief Strategy,  
Partnerships and  
Digital Officer**

# Who we are

The NHS Humber Health Partnership (HHP) is a group of two providers of acute, specialist and community healthcare services – Hull University Teaching Hospitals NHS Trust (HUTH) and Northern Lincolnshire and Goole NHS Foundation Trust (NLaG). Formed in August 2023, the Partnership brings together the strengths of both organisations, pooling resources and driving value through scale across a large region.

Our vision is: United by Compassion, Driving for Excellence.

The hospitals on either side of the Humber have been working ever more closely together over the last 25 years, ever since Castle Hill Hospital first started providing radiotherapy and other specialist cancer services for patients from Northern Lincolnshire.

Over the past two decades our collaborative journey has continued and now under our Group leadership model, we are operating with single leadership teams for all our clinical services across both banks of the Humber, helping to ensure we have sustainable models of care and patients across the region have equitable access to the best possible care.

We have developed this Partnerships Strategy to give clear direction to leaders across our organisation, ensuring energy and resources are targeted appropriately. It provides a roadmap of the key actions we will take to solidify existing partnerships and build the new and ambitious collaborations we need as to deliver our overarching ambition to be one of the leading hospital groups in the UK, delivering safe, sustainable and inclusive healthcare services. It also provides clarity for our external partners and stakeholders on our priorities and key areas of focus over the coming years.





**Our organisation in numbers...**

**Staff**

**19,500**

**Volunteers**

**600**

**Patient contacts every day**

**5,000**

**Population served**

**1,500,000**

# Where are we now

## Our track record of collaboration

This Partnerships Strategy builds upon a strong track record of collaboration and partnership working both within and beyond the Humber Health Partnership (HHP).

Despite operating under different systems of governance, our two member trusts increased their levels of cooperation and collaboration significantly over recent years, laying strong foundations for the formation of the group. The group model leverages the strengths of NLaG's position as a Foundation Trust and HUTH's standing as a University Teaching Hospital and tertiary centre, harnessing different strengths and clinical expertise across the respective organisations. The diversity within the group provides a strong platform upon which to build, enabling teams to rapidly adopt "best in class" models to develop stronger, more sustainable services across the sub-region.

Increasing collaboration is also evident across the wider health and care sector within the Humber and North Yorkshire region. Improved joint working between primary, secondary, community, mental health and social care provides a strong foundation on which to build a new neighbourhood model of care, in which services are better integrated and designed around the needs of patients and service-users.

Over recent years, both NLaG and HUTH have developed partnerships with organisations from a range of sectors. These key partnership relationships need to be strengthened and expanded as the group operating model becomes fully embedded – moving from multiple bilateral relationships to group-wide relationships that will drive increased value for our population.



## Where we are now

### **Our population**

Around 1 million people live in the Humber region, which is a diverse mix of industrial, urban, rural and coastal areas. Our population can expect to live shorter and less healthy lives than those living in other parts of England. Not only do people within the Humber have a lower life expectancy when compared to the England average but they are spending an increasing proportion of their lives living with serious health conditions.

The conditions in which people live and work, combined with the impact of deprivation, mean that a greater proportion of the Humber population have one or more long-term health condition. The life chances of people vary significantly across the Humber with many individuals and communities disproportionately affected by ill-health and premature death.

This puts a significant burden on healthcare services, with those living in the most deprived communities twice as likely to attend an Emergency Department as those living in the most affluent communities, increasingly likely to have multiple health conditions, more likely to deteriorate while waiting for surgery and least likely to be able to use digital solutions.

We have both a moral and an economic imperative to do what we can to improve the underlying health of our population. Access to healthcare services accounts for only a small proportion of an individual's health outcomes, with wider socio-economic factors playing a far greater role. We must therefore work in partnership with and support our patients, our people and our population to deliver on this health improvement agenda together.

# Where we are trying to get to - Our Ambition

## Our Strategic Goals

Our Partnerships Strategy is an enabling strategy that supports us to deliver our wider Group strategic goals, which are:

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



### Our patients get the best care

Delivering effective healthcare services that meet the diverse needs of our population cannot be done in isolation from other health and care organisations, local government, voluntary, community and social enterprise (VCSE) sector bodies, individuals, families, and carers. As care increasingly shifts from hospital to community, we need effective partnerships with organisations across the health and care system to deliver integrated services that are effective now and fit for the future.



### Our people feel proud to work here

Our people are our biggest asset and key to ensuring we deliver the best care for our patients. Working in partnership with our people, giving ownership, accountability and earned autonomy will ensure our services are the best they can be and our people are proud to call HHP their place of work. We also need strong and wide-reaching partnerships with education, training and skills providers, research, industry, and commercial bodies to deliver the workforce, innovation, and infrastructure we require to deliver excellent care in the future.

## Our population lives more years in good health

Many of the factors that impact on individuals and communities' health and wellbeing (their conditions of living or wider determinants of health) sit outside of our direct control as a provider of healthcare services. Nevertheless, as a large public sector body, a major employer, health and care sector leader, and a trusted voice within local communities our sphere of influence is significant. We have an important role to play in shaping decisions and advocating for better health for our people and communities. We can make a difference to the health of our population by leveraging our partnerships to maximise the impact we can have on the lives and life chances of our patients, our people, and our population.

## Our Partnership Ambition

To achieve these ambitions, we will strive to be good partners in all we do. We will work well with others, build trust and develop ambitious partnerships for the future.

**Our aim is to be 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".



# How we will get there - Our Action Plan

To achieve our Partnerships ambition, we will embed the strong foundations we have in place by continuing to play an active role in our health and care system, cementing existing partnerships belonging to each of our constituent organisations. We will build on these foundations by leveraging the strength of the group, expanding our influence, and building new collaborative arrangements across a range of areas.



## **Our Commitment**

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

We will deliver our partnerships ambitions in four key areas:

1. Our health and care system
2. Our education and learning partners
3. Our local economy
4. Our people and communities

In each of these spheres, we will take positive action to ensure we have the infrastructure and relationships in place to deliver the best care for our patients in services that our people are proud to work in and support our population to live healthier lives.

# Health and Care System



## Strategic Action:

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

The Humber is served by a complex and diverse health and care economy. This diversity creates opportunities to deliver services differently, leveraging the different assets of our social enterprises, voluntary sector organisations and wider health partners, with the potential to create new vehicles to deliver neighbourhood health services. It also creates challenges, particularly for an organisation as big as Humber Health Partnership (HHP), in identifying where best to invest energy and resources on collaborative arrangements.

Working in partnership with organisations across the health and care system is vital to the future sustainability of our services. Instead of passing patients back and forth between services and providers, increasing costs to the system and delivering poorer outcomes for patients, our clinical teams must work as part of an integrated system where care is organised around the person rather than organisational boundaries.

By working together we can:

- improve the quality and safety of healthcare services we deliver and improve access for our patients – helping more patients to get to the right care, first time.
- improve peoples' experience of care – by providing greater continuity through more joined-up care.
- deliver better outcomes for patients – by bringing together different clinical expertise to support patients in the best way.

- deliver better value for money – by reducing duplication and wasted effort and helping to ensure the right patients are being looked after in the right setting.

To deliver the government's vision for a Neighbourhood Health Service, these existing partnerships will become ever more important, providing the foundations upon which new service models can be built. As funding and resources shift from hospital into communities, it will be ever more important to have the right infrastructure in place within each of our neighbourhoods and communities to ensure specialist expertise are deployed into neighbourhood services in the most effective and efficient way possible. A key priority of this strategy is to work with stakeholders in each of our localities to actively shape our response to the 10 Year Health Plan and ensure we design the right partnerships and contractual arrangements to deliver neighbourhood care effectively in our geography.



## **Our Aim is:**

**to be a trusted partner in our health and care system, sharing risk and leading transformational change.**

## **This will help to deliver:**

**more effective services that better meet the needs of our populations and reduce health inequity.**

To deliver this aim, we will focus our efforts on the following **key actions**:

### **Actions:**

1. We will be good system leaders
2. We will increase day-to-day collaboration
3. We will give our teams permission and tools to collaborate by default

# **1**

## **Be good system leaders**

The Humber and North Yorkshire health and care economy has a complex system architecture, encompassing multiple sets of collaborative arrangements across multiple geographies and sectors. This system architecture has developed over time and will continue to change in response to local and national policy changes, particularly the reforms set out within the 10 Year Health Plan.

At the current time, there are a number of key collaborative arrangements in which Humber Health Partnership (HHP) takes a leading role.

We are committed to playing a full and active role across our system architecture and will respond to changes as they emerge. We will deploy leadership resource to actively participate and play our part in joint decision-making and strategic leadership. 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 ensure that all senior leaders are equipped and supported to work as system leaders – focusing on what is best for patients and the population and looking beyond their own organisational boundaries.

At the same time, we will ensure that such collaborative arrangements drive value for all partners, by reducing transactional costs and removing barriers to collaboration within frontline service delivery. Where collaborative arrangements lead to inefficiencies and duplication of effort or get in the way of delivering improved outcomes for patients and the population, we will hold ourselves and our partners to account and reduce or remove any structures or processes that do not add value to our system.

Our priority area of focus will be working with local authority, social care and community services partners to unlock capacity in the system and ensure, wherever possible, patients are treated in the right place at the right time. Working together we will address the challenges we see every day of patients staying too long in hospital when they would do better at home with wrap-around support. We recognise these are difficult challenges to solve and will work closely with partners to move resources around the system to ensure we are doing everything we can to avoid people coming to hospital when they don't need to or staying any longer than is absolutely necessary when they do come.

## 2

### **Increase day-to-day collaboration**

Effective engagement in system leadership is important for unlocking barriers and creating the operating environment for collaboration. However, the biggest impact of partnership working comes from ensuring strong links are in place at an operational level.

We will do more to facilitate partnership working on a day-to-day basis between frontline teams, encouraging joint ownership and collaborative problem-solving and working to unblock barriers and challenge cultures that are organisationally focused and do not support integration.

This will include actions such as:

- Looking at where we can physically bring teams together. Developing more joint working spaces so professionals from different organisations can work alongside and learn from one another on a day-to-day basis.
- Making it easier for staff and volunteers to move between organisations or work across the whole patient pathway without having to change employer.
- Making it easier to move money between organisations and different parts of the system where it supports more effective patient care and reduces overall costs within the system. This will include taking swift action to shift resources (both people and money) to work alongside primary and community colleagues to deliver services in a different way, supporting the transition to neighbourhood care.



2

- Identifying clinical, operational and back-office functions that could be delivered in a more joined-up way across organisations to support integration and improved productivity across the system.

By enabling more health and care professionals from different sectors with different employers to work alongside one another on a day-to-day basis, we will unlock ideas and enable multidisciplinary teams to solve problems and challenges together leading to better outcomes for patients and more efficient and effective healthcare provision.



3

### **Upskilling for collaboration**

Within our current health and care system there are a range of bureaucratic, behavioural and cultural barriers that prevent healthcare professionals from working together and putting in place more joined-up care. As we work together to unblock technical and administrative barriers, we will also seek to change behaviours by actively promoting collaboration and showcasing examples of the positive impact of joint working in our system.

We will provide opportunities for training and professional development to ensure our staff have the skills they need for working collaboratively across systems, as appropriate within their roles. This will include looking at how we deliver training jointly with other provider partners so teams from different parts of the system can learn and develop skills together.

We will deliver these changes through actions such as:

- Expanding the reach of the Humber Generalist School, diversifying the range of courses and learning methods offered to reach a wider cohort of staff
- Incorporating appropriate partnership working and collaboration goals as a core element within career development plans as these are introduced for all staff across the organisation
- Developing toolkits, training and practical support through our Transformation Academy to enable teams to work more effectively and confidently across organisational boundaries
- Providing training and support – in new business models, entrepreneurship, contract development – to our current and future leaders to build the skills and knowledge they will need to work differently in the future

By giving our staff the permission and the tools they need to work across organisational boundaries, we will increase collaboration in frontline service delivery, leading to reduced duplication, handovers and delays and contributing to the delivery of better outcomes for patients.

# Education and Learning Partnerships



## Strategic Action:

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

The health and care workforce of the future will look very different to the workforce today as service models change and we begin to fully exploit the potential of new innovations such as genomics and AI. In coming years, a smaller proportion of healthcare professionals will see their primary place of work as a hospital ward or clinic, instead our workforce will increasingly fulfil some or all of their role from neighbourhood health centres, call centres, telehealth hubs and in peoples' own homes.

To enable this shift, we need to fundamentally shift how we recruit, train and keep our workforce. Strong and mutually supportive partnerships with a diverse range of education and learning providers will be critical to our success. Our size and geographic spread offers greater opportunities to shape the market and ensure our current and future workforce can access the type of training and development that will meet the needs of our services in the future.

Working collaboratively will unlock a number of key benefits, including:

- Providing more diverse learning experiences for students and learners at all levels
- Increasing our ability to shape the curriculum to ensure our future healthcare professionals are equipped to deliver services differently

- Additional economic and societal benefits through increasing access into employment and training through collaborative efforts on widening participation
- Increasing the return on our collective investment
- Unlocking potential new funding streams through innovative partnerships and commercial joint ventures

Our people are our greatest asset; we need to work with them to transform what we do and how we do it.



## **Our Aim is:**

**to have strong and effective partnerships with education, learning and skills providers**

## **This will help to deliver:**

**effective learning and development opportunities for teams today and the flexible, adaptable and resilient workforce we need for tomorrow.**

To deliver this aim, we will focus our efforts on the following **key actions**:

### **Actions:**

1. We will build the innovative and forward-thinking partnerships we need to train our future workforce to meet the organisation's changing needs.
2. We will create inclusive opportunities for people in our communities, supporting local talent to flourish.

# 1

## **Re-shape how we train and develop our workforce**

As the way in which we deliver care changes, so too must the way we train and develop our workforce. This includes ensuring our workforce is fully digitally-literate, able to take advantage of the opportunities and productivity improvements that new technologies will unlock. It also means enabling our professionals to work in an increasingly multi-disciplinary way, working across organisational and geographical boundaries.

To do this we need to solidify and deepen the relationships we have with our Further and Higher Education partners, leveraging our strength as University Teaching Hospitals and ensuring we are making the most of opportunities to shape curricula and implement innovative new approaches to teaching and learning. We must also seek out new partnership opportunities in areas where we need to make more rapid change and upskill staff.

Some key areas for action include:

- Working with our education partners to increase opportunities for interprofessional learning to break down professional boundaries and foster collaboration.
- Co-producing – with our education partners – innovative approaches to undergraduate and postgraduate learning, such as student-led clinics and other experiential learning techniques, to improve the learning experience for students and support clinical services to develop and improve.
- Developing pathway-based learning opportunities that enable students to undertake placements across multiple organisations and increase learning opportunities within community and neighbourhood teams.
- Building the digital literacy and capability of our workforce by, for example, ensuring adequate provision is made within supplier contracts for training and onboarding of new technologies.



1

- Undertaking comprehensive workforce planning at service and organisational level to inform future workforce training needs and enable informed discussions with current and potential future training suppliers.
- Developing a clear vision for advanced practice across the organisation, ensuring consistency in job titles and definitions and identifying a sustainable funding model for future development of advanced practice roles in light of changes to the apprenticeship levy.

By working with a broad range of partners to diversify our approach to education and learning, we can ensure our teams are able to constantly adapt and deliver healthcare services that are fit for the future.



2

## **Grow our own local talent**

Across the NHS Humber Health Partnership, we employ over 19,000 people in a wide range of roles and professions, however, barriers exist that prevent some within our local communities from accessing the career development opportunities we can offer. Educational attainment rates in the Humber region are below national average and there are skills gaps within the local workforce.

As we develop our future workforce pipelines, we will support more inclusive growth through a targeted approach to training and workforce development, focused on widening participation and access. We will work in partnership with our education providers to establish a range of flexible routes into training and employment that will enable every one of our people to reach their full potential. Our People Strategy sets out in more detail how we will achieve this. Some key areas for action include:

- Working with schools and colleges to promote careers in health and care, removing barriers to entry and raising aspirations of our young people.
- Embedding and ensuring the long-term sustainability of our Careers Ambassadors network.
- Working with partners, such as the cornerstone employer network to engage with the local community and provide inclusive career opportunities for young people and job seekers.
- Prioritising widening participation in our partnerships with further and higher education providers and use of the reformed apprenticeship (skills) levy to ensure young people from disadvantaged communities have the best possible access to training and development opportunities.
- Working 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.
- Tackling discrimination, encouraging diversity and creating a sense of belonging. Ensuring that all staff, regardless of background, have equal access to career and job opportunities.

Partnership-working is vital to delivering our goals for widening participation and ensuring those living within the most deprived communities in the Humber have the same opportunities to develop rewarding careers within our health and care system as those living in the most affluent communities.

# Local Economy



## Strategic Action:

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

The size, scale and reach of the NHS means it influences the health and wellbeing of communities simply by being there. Our size and scale as a group enables us to do more to leverage this influence and maximise the benefits to the Humber.

As a major employer, and source of high-skilled jobs, we contribute significant value to the local economy. We are one of the largest employers in the region with over 19,000 members of staff. In the last five years we have generated circa £35 million inward investment into the system for clinical trials and research and secured a total of £68 million of external funding for decarbonisation schemes, helping to deliver our ambitious Net Zero targets.

Working collaboratively with a broader range of partners can leverage significant benefits to our organisation and to the region's economy, including:

- Driving inward investment into the region – by attracting investment into clinical research, innovation and infrastructure projects.
- Supporting delivery of our NetZero commitments – by leveraging research and infrastructure investment to identify opportunities for delivering sustainable healthcare for the future.
- Attracting and retaining top talent – by increasing opportunities for our workforce to

lead and participate in world-class research and innovation.

- Building the reputation of the region – by bringing high-profile research and development opportunities into the organisation.
- Supporting local businesses and working with local suppliers to build resilience.

Working together as a group we have a significant asset base within the Humber's local economy. We will utilise these assets to drive good growth in our local economy, building and retaining talent within our region and supporting broader health improvements for our population.



## Our Aim is:

to play a more prominent role in supporting inclusive and sustainable growth in the Humber economy.

## This will help to deliver:

improvements in the conditions of living (wider determinants of health) in our most deprived communities and high aspirations for our people and our population.

Over the coming three years, we will cement our relationships with key partners and develop new and ambitious collaborations to support inclusive growth and drive improvements to the health and social wellbeing of our population, working with our Combined Mayoral Authorities and other local government partners. 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.

To deliver this aim, we will focus our efforts on the following **key actions**:

### Actions:

1. We will increase inward investment into the Humber for health and life science innovation.
2. We will leverage industry partnerships and expertise in carbon reduction to deliver our ambitious Net Zero targets and cement our role as leaders in the delivery of sustainable healthcare.
3. We will forge closer links with other like-minded organisations and influential institutions in the North of England, so that together we can have a stronger voice to advocate for our populations.



# 1

## Research and innovation

The Humber region has a strong asset base within the health technology, pharmaceutical and life sciences sector. As an organisation, HHP is in a strong position to attract further investment into the region for collaborative research and innovation, driving improved outcomes for our population. Our strong relationships with local universities, coupled with the availability of advanced manufacturing capabilities on our doorstep provides a platform on which to make the region a national hub for innovation that generates cutting edge solutions to our healthcare challenges.

The demography of the Humber region, with its diverse population, mix of rural, urban and coastal communities and levels of morbidity and mortality within the population, presents a unique opportunity to work differently with academic institutions and industry innovators to develop new technologies and innovative approaches to healthcare delivery.

Some of the actions we will take include:

- Developing innovation hubs to support collaboration with academic institutions and industry partners, enabling resource sharing and scaling of innovations.
- Supporting the growth of healthcare-related local start-ups by facilitating access to our research facilities, mentorship, and expertise.
- Supporting cross-sector research initiatives that bring together the scientific expertise of academic researchers with the technological and financial resources of industry partners for the benefit of the population.
- Forging new large-scale commercial partnerships to deliver innovative solutions to our big population health challenges – looking nationally and internationally to find the right partners with the ambition and expertise to deliver what we need.
- Expanding our research programmes for clinicians, nurses, midwives and allied health professionals, so that we can attract, develop and retain skilled professionals and researchers to the Humber region.
- Hosting regional and national research conferences to raise the profile of HHP and the Humber region as a leader in healthcare research innovation, attracting new investment and fostering wider economic regeneration.

Collaboration sits at the heart of our Research and Innovation Strategy, which sets out in more detail how we will deliver these actions.

## 2

### **Build sustainably and inclusively**

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 net zero emissions and fostering climate resilience. 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 services and ways of working, foster greater resilience and adaptation in our buildings and service models and enable an inclusive transition that reduces inequalities and leaves no one and nowhere behind.

Key actions we will take include:

- Working with academic partners, local schools and staff to encourage innovation and ideas which contribute to delivering our Net Zero goals.
- Collaborating and sharing best practice on carbon reduction and achieving Net Zero goals with local businesses (SMEs).
- Working with partners across local government and the private sector to support patients, visitors, staff and contractors to travel in more sustainable ways.
- Working with sustainable, ethical, and local suppliers to meet our Net Zero targets.
- Ensuring the right partnerships are in place to build sustainability into all new facilities and improve the climate resilience of our sites and services.
- Working with Local Resilience Forum (LRF) partners to ensure co-ordinated emergency and climate change adaptation planning is in place.
- Supporting partners in the voluntary and community sector to plant trees, encourage biodiversity and improve the health of local people by providing access to our green spaces for green social prescribing.

Collaboration is essential to delivering these goals. Partnership working with academic institutions and research organisations will allow us to access research funding and identify actions we can take to reduce our impact on the environment. As set out in our Green Plan, Partnerships with local industry and leaders in the renewable energy sector will ensure we continue to be at the forefront of NHS organisations in our carbon reduction and delivery of Net Zero.

ΕΣ.Π.Τ.Ε



# 3

## Leading voice for the North

The North of England economy produced £386 billion Gross Value Added (GVA) in 2021, equivalent to almost 19% of the overall UK economy. Health innovation is one of the prime capabilities of the north of England's economy (as identified by the Northern Powerhouse Independent Economic Review). Achieving the untapped potential of the North requires working together at scale across the whole region to shape policy decisions, resource allocation and wide-scale change. Even as a group across the Humber, we are not big enough to fully exploit these opportunities.

There is a role for organisations in the North to work together to influence policy-making on health and wider areas that impact on health. There are significant similarities between the health needs of populations in Grimsby and Blackpool or Hull and Liverpool. By collaborating across the North, we can raise the profile of the distinct challenges and the innovative solutions our communities and partners are developing.

Key actions we will take include:

- Continue to build and strengthen our regional networks through the Collaborative of Acute Providers (CAP) and neighbouring acute collaboratives (e.g., WYAAT).
- Develop our clinical networks across Yorkshire and Humber and seek opportunities to grow these further across the North.
- Ensure we are playing a full part in (and getting full benefit from our membership of) Health Innovation Yorkshire and Humber (and the Health Innovation North network) to leverage investment into health and life sciences into our organisation/region.
- Explore opportunities to work with neighbouring tertiary providers on policy and influencing within and beyond the health sector.

# People and Communities



## Strategic Action:

We will define a new relationship with our communities

Within the communities we serve, people are increasingly living with one or more long-term health conditions. The combined impacts of deprivation and ageing are putting increasing pressure on hospital services, with emergency admissions and demand for planned care both continuing to grow.

To deliver sustainable healthcare services in the future, we must reshape what we do and how we do it. We need a new, more collaborative, relationship with our patients where our services enable individuals to have more control over their own health and how they interact with us as a provider. The digital transformation within the NHS will support this shift by putting more power in the hands of patients who will increasingly interact with our services through the NHS App. We must adapt our culture and ways of working to support this change and work with partners to tackle barriers such as digital exclusion, so no one is left behind.

Working in partnership with our patients and service-users will deliver a number of benefits over time, including:

- Better clinical outcomes – through increased prevention and earlier intervention.
- Reduction in demand for urgent and emergency care – through better management of long-term conditions, helping us to cope better with anticipated increases in demand driven by population changes.

- Reduction of health inequity – through better identification of unmet needs and improved services for people living in the most deprived areas and other inclusion health groups.
- Delivering better value – by implementing shared decision making and what matters most to individual patients.
- A healthier population – by encouraging and supporting local people to make small changes in their own lives that can improve their overall health and wellbeing.

Re-defining our relationship with our patients and our population will require us to redesign our clinical models to enable more supported self-management of conditions, more responsive interventions and more preventative care.



## Our Aim is:

to change the dynamic of our relationship with local people from one that is characterised by dependence and paternalism to one of collaboration and co-ownership.

## This will help to deliver:

a more active, engaged, health-improving population.

Working with our partners in the NHS, local government, the voluntary, community and social enterprise (VCSE) sector, education and industry, we will support our populations to be actively engaged in their own health and wellbeing.

We will do achieve this aim by undertaking **key actions** in the following areas:

### Actions:

1. We will build trust and confidence by listening and learning
2. We will reshape our models of care so that they support and enable more effective self-management
3. We will support our frontline staff to equip their patients to make small but impactful changes to their health and wellbeing
4. We will support our partners to equip communities to positively engage in improving their own health and wellbeing



# 1

## **Build trust and confidence by listening and learning**

For our work in this area to be impactful, we need to be a trusted voice in our local communities. We will achieve this through demonstrating that we are listening, learning and open to challenge.

We will take time to listen to our communities and to really understand their needs, wants and aspirations. We will put in place effective systems, at both an individual and a corporate level, to actively listen to patients, their loved ones and wider communities and ensure we are constantly learning from the feedback we receive. We will actively share learning from when things have not gone well and demonstrate how we are listening and learning.

We will work with our patients, loved ones, staff and wider communities to design services and seek to involve our communities in making difficult decisions about how to use scarce resources within our system.

How we will achieve this will be addressed through a refreshed patient experience and involvement action plan. This will include actions such as:

- Ensuring that simple and effective mechanisms are in place for patients and loved ones to share concerns, complaints and compliments and that an effective process for learning from complaints and feedback is also in place.
- Ensuring that simple and effective mechanisms are in place for staff to identify areas of concern and that an effective process for learning is also in place.
- Provide training and tools to staff to enable them to use co-design within their services. Work with teams to embed engagement and involvement as a cultural norm and the way we undertake work across our hospitals.
- Actively promote and communicate how and where things have changed based on feedback. Build trust with communities by closing the feedback loop, explaining why it has not been possible to take on board suggestions as well as highlighting when changes have been made.

## 2

### **Reshape our models of care**

Over the coming years, we will transform our services, enabling our patients to take greater control over when and how they interact with our services, book appointments and communicate with their healthcare team. This will include looking at how we support our patients and service users to manage their own health conditions and access the support they need in a more timely and responsive manner.

To do this, we will need to change the way in which clinical services are organised, how and when professionals are deployed and the systems we use to interact with our patients. These changes are set out in more detail in our Clinical Strategy, but will include actions such as:

- Turning our approach to outpatient services on its head so that hospital-based outpatient appointments become the exception rather than the norm.
- Increasing our use of virtual and remote monitoring and ensuring our services are geared up to maximise the potential of wearables and smart devices for our patients – this will include working with partners and leveraging external funding to address digital poverty within our communities.
- Changing our approach to booking and scheduling of appointments and reviewing access routes into services

As we redesign how and where we provide clinical services, we will put patient choice and control at the centre of service design, re-enforcing the shift from paternalistic to collaborative in every interaction.

## 3

### **Make Every Contact Count**

Every day upwards of 15,000-20,000 people come through the doors of our organisation – this includes patients, staff, visitors, loved ones, suppliers, contractors, students and volunteers. This means that every single day we have a captive audience almost equivalent to a full MKM Stadium, which presents a huge opportunity to make a positive difference.

Over the period of this strategy, we will develop a robust and structured approach to making every contact count within our organisation. We will work with our teams to build their confidence, skills and expertise so that they can make more of an impact through their daily interactions to provide 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.

This will include actions such as:

- Working with partners to ensure effective support services are in place and are easy to access/refer into for patients and frontline staff (e.g., tobacco dependency service, mental health liaison teams).
- Partnering with public health colleagues within local government to develop simple tools and campaigns for staff to engage in health promotion conversations with colleagues, patients and visitors.
- Partnering with Local Authority colleagues to provide training and development opportunities in Making Every Contact Count (MECC) for clinical and non-clinical staff, recognising the importance of the interactions our porters, catering and facilities teams have every day with patients, families and loved ones.

# 4

## Support our population to live well

We need our patients and wider communities to be engaged and active in wanting to improve their health and quality of life. We will play our part in this by supporting our partners in local government, industry and the VCSE sector to ensure that health promotion and health improvement campaigns are as effective as possible, targeting the right populations and tackling the right issues. We will use our scale, reach and connections to support initiatives that are ambitious and transformative for our population. We will support our partners in efforts to improve health literacy and digital inclusion, helping to tackle key drivers of health inequity.

This will include actions such as:

- Providing clinical input and expertise to increase effectiveness of campaigns.
- Providing data and insight to shape priorities for campaigns (identifying factors impacting on poor health outcomes and key target audiences).
- Providing appropriate access to patients, staff and other target audiences to undertake engagement exercises.
- Amplifying campaigns using our voice and reach through a range of channels.
- Working with a range of partners including charities, voluntary groups and private sector bodies to provide expert advice and support to health promotion and behaviour change.



# How we will know we are successful

The Partnerships Strategy is an enabling strategy and designed to support delivery of wider strategic objectives of the organisation:

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

We will therefore measure the success of this strategy through a range of direct measures, which demonstrate we are taking the required actions identified in this strategy and indirect or impact measures, which demonstrate that these actions (alongside other actions being undertaken by the organisation) are delivering our strategic goals.

These measures are summarised in the table below and will be reviewed and refreshed as required over the lifetime of this strategy.

Our aim is...	This will help to deliver...	Some of the key measures we will use to demonstrate delivery include...
<p data-bbox="124 996 481 1037"><b>Health and Care System</b></p> <p data-bbox="140 1081 344 1308">To be a trusted partner in our health and care system, sharing risk and leading transformational change.</p>	<p data-bbox="480 1081 810 1211">More effective services that better meet the needs of our populations and reduce health inequity.</p>	<ul data-bbox="932 1081 1449 1507" style="list-style-type: none"> <li>• Feedback from partners and strategic stakeholders (360° review)</li> <li>• Number of programmes HHP is undertaking a leadership role (%age change on previous year)</li> <li>• Performance/impact metrics:               <ul data-bbox="975 1279 1449 1507" style="list-style-type: none"> <li>▪ Average number of days from discharge ready date and actual discharge date</li> <li>▪ Readmission rate band</li> <li>▪ Percentage of people waiting over 6 weeks for a diagnostic procedure or test</li> </ul> </li> </ul>
<p data-bbox="124 1615 619 1655"><b>Education and Learning Partners</b></p> <p data-bbox="132 1700 355 1892">To have strong and effective partnerships with education, learning and skills providers.</p>	<p data-bbox="480 1700 810 1892">Effective learning and development opportunities for today and the flexible, adaptable and resilient workforce we need for tomorrow.</p>	<ul data-bbox="932 1700 1453 2058" style="list-style-type: none"> <li>• Feedback from partners and strategic stakeholders (360° review)</li> <li>• Utilisation of Growth and Skills Levy within the organisation</li> <li>• Fill-rate of trainee-grade posts (across all disciplines/professions)</li> <li>• Performance/impact metrics:               <ul data-bbox="975 1924 1426 2058" style="list-style-type: none"> <li>▪ National Education and Training Survey overall satisfaction score</li> <li>▪ NHS staff survey education and training theme score</li> </ul> </li> </ul>

## Our aim is...

## This will help to deliver...

## Some of the key measures we will use to demonstrate delivery include...

### Local Economy

To play a more prominent role in supporting inclusive and sustainable growth in the Humber economy.

Improvements in the conditions of living (wider determinants of health) in our most deprived communities.

- Feedback from partners and strategic stakeholders (360° review)
- Direct investment for R&D (change over time)
- Number of research collaborations
- Percentage of staff who are research-active
- Direct investment to support carbon reduction and delivery of Green Plan
- Indirect/impact measures:
  - Investment in life sciences in the Humber region (change over time)
  - Regional GDP/head

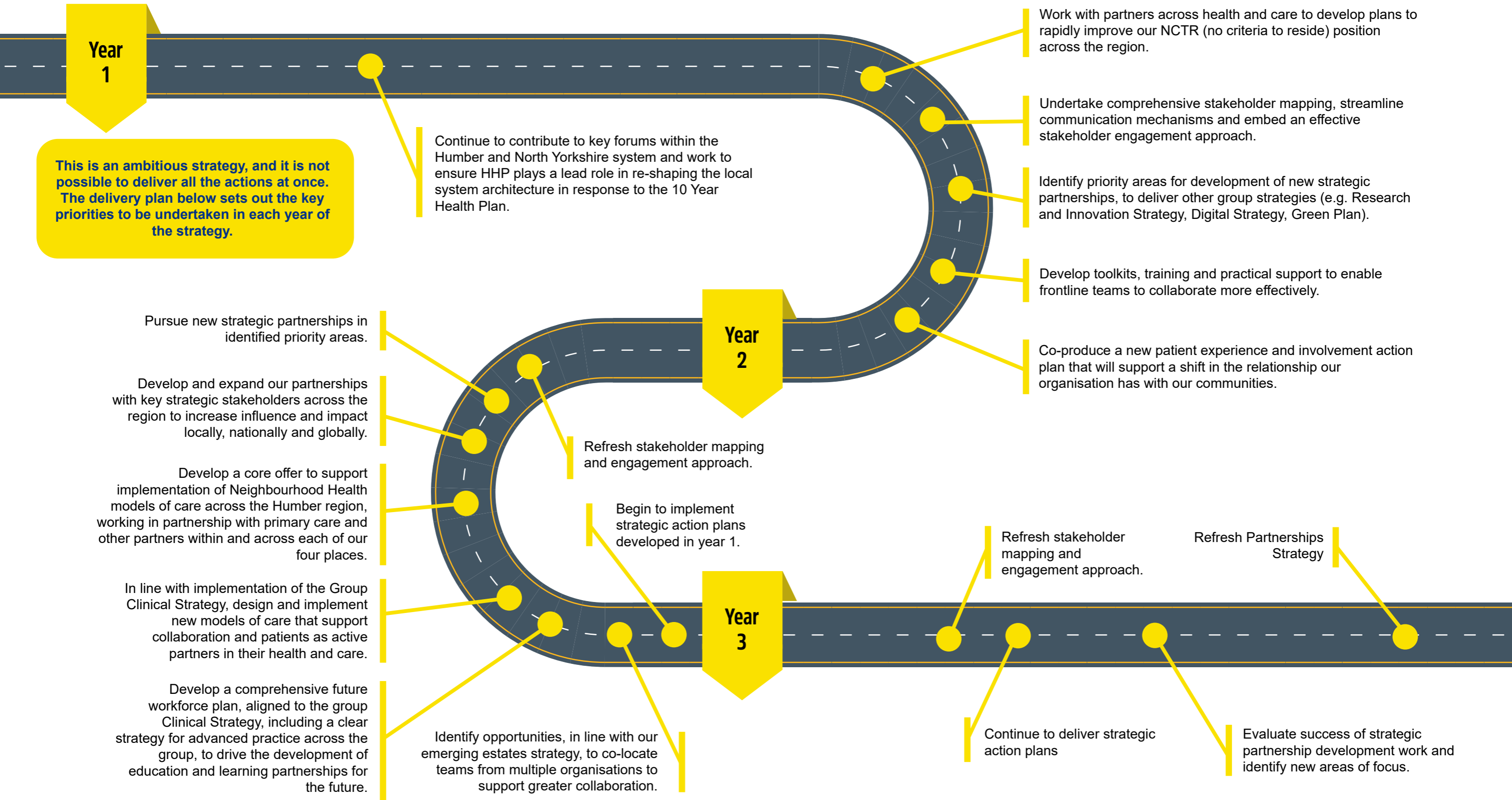
### People and Communities

To change the dynamic of our relationship with local people from one that is characterised by dependence and paternalism to one of collaboration and co-ownership.

A more active, engaged, health-improving population.

- Number of complaints (reduction over time)
- Patient experience measures including:
  - National surveys
  - Friends and Family Test
- Percentage of patients on PIFU pathways
- Number of staff trained in MECC
- Performance/impact metrics:
  - Percentage of inpatients referred to in-house tobacco treatment services who make a supported attempt to quit stop smoking

# Our roadmap for delivery





**Humber Health  
Partnership**

**Partnerships Strategy 2025- 2028**

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