



# MY Trust Strategy 2026-2029



# Introduction

Mid Yorkshire Teaching NHS Trust has made significant progress over recent years through the delivery of Delivering MY Future 2023–2029. The strategy established a clear vision and ambitious long-term aspirations for our organisation, our staff, and the communities we serve.

As we move into the next phase of organisational recovery and improvement, the Trust is now adopting a more focused strategic approach for the period April 2026 to March 2029.

This consolidated strategy reflects the operational, workforce, financial and quality challenges facing the NHS nationally and locally. It recognises the need to concentrate organisational effort on a smaller number of clear priorities that will support recovery, improve patient care, strengthen performance, and ensure long-term sustainability.

The strategy retains our Vision and Values, which remain well understood across the organisation and continue to guide the way we deliver care and work together. However, it marks a deliberate shift away from the previous five strategic goals and replaces them with four focused Trust Priorities centred on recovery, improvement and delivery.

These priorities will guide decision-making, planning and improvement activity across the organisation over the next two years and will align directly with our operational delivery plans, performance objectives and transformation programmes.

While this strategy has a strong focus on recovery and stabilisation, it also creates the foundations for longer-term transformation and improvement beyond 2029.

# About Mid Yorkshire Teaching NHS Trust

The Trust provides hospital services from its three hospital sites in Wakefield, Pontefract and Dewsbury, to a population of around 560,000, and also delivers a range of community services primarily to the 370,000 population of Wakefield.

Through our units at Pinderfields Hospital we provide specialist burns care and specialist spinal cord injury rehabilitation to a large population across the Yorkshire and Humber region.

Being an active member of the West Yorkshire Integrated Care System enables us to work in partnership to transform services by sharing and gaining knowledge and experience of best practice in health care, leading to better patient outcomes.

## Some key facts about our population include:



1 in 3 people have had a common mental health disorder at some point in their lives



Both districts have high rates of obesity



75% of our births are in areas of higher than average deprivation, infant mortality is higher than the national average and is increasing, with the rate being particularly high in Kirklees



Cardiovascular Disease (CVD) risk in people aged under 75 years is above average, particularly in men



28% more admissions to hospital which are attributable to smoking, than the average in England overall, and whilst smoking rates are falling, they are still higher than average



A high proportion of people have long term conditions, particularly amongst people from black and minority ethnic communities

## Strategic Context

The NHS continues to face significant and sustained pressures, alongside increasing demand for urgent and emergency care, growing waiting lists, workforce shortages, financial constraints and rising public expectations.

### Across Mid Yorkshire Teaching NHS Trust, these pressures are reflected in:

- Increasing demand across urgent and emergency care pathways
- Delays in patient flow and discharge
- Continued pressure on elective recovery and waiting times
- Workforce availability and specific recruitment challenges
- Financial constraints and productivity expectations
- The need to continuously improve quality and patient safety

At the same time, the Trust remains committed to working collaboratively with our partners across Wakefield, North Kirklees and the West Yorkshire Integrated Care System to improve health outcomes, reduce inequalities and strengthen local services.

This strategy balances immediate recovery priorities with our continued ambition to deliver high-quality, sustainable and compassionate care for the populations we serve.

# Our Vision, Mission and Values

## Our Vision is...

***'To achieve excellent patient experience each and every time'***

Our Vision remains unchanged and continues to reflect our collective ambition to deliver outstanding care and experience for every patient.

## Our Values:

Our Values underpin how we work together, support one another and deliver care for our patients and communities.

### CARING

Ensuring quality of care is at the heart of everything we do.

### HIGH STANDARDS

Taking responsibility for providing the best services and patient experience.

### IMPROVING

We always look for ways to improve what we do. We encourage involvement, value contributions and listen to and positively act on feedback.

### RESPECT

Showing value and respect for everyone and treating others as they would wish to be treated.

# Our Recovery and Improvement Strategy

Between April 2026 and March 2029, the Trust will focus on four clear organisational priorities.

These priorities reflect the areas where focused improvement is required to support recovery, improve patient outcomes and experience, strengthen organisational performance and ensure long-term sustainability.

This approach represents a deliberate move away from a broader strategic framework towards a more focused set of priorities that will enable teams across the organisation to align improvement activity and deliver measurable outcomes.

## Our Priorities



### Access to care

Faster discharges and fewer admissions to cut waits and reduce corridor care. Reduce waiting times so more patients are treated within 18 weeks.

> Patients seen sooner



### Quality of care

Reducing incidents of harm by keeping patients safe in our care.

> Reliable, safe and effective care



### Staff experience

Improve staff availability and ensure we have the right people in place to deliver a better staff experience.

> Better care delivery



### Finance

Deliver our financial improvement plan by using our resources more effectively to deliver better patient care.

> Services are sustainable



= **An excellent patient experience each and every time.**



# Our Priorities



## Access to Care

Faster discharges and fewer admissions to cut waits and reduce corridor care.  
Reduce waiting times so more patients are treated within 18 weeks.

Timely access to care remains one of the most significant challenges facing the NHS and our Trust. Improving patient flow and reducing delays across urgent, emergency and elective pathways will be central to our recovery efforts.

### We will:

- Improve patient flow through faster discharge processes and reduced delays
- Reduce avoidable admissions through improved pathways and partnership working
- Reduce corridor care and improve patient dignity and experience
- Improve urgent and emergency care performance
- Increase the number of patients treated within 18 weeks
- Reduce long waits for diagnostic and elective care
- Strengthen collaboration with Place and system partners to improve capacity and flow across health and care services

### We will measure success through:

- Improved emergency care performance
- Reduction in corridor care
- Reduced delayed discharges
- Increased elective activity and productivity
- Reduction in patients waiting over 18 weeks
- Improved patient experience and flow



## Quality of Care

Reducing incidents of harm by keeping our patients safe.

Delivering safe, high-quality care remains our highest priority. We are committed to reducing avoidable harm, strengthening learning and continuously improving outcomes and experience for patients

### We will:

- Strengthen patient safety systems and learning culture
- Reduce incidents of avoidable harm
- Improve clinical quality and outcomes
- Embed continuous quality improvement across services
- Improve infection prevention and control
- Strengthen governance and assurance processes
- Improve patient experience and involvement
- Support compassionate and personalised care

### We will measure success by:

- Reduction in patient safety incidents
- Reduction in avoidable harm
- Improved clinical outcomes
- Improved CQC and regulatory assurance
- Improved patient experience measures
- Increased learning from incidents and complaints
- Reduction in complaints and PALS inquiries





## Staff Experience

Improve staff availability and ensure we have the right people in place to deliver better staff experience.

Our staff are our greatest asset. Supporting, developing and retaining our workforce is essential to delivering safe and sustainable services.

### We will:

- Improve workforce availability and reduce vacancy rates
- Strengthen recruitment and retention
- Improve staff wellbeing and support
- Develop compassionate and inclusive leadership
- Improve equality, diversity and inclusion
- Strengthen workforce planning and succession planning
- Increase opportunities for learning, development and career progression
- Improve staff engagement and listening
- Reduce reliance on temporary staffing

### We will measure success by:

- Improved staff survey results
- Reduced vacancy and turnover rates
- Reduced sickness absence
- Improved workforce availability
- Improved recruitment and retention
- Increased staff engagement and wellbeing measures



## Financial Recovery

Deliver our financial improvement plan by using our resources more effectively to deliver patient care.

The Trust must restore financial sustainability while continuing to improve patient care and performance. This requires a strong focus on productivity, efficiency and value.

### We will:

- Deliver the Trust's financial improvement plan
- Improve productivity and operational efficiency
- Reduce waste and unwarranted variation
- Strengthen financial accountability across all areas of the organisation
- Improve the use of workforce, estate and digital resources
- Deliver sustainable cost improvement programmes
- Continue to invest in services and infrastructure that improve patient care and outcomes
- Work collaboratively with system partners to maximise value and sustainability

### We will measure success by:

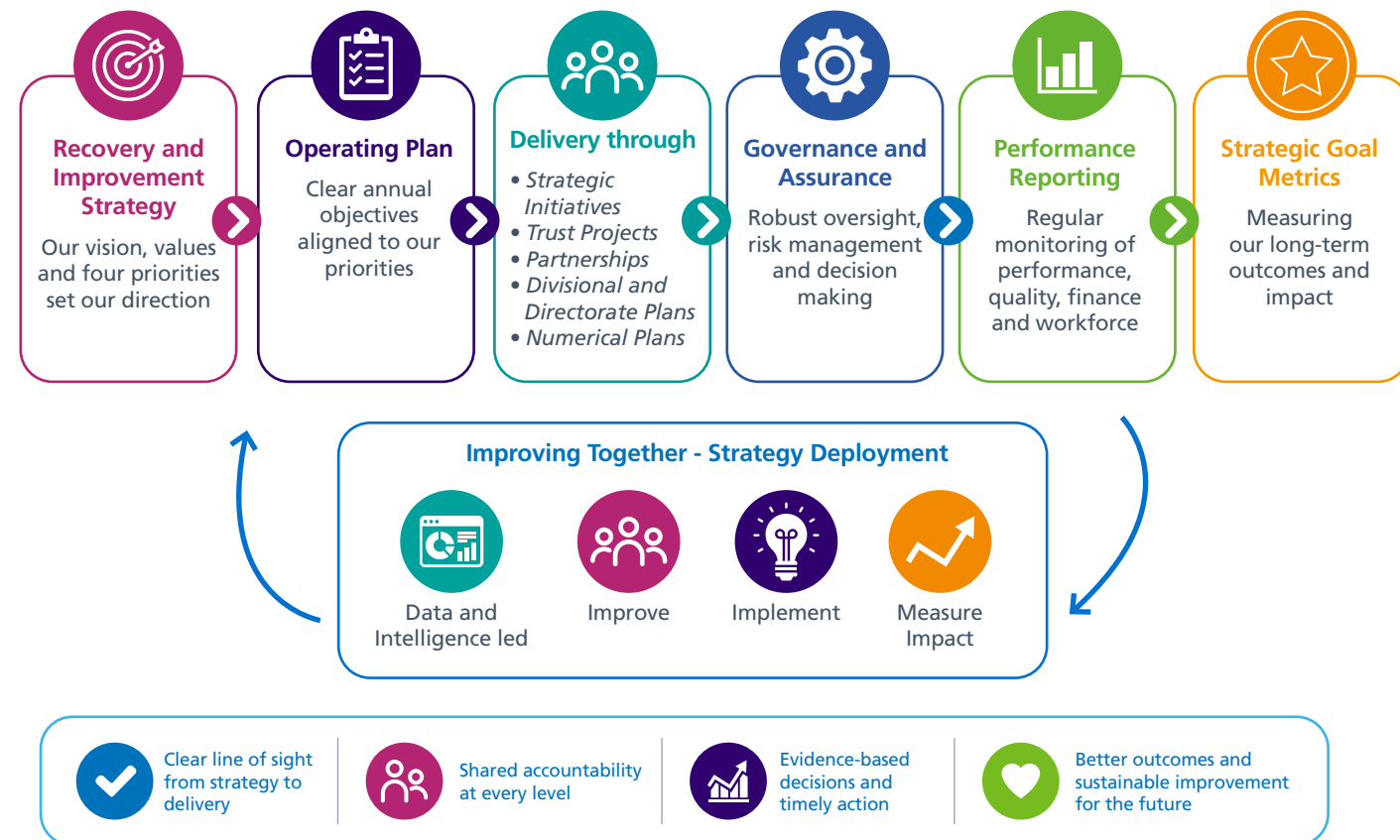
- Delivery of financial plan and control totals
- Improved productivity metrics
- Reduced agency and temporary staffing expenditure
- Delivery of efficiency and improvement programmes
- Improved use of resources and assets
- Sustainable financial performance



# Delivering Our Strategy

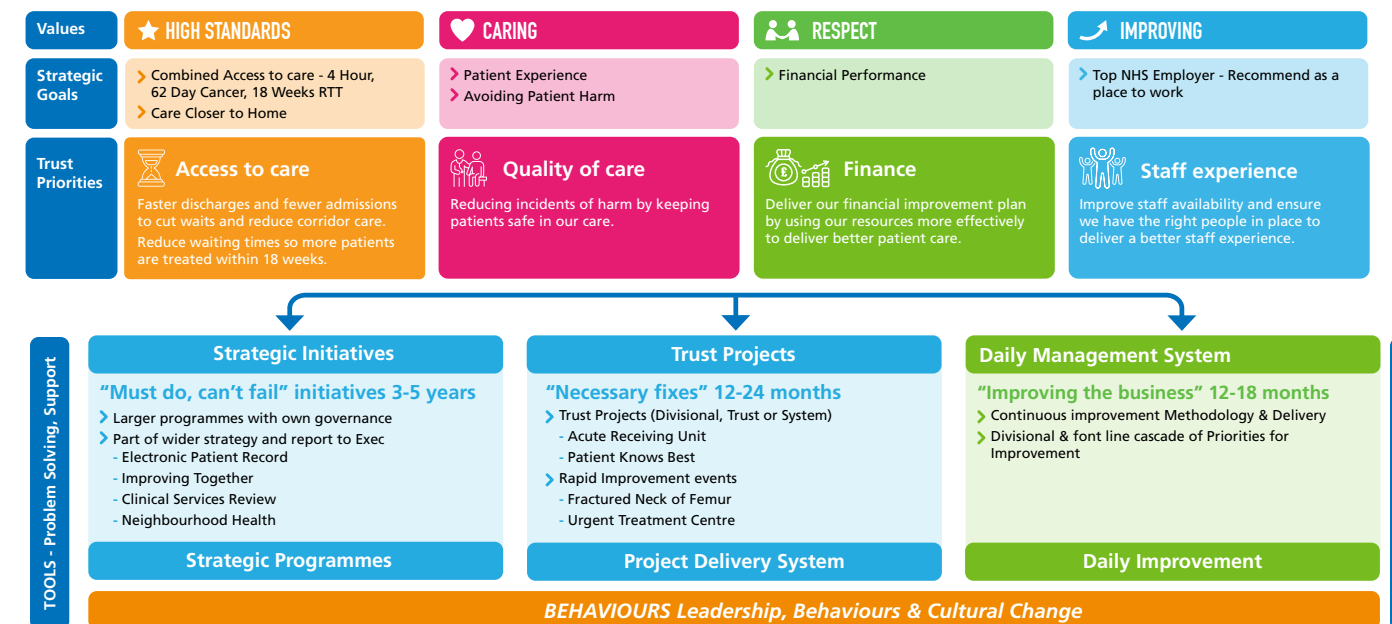
## Operating Plan Delivery Framework

Turning our Recovery and Improvement Strategy into measurable outcomes



### Improving together

To achieve excellent patient experience each and every time



#### Enablers

- > Representative Workforce
- > Carbon net zero
- > MY Community Promise
- > Health Inequalities
- > Education and Training
- > Clinical Research

To support delivery of our four priorities, the Trust will continue to develop key enabling strategies and Strategic Initiative programmes.

These enablers will provide the infrastructure, capability and partnership arrangements required to support sustainable improvement and recovery.

### Enabling Strategies

**MY Strategy for Delivering Outstanding Quality 2023-2028:** Supports delivery of the Trust's priorities by strengthening patient safety, improving quality and experience of care, embedding continuous improvement, and developing a culture where learning, innovation and partnership working drive better outcomes for patients and communities.

**MY People & Culture Strategy 2024-2028:** Supports delivery of the Trust's priorities by developing a skilled, inclusive and compassionate workforce, improving staff experience, strengthening leadership and wellbeing, and ensuring the Trust has the people and culture required to deliver safe, high-quality patient care.

**MY Digital Future Strategy 2025-2030:** Supports delivery of the Trust's priorities by using digital technology, data and innovation to improve access to care, patient safety and experience, workforce productivity, and the efficient delivery of sustainable healthcare services.

**MY Research and Innovation Strategy 2024-2028:** Supports delivery of the Trust's priorities by embedding research and innovation across the organisation, strengthening partnerships and workforce capability, and developing innovative approaches that improve patient outcomes, experience and population health.

**During 2026/27 we are undertaking a major review of our long-term Clinical Strategy and consequently updating our Clinical Estates Strategy.**

### Strategic Initiatives

**Improving Together:** A Trust-wide improvement and cultural transformation programme that embeds continuous improvement, strengthens leadership behaviours and supports delivery of the Trust's priorities through data-driven improvement and frontline engagement.

**Neighbourhood Health:** A system-wide approach to delivering more integrated care closer to home through stronger partnership working, multidisciplinary neighbourhood teams and improved prevention, early intervention and community-based care.

**Long Term Clinical Configuration:** A strategic review and redesign of clinical services to ensure they remain safe, sustainable, financially viable and aligned to future population health needs and system priorities.

**Electronic Patient Record (EPR):** A major digital transformation programme to implement a modern, integrated patient record system that improves patient safety, clinical effectiveness, workforce productivity and connected care across the Trust and wider system.





# How we will work

Delivering excellent patient experience each and every time

How we work together every day is rooted in our Values and Behaviours and enables us to deliver our Recovery and Improvement Strategy.

## ♥ CARING

Ensuring quality of care is at the heart of everything we do.

- Compassion
- Listening and understanding individual needs
- Patient-centred care
- Kindness and thoughtfulness

## ★ HIGH STANDARDS

Taking responsibility for providing the best services and patient experience.

- Accountability
- Professionalism
- Right first time, every time
- Speaking up about concerns

## 🔄 IMPROVING

We always look for ways to improve what we do. We encourage involvement, value contributions and listen to and positively act on feedback.

- Continuous learning and reflection
- Innovation and new ideas
- Using data and intelligence
- Working together to solve problems

## 👥 RESPECT

Showing value and respect for everyone and treating others as they would wish to be treated.

- Inclusion and valuing diversity
- Fairness and consistency
- Dignity and privacy
- Valuing and considering others



# How We Will Work

Delivering the Recovery and Improvement Strategy will require strong leadership, a shared commitment to improvement and a culture that enables our people to deliver the best possible care for our patients and communities.

We will work together across the organisation and with our partners to create an open, inclusive and improvement-focused culture where staff feel valued, supported and empowered to contribute to change and continuous improvement.

Through this approach, we will strengthen organisational culture, improve staff experience and ensure the Trust is well placed to deliver sustainable recovery and long-term improvement.

This approach is based on the Values Into Action workshops 2023 that engaged thousands of our staff in the behaviours they wanted to see in the organisation.

## Leadership and Governance

The Trust Board will provide strategic oversight of delivery and ensure the organisation remains focused on quality, safety, improvement and sustainable recovery.

Quality, safety, workforce, operational and financial performance will be overseen through integrated governance and assurance arrangements of the Trust's Tier 1 Committee structure.

### Enabled through



Compassionate Leadership



Continuous Learning  
Building capability improvement and outcomes



Improving Together  
Strategy Deployment



Data and intelligence  
led decision making  
Using insight to drive improvement and outcomes



Partnership Working  
Across our places, communities and the wider system

Working together, living our Values and Behaviours to make a difference for our patients, our people and our communities.

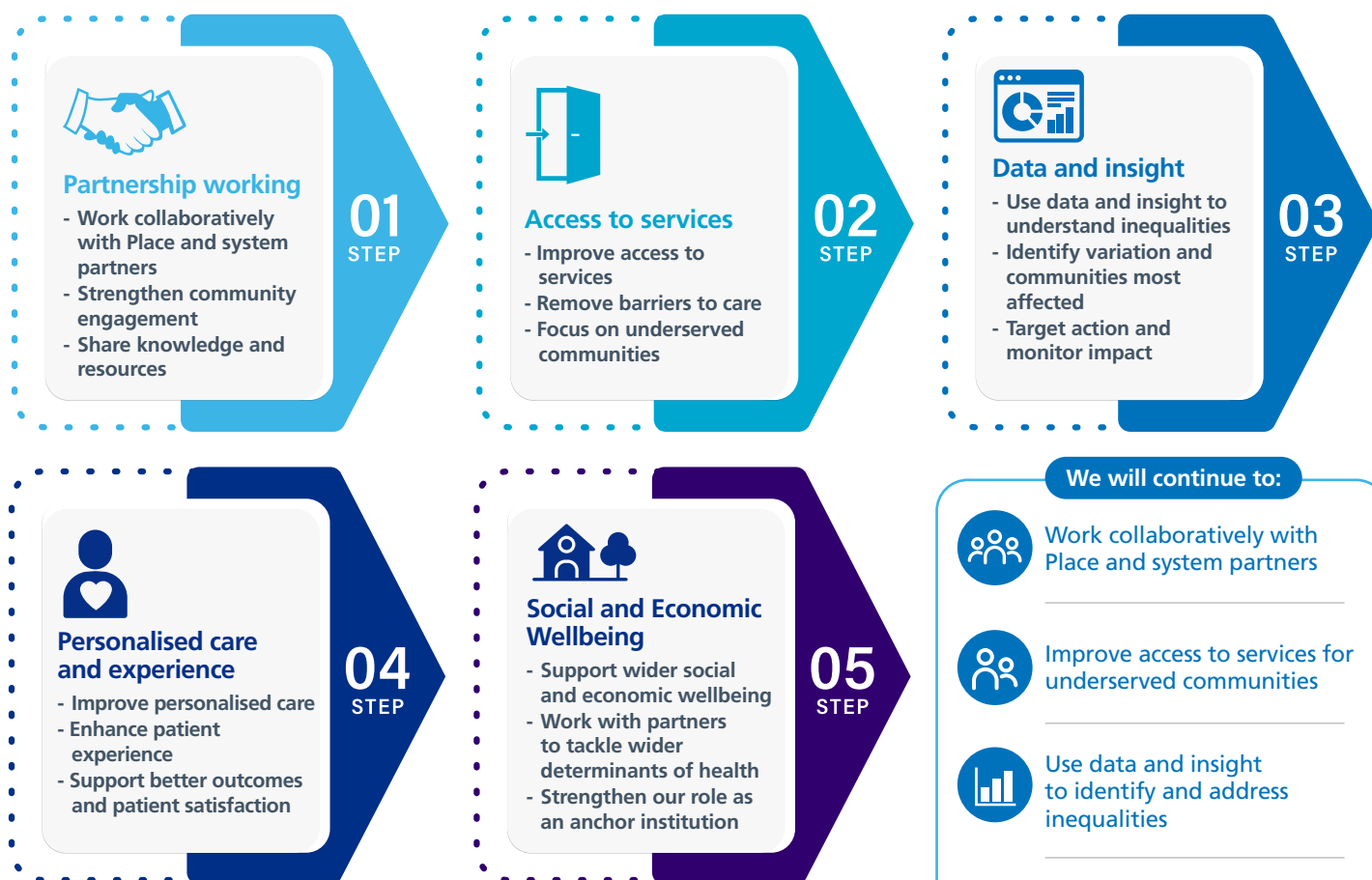
# Reducing Health Inequalities and Increasing Social Value

## Our Commitment to Reducing Health Inequalities

*Improving outcomes for the communities we serve*

### Reducing Health Inequalities

*Improving access, experience and outcomes for our communities*



### We will continue to:

- Work collaboratively with Place and system partners
- Improve access to services for underserved communities
- Use data and insight to identify and address inequalities
- Improve personalised care and patient experience
- Support wider social and economic wellbeing across our communities



The Trust remains committed to reducing health inequalities and improving outcomes for the communities we serve



We recognise that inequalities in health outcomes, access and experience continue to exist across our population and that partnership working is essential to addressing these challenges.

### Priority focus area

A priority area of reducing health inequalities is reducing the proportion of patients from most deprived backgrounds who do not attend their outpatient appointments having an adverse impact on treatment and health outcomes.



Improve Access



Reduce DNAs (Did Not Attend)

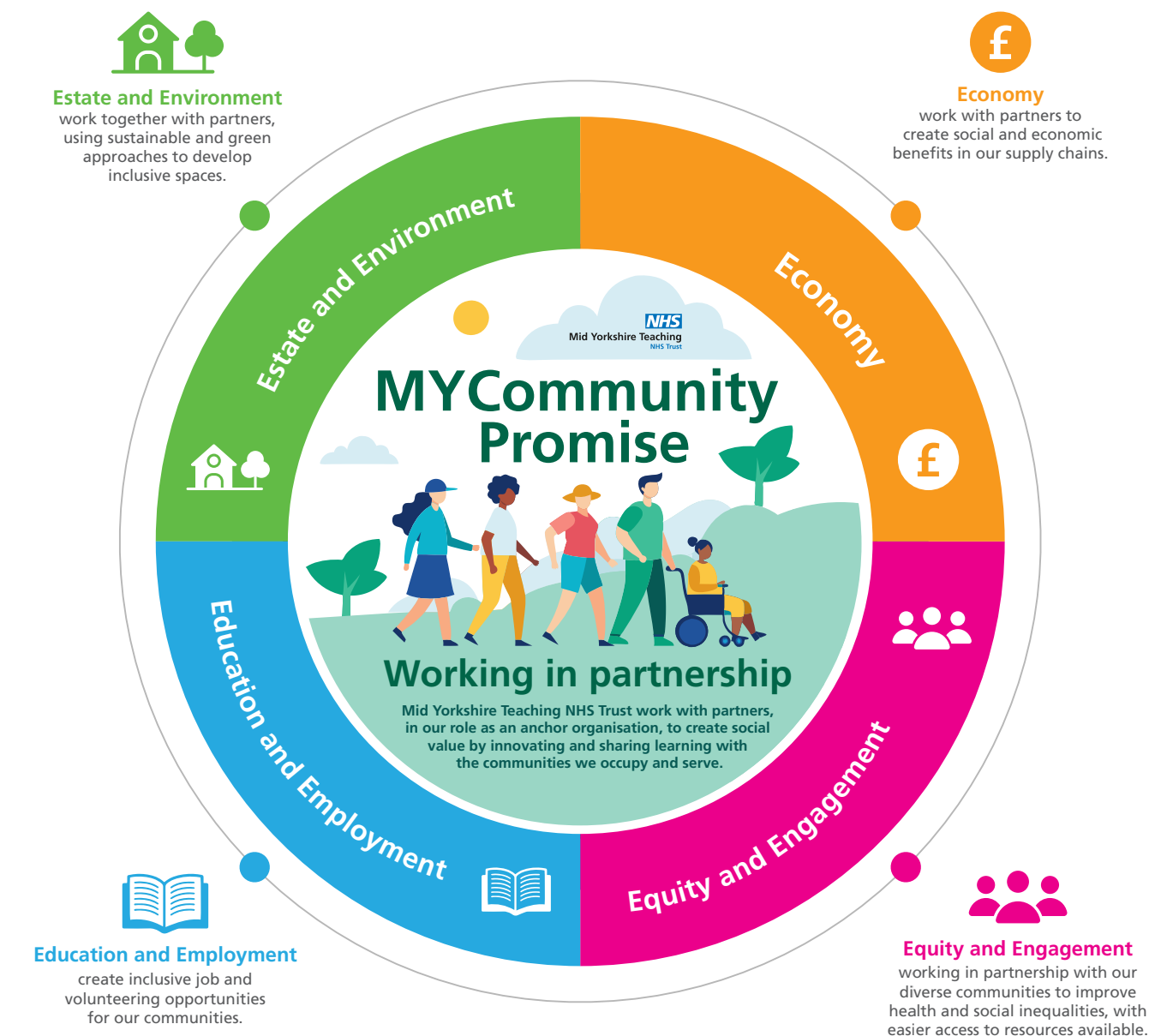


Improve Treatment Continuity



Improve Health Outcomes

## Delivering Social Value through MY Community Promise



# Measuring Progress

## Our Strategic Goal Metrics (SMs)

 **Measuring our progress. Driving better outcomes for our patients, staff and communities.**

### 1. Vision Strategic Metric

#### Our vision

 Provide Excellent Experience Each and Every Time

#### Strategic goal metric

 Increase proportion of patients who report a positive experience of care in Friends and Family Test (FFT)

### 2. Priority strategic goal metrics

-  **Access to care** > Reduce the number of patients whose waiting time is longer than the constitutional target (Combined measure)  
Reduce Occupied Bed Days (OBD) for patients within the Neighbourhood Health service model
-  **Quality of Care** > Reduce the proportion of safety incidents resulting in harm
-  **Financial Recovery** > Achieve financial balance/plan
-  **Staff Experience** > Improve Quarterly Pulse Survey (OPS) and National Staff Survey - Would recommend as place to work score

### 3. Enabling metrics

#### Enabling priority

-  We will have diverse workforce that reflects the population we serve
-  To be recognised as a leader in decarbonising and adapting to climate change
-  We will have innovative partnership arrangements with other sectors to develop, exploit and deliver solutions to the economy
-  We will drive forward our Neighbourhood Health model to improve outcomes and reduce health inequalities
-  Be an innovative teaching Trust delivering high quality research and education

#### Enabling metric

- Increase % of Global Majority representation within the workforce
- Reduce the volume of direct carbon emissions
- Increase the combined MY Community Promise score
- Reduce the disparity outpatient Did Not Attend (DNA) rates for Core20+ population
- Improve staff survey score for Education and Development opportunities  
Increase income from commercial research activities

#### Why it matters

-  Keeps us focused on what matters most
-  Drives accountability and transparency
-  supports better decisions and resource allocation
-  Improves outcomes for patients, staff and communities



# MY Trust Strategy 2026-2029

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Halifax Road, Dewsbury WF13 4HS

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Pontefract Hospital  
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