



Doncaster and Bassetlaw
Teaching Hospitals
NHS Foundation Trust



Healthier Together - Doncaster and Bassetlaw Teaching Hospitals Strategy

2025 to 2029

Our Strategy at a glance

Our Strategy is shaped by our **Vision**, underpinned by our **Values**, and delivered through clear **priorities** and bold **ambitions**.

Our Trust Vision

At Doncaster and Bassetlaw Teaching Hospitals (DBTH), our Vision is simple but powerful:

Healthier Together – Delivering Exceptional Care for All.

This Vision shapes everything we do, driving our ambition to deliver the best outcomes for patients while creating a supportive, respectful, and empowering environment for colleagues.

To help us achieve this, we're guided by our Values and behaviours, known as '**We Care**', which are brought to life through living the '**DBTH Way**'.



Our Strategic Priorities



Patients

We deliver safe, exceptional, person-centred care.



People

We are supportive, positive and welcoming.



Partnerships

We work together to enhance our services with clear goals for our communities.



Pounds

We are efficient and spend public money wisely.

Our Strategic Ambitions

Provide the best care environments

We are improving care spaces by modernising facilities, enhancing community care, and reducing pressure on our hospitals, with a focus on funding, safety, and service integration.



Tackling health inequalities

We prioritise health equity through prevention, partnerships, training and targeted support for underserved communities.



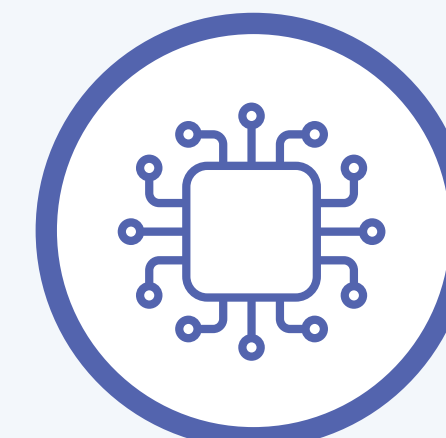
Becoming a leading centre for research and education

We aim to enhance patient care, expand student placements, invest in facilities, and grow clinical trials and funding.



Becoming a digitally enabled and mature organisation

Intergrating technology and innovation to improve care, enhance support for colleagues and improve efficiency through an electronic patient record, AI and shared records.





Healthier Together – Delivering Exceptional Care for All



Foreword

At Doncaster and Bassetlaw Teaching Hospitals, we are proud to serve our patients and our communities with care that is compassionate, outstanding, and continually evolving.

In 2024, we worked closely with patients, colleagues, and partners to refresh our organisational Strategy – a shared commitment to a stronger, healthier future. Together, we have shaped a new direction that responds to national priorities, rising expectations, and the rapidly changing healthcare landscape.

Our Vision – ***Healthier Together - Delivering Exceptional Care for All*** – captures this renewed purpose, reflecting our drive to work together and deliver outstanding care for every patient. It speaks to the very heart of what we do, and why we do it: Providing safe, high-quality, and innovative care that makes a real difference to people's lives.

This Strategy builds upon the foundations of the DBTH Way and connects with national healthcare ambitions, drawing inspiration from the Lord Darzi report and the Government's 2024 three strategic shifts:

1. Empowering people to take greater control of their health.
2. Transforming care models to improve patient outcomes.
3. Harnessing technology to drive innovation across the NHS.

We believe this is a once-in-a-generation opportunity. By embracing new ways of working, strengthening partnerships, and unlocking the creativity and expertise of our colleagues, we can not only respond to the challenges ahead but actively shape a better future for healthcare – for our Trust, our communities, and beyond.

The pages that follow set out our key priorities and ambitions. But they also represent an invitation: To dream bigger, to push further, and to deliver the very best care, together. By living our Values and leading with purpose, we will ensure that Doncaster and Bassetlaw Teaching Hospitals continues to be a place where patients thrive, colleagues grow, and communities are healthier, together.



Our Trust

We are an acute NHS Foundation Trust and Teaching Hospital, serving a diverse population of over 440,000 people across South Yorkshire, North Nottinghamshire, and surrounding areas. We provide a wide range of high-quality healthcare services through our three main hospitals – Doncaster Royal Infirmary, Bassetlaw Hospital, and Montagu Hospital – as well as additional outpatient and diagnostic services within external clinics.

As a teaching hospital, we proudly work closely with local universities, contributing to the development of future healthcare professionals while advancing research and innovation. Our links with Integrated Care Partnerships and system partners, spanning South Yorkshire and Nottinghamshire, enable us to deliver seamless, person-centred care in collaboration with other health and social care organisations.

With over 7,300 colleagues, our teams are united by the **DBTH Way** – our shared approach to delivering outstanding care. It's built on our **We Care** Values of being kind, keeping respectful, and working together to give colleagues what they need to thrive.

This way of working is how we ensure safety, compassion and quality in everything we do, ultimately providing the best services for patients.



Key facts

£650 million

annual turnover, 65% spent on workforce.

£164 million

capital investment to improve our buildings, our facilities and equipment over the past five years.

3.6 million

telephone calls received across 12 months and directed onwards to an appropriate service or individual.

1 million

medical instruments processed by our sterile services team each and every single year.

900,000+

patient contacts a year, including:



511,463
Outpatients



129,478
Inpatients



208,057
Emergencies



4,397
Babies

our emergency departments are consistently some of the busiest in South Yorkshire.

425,000

meals served every year to our patients and colleagues.

7,300

colleagues, making us one of the largest employers in the region.

3,500

participants as part of our Born and Bred in Doncaster clinical research

1,400+

apprentices, undergraduates and post graduates.

700+

beds across our hospitals, including 500 at Doncaster Royal Infirmary, 170 at Bassetlaw Hospital and 50 at Montagu Hospital.

Eight

scanners, including four MRI, four CT, and a state-of-the-art robotic surgeon.

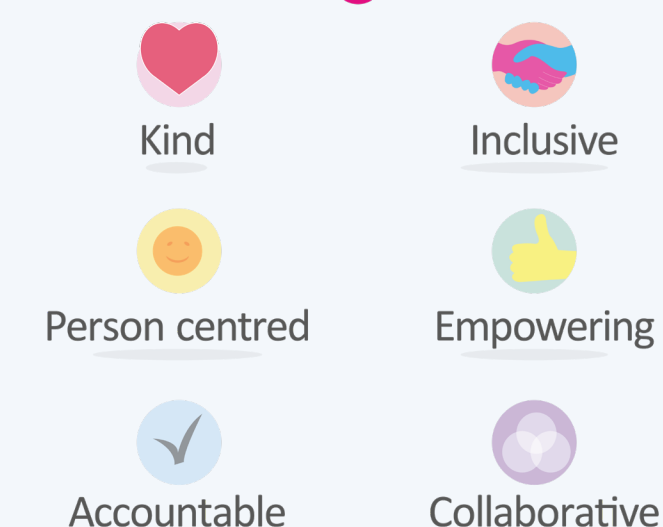
Our Values

At DBTH, our **We Care** Values are at the heart of everything we do. They underpin the **DBTH Way** - setting out how we work together, lead by example, and support each other. Both are more than a set of words; they are the standards we hold ourselves to, creating a culture that is kind, inclusive, empowering, and accountable.

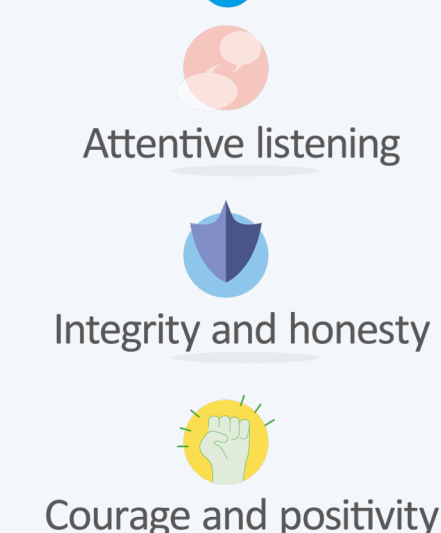


We lead by example and role model the **DBTH Way** and our **We Care Values**

We are



We show



Our **Vision statement** is clear:

Healthier Together - Delivering Exceptional Care for All

To achieve our Vision, Healthier together – Delivering Exceptional Care for All, we have adopted an approach that focuses on four Strategic Priorities, identified and developed with over 800 colleagues, patients, communities, and partners. Our four priorities describe our core focus as an organisation and they will never change.

Our Strategic Priorities



Patients

We deliver safe, exceptional, person-centred care.



People

We are supportive, positive, and welcoming.



Partnerships

We work together to enhance our services with clear goals for our communities.



Pounds

We are efficient and spend public money wisely.

Our Strategic Ambitions

Our Strategic Ambitions set out what we aim to achieve over time to deliver better care, strengthen our services, and build a sustainable future. Each ambition ultimately supports our Vision of Healthier together – Delivering Exceptional Care for All, and is underpinned by our Strategic Priorities, which guide the actions we need to take.

This connection is illustrated in the **DBTH Strategic Wheel** later in this document, and we will also explore each of our ambitions in greater depth to show how they shape our future direction.



Provide the best care environments

We are improving care spaces by modernising facilities, enhancing community care, and reducing pressure on our hospitals, with a focus on funding, safety, and service integration.



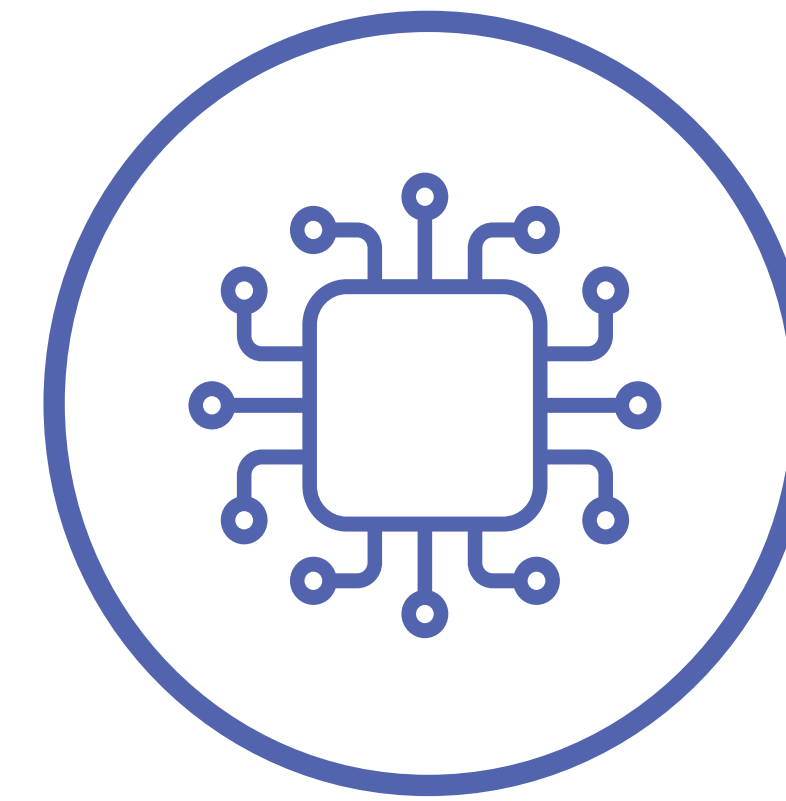
Tackling health inequalities

We prioritise health equity through prevention, partnerships, training, and targeted support for underserved communities.



Becoming a leading centre for research and education

We aim to enhance patient care, expand student placements, invest in facilities, and grow clinical trials and funding.



Becoming a digitally enabled and mature organisation

Integrating technology and innovation to improve care, enhance support for colleagues, and improve efficiency through an electronic patient record, AI, and shared records.

Exploring our **Strategic Priorities**:

Patients -

We deliver safe, exceptional, person-centred care.

Delivering safe, exceptional, and person-centred care is the shared goal of everyone who works for and with DBTH.

This means a commitment to ensuring that patients can access timely, high-quality, person-centred care, with a particular focus on supporting those who face barriers to receiving the care they need.

Our approach focuses on delivering the right care, in the right place, in the best environment, to achieve the best possible outcome for every individual. This will include empowering patients to take an active role in their care, supported by digital developments.

We will:

- ✓ Improve timeliness and quality of care, reducing waiting times and ensuring patients are seen in the most appropriate setting for their needs.
- ✓ Deliver innovative treatments and research opportunities.
- ✓ Enhance care environments to ensure they are safe and welcoming.
- ✓ Ensure under-served communities receive the support they need to access services.
- ✓ Empower patients to take an active role in their care.



Providing
person-centred
care, empowering
people to take
greater control of
their health.

Patients -

We deliver safe, exceptional, person-centred care.



Exploring our **Strategic Priorities**:

People - Fostering a supportive, positive and welcoming environment.

Our people are the heart of the great care we give to patients. DBTH colleagues routinely show strength, innovation, and a strong commitment to providing exceptional care.

As healthcare changes, we are dedicated to creating a supportive and welcoming workplace. This means building inclusive practices, helping careers grow, and meeting modern needs like flexible working and new ways of delivering care.

We want our people to feel valued, confident, and prepared for today's challenges and future goals, so they can thrive while providing outstanding care.



We will:

-  Position DBTH as an employer of choice.
-  Deliver the objectives of our People and Research and Innovation.
-  Embed a culture of speaking up and inclusion.
-  Further implement and embed talent management and succession planning.



We want our people to **feel valued, supported,** and **prepared** for today's challenges and future goals, so they can **thrive while providing outstanding care.**

People -

Fostering a supportive, positive and welcoming culture.



Exploring our **Strategic Priorities**:

Partnerships - Collaborating to enhance our services

Providing high-quality, accessible, and lasting healthcare depends on strong partnerships across our system, including charities, social care, education institutes and beyond.

By working closely with others, we can improve services, find new solutions, and tackle the wider factors that affect our community's health.

We will:

- ✓ Deliver seamless care that meets the diverse needs of our population, in the right place.
- ✓ Promote health education and prevention efforts aimed at improving health outcomes.
- ✓ Advance cutting-edge medical research, digital transformation, and evidence-based care.
- ✓ Leverage resources, expertise, and funding from both public and private sectors.



Partnerships -

Collaborating to enhance our services.



Transforming care to improve outcomes: By **working closely with others**, we can improve services, **find new solutions** and tackle the wider factors **that affect our community's health.**



Exploring our **Strategic Priorities**:

Pounds - Ensuring efficiency and wise spending of public funds.

To provide outstanding healthcare, we need a strong financial foundation that supports innovation, quality care, and long-term stability.

We are committed to managing our resources wisely, making the most of what we have, and seeking new funding through partnerships, innovation, and research.

We will:

- ✓ Enhance operational efficiency, streamlining workforce processes, and improve procurement practices to reduce costs without compromising care quality.
- ✓ Diversify funding sources through grants, research collaborations, philanthropic efforts, value-based payment models, and public-private partnerships.
- ✓ Strategically direct funds toward digital transformation, modernising infrastructure, and implementing new care models that enhance efficiency, outcomes, and the experiences of both patients and colleagues.
- ✓ Align financial incentives with the delivery of the best patient outcomes, ensuring every pound is used for high-impact, cost-effective interventions.

Pounds -

Ensuring efficiency and wise spending of public funds.



Every pound we spend should **make the biggest difference** – we will **harness technology** to **drive innovation** and **improvements** at DBTH

Our Trust
& who we are

Our Vision &
Strategic Priorities

Our Strategic
Ambitions

Our delivery
time line

Our Enabling
Plans

Our
evaluation

Provide the best care environments

We are improving care spaces by modernising facilities, enhancing community care, and reducing pressure on our hospitals, with a focus on funding, safety, and service integration.



Tackling health inequalities

We prioritise health equity through prevention, partnerships, training, and targeted support for under-served communities.



Enabling Plans and alignment

Our Enabling Plans drive key areas like maternity care, quality, health inequalities, digital, estates, people, research, and speaking up. Aligned with national and regional priorities, they ensure our services evolve with healthcare needs.

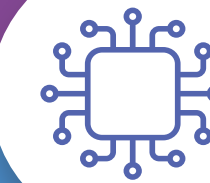
Strategic Priorities

Strategic Ambitions

Enabling and alignment

Becoming a digitally enabled and mature organisation

Integrating technology and innovation to improve care, enhance support for colleagues, and improve efficiency through an electronic patient record, AI, and shared records.



Becoming a leading centre for research and education

We aim to enhance patient care, expand student placements, invest in facilities, and grow clinical trials and funding.



Exploring our **Strategic Ambitions**

Provide the best care environments

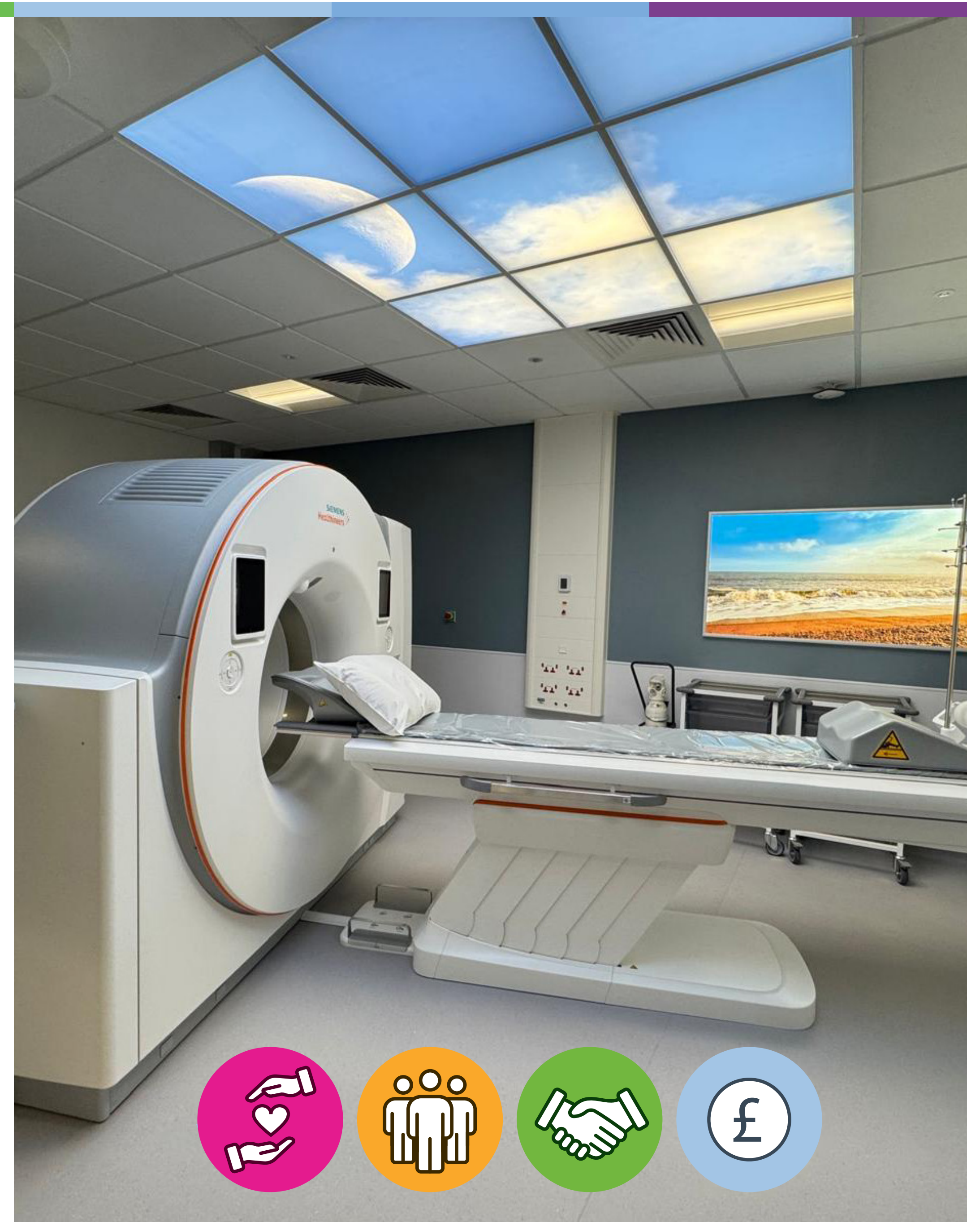
Our ambition is to create high-quality care spaces by improving our buildings, changing how we deliver services, and working more closely with community healthcare, whilst also working towards Net Zero.

Our goal is to provide safe, modern facilities that reduce critical infrastructure risks, improve efficiency and bring services closer together. By designing spaces that maximise the use of new technology and support joined-up care, we can make sure patients get the right care in the right place, reducing unnecessary hospital visits and focusing on keeping people well.

Recent developments at Bassetlaw Hospital and Montagu Hospital showcase how modern facilities can support care in the future. Our evolving Vision will see some services (including ambulatory and elective care) provided in other settings, improving access to services, supporting our colleagues' well-being, and easing pressure on the busy, ageing, challenged DRI site, helping with its future redevelopment. To achieve this, we must tackle challenges like securing funding, managing building work, and creating strong partnerships across services.

Our key deliverables include:

- Identifying opportunities for national programmes and capital funding.
- Achieving 'Code Category B' standards for all buildings, addressing structural risks.
- Delivering care closer to the community, reducing footfall on hospital sites where clinically appropriate.
- Co-locating services to enhance integrated pathways between primary and secondary care.





Exploring our Strategic Ambitions

Tackling health inequalities

Tackling health inequalities is not just a priority — it is a principle embedded into everything we do. Our ambition is to place health equity at the core of every decision, ensuring that our services pro-actively address disparities, focus on prevention, and improve outcomes for the most disadvantaged groups.

By reducing the impact of lifelong illnesses, promoting early detection, and making sure every contact counts, we aim to transform the health landscape for those who need it most.

Success in this area requires robust infrastructure to track progress reliably and share data across organisations. This will allow us to identify areas of greatest need and focus our resources where they can make the most difference. By building capacity within the Trust, we aim to implement targeted initiatives that address the root causes of inequality while actively mitigating the risks of widening disparities.

Our key deliverables include:

- ▶ Embedding a framework to ensure every decision we make will be viewed through the lens of its impact on health inequalities.
- ▶ Working closely with partners, patients, and local communities to advance initiatives that prioritise prevention and quality improvement, ensuring that our services are inclusive, accessible and effective.
- ▶ Rolling out Health Inequalities training to our colleagues and partners.
- ▶ Providing support and initiatives to achieve better health outcomes to colleagues who may face inequalities in health.





Exploring our **Strategic Ambitions**

Becoming a leading centre for research and education

Our ambition will see the organisation become a leading centre for research and education, enhancing patient care and contributing significantly to healthcare innovation and professional development.

As the largest local employer, we support school age young adults in work experience through to specialist training, creating careers for life.

Success will be measured by clear outcomes that demonstrate our growth, impact, and readiness to meet the criteria defined by The University Hospitals Association (UHA).

Our key deliverables include:

- ▶ Maintaining and expanding student placements, in line with our workforce needs, providing positive experiences for learners, and establishing career pathways for all, including clinical academics.
- ▶ Investing in teaching and research facilities, securing additional funding streams, and developing infrastructure.
- ▶ Enhancing the research offer each year by expanding clinical trials, commercial opportunities and funding grants.



Exploring our **Strategic Ambitions**

Becoming a digitally enabled and mature organisation.

We are committed to using digital technology to improve healthcare, making care better for patients, supporting our people, and working more efficiently.

By adopting new, patient-focused solutions, we aim to give everyone fair access to services, help patients manage their own care, and make work easier for our teams.

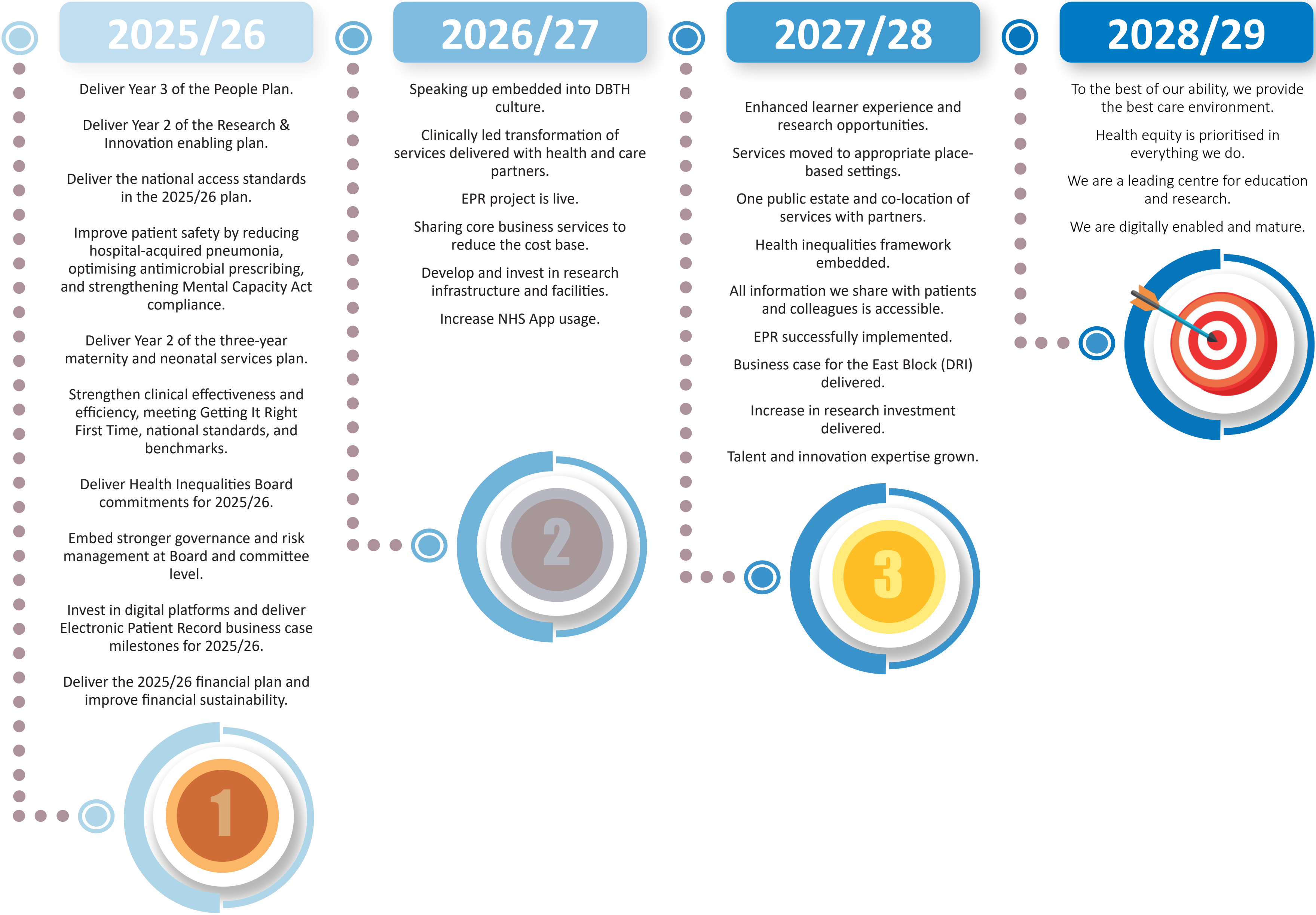
Our Digital enabling plan guides us in using technology to provide the best care, work closely with partners, and make the most of our shared resources. Digital innovation is key to everything we do at DBTH.

Our key deliverables include:

- ▶ Developing digital health literacy programmes to help patients confidently use online services and take an active role in their care.
- ▶ Expanding shared care records to improve data accessibility and collaboration with our partner organisations.
- ▶ Rolling out an electronic patient record (EPR) system across DBTH, enabling healthcare professionals to access accurate, up-to-date patient information to deliver timely and efficient care.
- ▶ Implementing artificial intelligence and remote monitoring tools to enhance diagnostic accuracy, enable proactive interventions, and reduce the burden on traditional healthcare settings.



Our delivery time line



Our Enabling Plans

Although presented as individual documents, our Enabling Plans are interconnected, with the Strategic Priorities and Strategic Ambitions acting as golden threads that integrate all actions towards a unified direction. All of our Enabling Plans can be viewed here:

www.dbth.nhs.uk/about-us/how-we-are-run/trust-strategy/

People: This plan ensures we can attract, recruit, and retain the best by being a welcoming and inclusive employer of choice within our local area. Aligned to the four pillars of the NHS People Plan, it focuses on improving the working lives and experiences of all our colleagues within Team DBTH.

Estates and Net-Zero: Focused on improving and providing the best environments for both patients and colleagues, this plan ensures healthcare facilities meet the highest standards. It aligns with the Trust's annual capital expenditure and includes a rolling programme of works to achieve these ambitions.

Health Inequalities: This plan addresses societal challenges and sets out plans for prevention, elective care pathways, urgent and emergency care, maternity and early life care, children and young people, and research and innovation. It also enhances awareness of health inequalities among our workforce and provides a framework for improvement.

Maternity: Aligning with national maternal and neonatal care themes, this plan integrates its actions with the Health Inequalities document. It supports vulnerable families, strengthens workforce retention and development, and improves patient experience through compassionate, person-centred care in a supportive environment.

Quality: Designed to deliver safe, exceptional, person-centred care, this plan outlines how systems and processes will ensure safety, quality, and effectiveness. It emphasises listening to feedback to provide compassionate, personalised care for all patients.

Quality Improvement and Innovation: Aligned with the NHS Impact model, this plan takes a holistic approach to improvement by building shared purpose, investing in culture and people, and developing leadership behaviours.

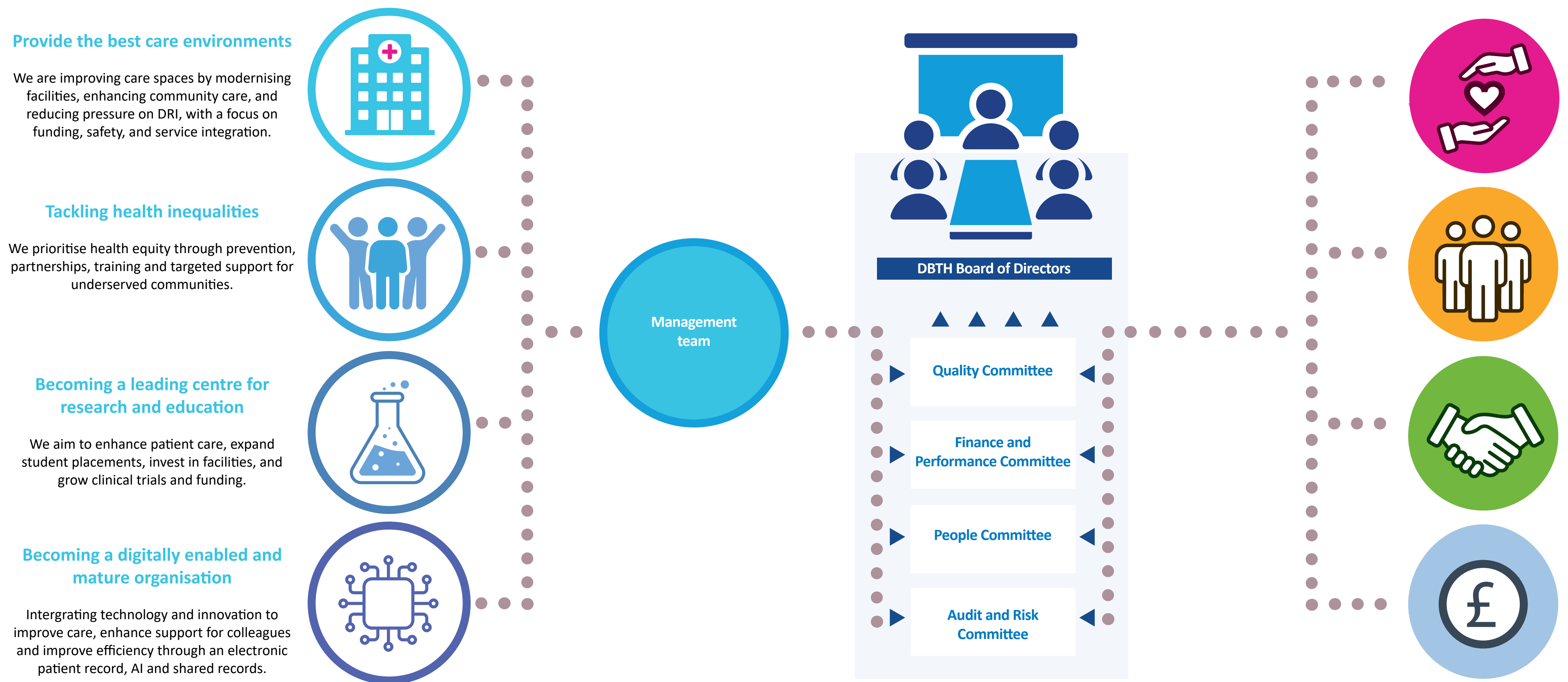
Speaking Up: Aligned with national principles, this plan outlines how we will listen to and support colleagues who need to speak up. Integrated with the People document, it provides measurable actions to foster a listening, learning organisation and a more positive workplace for all.

Research and Innovation: This plan outlines our Vision to become a leading centre of research excellence. It supports the goal of achieving University Teaching Hospital status, growing research talent and increasing innovation capacity to secure grants and funding.



Monitoring and evaluation

We evaluate our progress through established governance structures, using key performance indicators, data analytics, and regular reporting to ensure transparency and alignment with our goals. Enabling Plans are continuously refined based on feedback, outcomes, and emerging trends.



Glossary

AI (Artificial Intelligence): Using computers for tasks like diagnostics, predictive analysis, and remote healthcare monitoring.

Code Category B Standards: For safe, high-quality healthcare facilities.

CQC (Care Quality Commission): Regulator ensuring health and social care services are safe, effective, and high-quality.

Digital Health Literacy: Patients' ability to use digital tools and apps to manage their care.

Electronic Patient Record (EPR): A digital system for sharing accurate, up-to-date patient information.

Health Inequalities: Differences in health outcomes linked to social, economic, or demographic factors.

Integrated Care Board (ICB): NHS bodies coordinating health and care services for local areas.

Integrated Care Partnership (ICP): Collaboration between NHS, councils, and partners to improve care.

KPIs (Key Performance Indicators): Measures used to track progress towards specific goals.

Lord Darzi Report: A key report shaping NHS quality, safety, and innovation.

NHS Impact Model: A framework for NHS quality improvement and system change.

University Teaching Hospital Status: Recognition for hospitals leading in education, research, and training.





Healthier Together –
Delivering Exceptional Care for All





Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust



Document designed by DBTH's Communications and Engagement Team.