Each year, we strive to provide the very best care for our patients, looking to continuously make improvements by investing in our hospital and community services.

This document sets out the Trust’s Operational Plan for 2019/20. It builds upon the achievements and positive progress made during 2018/19 and recognises the key challenges facing the Trust and sets out our priorities for the year ahead.

‘Our focus is to put quality at the heart of all that we do, improve colleague engagement and provide more timely access to emergency care. Your feedback about our effectiveness is important to us and I encourage you to share your views and ideas with us about how we can improve our services.’

‘This year we are launching our Quality Improvement Strategy and Safe & Sound framework which will support us in driving quality improvements and tackling the issues presented by our recent CQC report.

‘Our colleagues are central to delivering our plan and we are very proud of the fantastic people we have who make a difference for the residents of Rotherham and wider communities, every single day.’

Louise Barnett
Chief Executive

Martin Havenhand
Chairman
Our Vision and Mission
The Trust’s Vision is to be an outstanding Trust, delivering excellent care at home, in our community and in hospital. Our Mission is to improve the health and wellbeing of the population we serve, building a healthier future together.

The Vision and Mission reflect the Trust’s ambition to work with patients, the public and partners to make a positive difference to the health and wellbeing of the people of Rotherham and the wider catchments which the Trust serves.

Our Values
The Trust’s values; Ambitious, Caring and Together (ACT) seek to create a culture which will support delivery of our Vision and Mission, guiding the behaviour of colleagues across the organisation.

The Trust’s values seek to create a culture which will support delivery of our Vision and Mission
Our achievements 2018/19

- Trained over 250 clinical and non-clinical colleagues on the LEAD (leadership) Programme
- Over 30 Allied Health Professionals (AHP’s) joined the Trust
- 110 registered nursing and midwifery colleagues joined the Trust
- 69 medical and dental colleagues joined the Trust
- Developed a 5-year business plan, in collaboration with Rotherham Health and Social Care (Place) Partners
- Successfully delivered our financial plan
- Top performer nationally for low incidence of C-Difficile
- Top performer nationally for the Hip Fracture best practice standards
- Successfully transferred the Rotherham Equipment Wheelchair Services to a new service provider
- Top performer nationally for the 18 week Referral to Treatment standard

- Delivered £9.7m of financial efficiencies through Cost Improvement Programmes
- Secured £750,000 of national funding to implement a new electronic prescribing system
- Invested over £7.2m in our estate, facilities and digital equipment upgrades
- 382 laptops and PC’s upgraded or replaced
- 138 workstation-on-wheels supplied to clinical areas to support e-Observation roll-out

- 250

2018/19

Top performer
nationally
for outpatient
Did Not Attend (DNA) rates

Most improved Trust
in the country for 6 months,
for outpatient
Did Not Attend (DNA) rates

Trust selected as a
reference case study site
for the management of
hospital Length of Stay

Top performer nationally
for the Hip Fracture best
practice standards

Top performer nationally
for the 18 week Referral to Treatment standard

Delivered £9.7m of
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Improvement Programmes

Successful
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digital equipment upgrades

382 laptops and
PC’s upgraded or replaced

138 workstation-on-wheels
clinical areas
support e-Observation
roll-out

2018/19

2018/19
Our achievements

- Appointed a joint Director of Workforce with Barnsley Hospital NHS Foundation Trust
- One of our Apprentices won the Silver Medal at the UK Finals WorldSkills competition
- 8 teams shortlisted for national awards
- 3 nurses recognised for Queen’s Awards for Nursing
- Our Clinical Radiology team won Regional Team of the Year at the Society & College of Radiographers 2018 Awards
- 6th consecutive year the Trust Health and Safety team received a Gold Medal in the RoSPA Occupational Health and Safety Awards

Invested over £7.2m in our estate, facilities and digital equipment upgrades

- Refurbished 10 clinical areas and wards
- Introduced an Integrated Discharge Team
- Opened a new Same Day Emergency Care (SDEC) facility
- Implemented the Trusted Assessor role within the Urgent and Emergency Care Centre (UECC)
- Relocated diagnostic services from Rotherham Community Health Centre to the Hospital site
- Developed a new Gynaecology Assessment Unit to improve patient experience and waiting times
- Opened a new Acute Surgical Unit to support the emergency care pathway
- New paediatric Rapid Response team launched (PARROT)
- Implemented the Trusted Assessor role within the Urgent and Emergency Care Centre (UECC)
- HR Systems and Compliance Team won 2018 HPMA (Healthcare People Management Association) Award
- One of our Apprentices won the Silver Medal at the UK Finals World Skills competition
- Appointed a joint Director of Workforce with Barnsley Hospital NHS Foundation Trust
Our Vision, Mission and Values are underpinned by five strategic themes.
Strategic themes

Our strategic themes remain consistent with previous years, and set out what we are aiming to achieve over the coming years.

Patients  Excellence in healthcare
Which means...
• Deliver high quality care to our patients every day
• Put patients at the centre of what we do
• Continuously improve the quality of care and services we provide
• Develop and implement new models of care for the future

Colleagues  Engaged, accountable colleagues
Which means...
• Recruit, retain and develop a high performing, effective and motivated workforce
• Be a learning organisation with a culture of continuous improvement
• Engage with colleagues and communicate effectively
• Develop strong leadership at all levels of the organisation

Governance  Trusted, open governance
Which means...
• Have an effective performance framework to help deliver outstanding results
• Be outstanding on the CQC ‘well-led’ framework across the Trust
• Have high quality data to provide robust information and support decision making
• Ensure all teams have regular reviews and updates around key issues and opportunities to learn

Finances  Strong financial foundations
Which means...
• Manage within our approved budgets at all times
• Improve our efficiency and productivity and invest in our estates and facilities
• Use our money and resources wisely

Partners  Securing the future together
Which means...
• Work with our partners to provide sustainable health and care services for the population of Rotherham
• Be open to new ideas and innovations and adopt these wherever we can
• Collaborate with partners across South Yorkshire & Bassetlaw on key services to improve service resilience and sustainability
Our aims for 2019/20

Consistent with the approach taken in previous years, our plan for 2019/20 identifies a number of operational objectives and enablers. These set out the core priorities for the coming year, and help provide the focus for how we move forward:

Objective: Deliver our Quality Improvement Plan

We will...
- Deliver the 9 quality priorities (see page 11)
- Implement the Safe & Sound framework
- Achieve an improved CQC rating for Urgent & Emergency Services of ‘good’ overall and address all the ‘must-do’ and ‘should-do’ actions

Objective: Deliver agreed trajectories against national access standards

We will...
- Achieve agreed trajectory against 4hr access standard
- Deliver quarterly compliance against 62-day cancer target
- Achieve monthly compliance against 18 week Referral To Treatment (RTT) Incomplete standard

Objective: Deliver our financial plan

We will...
- Deliver the contracted activity
- Deliver our Cost Improvement Plan
- Deliver against our monthly Income & Expenditure trajectories

Objective: Work with our partners to implement the Rotherham Integrated Health & Social Care Place Plan

We will...
- Reconfigure the Intermediate Care bed base
- Review the multi-agency approach to out-of-hours community care provision
- Progress integrated, locality-based working, encompassing Primary Care Networks

Objective: Collaborate with our partners across the Integrated Care System (ICS)

We will...
- Develop a shared Gastroenterology service model with Barnsley Hospital
- Develop the ‘Hosted Network’ for Maternity
- Develop a full business case for Pathology Transformation

These priorities are consistent with the key elements of our 5-year strategy and 5-year business plan
Enablers are those aspects which will support the overall delivery of the plan and make success more likely

**Enabler 1**
Develop and deliver our workforce plan
- We will...
  - Reduce nursing and midwifery vacancies
  - Identify and recruit to the top 30 key posts
  - Reduce our agency spend

**Enabler 2**
Develop our organisational development strategy
- We will...
  - Define the talent management approach for the Trust
  - Implement staff inclusion networks
  - Establish new ‘Together We Can’ teams

**Enabler 3**
Continue to build our Quality Improvement approach
- We will...
  - Roll-out Bronze Quality Improvement training
  - Implement agreed recommendations from our Getting It Right First Time (GiRFT) reviews
  - Continue to roll-out Service Line Management

**Enabler 4**
Continue to optimise our current estate and equipment
- We will...
  - Close the Greenoaks facility
  - Complete the Endoscopy decontamination extension
  - Develop a management equipment replacement programme

**Enabler 5**
Continue our “Digital by Default” agenda
- We will...
  - Install Patient Flow screens and roll out e-observations
  - Implement electronic prescribing
  - Continue electronic clinical noting
Quality Improvement

Our Quality Improvement Strategy and Quality Improvement Plan provide the means by which we will improve the quality of care across the organisation. The ‘Safe and Sound’ framework supports the delivery of this ambition.

By embracing the principles of patient safety, clinical effectiveness and patient experience, we will ensure that our Quality Improvement plan puts quality at the heart of everything we do.

Each and every one of us has a part to play in continuously improving the quality of care we provide.

This will help us create a culture where we each take responsibility for improving patient care and making the patients’ experience as good as it can be.

In delivering our Quality Improvement Plan we will address the concerns raised by the CQC in their recent reports making positive changes to the care we provide.

Safe and Sound is about listening to what patients and their families are telling us and acting on it. It’s about improving communication, caring for patients and carers as individuals, and treating them with dignity and respect at all times.

“No decision about me, without me.”

There are a number of work Safe & Sound work streams where colleagues can help inform change, continuous improvement and the way we do things in future.
Our quality priorities 2019/20

The Trust has defined nine quality priorities, building upon the work in 2018/19 and feedback from colleagues and patients, and delivery is supported by the Safe & Sound framework.

**Patient Safety**

- **Increase medication safety**
  Increase the proportion of patients who receive medication in a timely and appropriate manner on discharge.

- **Improve the treatment of the deteriorating patient**
  To improve the identification and treatment of the deteriorating patient.

- **Improve the mortality review process**
  Improve the mortality review process undertaken within the Trust.

**Patient Experience**

- **Improve End of life recognition**
  To increase the number of nurses trained in the use of end of life care plans and to increase the number of care plans in place for patients receiving end of life care.

- **Improve patient discharge**
  To improve percentage of patients safely discharged by midday on day of discharge.

- **Enhance patient feedback and public engagement**
  To improve the friends and family test responses and the consultation undertaken with patients, carers and members of the public, using their feedback to help shape services.

**Clinical Effectiveness**

- **Improve transition into adulthood**
  Improve the experience and effectiveness of young people transitioning into adulthood.

- **Improve mandatory training compliance for medical staff**
  Improve clinical practice and maintain statutory requirements for completion of Mandatory and Statutory Training (MaST).

- **Improve policy and NICE guidance compliance**
  Improve clinical practice and effectiveness through using up to date policies and complying with relevant NICE Guidelines.

Our Quality Improvement Faculty will provide colleagues with the tools to help drive improvements in quality across the Trust.
Our people, our patients

We aim to build on the progress we have made in 2018/19 and continue to tackle the challenges we face, to make 2019/20 a year to celebrate

We employ over 4,000 colleagues without whom we would not be able to deliver our operational plan or our ambition to be an ‘outstanding’ Trust.

To support this ambition we will make The Rotherham NHS Foundation Trust a fantastic place to work and the ‘employer of choice’ for everyone focused on delivering high quality, patient-centred care. This means investing in and developing our workforce so that we are well placed to meet the demands of the future.

One of our aims for 2019/20 will centre around developing our staff engagement, with a particular focus on supporting the health and wellbeing of colleagues. We will also work towards a culture of continuous improvement and develop strong leadership and succession planning at all levels across the Trust.
Patients are at the heart of what we do. We will continue to seek patient feedback and use this to inform how we deliver our services.

We are working in a diverse community, with different backgrounds and needs and we aim to embrace this diversity to continually improve the care that we deliver.
Beyond 2019/20

The recent launch of the NHS Long Term plan has outlined many of the challenges being faced across the NHS. To respond to these challenges we have developed our 5-year strategy, our 5-year business plan and this, our 1-year operational plan. Through the implementation of our strategy and plans we will;

- Deliver **sustainable** and high quality acute and community care
- Develop closer **integration** of health and social care, providing care close to or at home as much as possible
- Work in **collaboration** with partners, providing sustainable services and developing and promoting system working

Need for change

In order to meet the ongoing challenges of providing health and care services going forward, we are going to need to change how we work. Our transformation programme outlines the key changes we are looking to develop across the Trust, the Place and the Integrated Care System (ICS). This includes continuing to develop locality-based working aligned to the launch of Primary Care Networks in 2019/20 across Rotherham Place, as well as leading on the development of the Maternity Hosted Network model across the ICS.

**Working with partners**

In order to deliver our ambitious transformation agenda, working in collaboration with partners is critical. Across the Place our focus is on delivery of the Rotherham Integrated Health and Social Care Place Plan in order to drive closer integration of health and social care and ensure a stronger alignment between physical and mental health.

Within the ICS we will work closely with local partners to improve the sustainability of acute services, including more collaboration with local trusts across South Yorkshire and Bassetlaw

**Digital and Connectivity**

A key feature of our plans is connecting people, teams and services. We aim to continue to develop our ‘Digital by Default’ approach which has resulted in Rotherham leading on many digital developments regionally and nationally.

**Delivering our Efficiencies**

In 2019/20 we need to deliver our Cost Improvement Programme comprising £8.6m of savings in order to ensure we continue to become as effective as possible using our resources wisely. Following two years of similar savings targets, this year’s plan is challenging, and will require a concerted effort from clinical, operational and corporate divisions to deliver.
Conclusion

Our plan for 2019/20 is ambitious and forward-looking, building on our recent achievements and maximising the opportunities we can create through greater collaboration and integration. We will build on the solid foundations we have set over the last few years to continue to improve the quality of care we provide for the people of Rotherham, whilst also supporting the wider changes across the South Yorkshire & Bassetlaw Integrated Care System.

We are looking forward to the year ahead and to making further positive progress towards our vision to be an outstanding Trust, delivering excellent care at home, in our community and in hospital. This document summarises our plan for this year to succeed in this aim, and we are excited about sharing the journey with our patients, the public, colleagues and partners.
If you have any feedback about the content of this document please contact the Communication team at:
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