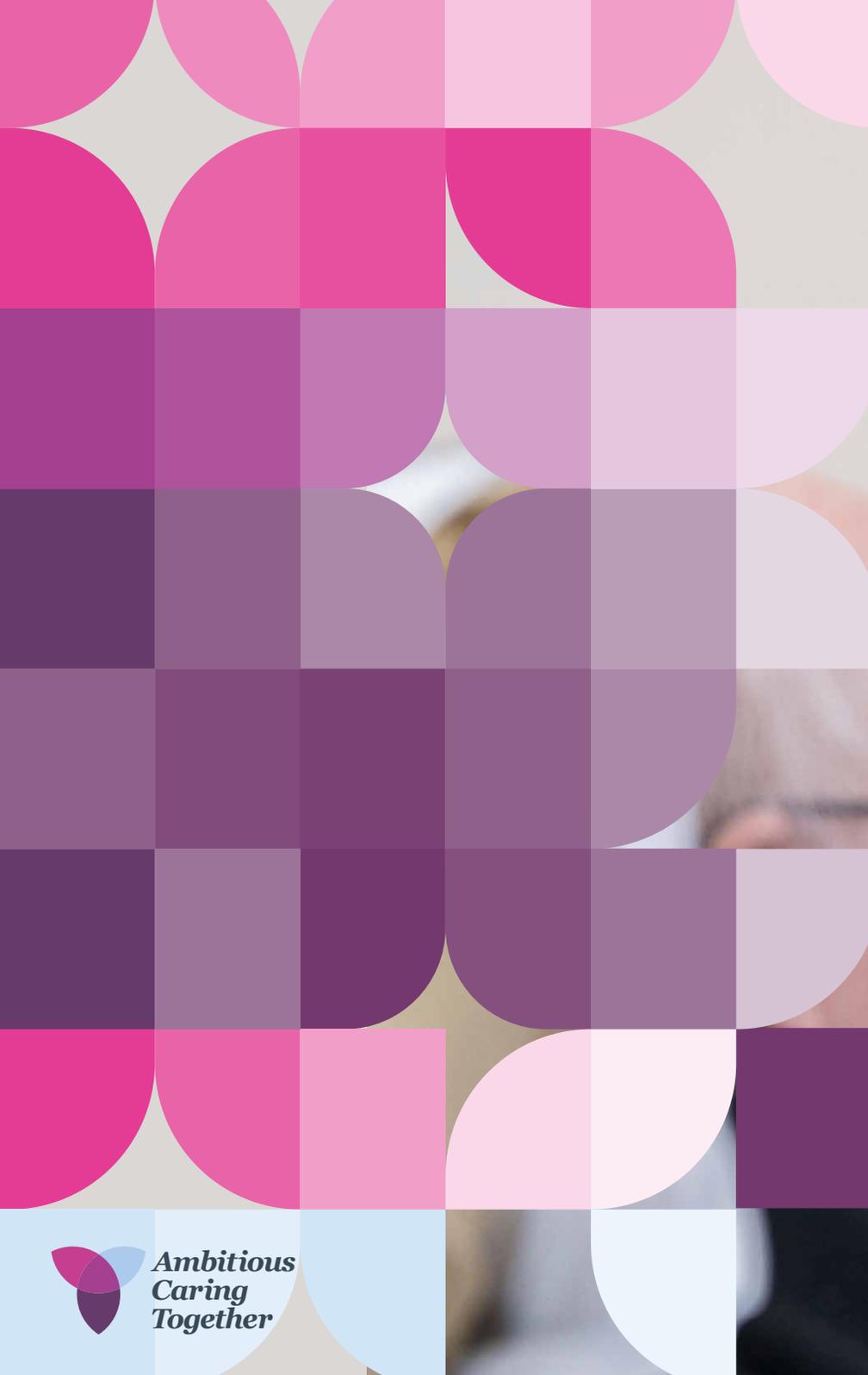




The Rotherham  
NHS Foundation Trust



The Rotherham NHS Foundation Trust  
*Our new journey, together*  
2022–2027 Strategy



Ambitious  
Caring  
Together



Chairman:  
Martin Havenhand

## *Our Strategy*

We are incredibly proud of our achievements over the last five years at The Rotherham NHS Foundation Trust (TRFT), and we are determined to continue on the improvement journey we have begun. *'Our new journey, together'* sets our ambition for the next five years, and gives us a clear direction as we navigate through the changing NHS landscape.

The last 18 months have been exceptionally difficult for the whole NHS, and it is likely there will be further challenges ahead. We have faced this collectively as a TRFT team, and delivered some incredible achievements. As the third most improved trust nationally in the NHS staff survey, we know what we can accomplish when we prioritise what's important. The recognition we have had nationally as the only place to receive digital aspirant funding; our elective recovery to performing as one of the top 10 trusts in the country; and the removal of further regulatory support around our financial position, are successes which every one of our colleagues should be proud of.

*'Our new journey, together'* builds on what we have already achieved and will set us up to make the most of the opportunities we have now to deliver even more over the next five years. We know that our people are the most important part of ensuring our success - having brilliant teams, with the right skills, able to deliver high quality services, is the foundation on which everything is built. That's why we have made sure that this strategy has been developed with more colleague engagement than ever before, allowing us to influence our direction of travel with a much greater focus on our teams and our colleagues.

Rotherham is a town with a strong history and deep sense of local pride, and as a Trust, we are passionate about our role in supporting our communities by delivering on our vision, and always adhering to our values - Ambitious, Caring and Together (ACT):

**We will always ACT the right way and are PROUD to provide exceptional healthcare to the communities of Rotherham.**

We cannot achieve these ambitions on our own, and are looking forward to working with you - our community, our colleagues and partners - to deliver on our vision. It is a privilege to be a part of shaping Rotherham's future, and working together to bring *'Our new journey, together'* to reality.



Interim Chief Executive:  
Dr Richard Jenkins



# Who we are

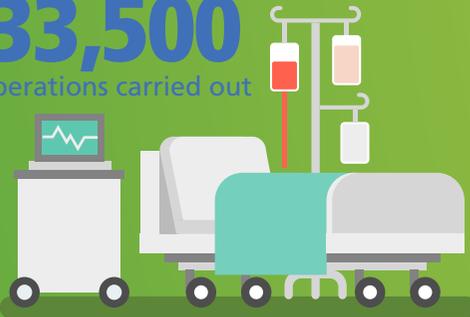
Urgent and  
Emergency Care Centre



**93,000**

patients attend UECC each year

**33,500**  
operations carried out



**4,750**  
staff members



**260,000**  
visits to our  
outpatient depts



We serve a Rotherham  
population of around  
**270,000**



**2,500**  
babies delivered  
in 2020/21





## Who we serve

Rotherham is a place with a proud history and a vibrant and ambitious public sector. It is actively developing new approaches to stimulating its economy with a shared focus on social value alongside a desire to support our local population with excellent services. There are approximately 270,000 people living in Rotherham. The population is older than the national average, and the lack of opportunities for younger people close to home is leading to young adults leaving the area to study and work. The majority of our population is white British with around 20,000 people coming from minority ethnic groups.

Rotherham is a town with high levels of deprivation: 1 in 5 of our population – over 50,000 people – live in the 10% most deprived areas of England. Deprivation often leads to unfair and avoidable differences in people's health, and we need to do a better job of ensuring fair access to healthcare, excellent quality for all and the same outcomes, regardless of your background.

Although Rotherham's employment rate has risen over the last decade (to 72.7% in 2019-20), it is still below the average for England. The proportion of people

claiming Universal Credit or Job Seekers Allowance has doubled over the last year, potentially as an impact of the Covid-19 pandemic: almost 18,000 people in Rotherham were either unemployed or long-term sick in 2019-20.

These challenges have led to more people in Rotherham living with some of the most common long-term conditions, including hypertension, depression and obesity. In fact, 20,000 more people live here with these three conditions than would be expected based on the national average. And over the last few years this picture has got worse, not better. Three-quarters of our adults are now classified as overweight or obese, alcohol-related deaths are increasing and only one in two adults is physically active. Smoking rates are higher than average at just under 18%, leading to over 40% more smoking-related hospital admissions than would normally be expected.

**Our strategy commits us to addressing these challenges collectively with our partners in Rotherham and South Yorkshire.**

**250,000**  
district nursing contacts

# Why do we need a new strategy?

Our previous five year strategy (*Together We Can: Our Five Year Strategy 2017-2022*) set our direction and kept us on track. However, the health and care landscape, the challenges and opportunities that we face, the NHS and our own organisation have all changed significantly in the last few years. In response, we need to reset our direction and revisit our ambitions.

## National policy

In 2019 the NHS published the Long Term Plan setting out the priorities for the NHS over the next 10 years. The development of Integrated Care Systems and the move towards collaboration is changing the fabric of the NHS. We must both respond to, and take advantage of, this emerging landscape.

## National performance

For some time the NHS has struggled to deliver many of its main access targets. The 4-hour A&E standard hasn't been hit consistently since 2014-15, and the key cancer and elective standards have been failed for over 5 years.

## NHS funding

The NHS has had a decade of much lower increases in funding than in previous decades which has stretched services. Many NHS organisations were already in financial deficit before the pandemic – and post Covid-19 funding may again be limited. This is at a time when services must adapt to the additional complexities of care within a Covid-19 environment.

## Health inequalities

Significant unfair and avoidable differences in health exist between communities in the country and in Rotherham. For example, life expectancy is 10 years shorter for women born in the most deprived areas of Rotherham compared to the most affluent. This is simply unacceptable.

## Digital innovation

Advances in the digital world will change the way we interact with patients and colleagues. Virtual consultation and remote monitoring have exploded over the last 18 months. Over the next five years the increased use of advanced technologies and developments such as artificial intelligence or process automation will provide even greater opportunity.

## Our changing population

The population of Rotherham is older than the national average and is getting older still. The town has high levels of deprivation, higher than average unemployment and above average rates of smoking. We must do better to co-ordinate and join up care.

## Our leadership

Since 2017, a new Chief Executive, Medical Director and Chief Nurse – indeed an almost entirely new executive team – has joined the Trust. These leaders have brought fresh thinking and new focus to TRFT.

## Our colleagues

Our workforce is the most important part of TRFT. But our workforce is stretched, facing daily challenges to deliver the level of care we all want to provide. The new leadership at the Trust has made it a priority to engage with, support and develop our colleagues.

## ...there's Covid-19 as well

The pandemic has had a profound impact on the country as a whole and on the NHS in particular. It has challenged services in ways we did not think possible and put staff under unprecedented pressure. On the eve of the pandemic, nationally, only around 1,600 people had been on the waiting list for over a year. –Now there are over 300,000 people who've been waiting at least a year, with the total waiting list at a record 5.5 million, –meaning 1 million more people are waiting for treatment than before the pandemic.

However, the pandemic also facilitated change at a pace not seen before in the NHS. At TRFT, the pandemic spurred additional intensive care capacity and a shift of outpatient appointments to virtual platforms. It also brought us together as provider organisations, social care, public health, and the voluntary sector, working more collaboratively than ever.

The impact of Covid-19 will continue to shape many elements of our work over the next few years, including how our teams work and interact with patients. However, it does not fundamentally change our ambitions nor direction of travel.





## *Our current position*

**We have areas where we're already doing things well and areas where we are improving fast.**

- The NHS staff survey shows us as one of the most improved Trusts in the country.
- We have strong, productive partnerships with a range of organisations across Rotherham.
- We are a digital exemplar and part of a unique Digital Aspirant Place.

**We also have a number of challenges in the Trust which we must overcome.**

- Recent inspections have found issues and areas that we must do better.
- Patient flow through our hospital can falter, putting pressure on all our services.
- We have a significant underlying financial deficit that we must address.

# Who are our partners

The NHS will be required to change how it works over the next few years as new legislation goes through parliament and policy changes across England. Organisations will work more closely together based around integration of services across providers within health and care systems.

The aim is for this collaboration to benefit our patients and wider populations. This development is strongly supported by TRFT as we recognise the value of these partnerships and the opportunity that working better together will provide.

## *The Integrated Care System (ICS)*

The Rotherham NHS Foundation Trust (TRFT) is part of the South Yorkshire and Bassetlaw Integrated Care System (ICS): a group of NHS and other statutory organisations, working together to provide better health and social care services to 1.5 million people in the five 'places' in the area – Rotherham, Barnsley, Sheffield, Doncaster and Bassetlaw (from April 2022, Bassetlaw will move to be part of the Nottinghamshire ICS).

As a core partner within this wider healthcare system, we want to play our part in delivering the ICS's ambitions to make a positive difference to patients, staff and the wider public, especially by changing the way we deliver healthcare, the joining up of services and focusing on removing unfair and avoidable differences in health between our communities.

## *The Rotherham Integrated Care Partnership (ICP)*

At a more local level, partners from health and social care within Rotherham are also working in a collaborative and supportive way. Our partners – the Council (RMBC), the local Community and Mental Health Trust (RDaSH), the federation of GP practices (Connect Healthcare Rotherham CIC), Rotherham Clinical Commissioning Group and the charity Voluntary Action Rotherham – have come together under the 'Rotherham Place Plan' with a shared vision of:

***Supporting people and families to live independently in the community, with prevention and self-management at the heart of our delivery"***

Working well with these organisations, and others such as Rotherham Healthwatch, is critical to our success, and we will continue to be a supportive partner for the delivery of health and wellbeing for all our communities.

## *Provider collaboration*

We are already part of a well-established collaboration between acute providers within the ICS. This partnership is delivering improvements across all our Trusts as we share good practice, provide mutual support and deliver together key programmes of work.

In particular, we value our close working with TRFT and Barnsley Hospital NHS Foundation Trust with whom we currently share a Chief Executive, a Director of Workforce and other key leadership roles. We also deliver a joint pathology service through Barnsley and Rotherham Integrated Laboratory Services (BRILs). This collaboration has been beneficial for both organisations and we will continue to support each other, share ideas and work seamlessly wherever appropriate.

# *Our new journey, together*



## *Vision*

We will always ACT the right way and be PROUD to provide exceptional healthcare to the communities of Rotherham

## *Values*

*Ambitious Caring Together*  
*(ACT)*

## *Strategic ambitions*

*Patients Rotherham Our partners Us Delivery*  
*(PROUD)*



# Strategic ambitions

# Proud

## Patients

We will be proud that the quality of care we provide is exceptional, tailored to people's needs and delivered in the most appropriate setting for them



## Rotherham

We will be proud to act as a leader within Rotherham, building healthier communities and improving the life chances of the population we serve



## Our partners

We will be proud to collaborate with local organisations to build strong and resilient partnerships that deliver exceptional, seamless patient care



## Us

We will be proud to be colleagues in an inclusive, diverse and welcoming organisation that is simply a great place to work



## Delivery

We will be proud to deliver our best every day, providing high quality, timely and equitable access to care in an efficient and sustainable organisation



# Patients

We will be proud that the quality of care we provide is exceptional, tailored to people's needs and delivered in the most appropriate setting for them.



## Delivering high quality, holistic care

Caring for our patients and the wider population in and around Rotherham is the bread-and-butter of what we do – so doing this well is our number one priority! Everything we do must have this focus in mind.

## Delivering safe care, every time

Every interaction with our patients, their families and carers, however small it may seem, has an impact on them. All of us will take pride in the impact we have on the health and wellbeing of those in our care and the experience they have. Our teams will put patients first and work hard to improve the quality of care we offer. We will excel at the basics of cleanliness, privacy, and dignity, so every patient feels safe in the knowledge that the care they receive will always meet or surpass their expectations.

## Providing care where and when the patient wants it

Many people find accessing the care they need more difficult than it should be. This can cause inequalities in care across communities in Rotherham. We will reduce barriers to care, making sure we treat all patients, not just those who come to the hospital. Some patients might prefer to be treated closer to, or in their homes, removing the

hassle and expense of travelling for appointments. We will enable our teams to deliver closer-to-home services based on a clear understanding of patient needs. This will help our teams treat the wider needs of each patient, building longer-lasting relationships, supporting patients to live healthier lives.

## Considering the whole patient

Alongside providing the best possible care, we must recognise the whole patient and their wider experience with us. For example, people with chronic physical health conditions are 2-3 times more likely to have a mental health condition too. We will ensure that our care takes a holistic view, considering both physical and mental health as well as the wider patient experience.

*The 'golden thread' is to provide patients with high quality care from beginning to end.*

## Always looking to improve the quality of care

We want to provide the best possible care for our communities. We already provide some fantastic practice – and we want to build on this to continually improve patient outcomes, the services we provide and the ways in which we work.

## Embedding Quality Improvement

Colleagues and teams are committed to change: always seeking to make things work better for our patients. We will harness this passion by making quality improvement at the core of our every day. Our teams will come to work knowing that the learning they identify today will enable them and their colleagues to do a better job tomorrow.

## Encouraging teams to trial new ways... supporting them to learn when things go wrong

We will support an environment where teams use their initiative, where they are eager to try new things and to implement positive changes to the right services. Colleagues will be honest when ideas fail and will learn when things go wrong. We will remove bureaucracy wherever we can, encouraging teams to adopt a 'yes first' approach to improvement suggestions that will enhance patient care.

### **Spreading improvement across TRFT**

Developing and improving high quality practice in care is only one side of the coin. The other is sharing, spreading and embedding good practice with other teams. Wherever we identify good practice or a successful improvement we will consider where else this can and should be applied. Teams that have made improvements in one area will support colleagues in other areas to embed new practices.

### **Involving and working with our patients**

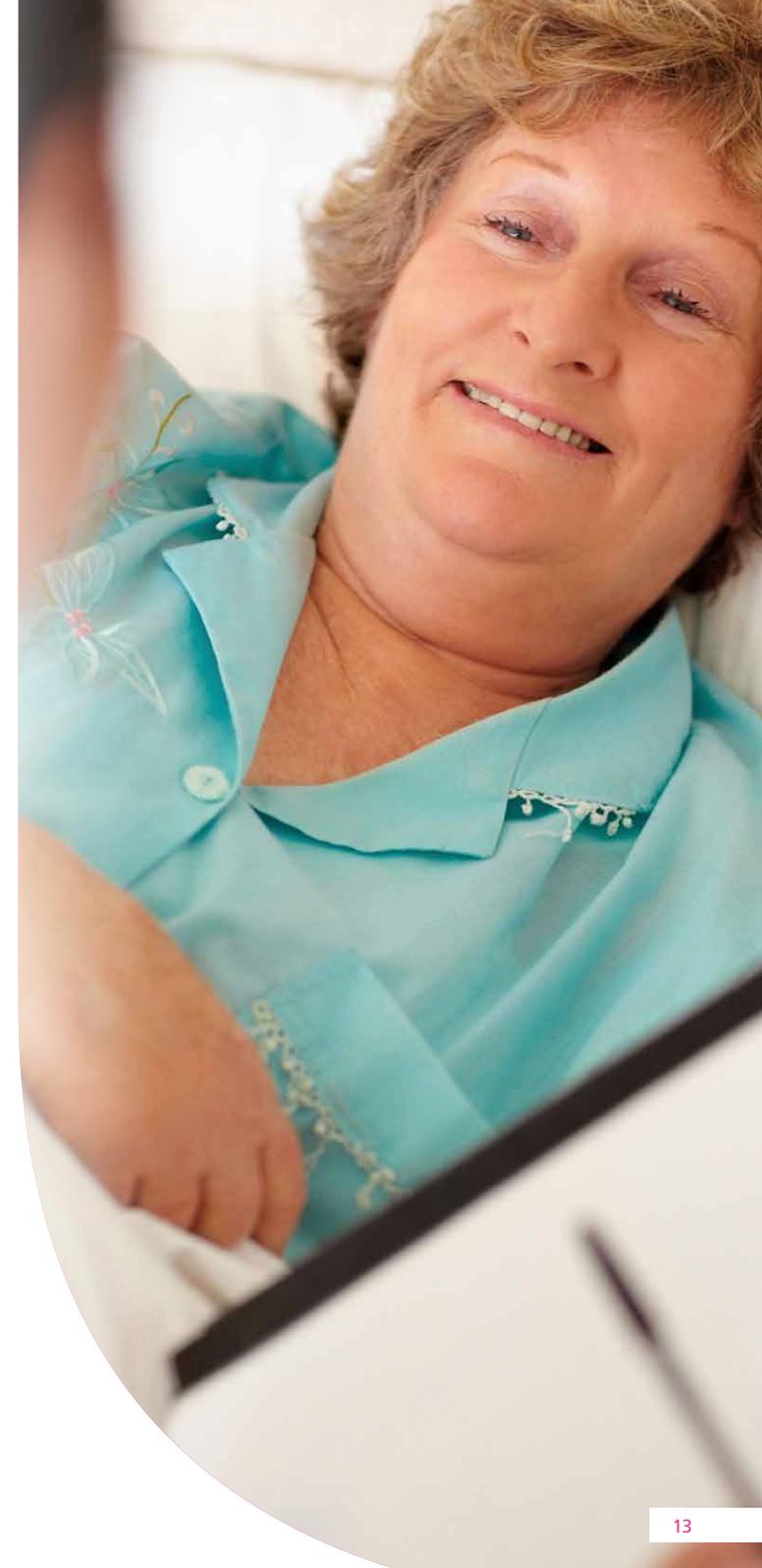
Hearing the stories and experiences of patients is powerful in shaping our priorities.. The people using our services are experts in the extent to which those services meet their needs. We will see a step change in engaging patients, families and carers in how we deliver care that is tailored to their personal circumstances. This will drive improved outcomes and will support ever more fair access to our services.

### **Turning up the volume of the patient voice**

Patients will be a leading voice in the design and development of our services, acting as experts in what matters. Our approach will be active engagement as standard, aspiring to co-production whenever possible, through direct patient involvement in decision-making and consultation with public panels. One size doesn't fit all, so individual patients will be fully involved in the day-to-day decisions about their care. We will also develop our digital options for connecting patients more directly with choices about their care.

### **Enabling self-care**

With a growing number of patients managing long-term conditions, we need to support people to better manage their own health and wellbeing. We will give patients more choice and control over the care they access and will improve access to healthcare advice, including patient experts, when it is needed. We will increase patient-initiated access to follow up care and expand use of the Rotherham App and other patient portals, giving patients access to their own information.



# Rotherham

We will be proud to act as a leader within Rotherham, building healthier communities and improving the life chances of the population we serve.



## Improving health equality

People in the most well-off areas of Rotherham can expect to live 12-13 years longer in good health than those in the most deprived areas. A fundamental part of our ambition is to ensure that our communities are equally supported to live long and healthy lives. This will not be something that we can fix alone, nor in the short-term, but we have a key role to play in working with other organisations to shape our offer such that this health inequality disappears.

## Understanding our population

We will renew our focus on understanding our populations: collecting and using information to better identify where unequal access to care or differences in health outcomes must be investigated. We will engage with communities, partnering with the charitable or voluntary services who can best reach particular groups of people. We will use this fuller understanding (of communities), deeper engagement (of patients) and stronger collaboration (with partners) to ensure better access to our services, improved experience for these people and better outcomes from their care. In doing so, we will improve health equality across Rotherham

## Meeting the individual needs of each patient

The Covid pandemic showed us how healthcare can affect communities in different ways – and we must learn from this to ensure we listen to patients and offer our services in a way which responds in a flexible and accommodating way. For example, we will work with businesses so their employees can attend appointments. We will work with each patient so their individual needs around fitness and availability for surgery (especially for those on lower incomes) are taken into account.

*Our patients are part of my community. I want to make a bigger difference.*

## Being green

The United Nations climate report has made it clear: human activity is affecting our climate. We must all do our part to reduce our impact on the environment and cut emissions. As the largest employer in Europe and a significant consumer of single-use plastics, the NHS must act.

## Moving to Zero Carbon

The NHS overall plans to be 'net zero emissions' by 2040, with an aspiration to achieve the goal ten years earlier. We must play our part and want to be leaders in this ambition to protect the planet for future generations. We will reduce our net emissions across the life of this strategy, including when this means deciding not to take the easiest or cheapest options. Many colleagues are passionate about this cause and we will look to them for leadership and innovation – and to hold the Trust to account on this commitment.

## Supporting others to be green

We will also support our staff and local communities to reduce their environmental impact. We will be a leader across Rotherham in promoting more sustainable choices and will support our staff to reduce their impact on the planet.

## Championing our local businesses and people

We are one of the largest employers in Rotherham and a significant part of the town's economy – so we have a responsibility to our communities that goes beyond providing health care services. We will support Rotherham to become a thriving town.

## Supporting local businesses

We spend a significant amount of money on goods and services in the running and maintenance of our services and estate. We will find opportunities to purchase from our local businesses and so will support job creation and wealth generation in our population. We will build long-lasting relationships with suppliers who are committed to supporting TRFT.

## Creating opportunities

We will offer our communities rewarding and fulfilling careers in the NHS. By 'growing our own' in Rotherham we will develop a future-ready workforce with the right knowledge and skills for people to excel in their roles. We will engage with local colleges and schools to inspire young people to look to us as a potential employer and job vacancies will be clearly promoted to our local population. We will support individuals who have challenges entering the job market by giving them valuable experience.

## Sharing our assets

We will support our wider communities beyond the provision of healthcare. We will offer our facilities when we don't need them. We will build relationships with local businesses to support the health and wellbeing of their teams and customers. We will learn from other Trusts who have already implemented innovative programmes to benefit their local population. We will actively support colleagues who want to use their expertise outside TRFT to influence health and wellbeing in our communities.



# Our partners

We will be proud to collaborate with local organisations to build strong and resilient partnerships that deliver exceptional, seamless patient care.



## Joining up services

The NHS is evolving with a drive towards collaboration that offers a real opportunity to improve services and experiences for patients by working together across health and care.

## Providing seamless care

Patients want their care to be joined up and effective – they are not at all concerned with organisational boundaries nor the differences between primary, secondary, social care and voluntary services. We will work with partner organisations in Rotherham and across the region – including voluntary and community services, mental health providers, Primary Care Networks and the Integrated Care System – to deliver effective integrated health and care services.

## Accessing specialist skills and knowledge

Many patients have multiple conditions so that they need both generalist and specialist care. Sometimes, patients being treated for a physical health concern in Rotherham also have a mental health issue, which we currently don't specifically cater for. We will partner with specialist Trusts and the voluntary sector to enhance our services to better meet these holistic needs, either by 'upskilling' our own teams and accessing specialists to supplement our services, or by supporting patients to access services we can't provide.

## Harnessing the power of information

Information is playing an ever-increasing role across healthcare with the flow of information critical in the provision of integrated care. We will ensure our clinicians have the right information in front of them when meeting and treating patients. Looking wider, connecting information will also allow TRFT and partners to better identify and meet the needs of our communities, particularly around health inequalities.

*The outcomes and experiences are better for patients when we work together with other organisations*

## Delivering safe and sustainable services

As a district general hospital and community provider we are not always able to independently provide every service that every patient might need. Working with partners, we will ensure that our communities have access to high quality services delivered in the most appropriate setting for them.

## Partnering for clinical sustainability

Developments such as the Hyper Acute Stroke Unit and the SYB Pathology Network are good examples where we have worked with another organisation to provide a better service and improved outcomes for Rotherham patients. When there is a clear clinical rationale, we will identify services which we cannot provide sustainably and work with our partners to implement solutions, whether this be through shared workforce models or shared pathways.

### **Turning partnership into rewarding career opportunities**

We will maximise the opportunities for colleagues offered by our organisation working more closely with nearby Trusts. We will explore 'staff passports', allowing colleagues to more easily transfer between healthcare organisations, and joint appointments across Trusts giving, for example, clinicians the chance to bring good practice back into their teams, and to share their expertise with others. We will partner on recruitment, training and education so that the benefits of collaboration are felt by colleagues in TRFT and beyond.

### **Sharing learning, developing practice**

There are many policies and processes that are needlessly duplicated in each of several local healthcare organisations. We need to be better at doing things once across providers, recognising that we don't always need to reinvent the wheel. We will champion a move to a 'share and copy by default' approach, working with other Trusts to reduce duplication and deliver efficiencies in our management processes.





We will be proud to be colleagues in an inclusive, diverse and welcoming organisation that is simply a great place to work.



### **Realising everyone's potential**

Having the right workforce was highlighted by colleagues as one of the biggest priorities for TRFT. The right staff, with the right skills, who can deliver high quality services, is the foundation on which everything is built. It is crucial for our organisation to be a great place to work where colleagues give of their best and build a career to be proud of.

### **Becoming truly inclusive**

We are committed to developing, maintaining and supporting a culture of equality and diversity across TRFT and every team or service within it. Every single person will be treated with respect and given the opportunity to realise their potential. It's everyone's responsibility to make TRFT a place where every colleague feels welcomed to be their full selves at work.

The senior leadership of TRFT is not as representative of the staff it seeks to lead – and we will make that better. We will explore and adopt the best practice in positive action to support and encourage colleagues from under-represented groups to flourish.

### **Growing and achieving**

We want colleagues to feel confident they can fulfil their career ambitions here, and so to commit to our organisation long-term. We will develop career paths and opportunities that enable progression and build career conversations into our appraisal processes. This will supplement our continued focus on training and support everyone to realise their potential.

### **Working flexibly**

To support our staff and their wellbeing we want to allow them more flexibility whenever we can. The Covid-19 pandemic has taught us the value of home working, both for the organisation and the individual. Our People Plan sets out our ambition on flexible working where we will adopt a 'think yes, rather than no' approach to support work/life balance and wellbeing, including around the hours and times of day that colleagues work.

### **Developing new roles**

We will continue to identify and utilise new and rewarding roles – as we did with Trainee Nurse Associates – to attract and retain colleagues with the skills we need to effectively support our existing colleagues.

### **Enhancing our leadership**

It is important that we appoint and develop high quality leaders throughout the organisation. This is not simply about senior leadership – it's about distributed leadership across TRFT where everyone feels both empowered and responsible to act to improve services, to take bold, well-thought through decisions for the benefit of patients and staff.

### **Growing capability and capacity**

We need to provide colleagues with the right tools, skills and the confidence to lead their teams effectively – and we will invest in our people to build this capability. We will pursue our desire to be a clinically led organisation and ensure that when clinicians take on leadership roles alongside their clinical duties, they have the best support and development to help them succeed.

### **Empowering local leadership**

We need to allow leadership teams at department or service-level to act and make decisions as close to the patient as possible – after all, they are the people best-placed to know what will benefit our patients. While we will need clear governance to support this, we will be bold in enabling our teams locally to act in the way they need to.

### **Being visible, approachable and known**

Our senior colleagues must be visible within the organisation, prioritising time to visit and listen to our teams on the ground as part of their understanding of the organisation. We will support a range of initiatives to support this, including an 'on the ground' shadowing programme for staff, so leaders receive direct experience of working within our services and learn from our colleagues who do so on a daily basis.

### **Treating each other well**

One of the areas staff are most keen to promote is the importance of treating each other well, managing our relationships and our behaviours so that our impact on people is positive – even in challenging times. When we get this right, it bolsters how people feel about coming to work as well as how our patients experience us.

*No person is more important than the other, everyone's skills are valuable and everyone deserves a voice and to feel that their contributions are valid.*

### **Developing a useful framework of behaviours**

It's important that colleagues know what decent standards around our behaviour look and sound like. We will develop a framework which will set this out, and provide practical examples of how colleagues should behave in the workplace and with each other.

### **Investing in a positive culture**

Being clear on standards is one thing, but living and breathing these behaviours is what forms the culture of the organisation. We expect all TRFT colleagues to embrace our values, to welcome new people into their teams and to appreciate colleagues who show they are living our values at work. Where colleagues fall below these standards, we will challenge their behaviour and back up staff who appropriately call it out when they see it.

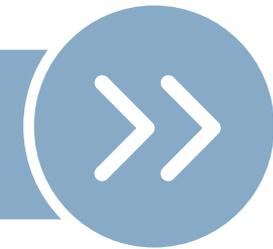
### **Role-modelling the best way to behave**

Our senior colleagues will visibly role-model the behaviours expected in TRFT – everyone must be clear that these standards apply to everyone.



# Delivery

We will be proud to deliver our best every day, providing high quality, timely and equitable access to care in an efficient and sustainable organisation.



## Delivering excellent performance

We are tasked with meeting some very clear performance, quality and financial targets. To do this, we need to strip away all the things that get in the way of our teams doing their jobs effectively, set high expectations of ourselves and be ready to try new things to improve our performance, balancing our quality, financial, workforce and operational needs along the way.

## Focussing on high quality, equitable and timely care

Meeting national standards relating to both urgent and non-urgent care is a 'must do' – we must be united in our commitment to delivering them. We will make our performance transparent, both internally and externally, and be open and honest with ourselves when we fall short. We will plan how we use our capacity effectively, understanding how our day-to-day decisions affect the performance we deliver for our population.

*There is a surge of staff that want to move forward. A team that wants to drive improvement.*

## Delivering better value

Whilst we need to think like a patient in the way we care for our communities, we must always use public funds wisely and ensure the 'Rotherham pound' delivers the best healthcare for our population. We will eliminate waste, make good use of national initiatives like Model Hospital and the Getting It Right First Time (GIRFT) programme to drive improvement, ensure our demand and capacity are aligned and increasingly use digital solutions to reduce the administrative burden across the organisation.

## Living within our means

Efficiency and day-to-day value for money is one part of the financial balancing act – sustainability and longer-term financial stability is the other. Making best use of our limited resources while improving patient care is critical: we have a significant underlying financial deficit and pressure on NHS finances is expected to continue. We will manage our spending and investment so as to reduce our deficit and return to financial balance.

## Improving what we do

To deliver high quality, timely and affordable healthcare we must continue to learn and improve what we do. We will implement quality improvement throughout the organisation, complemented by a learning culture where all colleagues intuitively understand that they have two roles: 1) to do the job, and 2) to improve how the job is done.

## Learning from others and ourselves

We will take every opportunity to learn from innovation within our Trust and the wider NHS, adopting good new practice quickly. We will share learning across TRFT and support teams to change rapidly where colleagues have already been through the change process. And we will shine a light on individuals and teams who go 'above and beyond' to learn and to innovate, by publicly celebrating their achievements.

## Expanding digital first

We are already a digital exemplar and we want to continue this journey, making our digital offer to patients and staff a clear benefit of TRFT. We will be bold in identifying and trialling new digital technologies to fundamentally change how patients can interact with our teams.

## Making things easier

Colleagues can get understandably frustrated when blockages in our own organisation get in the way of them doing their best work. These instances take energy to work around or resolve, often at the expense of the 'day job'. We will make it easier for colleagues to focus on their core role, so reducing frustration and eliminating wasted effort.

## Getting the small things right

Often it is smaller things that cause issues and irritation. It might be an over-complex system, an unnecessary form or a (should be simple to fix) estates issue. We will focus on getting the basics right, finding pragmatic ways to improve how we work and minimise the 'hassle factor' for everyone. And we will empower and provide the tools to colleagues to make the simple changes they know will reap rewards.

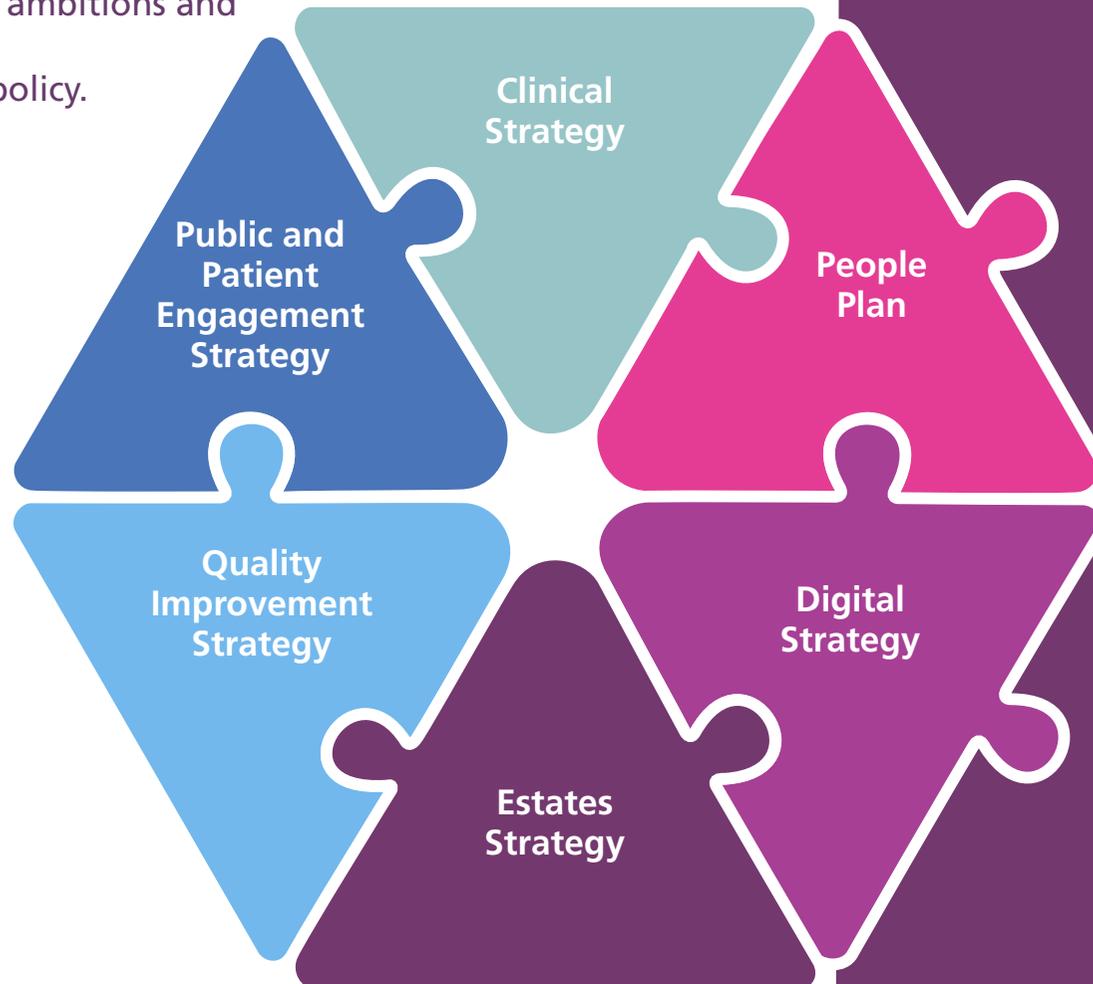
## Organising ourselves efficiently

Governance plays an important part in the assurance of the Trust. However, some colleagues, particularly clinical leadership teams, can suffer from 'meeting fatigue' or find it frustrating to navigate overly complex processes. Therefore, we will continually challenge ourselves that our governance structures are right, that our processes are easy and quick to navigate and that all management time, in particular at meetings, is productive.



## *The jigsaw pieces*

This document on its own is not sufficient to define the way we move forward as an organisation. Underneath it are a series of supporting strategies, which act as the jigsaw pieces to this over-arching vision. These will be updated over the coming months to ensure they reflect our latest ambitions and the most recent direction of travel from national NHS policy.



## How we will make this work

We recognise the importance of *Our new journey*, together is not just about developing and setting out our vision and objectives over the coming years. It is about how we ensure that we will engage our staff, partners and communities in the development and delivery of the ambitions set out within it, and how we will continue to make the changes we need to the Trust so that we can continue the journey of improvement for our communities.

**A strategy is nothing but a set of words without the delivery of its ambitions.**

To support the need to translate vision into practical, tangible action and change we will develop a delivery plan for this strategy which will be refreshed as part of our usual planning programme.





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