

The Rotherham NHS Foundation Trust

Our Journey to Excellence 2024/25

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Dr Mike Richmond: Chair



Dr Richard Jenkins: Chief Executive

Chair and CEO welcome

The Trust launched its new strategy ‘Our new journey, together’ in 2022. This was a time of unprecedented change and challenge for the NHS as it continued to respond to and recover from the impact of the COVID-19 pandemic. The strategy set out our Vision, our Values and the Strategic Ambitions we wanted to deliver over a five year period. Working with you, our communities, our colleagues and our partners we set out on this new journey, together.

As we reflect on the last two and a half years, we are incredibly proud of the progress the Trust has made. From improvements in our mortality indicators, to the post pandemic recovery of services, particularly our diagnostic standards, to a step change improvement in our staff survey results, we have improved across a range of areas. We also recognise that there is still more work to do, but we are undoubtedly in a stronger, better and more stable position than when we launched our strategy in 2022.

So, while the Vision, Values and the Strategic Ambitions set out in this strategy are still relevant, appropriate and continue to provide the Trust with its guiding principles, we are now in a position where we can be far more ambitious.

This is a Trust that is still on a journey, but now, together we aim for excellence.

Our journey to excellence

Our number one priority is to provide high quality care to our patients. We also want their experiences while receiving this care to be positive. We strive to do this because this is the care and experiences we would want for ourselves and our family and friends.

A key part of delivering this priority is to have effective operational delivery of services, enabling the pateints to access care when they need it and reducing the time they wait.

We can only deliver this with the support and commitment from our people. We must work together to create a culture which enables our teams to continually improve and deliver the standards they strive for.

This must also be done within the constraints placed upon us. To enable us to invest in our teams and our services and make improvements we want and need to make we must ensure that we are a financially sustainable organisation.

Therefore, we have set our ambitions against these four pillars.

The Trust already uses these pillars to set out its organisational priorities and so this approach has been extended to cover a three-year period, recognising that our final ambition will take a multiyear approach.

Our journey to excellence ambitions

By the end of 2026/27 the Trust will:



Quality of Care
Provide the quality care and patient experience that is consistent with CQC ‘Outstanding’ across the whole organisation

People and Culture
Be in the top 10% of Trusts for engagement measures in the staff survey

Financial Sustainability
Deliver a recurrent break-even position

Operational Delivery
Deliver our core operational standards (4hrs, RTT and Cancer Access)





What we have achieved

Despite the challenges faced, we are incredibly proud of the progress the Trust has made over the last two and a half years. The progress we have made could not have been done without the dedication and commitment of all our people, our partners and the communities we serve. We know that there is much more we can and need to do, but we are now in a better position to deliver this.

Listed here are just some of our PROUD achievements:

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Although we have not received any external inspections from the Care Quality Commission (CQC) this year, we have implemented an Exemplar Accreditation programme to strengthen our monitoring processes and provide assurance of the quality of our services. Going forward, this will provide valuable evidence of the quality of care being provided in different wards and departments.

Implemented a Patient Experience Improvement Plan focussing on waiting times, discharge, nutrition and hydration, pain management and involving people in decisions about care. This has supported improvements across all of these areas.

Focussed on a Quality Improvement (QI) approach within the Trust with a number of projects implemented that have directly benefitted our patients.

Invested in new Computed Tomography (CT) and Magnetic Resonance Imaging (MRI) imaging scanners allowing us to improve the access to key diagnostic services.

Made significant improvements to our mortality statistics with our performance now one of the best in the region.

Taken a lead on digital innovation through the trial of artificial intelligence (AI) in our radiology service.

Improved the quality of care provided and our governance arrangement so that the CQC felt confident in removing all historical sanctions.

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Made significant steps to move care closer to people’s home with the opening of the Community Diagnostic Centre (CDC) in Breathing Space, the launch of a Virtual Ward and the introduction of one of the country’s first Home Chemotherapy Service.

Taken forward our work on reducing health inequalities in Rotherham through the agreement of an Anchor Charter and the joint appointment (with Rotherham Metropolitan Borough Council) of a Public Health Consultant, to work in the Trust and across Rotherham Place.

Continued to run our school’s ambassador programme across Rotherham.

Confirmed a commitment to be part of the Gulliver’s Skills Street initiative, which will show case career opportunities in Health and Social Care to young school pupils and students.

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Developed a thriving and mutually beneficial partnership with Barnsley Hospital NHS Foundation Trust enabling shared learning, mutual support and delivering service collaborations across Gastroenterology and Haematology.

Have been a proactive voice in the establishment of the South Yorkshire & Bassetlaw Acute Federation working with other Acute Providers to improve services.

Supported the development and implementation of a new model of service delivery for Pathology across South Yorkshire.

Worked with partners from Doncaster and Barney to open the Mexborough Elective Orthopaedic Centre providing additional capacity for orthopaedic pateints across the region.

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The Trust was second most improved Trust in England for the question ‘Recommending the Trust as a place of work’. We also made significant improvements in engagement scores over recent years.

Staying with the staff survey, the Trust has now one of the highest staff survey response rates in England, rising from 48% to 68%.

Reduced our turnover rate from over 11% to under 9%.

Introduced a Board level reciprocal mentoring programme pairing Board members with aspiring leaders from minority groups.

Launched our new People and Culture strategy with wide ranging engagement across the organisation.

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One of the first Trusts in the country to recover the Diagnostic Waiting Times targets.

Shortlisted in the Digital Innovator Category of the National Health Service Journal (HSJ).

Refurbishment of Stroke Ward and the Neonatal Unit.

Worked with colleagues to deliver of over £20m of savings over the last two years.

Opened the ‘Command Centre’ on the acute site which brought together health and care staff to manage patient through their emergency care pathways. The centre was nominated for a national award.



Together to excellence

Our number one priority is to provide **high quality care** to our patients. Central to this is ensuring that the experience our patients have while under our care is positive. This is the care and experience we would want for ourselves, our families, and our friends.

A key part of delivering this high-quality care is to have effective **operational delivery** of services, enabling patients to access care when needed and reducing the time waiting.

We can only deliver this with the support and commitment from our **people**. We must work together to create a **culture** which enables our teams to continually improve and deliver the standards they strive for.

This must also be done within the constraints placed upon us. To enable us to invest in our teams and our services and make the improvements we want and need to make we must ensure that we are a **financially sustainable** organisation.

Therefore, we have re-set our ambitions against these four pillars.

The Trust already uses these pillars to set out its organisational priorities and so this approach has been extended to cover a three-year period, recognising that our final ambition will take a multiyear approach.

Our number one priority is to provide high quality care to our patients.

Our journey to excellence ambitions

By the end of 2026/27 the Trust will:

Ambitions

We believe that if we deliver these ambitions, we will be an organisation that all our colleagues can be PROUD of and establish the organisation as one of the very best in the country.

Quality of Care



People and Culture



Operational Delivery



Financial Sustainability

Deliver a recurrent break-even position providing the financial flexibility to invest and improve our services



Our guiding values

In delivering this journey to excellence we will continue to be guided by our organisational values which support the journey to excellence.

AMBITIOUS: We are ambitious in the expectations we place on ourselves and each other. We are the best that we can be, and where we can't be the best, we are the best at getting better.

CARING: We have a compassionate and caring culture that puts high quality care at the heart of everything that we do. All our staff, all our patients and all our partners have a positive experience of the Trust.

TOGETHER: We do this together, where everyone is important, where every patient is important where we recognise that only together, across the Trust, Rotherham and our wider partners can we deliver the vision.



What will be different?

We need to ensure that we do not place limits on ourselves. As such we will, alongside the following key themes, undertake exploration into Teaching Hospital status for the Trust

The following themes will have increased importance going forwards and will help us deliver excellence.



Embrace and value our partnerships

The Trust partnership with Barnsley Hospital Foundation Trust has grown at pace over the last few years providing both large scale change and development but, as importantly, the support and learning networks which allows teams to develop. Over the coming years we will continue to explore the potential of the partnership with Barnsley NHS Foundation as well as other local Trusts. We are stronger together.

Deliver our role as system provider and leader

The Trust now has the foundation in place to be a system wide provider. The centralisation of pathology services is likely to be the starting point for further rationalisation across South Yorkshire. The Trust is ready, able and committed to being a system provider for appropriate services.

Integrate pathways

Aligned with the commitment to partnership and a system provider, the Trust will work with partners across organisational boundaries when considering how best to provide and integrate pathways for the benefit of patients. This may include the Trust providing services which it has not traditionally provided.

Continue to be digitally ambitious

The Trust is already a digital pioneer with areas such as AI being trialled in radiology. The Trust wants to continue to be digitally ambitious, recognising the opportunity for technology to provide high quality and more productive care to our patients.

Diversify our income

The Trust wants to diversify its income streams so that it can provide a more resilient financial position, supporting the delivery of a sustainable organisation and investment into our services.

