Annual Review 2009/10
Building a healthier future
**Vision and Mission**

The Rotherham NHS Foundation Trust aims to be a leading healthcare provider which is responsive to the needs of its patients and the communities it serves. The Trust’s vision and mission statements set out its goals and aspirations now and in the future - informing development and direction.

Our vision is to build a healthier future together.

Our mission is clear. We believe that health care is not a job, it’s a passion. We stand for equal access for all based upon your needs, no matter who you are or where you come from. We stand for prompt access to high quality care. We provide care in a clean, safe and friendly environment which is delivered with skill and compassion by a remarkable team of people – our staff.

We approach challenges with optimism and believe laughter is sometimes the best medicine. We support you and those who care for you in any way we can by promoting your clinical, physical and spiritual well being.

We believe you need to look after yourself and to take responsibility for your own health seriously. If you need us, we’ll be here, helping you to decide what’s best for you.

We are The Rotherham NHS Foundation Trust and we care for you.

*Your health, your life, your choice, our passion*
### Annual Review 2009/10

This is the Annual Review for The Rotherham NHS Foundation Trust for the period 1st April 2009 to 31 March 2010.

<table>
<thead>
<tr>
<th>Part</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome from the Chairman</td>
<td>04</td>
</tr>
<tr>
<td>Overview from the Chief Executive</td>
<td>07</td>
</tr>
<tr>
<td>About The Rotherham NHS Foundation Trust</td>
<td>08</td>
</tr>
<tr>
<td>Part 1</td>
<td>11</td>
</tr>
<tr>
<td>Creating healthier communities</td>
<td></td>
</tr>
<tr>
<td>Part 2</td>
<td>17</td>
</tr>
<tr>
<td>Making improvements where it matters</td>
<td></td>
</tr>
<tr>
<td>Part 3</td>
<td>21</td>
</tr>
<tr>
<td>Leadership and management</td>
<td></td>
</tr>
<tr>
<td>Part 4</td>
<td>31</td>
</tr>
<tr>
<td>Getting involved</td>
<td></td>
</tr>
<tr>
<td>Part 5</td>
<td>33</td>
</tr>
<tr>
<td>Financial overview</td>
<td></td>
</tr>
</tbody>
</table>
The review highlights a number of key achievements over the last year and outlines our excellent performance. We received JAG (Joint Advisory Group) accreditation for our Endoscopy Unit allowing us to extend our bowel cancer screening, our Falls Collaborative was shortlisted in the Patient Safety Awards and we have once again been included as one of CHKS Top 40 hospitals.

We are a thriving Trust which continues to grow and develop because of the strength of our people. Whilst we focus on our significant achievements over the last year we must remember that everyday we accomplish, in equal measure, small and large triumphs. The completion of a complicated surgical procedure, the birth of a baby, saving a life, helping someone see again, making sure someone goes home with the medicine they need, ensuring that our wards are clean and infection free, supporting the economic recovery of the area by using a local supplier, bringing a patient a cup of tea when they are scared and vulnerable, helping someone find their way around the hospital or comforting a relative who is anxious about a loved one – everyday we achieve successes like these and everyday we make a difference.

I would like to thank all our staff for their enthusiasm, energy and hard work and I am sure they would join me in recognising that we could not have achieved so much on our own. The tireless support of our Governors, Members, volunteers and donors has helped us build a Trust that truly serves the community.

It takes a dedicated and committed team to consistently deliver high quality care and I am extremely proud to be part of that team.

Margaret Oldfield OBE
Chairman
It has been five years since I became Chief Executive of The Rotherham NHS Foundation Trust. During this time we have seen substantial change – economic, social and technological. The needs of the community we serve have become even more diverse and with these changes have come challenges. I am proud to say we have met these challenges head on with energy and enthusiasm.

The strength of our management team, our creative and innovative approach and the dedication of our staff has helped us build a hospital which is not just fit for today but is ready to face the future.

The Trust’s achievements in 2009/10, summarised in this Annual Review, demonstrate its strengths: high quality, patient centred delivery, a remarkable workforce and innovative use of technology, to offer thousands of people the care they need to improve their health and lead healthier lives.

These achievements need to be consolidated so that past successes can be translated into future opportunities. Looking forward we know changes in government funding mean we must be fit to operate within tighter financial constraints. The Trust is well placed to adapt and face the challenges posed by these changes without compromising on quality of care. We can succeed because people are at the heart of everything we do.

This is an ambitious Trust - we are ambitious to grow and develop the services we provide, we are ambitious to recruit and retain a highly skilled and motivated workforce and we are ambitious to improve our facilities and care. The motivation behind these ambitions is simple – our commitment to the people we serve, our commitment to building a healthier future for all.

Brian James
Chief Executive
The Rotherham NHS Foundation Trust was established on 1 June 2005 and was developed from the Rotherham General Hospitals NHS Trust. One of the first 35 Trusts in England and Wales to achieve NHS Foundation Trust status, we have developed a reputation as a thriving and successful organisation achieving recognition at local, regional and national levels.

The Trust provides a wide range of health services to the local community of Rotherham and an increasing number of patients from further afield.

Rotherham Hospital has a comprehensive range of facilities and services including elective and emergency medical, surgical, paediatric, obstetric and gynaecological care. There are a range of modern facilities including an Intensive Care Unit, Coronary Care Unit and Cardiac Catheterisation Suite, Breast Screening Suite, Endoscopy Unit, Day Surgery unit, Stroke Unit and Neurological Rehabilitation Centre. The clinical services are supported by comprehensive Pathology, Medical Physics and Imaging services, including state of the art MRI and CT facilities.

The Accident and Emergency Department deals with around 75,000 patients per year and there are approximately 55,000 inpatients and 250,000 outpatient attendances each year.

The Trust is an Associate Teaching Hospital of the University of Sheffield and has an active research programme delivered through local, regional, national and international research networks and consortia.

Board of Directors
The Board of Directors is responsible for the operational management of the hospital and, with participation from the Council of Governors, sets the strategic direction of the Trust.

The Board of Directors is comprised of full-time Executive and part-time Non-Executive Directors who manage the Trust. The Non-Executive Directors were appointed because of their business skills, experience and their strong links with the local community. The Executives were appointed because of their business focus, operational and management experience within the health sector.

Council of Governors
The Council of Governors is made up of elected and appointed Governors who oversee the work of the Trust and represent the views of the Members, the public and service users. They are responsible for making decisions regarding the appointment or removal of the Chairman, the Non-Executive Directors and the Trust’s auditors in addition to approving the appointment of the Chief Executive. The Council of Governors is also consulted by the Board of Directors and its views taken into account when formulating the Trust’s forward plans.
Taking care of patients
Looking after patients and ensuring they receive the best care possible is ingrained in everything the Trust does on a daily basis. It is the Trust’s core business and the most important part of every service offered. The Trust aims to provide a safe and healing environment for patients so they receive high levels of care from its dedicated staff.

Over the last year more than 63,340 people were treated as outpatients and inpatients by The Rotherham NHS Foundation Trust. Meeting all of the key national performance indicators and targets, the Trust continues to offer some of the lowest waiting times in the UK – consistently achieving the 18 week referral to treatment target with many areas achieving below 9 week waits.

Reduction in infection rates continues to be a priority and the Trust is delivering real results. MRSA rates remained low and C. difficile rates continue to fall placing the Trust amongst the best in the country, with 5 cases of MRSA and 43 cases of C. difficile within the hospital.

Providing better services
As well as delivering against key targets the Trust has made significant investment in developing, extending and improving services to patients.

A successful partnership between departments has lead to Rotherham Hospital becoming the only place in the UK to offer pioneering photopheresis treatment to children. The innovative approach taken by Haematology and Paediatrics meant that equipment could be adapted for use with younger patients.

In 2009/10 Rotherham Hospital’s Endoscopy Unit was awarded nationally recognised JAG (Joint Advisory Group for Gastrointestinal Endoscopy) accreditation which recognises the excellence and quality of the service.

Gaining this accreditation means the service has achieved very high standards across a range of areas including quality and safety of patient care, patient satisfaction, experience of the clinical team, and excellence in training endoscopy teams, especially doctors.

The unit was also able to add a specialised bowel cancer screening service providing even more services locally for the people of South Yorkshire.

The Trust also began offering Thrombolysis treatment for stroke patients which speeds up recovery and reduces the likelihood of disability in patients.
The future is brighter for Callum thanks to treatment at Rotherham Hospital. Callum Hill from Rugby is receiving the pioneering photopheresis treatment at Rotherham Hospital, the only place in the UK to offer this treatment to children, and his parents Netta and Nick say they are happy with his progress and there are signs that he’s already reacting well.

He has an auto-immune condition called Scleroderma which is the result of a transplant he had when he was younger. Amongst other things it causes very stiff joints and skin pigmentation, but we’re already starting to see an improvement after just three visits. He has lots of marks on his body which look like bruises, but we’ve noticed these are starting to fade which is great for him.

When Callum was first born his parents were told that he would only live for 6 months and his condition is so rare that only 3 per cent of children in the world have it. Callum is like any other little boy but has trouble walking and playing with his friends. His condition has caused hardening of the soft tissues and joints so he struggles to do things that other children take for granted.

His mum says: “Because his joints are set in position Callum can’t ride a bike, play football with his mates or go swimming. He sometimes tells me he would like to be a normal little boy which makes me feel a bit sad, but most of the time he’s really strong and he always has a big smile on his face.”

Consultant in Haematology Dr Peter Taylor is overseeing Callum’s treatment and explains how it works:

“We take some of Callum’s blood and put it in a large spinning bowl on one of our machines to separate white cells from plasma and red cells. Once they’ve been collected the white cells are then treated with ultraviolet light to stimulate them and re-infused back into Callum. These white blood cells will help to treat his immune system and his body should start to fight off the infections that most of us do naturally. This treatment should make a big difference to Callum and it’s fantastic that, with the support of the Paediatric Unit, we have been able to set up the first UK paediatric photopheresis service here in Rotherham, building on our successful treatment of adult patients.”
New treatment speeds stroke recovery Mr Pike from Rotherham who had a stroke last year was back to near full health in less than a day. Mr Pike was driving his car when he began feeling the symptoms, and was immediately rushed into hospital by his son.

He was swiftly treated with the new drug within three hours and has made a fantastic recovery. He said "I feel brilliant, just like my old self. I was initially sceptical about this treatment but I am really glad that I had it and I would recommend it to other stroke patients".

He added: "I knew that I was having a stroke as my leg and arm started to go numb and I couldn’t talk to anyone, I have had one before so I knew the signs".

Thrombolysis works by dissolving any blood clots which might restrict blood flow to the brain, but patients must be treated within three hours for it to be effective. Stroke Specialist, Doctor Bill Gibson said "It is important that if anyone thinks that their relative or friend might be having a stroke, then they get them to us as quickly and as safely as possible. We only have a small window of opportunity to administer this treatment, but it is revolutionary because it has been shown to significantly reduce disability in patients and has given them better and faster recovery".

One of the Stroke Nurses treating Mr Pike at Rotherham Hospital is Jo Howe and she is pleased with his progress so far: "It is amazing how quickly he has improved. It is a miracle for him, and it is great we can treat people with this drug in Rotherham as they have more chance of a good recovery".

Recovery time for stroke patients can often be weeks or months, but thanks to this new service Mr Pike left Rotherham Hospital within a few days and will need much less rehabilitation to help him back on his feet.
Building on great foundations

Over the last year The Rotherham NHS Foundation Trust has invested heavily in improving the facilities and systems within the hospital. Embarking on a multi-million pound project to redevelop the hospital site and introduce a new Electronic Patient Record system the Trust had made significant progress on its Hospital of Tomorrow project.

During 2009/10 a new purpose built Theatre Admissions Unit (TAU) was opened designed for the admission of patients on the day of their surgery, reducing the need for them to come into hospital the night before their operation. The unit was carefully designed around the patient’s journey from admission to discharge. It ensures patients wait in a calm and welcoming environment with their privacy and dignity preserved. Facilities include ten individual consultation/examination rooms, where surgeons and anaesthetists are able to talk to the patient before their operation in complete privacy, and comfortable single-sex waiting areas. The unit welcomed its first patient on 1 February 2010.

Along with the TAU a brand new operating theatre was built and another was refurbished and significant improvements were made to staff facilities.

Work started on the total redesign of the main entrance with the aim of creating a reception concourse which improves access to services and information for patients and visitors.

Future plans include the redevelopment of the hospital’s wards and mortuary as well as developing more community based facilities.

Delivering same sex accommodation

The Trust is committed to safeguarding the privacy and dignity of all patients and the provision of same sex accommodation is part of that commitment. The Trust confirmed that mixed sex accommodation had been virtually eliminated in all patient treatment areas and wards, with the exception of Day Surgery Unit. The Trust agreed an action plan with NHS Rotherham to upgrade facilities and change working practices to provide same sex accommodation within the Day Surgery Unit. Work started to correct this and compliance was confirmed by the end of June 2010.

Making things better for patients

The Trust is always looking to improve and build on the patient experience and since April 2009 the patient experience tracker (PET), an electronic feedback system, has provided the Trust with a straightforward and user-friendly way of capturing and analysing patient satisfaction with the care they receive at Rotherham Hospital.

The system uses an electronic keyboard on which patients push buttons in response to questions about their experience during their visits to the hospital. During 2009/10 a total of 4,470 patients were surveyed over a range of subjects including environment, nutrition, safety and privacy and dignity. More than 95 per cent of those surveyed said they thought their care was excellent, very good or good.

As well as highlighting what the Trust is doing well the PET has also identified areas for improvement. For example 67 per cent of patients report they felt involved in decisions about their treatment, whilst this is still quite high the Trust recognises there is work to be done to involve patients more.

Being patient centred – being with patients

Alongside collecting and responding to patient feedback the Trust has developed programmes to ensure all staff gain a better understanding of what it means to be a patient or relative using Trust services.

Over the last year more that 200 members of Trust staff, volunteers and Governors took part in the ‘Being with Patients Awareness Day’. The programme is based on the experiences of real people and actors portray these in order to demonstrate how staff behaviours and attitudes, however subtle, can positively or negatively influence the public’s experience of the Trust.

The programme is having an enormous impact on staff who are keen to assess their practice to ensure they consistently provide the best care.

www.rotherhamhospital.nhs.uk
Bringing our values to life

Delivering quality care is a team effort requiring commitment, dedication and shared goals and values. In 2009/10, through extensive consultation, the Trust reviewed and renewed the values of the organisation. These values guide how the Trust operates and delivers services and are demonstrated by all staff through their work and behaviour.

The Trust core values link to the NHS Constitution. This sets out rights and pledges for patients and the public and has been created to protect the NHS and make sure it will always do the things it was set up to do in 1948 - to provide high-quality healthcare that’s free and for everyone.

The NHS Constitution is essentially about what the NHS is committed to deliver but also outlines how people can get involved with influencing services. The Trust believes that in order to give the Constitution real meaning patients and the public have to exercise their rights – challenge where things are not working, highlight things that are done well and provide support for local services so that together the community and the Trust can build a healthier future.

The Trust’s core values are:

Compassion
We treat everybody as individuals, showing dignity, kindness and compassion. We respond with humanity and kindness to each person’s pain, distress, anxiety or need. We do not wait to be asked. We find time because we care.

Together
We strive to improve health and well being. We believe that each member of our team makes a valuable contribution towards delivering excellent patient care. We value professionalism. We talk and listen and we rely on each other.

Safe
We earn trust by putting safety first. We make people feel secure and safe in our care. We take pride in the quality of care we provide. We accept praise and criticism in equal measures and when we make a mistake, we learn from it.

Right first time
We are accountable for our use of public money and take this responsibility seriously. We use our resources wisely for the benefit of the whole community and make sure nobody is excluded or left behind. We know that when we waste resources, we waste opportunities.

Responsible
We are proud to be part of the community. We are conscious of our impact on the environment, on the economy and on society and we embrace opportunities to make a positive impact on our community.

Respect
We respect people’s aspirations and commitments in life and seek to understand their needs whilst maintaining their privacy. We treat everybody with courtesy and respect and provide them with a healthy and nurturing environment where they feel supported.
Working with Trust staff

Around 3500 staff are employed by The Rotherham NHS Foundation Trust. Of these, 91 per cent have been in post for more than a year, a good indication of workforce stability. The Trust is keen to ensure continued commitment by giving staff the chance to grow and develop both in and out of work.

The Trust is committed to the principles of employee engagement, recognising that a positive employee experience can make a direct impact on improving the patient experience. The new NHS Constitution has placed a firm emphasis on the importance of employee engagement to the continuing modernisation of the NHS. Employee engagement and the potential impact it can have on morale, productivity, organisational performance and patient experience are a high priority for the Trust.

Involving staff in improvement

The Trust recognises the benefits of involving staff in key decisions, the development of services and improving practice and actively encourages employees to participate in service improvement processes. Within each team, each department and right across the organisation, the Trust seeks to involve staff in improving the delivery of services to patients.

Lead by the Service Improvement Team over the last year staff at the Trust have been actively involved in developing processes and plans for a more productive operating theatre process, productive office and admin areas and also the benefits tracker tool which is a new system for measuring improvement across the Trust.

The majority of Trust staff are also Members of the Trust and can influence future direction of the Trust as part of a developing and representative membership body.

Learning and development

Enhancing patient care and the Trust’s performance through the development of its people continued to be a key focus in 2009/10. The Rotherham NHS Foundation Trust learning and development team runs a range of courses for staff at all levels, to support both mandatory training requirements and to help staff develop their careers.

The launch of a refreshed induction programme and the new e-learning platform further improved access to development opportunities for staff. Alongside the more formal learning and development opportunities the Trust continued to run its lunchtime lectures. Taking place once a month, these popular lectures enabled staff to improve their knowledge and understanding of a wide range of subjects including lung disease, enhancing patients’ recovery and pelvic floor disorders.

The Trust also continued to further develop as an Associate Teaching Hospital of the University of Sheffield and now takes on more than 1500 student placements per year.
Valuing people

Equality and diversity

The make up of the Rotherham community has a massive impact on the health services the Trust plans and provides. Awareness and understanding of the needs of the whole of the community is crucial in delivering quality healthcare. The Rotherham NHS Foundation Trust also recognises that an organisation’s success and ability to perform depends on its ability to embrace diversity and draw on the skills, understanding and experiences of all its people.

The potential rewards of diversity are significant - an organisation that recruits its staff from the widest possible pool will unleash talent and develop a better understanding of the people they serve.

The Trust is determined to lead by example. It will demonstrate best practice as an employer, with a diverse workforce in which everyone has an equal chance of developing and progressing, and enjoy equal treatment and pay. Engaging with, and harnessing the talents of all employees, will in turn equip the Trust to work with service users, partner healthcare providers and other stakeholders to promote equality and diversity.

Celebrating Success

Continuous improvement comes through recognising success. The Rotherham NHS Foundation Trust seeks to encourage and share best practice, and celebrate the successes of its staff.

Each year the Trust holds a Staff Award scheme which highlights individuals and teams who have gone that extra mile for patients. Last year dozens of employees were nominated for awards for the support they had given to patients or their colleagues. Winners from medical, nursing and portering staff were recognised for their dedication, diligence and creativity.

The Trust also celebrated its Falls Collaborative project being shortlisted in the Health Service Journal National Patient Safety Awards. The hospital’s Patient Safety Team has developed an effective approach to combating patient falls. By carefully examining the key factor that help people to stay on their feet when in hospital the team have identified specific areas where the Trust can help. This included providing older patients with anti-slip slippers and providing more access to equipment such as call bells and bed rails.

Patient information at the Trust was once again recognised at the British Medical Association Medical Book Competition being highly commended for a guide to Yag Laser treatment and commended for booklets on Nebuliser Compressors, Cataract Operations, Cardiac Catheterisation and ‘What is Tracheostomy?’.

The Rotherham NHS Foundation Trust was also named as one of the CHKS 40 Top hospitals 2010. These awards celebrate excellence amongst CHKS clients across the UK and are based on the evaluation of 21 key performance indicators covering safety, efficiency, patient experience and quality of care.
**The Rotherham NHS Foundation Trust is a high performing Trust** To achieve this needs high performing leadership and management. The underlying principles which form the foundation of all our services and activities are: quality care; value for money; business excellence; equality and diversity; developing employees; sustainability and technology.

### Performance

Providing quality care requires expert management of resources – the Trust’s strong performance in this area as well as the high quality of care provided was highlighted by the Care Quality Commission when it awarded The Rotherham NHS Foundation Trust a ‘double excellent’ in the Annual Health Check ratings.

The Rotherham NHS Foundation Trust was the only acute Trust in South Yorkshire to achieve a double excellent for its overall performance and it was the second year in a row that the Trust achieved this.

The Care Quality Commission, the independent regulator of health and social care in England, has assessed the quality of services provided by the Trust for its local population as ‘excellent’ and has also judged the financial management of the organisation as ‘excellent’ for the year 2008/09.

The Trust continued to see improvements in performance throughout 2009/10. Total attendances, both for outpatients and inpatients, exceeded those of the previous financial year and all of the main national performance targets were met.

### Value for money

Maintaining and improving value for money is a key focus of The Rotherham NHS Foundation Trust’s strategy.

The Trust generated a surplus of £2,855,000 last year, which enabled it to achieve and maintain a financial risk rating of 4 with Foundation Trust regulator Monitor.

Year on year the Trust has worked to reduce costs and deliver services more efficiently. In 2009/10 this trend continued and in-year savings were redirected to important projects such as ward refurbishments and buying enhanced equipment to help make patients’ stay in the hospital more comfortable.

Achieving efficiencies and delivering quality is an essential part of all roles within the Trust and staff have been actively involved, through formal consultations, improvement events and the Save and Secure campaign, in helping the Trust to generate ideas on working differently to become more efficient, reduce waste and make savings whilst at the same time improving services to patients.
Save and secure  Together we can find better ways of working to make best use of the money we earn. Committed to doing all it could to invest wisely and save now, to secure services in the future and recognising this was a challenge management and staff faced together, a campaign was launched to generate ideas on how the Trust could do things differently and make savings.

Graham Briggs, Director of Human Resources at The Rotherham NHS Foundation Trust says: “It’s no secret that the NHS will be facing financial challenges in the future. We want to do all we can to minimise the impact of this on our staff, patients and services so we’re asking our staff to work with us to plan the way ahead. Our staff are in a great position to identify how we can work differently, become even more efficient and make savings whilst still delivering excellent care.

We need to make cost savings wherever possible and we’re committed to doing all we can to protect jobs and services. We want staff to get involved with planning for the future and tell us what they think and share their ideas. We’ve set up a special email address for people to submit their ideas and we’ll also be setting up a hotline to the chiefs so staff can call our Chief Executive and our Chief of Hospital to discuss their ideas and concerns directly.

We’re facing some real challenges but I know that by working together we will find ways to build a healthy future for the Trust.”

Staff from across the Trust responded well and a number of ideas have been submitted. These range from cutting down on food waste to reducing printing costs and making sure the lights are always turned off when leaving a room. By the end of April, more than 30 ideas were received and sent for consideration by the Save and Secure group, which makes recommendations for action by the management team.
Business excellence

Putting business excellence at the heart of everything we do was one of the Trust’s main aims in 2009/10. Developing and delivering new services and exploiting opportunities for business growth further strengthened the Trust’s financial position.

Delivering new services

In 2009/10 The Rotherham NHS Foundation Trust started to deliver against contracts won in the previous year, this included a community based weight management programme, Reshape Rotherham, and a dermatology clinical assessment and treatment service in Doncaster. The Trust was also awarded a contract to deliver a Musculoskeletal Physiotherapy service in Sheffield from June 2010.

The Trust’s commitment to improving services led it to explore the possibility of service integration with community based health services. With the goal of providing patients with seamless healthcare at the right time and the right place, the Trust in partnership with NHS Rotherham looked at how community and hospital based services could be better integrated. Significant progress was made on developing a model for a single healthcare system for the Rotherham community and plans for this will be reviewed and consulted upon during 2010/11.
Reshape Rotherham

Offered at more than 17 locations in the town, Reshape Rotherham is a free service designed to help people lose weight, get fitter and lead healthier lives. Run by nutrition experts from The Rotherham NHS Foundation Trust, it is available to all local residents registered with a Rotherham GP. The programme consists of a series of 10 weekly, hour long sessions designed to help people make long term changes towards a healthier diet and lifestyle.

In the last year Reshape Rotherham has helped 401 people lead healthier lives and lose weight. A combined 3619kg has been lost by people across Rotherham.

Former tiler, Enzo Rigetti, 67, from Brinsworth says: “Reshape Rotherham really worked for me! If you really want to lose weight you can do it with their help. I learnt about different foods, what and when to eat. I’m still enjoying most of the same foods but I’ve changed my habits about when I eat, I’ve started going to a gym and I’ve lost a stone.

I went the full 10 weeks, I didn’t miss any sessions. I felt very welcomed and it was good to meet other people with the same aim. I’ve always enjoyed my food but not really thought about my eating habits. Reshape Rotherham helped me see things differently – not only did I learn about what different foods do for you and how many calories they have, but I realised it is just as important to understand how much you eat and when you eat.

It’s also really important to get active and I’ve started going to the gym and am feeling much better for it. I definitely feel healthier and I was surprised how much I could do when I went to the gym. Losing the weight and stopping smoking has definitely helped – I don’t get so out of breath.

Reshape Rotherham has made a real difference to me – I’ve learnt new ways of doing things and lost weight. It really works and I’m going to stick to it!”
Research and Development

Key to business excellence is investing in research and development to further improve care, services, facilities, techniques and teaching. Research and development is a crucial element in the delivery of ‘evidence based’ care and the Trust’s aim is to undertake health research which addresses the current and future needs of patients, the wider public and commercial partners.

Over the last year there has been a 30 per cent increase in the number of research projects approved in Rotherham and these have covered a range of areas including cardiology, stroke, gastroenterology, obstetrics and specialist medicine such as haematology, rheumatology and cancer services. The Trust is also participating in two European research projects – Poceman and REMINE - funded by the European Union Seventh Framework Program.

Poceman is a research project which is developing the use of ‘lab on chip’ technology to detect the likelihood of individual patients developing rheumatoid arthritis or multiple sclerosis based on their genes. In the course of diagnosis of these conditions, Rotherham Hospital is playing a significant role in leading the project to trial this technology across sites in Europe, including Austria and Greece, and is the only pilot site for this project in the UK. REMINE’s project objective is to develop a technological platform that will contribute to risk management processes in the hospital. The project involves universities, research centres, technical/IT companies and healthcare authorities in several European countries and aims to provide a resource for risk managers designing strategies to reduce or avoid current and future risks to patient safety.
Exploiting Technology

Innovative use of emerging technology has been central to the Trust’s approach over the last few years. Technology, used effectively, can radically improve care to patients and it underpins many of the major improvement projects within the Trust.

Electronic patient record

Opting out of the National Programme for IT, last year the Trust continued to push boundaries and launched the implementation of its own Electronic Patient Record (EPR) system. This system will revolutionise the way in which patient care is delivered, further enhancing patient safety and giving clinicians instant access to all the information they need to deliver excellent care.

Through EPR the records of patient care and treatment will be available from a single central point allowing staff treating patients to have a full, holistic view of what the patient needs at the touch of a button. This system will not only improve care but will also transform the way in which both clinical and non clinical staff will work in the future. Significant progress has been made in mapping out future ways of working and training staff to improve their IT skills.

EPR and voice recognition

One of the ways in which staff will work differently in the future is using voice recognition technology to input records straight into the EPR system. Consultant Rheumatologist James Maxwell has been testing out the proposed software. He says: “We are currently doing a lot of work on the best ways for clinicians to enter information into the EPR system and are keen to provide a range of different technology options. As part of that exploration, I have been trialling voice recognition software from Dragon.

I have to say that I have been pleasantly surprised at the ease and quality with which the software transcribes spoken words into written text, as the words are spoken. The system had to get used to my voice and dictation style - I read some preset paragraphs into the system and the system learnt the medical words that I commonly use, including drug names by ‘reading’ approximately 200 of my clinic letters. The whole process took around 30 minutes.

I can now talk as I normally would into a Dictaphone and words appear on the page. Occasional mistakes occur, but the system continues to learn and improve as you use it. Clinicians will also need to learn how to make best use of the system and be sure to maintain a clear dictation style - without ‘ums’ and ‘errs’!

Voice recognition is quick and fairly easy to use, and for most doctors will be a much easier way of entering blocks of text than typing – it is simple to learn and it’s very good in my opinion. I think that voice recognition will be a great option for the majority of clinicians to enter words into the EPR system in an outpatient setting, where there is little background noise.”
Launching e-learning

Providing high quality learning opportunities to thousands of staff is a challenge for any organisation. With mandatory and statutory training requirements being able to deliver consistency is essential. In order to meet this challenge the Trust Learning and Development team launched a new eLearning platform which provides online learning material across the Trust.

The Rotherham NHS Foundation Trust is leading the way in the Yorkshire and Humber region and is the first to pilot and launch the National Learning Management System (NLMS). This is a single point of access for all staff with an Electronic Staff Record to access national and local NHS eLearning courses, flexibly and free of charge. The system enables staff to learn at a time, place and pace to suit them allowing them to fit their training around their work and shift patterns. Keeping a track of all online training is also simplified with each learner having their own record of their learning.

The efforts of the Learning & Development and IT Departments have made The Rotherham NHS Foundation Trust a benchmark for the rollout of the NLMS across our region with numerous other Trusts keen to follow our lead.

InterQual: case management through technology

Ensuring patients get the right care, at the right time, in the right place is crucial for the effective management of healthcare. The Trust, NHS Rotherham and Rotherham Metropolitan Borough Council (RMBC), partners in the local health economy, recognised the need to look closely at the appropriateness of the level of care and place of care. The aim is to develop local community based care as an alternative to hospital based accommodation where this is in the best interests of patients.

Agreeing a joint approach the partners decided to procure InterQual® – a web based clinical decision software support tool that provides evidence-based guidance to ensure that patients are receiving the right care, in the right place, at the right time. The product supports clinicians in practice but does not replace clinical judgement. The decision making which the product helps to support is whether patients require the level of care that is currently being provided or whether care should either be stepped up or stepped down to an alternative level of care.

The Rotherham Partnership began implementing InterQual in February 2009 initially on three wards covering Emergency Admissions, Trauma and Orthopaedics, and Healthcare for Older People. In each care environment, a case manager (a senior nurse or therapist), was appointed and trained to use InterQual. The case managers assess patients on admission and throughout their hospital stay and where managers identified that patients could be cared for more appropriately elsewhere they worked to facilitate a supported discharge. There are now six case managers in post across the organisation with a view to increasing this to place one in each clinical area.

As a result of this project, work has commenced on developing alternative levels of care both within the hospital and within the community.

Having the right impact: sustainable business

Access to quality healthcare leading to better health improves lives. This has an undeniable social impact on individuals, their families and their communities. The Trust has been making a difference in this way since 1978 when Rotherham Hospital first opened, however 2009/10 was the second year following the Trust’s formal commitment to corporate social responsibility. Volunteering schemes, partnerships with local community groups and improved environmental policies covering recycling, transport and energy use have all had a significant impact over the last 12 months.
The Rotherham NHS Foundation Trust has a membership of 17,500, which through its elected Governors, has actively influenced the direction of the Trust. Membership of The Rotherham NHS Foundation Trust is made up of staff and members of the public. The Trust is grateful for the support and involvement of its Members and is focused on engaging with all its Members.

Seeking to engage all sections of the community over the last year, the Trust took part in a number of outreach programmes with local community groups, schools and colleges. An active volunteer programme brings people from all walks of life into the hospital to give their skills and time to improving the care of patients.

More than 200 volunteers offer their support in a range of areas across the Trust from welcoming patients at reception to supporting the recovery of stroke patients.

As well as volunteers giving up their time within the hospital a number of other individuals and businesses have supported the Trust by raising money for the Rotherham Hospital Charity. Some of the fundraising efforts last year included everything from people climbing mountains and completing marathons to cake sales and fundraising balls.

Thanks to the efforts of local people and businesses the charity raised around £350,000 and, amongst many things, helped the hospital improve care for patients at risk of falling, provided kids activity packs for children attending A&E and funded the purchase of a new Gamma Scanner. The Rotherham Hospital Charity also launched The Purple Butterfly Appeal to raise funds to improve end of life care for patients and their families.
Volunteers make a difference  A dedicated force of more than 200 volunteers provide vital support and help out in many different areas of the hospital; collecting prescriptions, welcoming visitors to wards or having a cup of tea and a chat with patients.

Pamela Strong, 66, from Sheffield has been volunteering at Oakwood Centre for Rehabilitation (OCRM) for 18 months, helping patients with a range of neurological conditions. Pam says: "Volunteering can be a very rewarding experience, we’re working with some younger patients and it can be quite difficult when you see teenagers who have had an accident and are in a wheelchair. I feel really sad for them, but we can help by playing games and keeping their minds stimulated. It’s amazing how far some of the young people have come and it’s really nice because you start to develop relationships with them and they recognise us and look so happy when we come in.”

Using games and resources funded by the Rotherham Hospital Charity volunteers at OCRM help support the rehabilitation of patients. Acting Ward Manager on OCRM Margaret Donson explains: "Our patients have conditions which limit their movement and speech so interacting with different people and stimulating their senses through different activities like quizzes and games can help them to recover quicker and better.

Volunteers make a massive difference to the people we have at the centre. Even having time to sit and chat with patients about little things like their day or their favourite hobbies can bring them out of their shell...”

Pat Wiles, 68, from Rotherham also volunteers with the Oakwood Centre for Rehabilitation and says it was her daughter who convinced her to give volunteering a go: "She works as an Occupational Therapist at the Unit so she understands better than anyone the difference we can make to the patients. We get involved in all sorts of activities from card making – which is very popular at Christmas, to bowling and we even have a giant ‘Connect 4’ game which the patients love! We’ve built up a great team here, we always have a laugh together and the staff are always very welcoming.”
Marathon men raise funds for Rotherham Hospital Charity
Rotherham runners Antony Glynn, 48, and Sam White, 23, raised money for the Rotherham Hospital Charity by racing in the Sheffield Half Marathon this year. Beth, Antony’s nine year old daughter, came up with the idea of donating the money to help children at the hospital. She explained: “It’s not much fun being in hospital especially when you’re a kid – it’s boring and lonely so I thought Dad should do something that would help make things a bit more fun for them.”

Charging through 13 miles of warm weather, the determined duo completed the run in just over two hours and raised £563 for the charity. Beth said: “I’m very proud of Dad, he and Sam were really great and next time, if I’m old enough, I’d like to run with them so we can raise even more money.”

Four months of tough training behind them, the pair felt that they could have run for longer. Sam explained: “We both had lots of energy left at the end of the race. It helped that there were so many people along the way supporting and encouraging us to keep going and we did it for a great cause.”

The money raised by the pair will be used to fund comfort packs or activity packs for kids which include a colouring and puzzle book. The packs also include crayons and stickers to make children’s stay in hospital happier and more relaxed.

Local woman scales new heights for Rotherham Hospital Charity
Ann Ogley, 49, from Moorgate, raised hundreds of pounds by completing a gruelling sponsored climb to the top of Mount Kilimanjaro in Tanzania, the highest free standing mountain in the world. Completing the climb in six days, Ann raised more than £800 for Rotherham Hospital’s Gamma Scanner Appeal.

Ann says: “When a friend was planning a climb up Kilimanjaro it was too good a chance to miss. Most of the team raised money for charity at the same time, and I chose the Gamma Scanner Appeal.

“I walked a total of 45 miles reaching 19340 feet (5895m). Every step helped me raise money for the Rotherham Hospital Gamma Scanner Appeal and I was thinking of that and all the support I got on the way up.

“My dad was a surgeon at the hospital for almost thirty years so I feel a strong connection to the place. I know the money I have raised will go towards making a real difference to patients.”
**Income and expenditure 2009/10**

I am pleased to announce that the strong financial performance of the Trust in recent years has continued in 2009/10, with the Trust ending the year with a surplus of Income over Expenditure of £2.9m. This represents 1.6 per cent of turnover, and builds further upon the surpluses delivered in each of the preceding three years.

As in previous years this excellent financial position reflects a great deal of hard work across the organisation, with continued improvements in both productivity and efficiency. Patient numbers continue to grow and costs continue to be well managed.

The continued delivery of Income and Expenditure surpluses is important as it enables the Trust to commit to ambitious capital investments over the coming years in the redevelopment of the hospital site, modern Information Technology and the replacement of medical equipment. All of these investments will have clear and tangible benefits for our patients, and are made possible because of our strong financial position and Foundation Trust status.

The Trust earned 8.4 per cent more income in 2009/10 than the previous year. The Trust continues to derive the majority of its income from local Rotherham patients (funded by NHS Rotherham). As in previous years, additional work has been undertaken to reduce waiting times even further. We have also continued to see an increase in the proportion of our income coming from non-Rotherham patients, who are choosing to use our services for a number of reasons including our low waiting times and low infection rates.

**How we spend the Rotherham Health Pound**

The following chart demonstrates how we spend the Rotherham health pound:

In order to deliver this growth in activity the Trust has had to spend more, particularly on staff and clinical supplies, with our operating costs increasing by over 8 per cent this year. We continue to spend around 70p in every £1 on salaries and wages, with the Trust employing over 2,900 full time equivalent staff.

The following chart demonstrates where our money comes from:
Capital Expenditure
In addition to the expenditure described above, the Trust has also made significant investment in larger one-off items of capital (typically buildings and equipment), for example £3.6m on new operating theatre facilities, circa £7m on the hospital site in total and £1.6m on medical equipment (including a second CT scanner). This reflects the continuation of a longer term investment programme in both the hospital site and the infrastructure that supports it. We have also made significant investments in year in our information technology infrastructure which provides crucial support to the clinical services the Trust provides.

Future Years
The strong financial position of the Trust, has enabled us to continue to commit to significant investments in the infrastructure and services over the coming years, supporting a step change in the quality of NHS services offered to the local population, whilst always being alert to and planning for the financial challenges the health economy is likely to face.

Conclusion
The Trust has had another positive financial year and has continued to generate a surplus and cash. Importantly, the strength of this position is being used to lever additional investment into the local NHS, further strengthening the foundations of NHS care for the people of Rotherham.

John Hoskins  
**Chief Finance Officer**
If you or someone you know needs help to understand or read this document, please contact us on 01709 307686 or email mahmood.hussain@rothgen.nhs.uk

If you would like to read a copy of the full Annual Report & Accounts 2009/10, please visit our website at www.rotherhamhospital.nhs.uk