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
The last 12 months have been the most challenging in our 5 year history as a Foundation Trust. It has seen us making difficult choices and throughout this time, we have continued to deliver excellent clinical care. This really is testament to the commitment and strength of every single member of our team – and is proof, if it is needed, that we really do believe that healthcare is much more than a job, it is a passion.

This Annual Review takes us on a journey through the highlights and some of the lowlights of the last year. It will reinforce our commitment to you, our patients, our partners, our neighbours and our friends and will hopefully demonstrate our continued focus on patient safety, patient experience and clinical excellence.

We will continue to thrive despite the external challenges we face and this Annual Review will highlight only a handful of the achievements we have delivered this year. It is impossible to convey, in this one document, the daily successes we deliver and the way members of our team go above and beyond to deliver the best patient care. Every day we make a real difference.

We understand that people need our services most when they are at their most anxious – whether it’s about welcoming a new life into the world or saying goodbye to an old friend, we see every extreme of human emotion each day within the Trust and every day is unique and different. It is a privilege to work in such an organisation and it is our privilege that you allow us to share in life’s most precious moments.

I would like to take this opportunity, in this my last year as Chair of the Trust, to thank all our staff for their hard work, their commitment and their sheer determination through the changing and challenging times. I also need to thank our other supporters and in particular, our Governors, Members, volunteers and donors. Their tireless support is crucial in keeping us close to the communities we serve.

Margaret Oldfield OBE
Chair
This has been a very challenging year for the NHS and that has not been without consequences for this Trust. Financial pressures emerged mid-year which have been difficult to recover from and which is a foretaste of things to come, as the fallout from the global financial crisis bites deep into public sector services.

Consequently the Trust failed to meet its financial plan for 2010/11, the first time in five years, although we did break even at the year end. However we see no abatement in the rising levels of demand, nor any relaxation of the financial challenges facing the Government, so we must brace ourselves for difficult times ahead.

Paradoxically perhaps, 2010/11 has also turned out to be one of the most successful years in terms of achievements since our establishment in 2005. Our long term strategy to deliver more integrated care was rewarded with the successful merger with Rotherham Community Health Services, setting the stage for a new approach to service delivery with a much greater community focus going forward.

We continued to build our clinical services capability and in 2010 reached an important milestone with our Consultant workforce having grown by over 33% since becoming a Foundation Trust, shortening waiting times and improving the range and quality of services we provide. Another milestone was also achieved when for the first time in our history we were able to report zero MRSA infections for the entire year, and in early 2011, an unannounced inspection by the Care Quality Commission (CQC) found the Trust to be ‘Fully Compliant’ with all 16 CQC standards; this is an outstanding result and testament to all the hard work of our staff in continuing to improve the quality and standards of the services we provide to the people of Rotherham.

We also opened our new main entrance to wide acclaim and appreciation, and continued with the development of our new Electronic Patient Record system, which although subject to delay, will ensure that our staff and patients will benefit from the use of this state of the art technology by midway through 2011. Whilst these are some of the more obvious successes, I know that in each and every department our staff work diligently to enhance the quality of services they provide, reflected in the National Inpatient Survey which once again showed a significant improvement on previous years.

These achievements need to be recognised and consolidated; our past success provides the platform for future opportunities. Looking forward we know that a much tougher financial climate coupled with rising levels of demand means that we must become a leaner and more efficient organisation.

The Trust is well placed to adapt and face the challenges posed by these changes without compromising on quality of care, and we will succeed because people are at the heart of everything we do.

The Rotherham NHS Foundation Trust is an ambitious Trust - we are ambitious to enhance 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. Our newly integrated Hospital and Community Services gives us the perfect platform from which to do even better. 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, it has 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 to 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 (A&E) Department deals with around 75,000 patients per year and there are approximately 55,000 inpatients and 250,000 outpatient attendances each year. During the period 31 March 2010–1 April 2011, the most common presentations in A&E for the past year were chest pain and people suffering with breathing difficulties.

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.

The Trusts’ vision to deliver more integrated care was rewarded with the successful merger with Rotherham Community Health Services, setting the stage for a new approach to service delivery with a much greater community focus going forward.

The Rotherham NHS Foundation Trust is a large organisation that provides employment in Rotherham, the wider community and further afield. The average age of our workforce is 43. Currently employing 3,532 people, this figure will increase to just over 4,600 with the merger with Rotherham Community Health Services. Rotherham Hospital is an extremely busy environment and we sometimes have people asking questions about the day-to-day running of the hospital so opposite we have listed some facts about the hospital which you may find interesting to read (figures compiled 31 March 2010 – 1 April 2011).

- Rotherham Hospital cooked 487,640 patient meals
- The Hospital used 894,774 teabags
- The hospital’s utility bills were £571,256 Gas, £215,064 Electricity and £150,272 Water
- 4,113 per year light bulbs were used in the hospital
- 35,400 toilet rolls were used in the hospital
- 2,910 babies were born at the hospital
- The most popular names for baby girls born at the hospital were Evie and Ellie. For baby boys, Oliver and Jack were the most popular.

Good health is everything. Being fit and well brings opportunities – social, economic, professional and personal. Rotherham and the surrounding area deserves a bright and prosperous future. The impact of poor health cannot be underestimated, on a person’s ability to achieve, on a community’s ability to prosper and on a nation’s ability to grow and develop.

In these difficult times, the financial cost of poor health cannot be ignored. That is why we work hard to develop relationships and partnerships to work with the community to help us all build healthier futures together. The Rotherham NHS Foundation Trust remains truly committed to creating better health for communities so current and future generations can flourish and thrive.

Taking care of patients
We continue to work hard in everything we do to ensure patients receive the best care possible. We also strive to consider the needs of their families and carers as part of the healing process. Patients are at the heart of our plans and the first thing on our minds. The Trust continues to provide a safe and healing environment for patients so they receive high levels of care from its dedicated staff.

The Trust still offers some of the lowest waiting times in the UK and consistently achieves the 18 week referral to treatment target. The Trust was also recognised as one of the top 40 Trusts in the UK as part of the CHKS Top Hospitals programme for the third year running. Reducing hospital acquired infection rates will always be a priority for us and we are really proud of our record on infection control and on the cleanliness of our facilities. This year we managed to see infection rates continue to fall and we are still placed amongst the best Trusts in the country with an amazing achievement of zero cases of MRSA in 2010/2011.

The Trust launched a campaign to further inform its staff, patients and visitors about the importance of thorough and frequent hand washing.

In addition, the Trust continues to invest in facilities and services to enhance patient experience including the opening of a new birthing pool which provides better access and better choice for pregnant women in Rotherham.

Providing better services
As well as delivering against key targets and meeting all essential criteria laid down by the Care Quality Commission, the Trust has continued to make significant investments in developing, extending and improving services to patients.

A successful partnership between the Trust, Sheffield Teaching Hospitals NHS Foundation Trust and one of the world’s leading providers of renal services, Diaverum UK Limited, means more patients are able to benefit from a new high tech dialysis facility here in Rotherham. The newly revamped Dialysis Unit at Rotherham Hospital is now one of the largest in the UK and can provide dialysis for 120 patients at a time.

An investment in new equipment such as gastroscopes, colonoscopes and cystoscopes has allowed the endoscopy decontamination team to help reduce waiting times with over 80% of patients now seeing a specialist within two weeks, allowing quicker diagnosis of potentially life threatening diseases like bowel cancer, Crohns disease, and cancer of the stomach and bladder disorders.
In February 2011, a new medical simulation unit was established which uses sophisticated lifelike mannequins in a simulated ward or operating theatre setting and gives medical students the opportunity to rehearse the management of rare or serious clinical events to further improve patient safety and care. The facility is one of the first in the region to use this technology in a dedicated centre.

Thanks also to a £15,000 donation from Thurcroft Cancer Fund, patients who need a transfusion or chemotherapy will get less painful treatment due to a new scanner which helps locate veins more easily. The new ultrasound machine helps clinical staff to locate blood vessels that can’t be seen by the naked eye.

The South Yorkshire Andrology Centre (SYAC), opened in the Urology department at Rotherham Hospital in January 2011 and is at the forefront in the development of new treatments in the field of Andrology. Patients referred to the Centre are assessed for urinary symptoms, metabolic symptoms and it is one of the few centres in the UK to provide a full range of management options for penile erectile dysfunction.

In order to provide our patients, carers, staff and members of the public with current information covering a range of topics, the Health Information service is now located in a prominent space within the hospital’s main entrance area. Providing a wealth of information including getting and staying healthy, diet and exercise, illness and medical conditions, medicine and treatments, staff at Health Information are also able to signpost people to other information services.

Baby Chloe makes the first splash in Rotherham Hospital’s new birthing pool

New mum Rachel Lister, 31, from the Brecks in Rotherham was the first to use the state-of-the-art birthing pool to have her new little bundle of joy – daughter Chloe. Rachel was so impressed with the new facility she came back with 12 day old Chloe and the rest of the family to share her experiences at the official opening of the pool.

"Having my baby in the pool was a brilliant experience,” explained Rachel. “I was so much calmer and more chilled out than before when I had my other daughters, Lilly-May (5) and Annabel (3). My husband Daniel was there to mop my brow and rub my back, but being in the pool was a much more relaxed experience than being confined to a bed. You feel free to move around and change position when you get a strong contraction and if it’s uncomfortable you can just float which makes you feel lighter. It was easier to manage the pain as well, I only asked for gas and air this time just before I had an epidural for Lilly and Diamorphine for Annabel.”

"Rachel was definitely more at ease delivering Chloe," said husband Daniel Lister, 32. "The midwives were amazing and the pool seemed to make everything much calmer, plus she didn’t need any stitches this time which she needed before. We had the radio on while Rachel was in labour which was a nice distraction but I had to keep switching it off if a song came on that she didn’t like, especially if it was Queen’s I want to break free!"

Rachel said: “I was in labour for more than 26 hours but I was able to leave the hospital just 6 hours after Chloe was born which was great as they have had to keep me in longer before. I felt fine the next day and I am sure giving birth in water and my experience at the unit helped me to recover faster.”

“Every year more mums in Rotherham are opting for a water birth and so far 6 mums have given birth in the new birthing pool at the hospital and 2 mums have used it for pain relief in labour.

"We are all very excited to see Chloe today and she is coming on really well, it’s great we are able to offer this new facility to more new mums like Rachel," said Lead Midwife Teresa Walker. "Increasingly women in Rotherham are opting for a more natural way to give birth which they can get from a water delivery and they have been giving us great feedback about their delivery with us. Surrounding the mother in water can make her more relaxed which is good for mum and baby. We even have a sound system which plays tranquil music and twinkly mood colour lights to add to the ambience in the room and the birthing experience for the mother and her partner.”

Rachel said: "I would recommend any mums-to-be to think about having a water birth as it is less stressful and can really add to the amazing experience of giving birth. We have really been looked after at Rotherham Hospital -the labour ward even gave us a teddy bear for Chloe as she was the first baby to be delivered in the pool which was lovely. Lilly-May and Annabel have been looking after it and have called it Sarah after the Midwife who delivered Chloe."

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Hospital encourages visitors to get bug free hands

Rotherham Hospital held a ‘How Clean Are Your Hands’ event as part of its infection prevention and control campaign to reinforce the message that everyone should clean their hands properly and use bug fighting alcohol gel when they enter clinical areas.

The event was officially opened by Margaret Oldfield, Chairman of The Rotherham NHS Foundation Trust and Infection Control staff held workshops throughout the day in the hospital’s new Community Corner area.

Senior Infection Prevention and Control Nurse Specialist Lindsey Clough says: “The hospital prides itself on its impeccable cleanliness so during the campaign launch day we staged ‘Glitter Bug’ workshops to help make hand hygiene education more interesting and memorable. Many people don’t realise how well you need to clean your hands to remove all the bacteria so we used a fluorescent lotion with a UVA lamp to show people how well their hands have been washed.”

She continues: “Infection prevention is understandably very important to everyone at the hospital. Patient care and wellbeing is our top priority and we want to help people understand how important simple things such as washing your hands really are. In order to help stop the spread of potentially fatal bacteria such as MRSA and C.difficile, we have put up memorable posters, stickers and signs across all entrance points, toilets and ward entrances to reiterate the importance of hand cleanliness.”
Rotherham Hospital opens its Community Corner

Community Corner is Rotherham Hospital’s brand new information sharing concept aimed at providing the voluntary and community sector with a platform for meeting with the hospital community and further developing community partnerships.

The Community Corner is a dedicated display space for organisations to promote their campaigns and showcase health & wellbeing information. Located in the main entrance area at the hospital, it’s a fantastic place to interact with patients, visitors and staff.

Lorraine Brinnen, Community Involvement Manager at Rotherham Hospital said: “We are very proud of the new space that has been created for everyone to enjoy and it really does enhance the community spirit that is embedded at the hospital.”

Rotherham Hospital is a healthcare provider at the heart of the local community and equally the local community is at the very heart of everything the hospital does. Anyone belonging to the local community who has information or a message they would like to share with patients, visitors and staff is able to book the Community Corner by telephoning 01709 427589 or 01709 427800.

Making things better for patients

The Trust is always looking to improve and build on the patient experience and The 2010 National Inpatient Survey results continue to show that TRHT is in the top 20% of all Trusts for overall care to patients, performing better than many other Trusts. We were judged to be better than or the same as other Trusts on many measures, with no areas highlighted as ‘worse than’ other Trusts.

Work continues to build on the Patient Experience Tracker (PET) programme that was first implemented in 2009 which captures patient satisfaction. A new initiative called One Day Every Patient was also introduced in 2010. In addition to the on-going PET programme, a team of nurses and volunteers – following consultation with other staff and patients - set off on 3rd August 2010, to ask every single inpatient (242) across 21 clinical areas their views on a number of issues relating to experience of care. Patients were positive about how involved they were in decisions about their care and about pain management and control. We would still like to see improvements in a few key areas, for example patients being asked their views on the quality of care and patients being clear on how to complain. Over the last year further members of Trust staff, volunteers and Governors took part in the ‘Being with Patients’ awareness day sessions and a number of bespoke sessions were organised for specific teams of staff. 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 patient’s and public’s experience of the Trust.

Building for better patient experience

Over the last year the Trust continued to invest in improving the facilities and systems within the hospital. The first full year of our Healthcare of Tomorrow programme, a multi-million pound project to redevelop the hospital site and introduce a new electronic patient record system, has seen some key changes to the face of Rotherham Hospital.

The main entrance development was completed and has created an open, welcoming and relaxing space for all visitors and patients entering from the main car parks. Aesthetically appealing, the main improvement has been to patient experience with improved toilet facilities, a baby changing facility and a new baby feeding facility. With the addition of comfortable seating for people waiting, the provision of a much improved health information service and the creation of a Community Corner, this is a welcoming entrance that the people of Rotherham deserve.

The main entrance now provides the bright and free space for organisations, partners and staff to promote services, provide information or raise awareness of health promotion activities to our visitors, patients and staff. In direct response to the feedback we received from visitors and patients, we have turned a dark, gloomy, confusing and often cramped space into a space where anxious visitors and patients can gather their thoughts and relax before they travel through to the clinical areas of the Hospital.

Work also got underway on the new Mortuary and Patient Services Centre which is due for completion in 2011/2012. The new Mortuary will be co-located with a new centre for Patient Services, which will be fit for purpose to include private interview/counselling rooms and dedicated parking, to help reduce the stress of relatives attending for death certification.

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. Despite confirming compliance in June 2010, in line with our action plan developed in 2009/2010, we are still facing challenges. As revealed in the 2010 Inpatient Survey, patients are still raising concerns about single sex accommodation and we have addressed this with a revised action plan that is now in place.
When we say we are proud of our people we mean it. Whether they are staff, Members, Governors or one of the many volunteers, it is vital that we ensure they have an environment in which they can thrive. In increasingly challenging times, we will have to make difficult choices and people will see changes, some they welcome and some they don’t, so we need to create a culture where skills, experiences and views are valued and people feel involved and respected.

We know we don’t always get things right but when we don’t, people are not afraid to point that out. That’s the benefit of working in an open and honest culture, it allows us to learn and to grow.

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.

We intend to fully launch these values throughout 2011/2012 to ensure we live and breathe these positive behaviours and also address behaviours that negatively impact on our roles, our relationships and our enjoyment of work.
Valuing people: Case study

Trust celebrates Shining Stars

Outstanding local health heroes working in all areas of the hospital were honoured for their hard work and dedication at The Rotherham NHS Foundation Trust’s Pride of 2010 Awards for staff. Trust employees, from porters and nurses to midwives and doctors, nominated by members of the public and fellow hospital employees, were recognised at an awards presentation.

From the dozens of nominees, seven individuals and two teams celebrated winning awards across seven different categories. Carole Taylor won Most Accomplished Learner, Julia Wing was the idea of the Year Winner. Nominated by their colleagues and sharing the Our Shining Star Award were Dr Maria Prasad, Sally Short, Dr Margaret Wood and the late Margaret Baker. Dr Fiona Fawthrop and Sue Eley walked away with the Our Top Team Award. They were all commended for their exemplary work and support for colleagues.

Nominated by a patient, physiotherapist team leader Judy Robinson, 63, from Rotherham, was picked out as the Patients Shining Star. Patient Brian Nelson, 29, from Mexborough described Judy’s long term dedication in providing care and support for over 25 years as going above and beyond the call of duty. Brian said: “I first met Judy when I was four years old, she has really been there for me for most of my life helping me to cope with my parotidic arthritis and lead as normal and active life as possible. She’s been brilliant to me and has always gone that extra mile!” Judy, who retired in March 2010 after 38 years of NHS service, said: “During my career at the NHS all my work has been centred around patient care and respect for the individuals. As a physiotherapist one of my main aims was to try to promote maximum physical independence and mental wellbeing for my patients, despite them having a chronic disease. I also worked hard to promote holistic care to my colleagues and junior members of staff throughout my career. This award is a great honour and I cherish my memories of working within the NHS.”

Winning the Patients Top Team Award and the overall Chairman’s Award was the team from Ward B2. Nominator Mrs Edith ‘Dot’ Roberts, from Herrington, spoke: “B2 staff are a fantastic team – nothing is ever too much trouble for them. When I was there they were very welcoming and helped to put me at ease giving me very individual care. Staff couldn’t do enough for me and they gave me the encouragement I needed to have the confidence that I was going to walk out of the ward feeling much better. They are the best staff in any hospital in the country!”

On receiving these awards Ward Manager Lee White said: “We’re absolutely over the moon to win. The whole team is passionate about making B2 the best ward ever and are committed to making changes and improvements wherever they are needed. “Putting the patient first is what it’s all about – it doesn’t take any more time or effort to go that extra mile, treat people well and respond to their needs, in fact it makes our job easier. The whole team is enthusiastic and hard working and have a clear vision of where they want to be and these awards are recognition that we are making a difference.

Hospital Staff recognised for 725 years of service

Trust staff, who between them have notched up a massive 725 years working at Rotherham Hospital, have been given a big thanks from the Board of Directors at the recent Long Service Awards.

Nurses, occupational therapists, trainers, catering staff and cleaners were all amongst the 29 members of staff who were congratulated by the Board. They also received a special commemorative badge marking more than 25 years of commitment and dedication to the Trust.

Maggie Foster joined the hospital in 1978 as a student and is now the Manager of the Innovative Photopheresis Therapy Unit. Maggie says: “I feel really proud to be recognised like this. I’ve worked here for a long time and even recognised some of the faces at the award ceremony from when I first started. The patients we see at the Photopheresis Unit have to come in for treatment quite regularly, so they’re more like friends and they keep us updated on their lives. I love my job here because I get to spend time with the patients and feel like I’m helping to make them better.”

The awards were presented by the Chief Executive Brian James and the Chairman Margaret Oldfield. Margaret gave a brief speech at the award ceremony and talked about some of the changes these members of staff will have seen since they started at the hospital 25 or more years ago.

ICT Systems & Infrastructure Manager Ken Dobson also received an award and says: “I started working here in 1982 in the Haematology department and I am now working as an IT Manager which has been a big shift. The hospital has changed a lot since I started, not just physically but also in the services we offer. It has grown a lot too as we started out with only a couple of shared computers and now we look after more than 2200 different PCs. I’m really pleased to receive this award and it’s nice to be recognised for my years of service at the Trust. This was my first job straight after University so I feel like I’ve grown up here!”

Hundreds of staff have been recognised as part of the Long Service Awards which have been running for more than 15 years.

Working with Trust staff

We have an engaging workforce and due to the merger with Rotherham Community Health Services in April 2011, our employee figure will increase by almost 1,000. The Trust continues to develop a robust and positive approach to employee engagement and involvement. As part of our annual staff survey, 91% member of staff agreed that their role made a difference to patients when asked about the quality of care given to patients.

More staff report that they have been able to access training in areas such as health and safety, equality and diversity and infection control. This shows a marked improvement on last year and compares favourably with other similar NHS Trusts.

In 2010 the Trust entered the annual Healthcare 100 Awards for the first time, organised by the Health Service Journal and Nursing Times. The Awards determine the ‘best’ 100 healthcare employers based on a range of objective criteria and a sample survey of employees. The Trust was pleased to announce that it was successful in making the top 100 healthcare employers for the 2010 awards.
Involving staff in improvement

With continued support from the Service Improvement team, staff continue to be heavily involved in changing and improving services and facilities for our patients. The benefits of having staff involved in key decisions relating to their areas of work, the development of services and improving practice has delivered real outcomes. Within each team, each department and right across the organisation, the Trust seeks to involve staff in improving the delivery of services to patients.

Over the last year staff at the Trust have been actively involved in developing processes and plans for an emergency operating theatre, for improved fulfilment processes in Accident & Emergency but also in the major activity involved in reviewing processes and systems as part of the Electronic Patient Record project, involving staff in mapping out current processes and designing improved processes for the future. 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.

A healthy workplace is a happy workplace

The Rotherham NHS Foundation Trust has launched a brand new facility dedicated to supporting health and wellbeing whilst at work. The Workplace Health & Wellbeing Service offers an enhanced service for Trust employees and local organisations wishing to promote health and wellbeing in the workplace. In addition to the occupational health service, which the Trust has provided for many years, the service will also offer health surveillance, psychological support services, workplace assessments, sickness management and involvement in the development of employee engagement initiatives.

The service was officially opened by special guest Dr Steven Boorman, author of 'NHS Health and Wellbeing 2009'. This report highlighted the importance of health and wellbeing of NHS staff and the correlation to frontline care.

Dr Boorman said, “I am delighted to open this unique service which will be of great benefit to all the staff here; it is a leading example of Workplace Health & Wellbeing Services. Looking after the health and wellbeing of staff across all organisations, including the NHS, is absolutely essential in terms of boosting morale, increasing productivity and retaining staff. The Rotherham NHS Foundation Trust’s Health and Wellbeing Service is a great way of doing this and I would like to see more being developed across the NHS which aspire to this type of centre and delivery.”

Sandra Winters is the Head of Service for Workplace Health & Wellbeing at the Trust. She said, “The health and wellbeing of all our staff is extremely important to us as an organisation. We want all our employees to be healthy and happy in the workplace and if they are happy then this reflects in the job they do and the care they give to our patients.”
To secure continuous improvement in patient care and patient experience, it is important that we continue to develop our most valuable resource – our people. The development of staff continued to be a key focus in 2010/11. The Learning and Development team continue to run a broad range of courses for staff at all levels, to support mandatory and statutory training requirements and also to help staff develop their skills and careers.

The induction programme which was re-launched in 2009/2010 continues to develop, becoming increasingly interactive and participative but also increasingly focused on bringing the values to life.

The Trust also continues to develop as an Associate Teaching Hospital of the University of Sheffield and now takes on more student placements each year.

In June 2010, over 180 members of staff were recognised at the Learning and Development Awards event. The event was developed to celebrate the achievements of staff who have improved their skills or gained qualifications in a range of subjects including numeracy and literacy, IT, team leading, business administration, dementia awareness and palliative care.

In 2010, we also introduced an apprenticeship programme within the Trust which has provided opportunities for both new and existing staff to develop and by the end of March 2011 we have supported 31 apprenticeships, 12 of whom have since secured permanent or fixed term positions in the Trust.

The Rotherham NHS Foundation Trust is an ambitious and high performing Trust and, like any good organisation, it needs high performing leadership and management to deliver this.

We build everything we achieve on the basis of having clear, strong and stable foundations. The foundations of all we deliver are an unwavering focus on quality clinical care and being accountable for the efficient use of public resources. These principles are supported by business excellence, equality and diversity, developing employees, sustainability and technology.

Performance – Delivering quality clinical care

The Trust continues its strong performance in delivering the best of clinical care. From a double excellent rating in the two previous years, the Trust continues to be fully compliant with the Care Quality Commission (CQC) registration requirements and meets all of the 16 essential standards set out by the CQC.

As part of the on-going CQC review process, but also following an unannounced visit in February 2011, the Trust’s compliance with essential standards was said to be ‘impressive’.

Value for Money

Despite the continued strong performance in clinical care, we have had a challenging year financially.

We are not alone in having to deal with tough financial challenges but we have a strong action plan in place to recover the situation and are taking a project management approach to ensure it delivers results.

Business excellence

Putting business excellence at the heart of business practice was one of the Trust’s main aims in 2009/10 and that focus remained in 2010/2011. In fact, during these increasingly challenging times, it is even more important that we exploit opportunities for growth but also to do things in a more efficient manner, in order to help strengthen the Trust’s financial position.

Delivering new services

In 2010/2011, The Rotherham NHS Foundation Trust started to deliver against contracts won in the previous year; this included the delivery of a Musculoskeletal Physiotherapy service in Sheffield from June 2010. The Trust also launched a dermatology service called Careplus Skin to provide laser hair removal services available on a paid basis for the people of Rotherham.

The main thrust of the Trust’s activities in this area in 2010/2011 were on bringing to life our commitment to improving services throughout the patient pathway by bringing to fruition the integration with Rotherham Community Health Services. The goal of providing patients with seamless journeys through healthcare services at the right time and in the right place was brought closer in 2010/2011. The Trust, in partnership with NHS Rotherham, finally prepared the way for the merger of community and hospital based services as of 1 April 2011 to enable services to be fully integrated.

In addition the Trust also prepared the way for the smooth integration into the Trust of Doncaster Dental Care (as at 1 April 2011).
Leadership and management: Case Study

The project concentrates on raising awareness of risks, how they can be reduced among patients, carers and families. Project staff have developed specific information for stroke patients involving speech and language therapists to help devise information for patients with speech and language difficulties.

Staff have undergone specific training and numerous awareness raising days have been held, guidelines have been developed for all staff and multi-disciplinary improvement programmes, piloted on 4 wards have begun with the intent of rolling out across the whole Trust next year.

The South Yorkshire Public Health Forum and community staff have also taken an interest in our work and are currently looking at ways to implement the learning across the whole community setting.

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 is committed to equality, diversity and fair treatment of all staff, patients and visitors. It 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 experience of all of its people. The Trust is committed to an active Equality & Diversity policy from recruitment and selection, through training and development, appraisal and promotion to retirements. It is our policy to promote an environment free from discrimination, harassment and victimisation, where everyone will receive equal treatment regardless of gender, colour, ethnic or national origin, disability, age, marital status, sexual orientation or religion.

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

The Trust embraces its 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.

Joint project: reducing blood clots in Rotherham

The Trust are working with the South Yorkshire Collaboration for Leadership in Applied Health Research and Care (CLAHRC) in enlisting the support of patients and the public to help reduce the incidence of VTE among patients in the hospital.

The project concentrates on raising awareness of risks, how they can be reduced among patients, carers and families. Project staff have developed specific information for stroke patients involving speech and language therapists to help devise information for patients with speech and language difficulties.

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The South Yorkshire Public Health Forum and community staff have also taken an interest in our work and are currently looking at ways to implement the learning across the whole community setting.

Reduction your risks:

- Drink plenty of fluids
- Keep yourself moving by walking up and down the ward
- Turn or flex your ankles whilst in bed or sitting down
- If you are worried, please talk to one of our staff
Exploiting Technology Faced with increasing financial challenges, an NHS in a state of flux, the need to ensure we deliver our services in the most effective and efficient way, technology has an even greater role to play than ever before. The Trust has always been at the forefront and proactive in exploiting technology for the benefit of patient care. This focus remained throughout 2010/2011 with the main focus on the successful implementation of the Electronic Patient Record project.

Electronic Patient Record (EPR) EPR will start to change the way the Trust operates in 2011 and start to deliver real and tangible benefits for patients, staff, the Trust and our partner organisations. 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 the 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 very near future. This massive business transformation project, initially due for launch in 2010, has been delayed in order that the implementation delivers the best results it possibly can for the Trust and for its patients. It was only by fully mapping out processes and systems and by getting deeper into unlocking the systems potential, that the true opportunities of EPR were fully identified.

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 2010/2011 was the third year following the Trust’s formal commitment to taking a proactive approach to its corporate social responsibility agenda. 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.

Rotherham gets beach-ready with Careplus Skin As the long winter months draw to a close, our thoughts naturally turn to warmer weather and the holiday season. Shaving, plucking and waxing can now be a thing of the past thanks to Careplus Skin, the laser hair removal service at Rotherham Hospital.

Ann Lawrence from Kimberworth in Rotherham recently tried the Careplus laser hair removal service to get rid of unwanted facial hair and says: “At first, I was quite nervous about the procedure, but every effort was made to both answer my questions and reassure me. All possible side effects were explained to me and when I had the first session I felt quite confident and very pleased with the outcome.

All laser treatments are provided by an experienced team of Dermatology trained nurses in the Hospital’s Dermatology suite. Ann continues: “I had been told it would feel rather like a rubber band ‘twanging’ against my skin and indeed it did. The removal of my facial hair is something I have hoped to do for a long time but I have always avoided private ‘beauty’ clinics. This has been a perfect solution for me and I am so pleased with the result. The staff, facilities and convenience are so good that two of my relatives are now using the service as well.”

Tara Lees, Dermatology Department Manager said “Most people will need between six to eight treatments, so now is the ideal time to start thinking about getting body confident for summer. We offer a range of evening and weekend sessions and most treatments take less than 30 minutes to complete. Whether you’re considering laser hair removal for the convenience of saving time with shaving, or to help with self-image and confidence building, we can help.”
Leadership and management

Rotherham Hospital makes its lighting more efficient

Rotherham Hospital is pioneering a Forward Commitment Procurement Project on behalf of the Department of Health and the Department of Business Innovation and Skills. The aim of the project is to make lighting more efficient and save money whilst enhancing patient experience.

Every year, the Trust uses about 21% of its overall electricity consumption on lighting, so any reduction in costs will also help to cut the Trust’s carbon footprint. As part of the Ultra Efficient Lighting (UEL) project, patients, staff and visitors were asked to take part in a feedback questionnaire that will help the Trust plan what type of lighting it will use in the future to create a better patient and staff experience whilst reducing the impact of its business activities on the community.

Head of Procurement, Steph Holmes explains: “We want to ask our patients about the best solution for them and make sure we are reacting to their needs whilst saving money for the Trust. We will give these companies a wish list or set of challenges identified by patients to see what they can design. The Rotherham NHS Foundation Trust is the first Trust in the UK to look at how lighting can be more efficient and we are talking directly to patients about how they would like our lighting to behave. Our aim is to create a more pleasant healing environment where patients are in control of bed zone lighting levels and ambience”.

“The NHS is going to be under increasing financial pressure to deliver new and innovative solutions and we want to make sure we offer the best environment for our patients and they feel in control. Rather than just buying the products on the market now, we decided to commission experts to deliver something really progressive and look at what our lighting could look like”.

“We want to do everything we can to save money and reduce our carbon footprint”, explained John Cartwright, Director of Estates and Facilities. “We’re hoping this project will help us to substantially cut costs and save energy. Plus we would like to help steer the lighting market of the future making it more consumer driven and better value for the NHS. As the NHS market lead for this project, we will be playing an important role in reviewing new lighting technology solutions that will benefit Rotherham patients as well as the health sector as a whole”.

Staff and volunteers visited wards over a number of weeks collecting feedback which helped the Trust to plan and procure the lighting it will use in the future, save money and help the environment.

Real life human simulator helps doctors at Rotherham Hospital

Just as airline pilots learn to fly a plane using a simulated cockpit, doctors can learn many of the skills they need on a range of hi-tech simulators. Rotherham doctors and nurses in training now have the opportunity to deal with crisis situations in a controlled environment to help to further develop their communication and management skills.

Medical simulation uses sophisticated life like human manikins in simulated ward or operating theatre settings and gives students the opportunity to rehearse the management of rare or serious clinical events to further improve patient safety and care. Clinical Educator Nick White says: “Rotherham is one of the first hospitals in the region to use this technology in a dedicated centre. We hope the facility will help to create a powerful and real learning experience, based on potential real life emergencies that could happen within the clinical setting. This facility aims to challenge medical students’ nontechnical skills such as leadership, teamwork, communication, and task management. “The training sessions are recorded and played back to the teams once the simulation is over, allowing any unusual or incorrect team behaviour to be corrected through effective debriefing and feedback. Nick says: “It’s estimated that 70% of adverse events occur from a breakdown in these non-technical skills. By using the facility we hope it will give our student nurses and doctors the confidence to recognise these potential crises and give them the skills to deal with real ward clinical emergencies appropriately and quickly.”

The new simulation facility was officially opened by Professor K Bardhan Consultant Physician & Gastroenterologist and Dr Anil Hormis Consultant in Anaesthesia & Intensive Care at Rotherham Hospital on 1st February 2011. Dr Hormis says: “The simulation unit helps to improve communication and team working skills which are very different from the specific technical skills they learn as doctors and nurses. As an Associate Teaching facility, Rotherham Hospital supports hundreds of students every year and this new feature is another way for us to help them develop their talent.”
Getting Involved

The Rotherham NHS Foundation Trust remains at the heart of the community and has the community at its heart. In fact one of the new core values focuses on how proud we are to be part of our community. The Trust’s continued success can only be assured by us working with others.

We will continue to work in partnership with public bodies, Governors, Members, staff, volunteers, patients and their families, visitors, businesses and the general public. We intend to ensure that The Rotherham NHS Foundation Trust remains a quality, responsive and responsible healthcare provider who involves the community in our plans for the future.

The Rotherham NHS Foundation Trust’s membership continues to grow and we now have over 18,000 Members with elected Public Governors and Staff and Partner Governors actively influencing the direction of the Trust. A selection of members attended a Future Wards event in which ideas and mood boards were put together to be considered for the future.

Our relationship with community agencies and groups continues to flourish, for example, the Trust has worked closely with LINks Rotherham on projects to further improve access to services for everyone. Building on our commitment to engage with all sections of the community, investment was made in establishing a range of outreach and engagement work with local community groups, schools and colleges and with local charities.

We remain proud of our growing and active volunteer programme which brings together people from all different walks of life to help us to enhance patient experience within the hospital and increasingly within the community setting. These volunteers, who range in age from 18 to over 80, give their skills and time for free with the simple aim of improving the experience and care of our patients.

Now nearly 300 volunteers offer their time to support our staff and patients in a range of areas across the Trust. They still provide the traditional welcoming role in the main entrance but are increasingly carrying out new and innovative roles such as Communications Partners (who support the recovery of stroke patients in hospital and then at home) and Ward Crew (who attend at visiting times in the evenings to visit patients who are alone and to support staff with the influx of visitors on the ward).
Ward Crew on the case at Rotherham Hospital

A team of local teenage volunteers have been recruited by Rotherham Hospital to form its new ‘Ward Crew’. The team has grown from an original 20 to more than 40 covering a range of wards.

The young volunteers spend their spare time getting a taste of what it’s like for people in hospital, finding out how they can help, and getting first-hand experience of working in a clinical environment.

The Crew focus mainly on welcoming visitors and talking to patients, and they often provide much needed company for people who don’t have regular visitors.

Voluntary Services Co-ordinator Joanne Farey says: “Being in hospital can be a lonely experience but having an enthusiastic, energetic young person around willing to spend some time with patients chatting and listening can make a real difference – brightening moods and helping recovery. The Ward Crew can make a big difference to staff too as they can help them free up time to concentrate on their clinical care.”

The Ward Crew was set up in response to a big demand from young people wanting to get involved at the hospital. Joanne explains: “We’ve been inundated with requests from people as young as 17 who wanted to volunteer so we wanted to give them the chance to come along, take part and make a difference. The team will be a great support to our wonderful staff and it will be a learning experience for Crew members, especially if they are considering a career in healthcare.”

The Crew work together with older patients and people with respiratory conditions. Ward Crew recruit Henna Khalid says being part of the Ward Crew will give her new experiences:

“It’s quite a young and vibrant team so it’s great fun working with everyone. I like meeting a wide range of new people, including staff, patients and relatives and am hoping that interacting with people from different backgrounds will help me to develop my social skills and give me more confidence. I feel like I’m making a big difference, especially for patients who have no family or visitors.”

As always, it’s not just the volunteers who are giving their support. We continue to work with other individuals, other organisations and local businesses who help the Trust improve patient experience by supporting the Rotherham Hospital Charity. Each year support and fundraising efforts range from simple donations in lieu of Christmas Cards to donations of toys, TVs, portable games consoles and even some specialist medical equipment.

Thanks to these efforts the charity has invested around £255k back into the Trust which has been used to enhance the patient experience and provide support over and above what the NHS could afford. In 2010/11, the Charity purchased and installed a new Gamma Scanner Camera with a built in CT scanner for the Trust. This new Gamma Scanner will allow much clearer diagnosis and is a purchase that was made possible only due to the generous support of the people of Rotherham.
Hospital Volunteer inspired to become Midwife Thanks to her experience on Rotherham Hospital’s Maternity Unit (B10), Volunteer Yisha Jackson, 28, from Brinsworth in Rotherham has decided to train as a Midwife.

Yisha, originally from China, is married with a three year old daughter and has been volunteering with the Trust since April 2010. She will start her course with Sheffield Hallam University in September and says: “I am very keen to start my training and can’t wait to become a Midwife.”

She adds “All the support I received on the ward and at the hospital as a whole has definitely helped me to prepare for this career. The team were very welcoming and I have been able to observe the high quality care on a busy maternity ward. They have been very supportive of my aspirations and gaining experience in this healthcare environment has given me really good grounding to start this course at Sheffield Hallam University.

“I already have a little girl so I know what maternity is like for women, but my experience at Rotherham Hospital has given me the opportunity to see how hard the Midwives work and what it takes to keep a busy Maternity Unit running. The staff on ward B10 work so hard and they have helped me with the whole process. I have found my experience has helped me with my interviews to get onto the course.

“I help to support and talk to the ladies on the ward and spend time encouraging them to breastfeed. I help out at meal times and sometimes make beds or help with general tidying up. I am only able to volunteer for about four hours a week, but it has been a wonderful experience and I will be very sad to leave the unit.”
Income and expenditure

This has been a very challenging year for the NHS and that has not been without consequences for this Trust. Financial pressures emerged mid-year, which is a foretaste of things to come, as the fallout from the global financial crisis bites deep into public sector services.

How do we spend the Rotherham Health Pound?
The following chart demonstrates how we spend the Rotherham health pound. We continue to spend just under 70p in every £1 on salaries and wages.

The following chart demonstrates where our money comes from:

- NHS Rotherham (Primary Care Trust) 75%
- Other Primary Care Trusts 15%
- Education, Training & Research 2%
- Non-Patient Services 2%
- Other Income 6%