

# Review of 2023-24

Michael Wright – Managing Director  
The Rotherham NHS Foundation Trust

# Our Performance 2023-24

- ❖ 2023-24 was an exceptional year for increasing demands on our services, the impact of industrial action cannot be underestimated
- ❖ Thank you to all our people who have worked hard, together to ensure we continued to deliver safe care to all our patients
- ❖ We are proud of the achievements over the last year and we are determined to continue our improvement journey
- ❖ We continue to make progress in a number of ways and you will hear more about our progress to date

# Patient Safety & Quality

- ❖ We continue to progress with our Quality Improvement Initiatives and improving our patient experience
- ❖ We have strengthened our monitoring processes with the introduction of an Exemplar Accreditation programme

# Our Performance

- ❖ Despite a number of unprecedented challenges – sustained periods of industrial action (12 in total), our staff continued to work with exceptional dedication
- ❖ During the last financial year we returned, for the first time since 2019 to the 4-hour emergency care standard
- ❖ The operational pressures were such that we saw 49 patients waiting 12 hours for a bed, with 30 of those in January driven by industrial action and a 16% increase in demand in month in comparison to the previous year.
- ❖ Worked with PLACE partners to develop our Winter Plan

# Our Performance

- ❖ During 2023-24 we worked hard to return elective activity to 103% of 2019-20, in line with the requirements of the South Yorkshire Integrated Care Board
- ❖ With investment to support additional capacity we almost managed to eliminate all 65 week waits by the end of the year
- ❖ We have seen an increase in the response rate for the staff survey – 67% which is the highest ever response rate for us and I am pleased to note the emphasis on staff engagement over the previous year has reflected the positive result
- ❖ We are now ranked in the top 3 most improved organisations across England for the advocacy questions and Daniel, our Director of People will tell you more about that

# Digital

- ❖ We continue to develop our Digital offer – we integrated the NHS App resulting in patients being able to seamlessly manage their appointments, complete pre-operative surveys and communicate their treatment preferences
- ❖ We have initiated the development of e-consent technology, providing patients with comprehensive information about their procedures
- ❖ We have implemented Voice Recognition Technology (utilising cloud based artificial intelligence to transcribe speech to text)
- ❖ Integrated artificial intelligence into our radiology service enhancing diagnostic accuracy

# Health Inequalities

- ❖ We have continued our commitment to tackling health inequalities
- ❖ March 2023 a new Consultant in Public Health was established to work across the Trust and our partners
- ❖ We established a working group across six domains
  - Understanding patient needs
  - Providing patient-centred care
  - Supporting staff to live healthy lives
  - Ensuring equity of access
  - Building prevention into our pathways
  - Improving the lives of our communities

# Quality & Patient Experience



# Building Quality Improvement (Qi) into every day practice

- ❖ Qi lead
- ❖ Expanded the Qi Team
- ❖ Now 129 trained at foundation level, 123 QSIR practitioners, 13 ILSY
- ❖ Qi now part of preceptorship



# Quality Improvement

- ❖ Through the Florence Nightingale Foundation and Regional workforce team, we have supported more than 26 Health Care Support workers to receive leadership training in Infection Prevention and Control



# Internationally Educated Nurses

- ❖ Achieving the Pastoral Care Quality Award July 2023, providing evidence on;
  - Pre-arrival
  - Arrival
  - Ongoing support and development

- ❖ Swapna Narayanan Maniyatan (IEN and PNA) invited to Buckingham Palace



# ReSTORE

- **Refugee Support, Training, Orientation, Recruitment** and **Education** for refugee nurses living in South Yorkshire.
- ReSTORE was established in April 2023 as a structured programme for refugees with healthcare backgrounds in their country of origin to become nurses within the NHS.





# Autonomy and Shared Decision Making (staff networks)

Specific staff networks for under-represented and disadvantaged groups and individuals within our organisation

- Black and minority ethnic (BME) network
- Disability and wellbeing network (DAWN)
- Lesbian, Gay, Bisexual and Trans+ (LGBT+)



# Annual Cultural Celebration event





# Calendar of Events/ Joy in Work

2024/25

## Calendar of events

in partnership with Rotherham Hospital and Community Charity

**ORGAN AND TISSUE DONATION WEEK**  
 WEDNESDAY 25 SEPTEMBER 2024

Host a 'Wear It Pink' Tea-Party to coincide with our Trust memorial service in PGME for our donor and recipient families. A score with fruit and jam will be provided for every patient. Tea-pot hamper prize for the best area!

**REMEMBRANCE DAY**  
 FRIDAY 8 NOVEMBER 2024

Host a Remembrance themed Tea-Party. A score with fruit and jam will be provided for every patient. Tea-pot hamper prize for the best area!

**VETERAN AWARE**

**SANTA VISIT TO THE TRUST**  
 BY MONDAY 23 DECEMBER 2024

Santa is making a stop at Rotherham Hospital again this year, to spread cheer, festive joy and to deliver presents!

**EXTENDED VISITING HOURS DURING RAMADAN**  
 SUNDOWN ON FRIDAY 24 FEBRUARY 2025 (EXPECTED DATE)

We're extending visiting hours at Rotherham Hospital to 10pm, to support visiting after Iftar.

**NUTRITION AND HYDRATION WEEK**  
 10 - 16 MARCH 2025

Take part in the Global Tea-Party to raise awareness of the importance of Nutrition and Hydration. A score with fruit and jam will be provided for every patient. Tea-pot hamper prize for the best area!

**EASTER BUNNY VISIT TO THE TRUST**  
 WEDNESDAY 16 APRIL 2025

Rotherham Hospital's inpatients will be visited by the Easter Bunny - who will be delivering sweet treats or gifts to spread the festive cheer!

**Ambitious Caring Together**  
 Rotherham Hospital & Community Charity  
 NHS The Rotherham NHS Foundation Trust



# Excellence in Care – Exemplar Accreditation





# Excellence in Care – Patient Experience



OS24  
The Rotherham NHS Foundation Trust

Patient name / preferred name:

Consultant name:

Mobility:

Dietary needs:

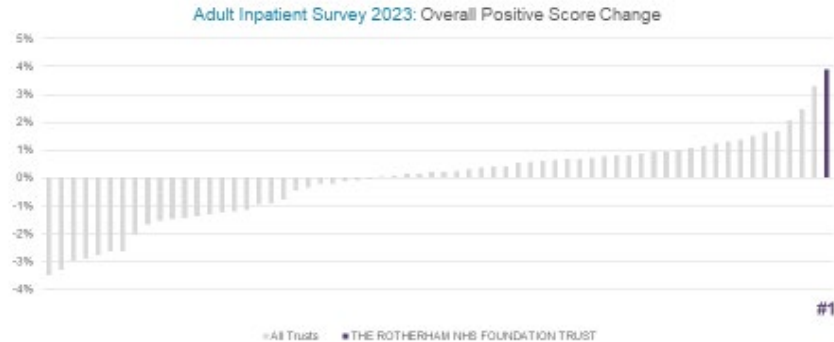
Notes:



# Patient Experience – IP survey 2023

## League table: historic positive score

The historical league table shows how your overall positive score change from the previous survey, and how this change compares to other organisations who ran the Adult Inpatient Survey 2023 with Picker.



# Patient Experience

Good experience of care, treatment and support is seen as an essential part of excellent healthcare



Welcoming complaints in a positive way

An effective complaint system goes out of its way to create a positive environment in which complaints are welcomed and resolved at the earliest opportunity.

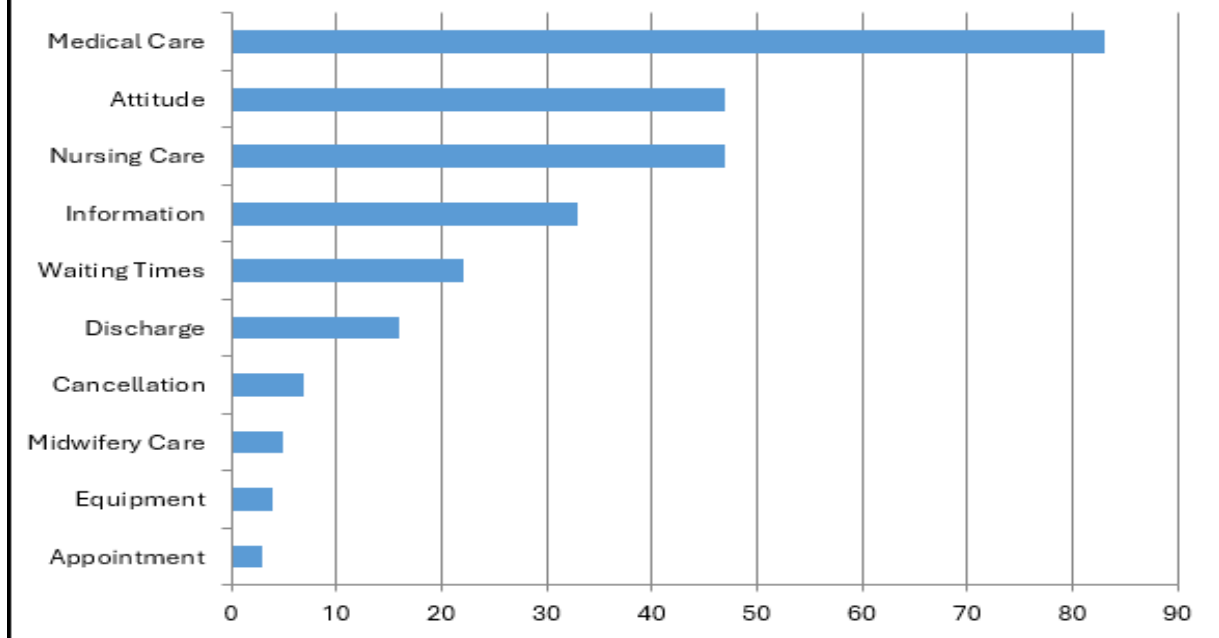
4,629 Compliments were received.

277 Formal Complaints were received.

2273 Concerns were received.

	2021/22	2022/23	2023/24
Formal complaints	266	282	277
Concerns	2,171	2,192	2,273
Total	2,437	2,474	2,550

## Top Ten Themes from Complaints 2023-24



# Patient Experience improvement

## CQC Inpatient Survey Action Plan



Safe Staffing on Wards	Discharge	Pain	Nutrition and Hydration	Involving patients in decisions about treatment	Communication plan to support improvements
<p><b>Cindy Storer, Caroline Mackintosh</b></p>	<p><b>Lee Moran, Precious Keta</b></p>	<p><b>Suzie Marsh</b></p>	<p><b>Sri Kakarlapudi</b></p>	<p><b>Susan Douglas, Vivienne Knight</b></p>	<p><b>Damian Staples</b></p>
<ul style="list-style-type: none"> <li>Run SNCT four times in 2022/3.</li> <li>Standardised Healthroster meetings</li> <li>Daily staffing huddles</li> <li>Retention Plan - inc H&amp;Wbeing (Break facilities)</li> <li>Self Rostering</li> <li>Leadership development</li> <li>Improved education offer</li> <li>PNA expansion</li> <li>Preceptorship accreditation</li> <li>Retention workshops in</li> </ul>	<ul style="list-style-type: none"> <li>Achieving Reliable Care on 9 medical wards (standardised board round)</li> <li>Discharge to assess</li> <li>Community Ready Hub (CRU)</li> <li>Person Centred Care (education and improvement work)</li> <li>Reconditioning Games GOLD</li> <li>Self admin of medicines</li> <li>Virtual Ward expansion</li> <li>Retention nurse in reach service</li> </ul>	<p>Review current pain assessment tool to include EBP for patients with Dementia and or Delirium</p> <p>Review education offer Acute Pain ward rounds and patient involvement in medication changes</p> <p>Refresh current Tendable audit to review pain once analgesia given</p> <p>EoL pain management and increased use of individualised plan of care</p>	<ul style="list-style-type: none"> <li>Using new bedside board to communicate dietary needs</li> <li>Continued support for IP tea parties</li> <li>Ward areas to have nutritional champions to embed further improvement</li> <li>Attendance from ward staff to attend PCC day to cover dietetics and SALT training</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Shared Decision Making policy</li> <li>Implementation and widespread use of EIDO patient information</li> <li>Introduction of What Manners to You</li> <li>Clinicians discussing treatment options with patients including medication changes at ward rounds</li> </ul>	<ul style="list-style-type: none"> <li>Regular internal and external communications of improvements and initiatives</li> <li>Targeted internal comms in the lead up to survey</li> <li>Reminders about importance of feedback</li> </ul>

# Friends and Family Insights - Summary

No. of Responses

16,488



The Rotherham  
NHS Foundation Trust

Survey Type

All

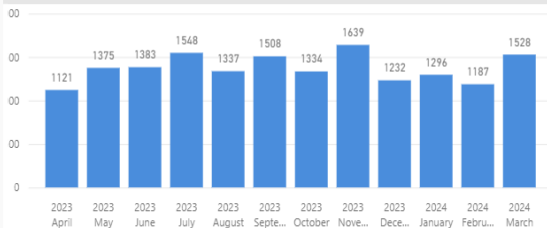
Ward

All

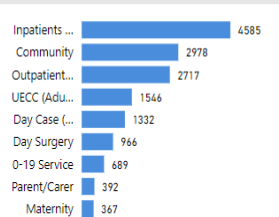
Month

Multiple se...

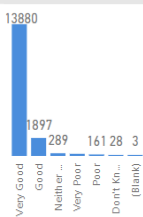
No. of Responses by Month



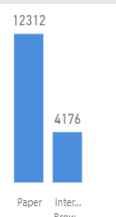
No. of Responses by Area



Response Type



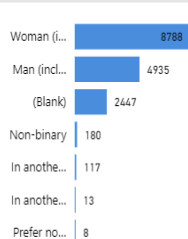
Response Method



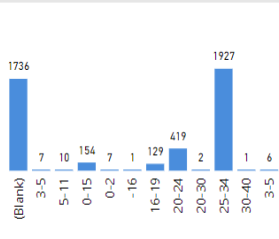
No. of Responses by Area/Month

Year	2023				
	April	May	June	July	August
Survey					
0-19 Service	31	62	77	60	67
Childrens Occu...					
Childrens Speec...					
Childrens Ward ...					
Community	162	262	235	346	223
Community Nur...					
Day Case (Adult)	106	109	105	100	172
Day Surgery	81	120	82	149	63
<b>Total</b>	<b>1121</b>	<b>1375</b>	<b>1383</b>	<b>1548</b>	<b>1337</b>

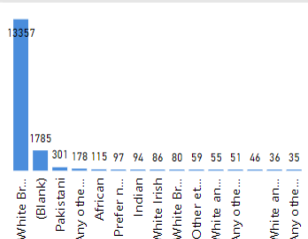
Response by Gender



Responses by Age



Responses by Ethnicity



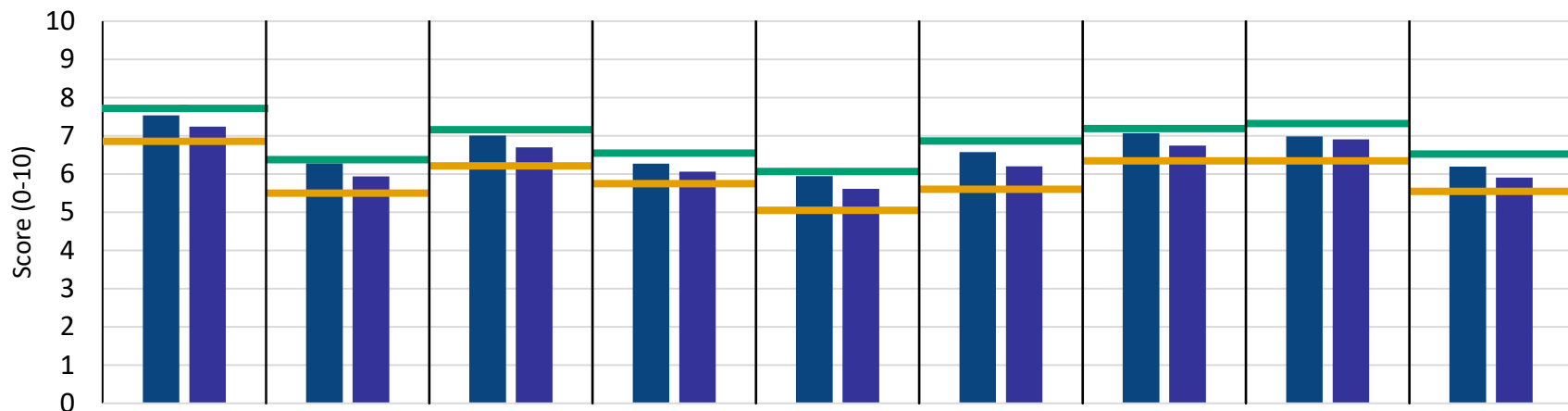
# Our People 2023/24

# People Promise elements and themes: Overview

People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



We ... are comp'ionate & inclusive are recognised and rewarded each have a voice that counts are safe and healthy are always learning work flexibly are a team Engagement Morale



Your org	7.53	6.28	7.01	6.27	5.94	6.57	7.07	6.98	6.20
Best result	7.71	6.37	7.16	6.55	6.07	6.87	7.19	7.32	6.52
Average result	7.24	5.94	6.70	6.06	5.61	6.20	6.75	6.91	5.91
Worst result	6.85	5.50	6.21	5.75	5.05	5.60	6.35	6.34	5.54
Responses	3239	3240	3190	3178	3029	3207	3229	3241	3241



# 2023 and 2022 vs Acute and Acute and Community Trusts n=122

We are.../ Year	2022	2023	Rank	Performance	Change +/- places
Compassionate and inclusive	7.3	7.5	10 <sup>th</sup>	Top decile	10 ↑
Recognised and rewarded	6.0	6.2	7 <sup>th</sup>	Top decile	4 ↑
Each have a voice that counts	6.8	7.0	8 <sup>th</sup>	Top decile	10 ↑
Safe and healthy	6.0	-	Not verified	-	-
Always learning	5.6	5.9	6 <sup>th</sup>	Top decile	7 ↑
Work flexibly	6.1	6.5	7 <sup>th</sup>	Top decile	16 ↑
Are a team	6.9	7.0	4 <sup>th</sup>	Top decile	4 ↑
Engagement	6.7	6.9	37 <sup>th</sup>	2 <sup>nd</sup> quartile	34 ↑
Morale	5.8	6.2	10 <sup>th</sup>	Top decile	8 ↑

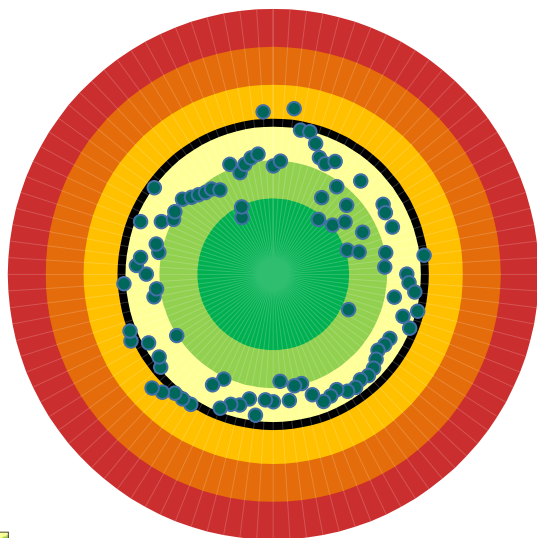
## Appendix B: Significance testing – 2022 vs 2023

Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2022 and 2023\*. For more details please see the [technical document](#).

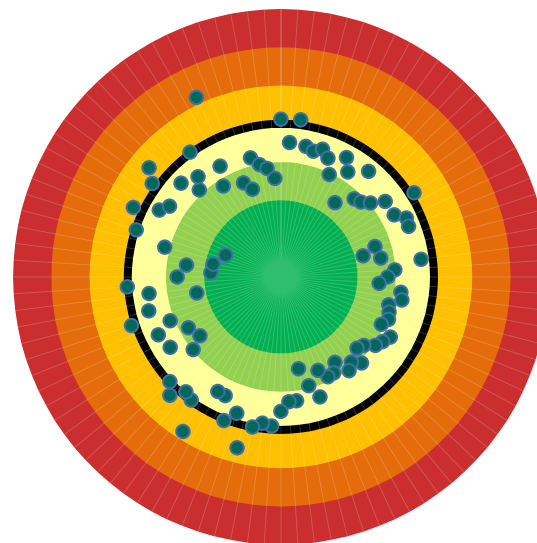
People Promise elements	2022 score	2022 respondents	2023 score	2023 respondents	Statistically significant change?
We are compassionate and inclusive	7.36	2862	7.53	3239	Significantly higher
We are recognised and rewarded	6.00	2866	6.28	3240	Significantly higher
We each have a voice that counts	6.84	2813	7.01	3190	Significantly higher
We are safe and healthy	6.06	2809	6.27	3178	Significantly higher
We are always learning	5.64	2729	5.94	3029	Significantly higher
We work flexibly	6.20	2846	6.57	3207	Significantly higher
We are a team	6.92	2854	7.07	3229	Significantly higher
<b>Themes</b>					
Staff Engagement	6.73	2866	6.98	3241	Significantly higher
Morale	5.87	2866	6.20	3241	Significantly higher

# Overall development across all questions

Current scores vs. historical scores



Current scores vs. similar organisations



## KEY



This score is considerably better than the comparison score

This score is considerably worse than the comparison score

# Executive summary

Most improved scores	Org 2023	Org 2022				
q25c. Would recommend organisation as place to work	63%	54%				
q3i. Enough staff at organisation to do my job properly	34%	25%				
q25d. If friend/relative needed treatment would be happy with standard of care provided by organisation	58%	50%				
q4c. Satisfied with level of pay	35%	27%				
q6b. Organisation is committed to helping balance work and home life	55%	47%	Most declined scores		Org 2023	Org 2022
			q2c. Time often/always passes quickly when I am working	72%	74%	
			q14a. Not experienced harassment, bullying or abuse from patients/service users, their relatives or members of the public	74%	76%	
			q31b. Disability: organisation made reasonable adjustment(s) to enable me to carry out work	80%	81%	
			q13d. Last experience of physical violence reported	70%	71%	
			q16a. Not experienced discrimination from patients/service users, their relatives or other members of the public	94%	94%	

# Health and Wellbeing

- We offer an extensive range of health and wellbeing support for our staff including delivery of a maintenance programme to upgrade and improve staff rooms, kitchen facilities and changing areas
- In 2023/24 the Health and Wellbeing team supported a number of initiatives
  - Flu and Covid vaccinations
  - Menopause café
  - Counselling services and complimentary therapy treatment
  - Talking groups and workshops
  - Increase in the number of wellbeing champions

# Development of our new People and Culture Strategy 2024-27

- ❖ Wide engagement took place with colleagues across the organisation, People and Culture committee and Board to develop our new People and Culture Strategy for the next 3 years. A presentation was made to Governors as part of this and feedback received.



# Top Priorities for 2024-25

- ❖ As a result of feedback from the staff survey, a number of areas have been identified, developed and agreed for our “We Said, We Did” priorities for 2024/25



Focus area	Director lead
Appraisal	Daniel Hartley - Director of People
Car Parking	Linda Martin - Director of Estates and Facilities
Reasonable Adjustments	Steve Hackett - Director of Finance
Sexual Safety	Helen Dobson - Chief Nurse
Violence & Aggression	Michael Wright - Managing Director

# Our Performance





# Our Performance

Our colleagues have continued to provide care to our local population despite the incredibly challenging year with industrial action throughout the year and periodic increases in Influenza and COVID-19

Despite this, we have delivered on some of our performance indicators and we continue to deliver safe emergency care focused on the needs of the patients

# Emergency Access

## UECC Performance

Number of Attendance in UECC	
22/23	23/24
92,148	96,842



Up by 4694 attendance this financial year that's a 5% increase overall this year.



Number of 4-hour breaches in UECC	
22/23	23/24
50,651	39,506



The number of 4-hour breaches has reduced by 11,145 as the trust implements the 4 hour access standard



Number of Ambulance Handovers - Over 30 Mins	
22/23	23/24
5748	3880



Despite the increase in attendances our Ambulance Handovers within 30 mins has improved



Proud



- ❖ First year of re-introducing 4 hour emergency care standard, following 4 years working to national field test standards
- ❖ Improved from 54.8% in April 2023 to 62.9% in March 2024

# Operational Summary

## ❖ 18 week referral to treatment waiting times

- Our waiting list continued to increase during 2023-24 with over 30,500 patients on our waiting list (concentrated in 4 specialities, Ear, Nose and Throat, Trauma and Orthopaedics, Gynaecology and Gastroenterology)
- Reduced longest waits for elective care, with no patients over 78 weeks and 22 patients over 65 weeks by March 2024

## ❖ Cancer Waiting times

- From 1 October 2023 NHS England introduced a simplified version of the 10 previous cancer waiting time standards to 3 core standards
- 62-day standard of patients being treated following urgent referral from their GP = 76% against a standard of 85%, but national ambition to achieve 70% in 2023-24
- Faster Diagnosis Standard = 80.4% overall

## ❖ Diagnostic Waiting Times

- We achieved the constitutional DMO1 standard benchmarking in the top 5 Trusts in the country

# Our Performance

## ❖ Community Performance Indicators

- We have seen an increase in activity across both adult and children services
- A number of new initiatives introduced in year improved our pathways and maximised the use of our resources
- Developed the PLACE Community Escalation Wheel
- Transfer of Care Hub established
- Expanded capacity within our Virtual Ward
- Consistently achieved the 2 hour urgent community response standard

# Finance

# Financial Performance 2023-24

- ❖ The Trust has continued to operate under challenging financial pressure
- ❖ The Trust received £365.9m in income during 2023-24, ending the year with a control total £4.715m deficit
- ❖ Our Cost Improvement programme delivered £11m of savings
- ❖ We invested £12.3m in improving our estate, IT infrastructure and medical equipment to support high quality patient care

# System & Partnership Working

# What it Means for Rotherham

- ❖ We believe we can achieve more when we work together
- ❖ **Strategic Objective – “We will be proud to collaborate with local organisations to build strong and resilient partnerships that deliver exceptional, seamless patient care”**



# System Working

- ❖ We have a long standing reputation for collaboration
- ❖ We continue to be a core member of the Acute Federation of South Yorkshire
  - Rotherham Hospital
  - Barnsley Hospital
  - Doncaster Hospital
  - Sheffield Children's Hospital
  - Sheffield Teaching Hospitals
- ❖ Acute Federation has strengthened over the last year to improve patient care – work overseen by the Chief Executives
- ❖ Rotherham PLACE

# Partnership Working with Barnsley Hospital NHS Foundation Trust

- ❖ Established a strengthened programme of joint partnership working
- ❖ Joint Strategic Partnership Group and Joint Delivery Group
- ❖ Supported by formal governance arrangements
- ❖ Structured engagement approach involving the wider senior leaders
- ❖ Successfully delivered joint gastroenterology service
- ❖ Three major programmes of work during the last year
  - Clinical Services Review
  - Joint Leadership Development Programme
  - Commercial Opportunities