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Annual Review 2011/2012

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Our vision is to become a best in class health care provider, consistently performing within the top 10% of Trusts nationally.

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 wellbeing. 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_
It is a place with a remarkable friendliness and vibrancy, with an honest and approachable style and I look forward to sharing in its continued success and playing a part in its development. It is a great privilege for me to be Chairman and, in simple terms, it is the sheer commitment of all colleagues here at the Trust to provide their very best that enables us to deliver first class care. It is by their commitment and hard work that we ensure we focus on our patients and potential patients. When we say 'Your health, your life, your choice, our passion', this is not simply a slogan. It is something we believe in and an ethos we live and breathe every day. Our shared values and dedication to ensuring patient safety and experience is second to none and is something that I am passionate about and will continue to champion.

This Annual Review provides merely a snapshot of some of the Trust’s successes, changes, developments and improvements during the past 12 months. It will hopefully help to illustrate to you our commitment to providing the best quality of care for everyone whose lives we touch on a daily basis, in good times and in bad. Whilst there are many successes highlighted here, one of the most significant for the Trust and the people of Rotherham is the integration of our hospital and community services which began last year. I am very pleased to have witnessed many examples of how strong, well thought through integration between hospital and community services and professional colleagues, has already started to make a real difference for those for whom we care and the communities in Rotherham. It has also made the Trust an even stronger health care organisation, with broader skills and one which is better prepared for the challenges ahead.

As you will be aware, the challenges facing the NHS are some of the most significant since its inception and colleagues here at the Trust have been working very hard during the past 12 months addressing the efficiencies required now and planning the savings we are required to deliver in the years ahead. This has been no mean feat; reducing costs, whilst improving efficiency, maintaining and improving quality and delivering excellent clinical care is a huge task.

To do this, we all have to adapt to new ways of working and providing services and we have already made and will have to make, some difficult, but necessary, choices along the way. We have worked diligently to deliver our plans and efficiency savings, which again is a huge credit to everyone at the Trust. Throughout this period, we have excelled in many areas and continued to shine by providing some of the lowest waiting times and lowest infection rates in the UK. This is due, in no small part, to the commitment and sheer determination of Trust staff who have achieved these objectives whilst presenting a friendly welcome, and assurances to those who come into our care.

During this year, the Trust has welcomed a number of new members on to the Board of Directors and this has further strengthened the Board’s drive to find new and improved ways of working for the benefit of our patients, our community and our staff.

Our trusted and dynamic team are a huge asset and we should all be immensely proud of each other for what we have achieved and continue to achieve. I would like to take this opportunity to express my gratitude to Trust staff, patients and those many people in the Rotherham community whom I have had the privilege of meeting. I also need to acknowledge the unending support we receive from our Governors who discharge an increasingly important role in the Trust’s affairs, our Volunteers who play such a vital role in supporting our services and patients and our donors and Members, all of whom provide that vital link between the Trust and our community, who make a real difference to the day to day work in a busy Trust and who enable us to go above and beyond for all those in our care.

My thanks to everyone.

Peter Lee
Chairman
Overview

It has been another challenging year for the NHS as a consequence of the continuing economic conditions nationally, and the Trust has responded by improving efficiency and productivity, and by developing proposals to deliver future services in new and innovative ways, aided by our merger with Rotherham Community Health Services at the start of the year. Notwithstanding the financial pressure, the Trust has still managed to progress its strategy and to achieve a number of notable successes as featured in this review.

After an initial financial setback, the Trust recovered to end the year with a Monitor Financial Risk Rating of 3 for 2011/12 in line with expectations, and the forward position remains strong despite the even greater financial challenges needing to be tackled in the year ahead.

Throughout this period we have continued to maintain the quality of our services and this was recognised by the award of another Comparative Health Knowledge System (CHKS) 40Top Hospitals Award for the fourth year in succession.

The Trust remains focused on the provision of high standards of care, driving efficiency without compromising quality, and has continued to deliver a strong performance against national targets, with class leading low rates of hospital acquired infections and amongst the shortest waiting times in the UK for access to specialist consultation and admission for elective treatment. We are also proud to have ended the year with a green governance rating as assessed by Monitor, an excellent result given the pressures caused by the challenging economic conditions.

The merger of The Rotherham NHS Foundation Trust with Rotherham Community Health Services on 1st April 2011 has placed us in a great position to drive our strategy to deliver far more care in the community.

As a newly merged organisation the Trust was also reassessed by the NHS Litigation Authority (the Trust’s insurers) and was found to be fully compliant with Level One standards, which was an excellent result. October 2011 saw the retirement of the Trust’s Chairman, Margaret Oldfield, after nine years of dedicated service during which TRFT has become recognised as one of the best performing acute trusts in the region, and also nationally, and we welcomed Peter Lee as our new Chairman, who is equally committed to ensuring the Trust continues to drive its ambition to become a ‘best in class’ healthcare provider, and an organisation that the citizens of Rotherham can be proud of.

We also saw a number of other departures and new arrivals to the Board of Directors and welcomed new colleagues including Professor George Thomson as Medical Director, Juliette Greenwood as Chief Nurse and Jacqui Bate as Chief Human Resources Officer, who have all begun to make a noticeable difference.

During 2011/2012, our new main entrance received a number of accolades, including achieving BREEAM accreditation (healthcare guidelines dictated by the Department of Health), it also received a ‘Secured by Design’ award from the Association of Chief Police Officers and, more importantly, our new Community Corner has welcomed over 90 services and external community organisations to share information or raise awareness of health issues, and our new Health Information service has supported over 21,000 visitors and patients. Our commitment to being an environmentally responsible Trust was also recognised as we were named amongst the top sustainable public sector organisations in the UK and achieved a silver award in the ‘Overall Excellence’ category for our approach to sustainability, and received a Green Apple award which recognises environmental excellence.

The Trust’s new ‘Oldfield Centre’ located at Rotherham Hospital and named after our former Chairman opened in late 2011. The project, carried out in partnership with Rotherham Metropolitan Borough Council, has created a state of the art facility which now accommodates our Patient Services department. It also houses a new mortuary which provides up-to-date, safe and modern facilities for Rotherham and also ensures a more dignified and appropriate setting for bereaved relatives, friends and staff. This replaces the dated facilities that were once housed on A Level in the main hospital building.

During 2011/2012 the Trust continued to move forward with its Electronic Patient Record system (EPR), which although subject to delay, will ensure that our staff and patients benefit from the use of this state of the art technology following its launch in June 2012. The new system will eventually enable substantial improvements...
in quality, safety and outcomes for patients, and will be one of the most advanced systems of its kind in the world. Ultimately, the system will be linked to similar systems in both the community and GP Practices, covering the entire patient journey within and beyond the hospital, helping our health professionals to provide the best patient care using the latest technology for doing so.

The year also saw the successful culmination of a review of services provided by the Trust at the Park Rehabilitation Centre (PRC), based at Badsley Moor Lane, which in addition to therapy services is used as a venue for activities such as dance classes and swimming lessons for youngsters, and provides a vital community hub for the surrounding area. The outcome of the review was very positive and it concluded that, with full support of NHS Rotherham, the facility is to be revitalised and made into the heart of a rehabilitation village. The review process and successful outcome was testament to the passion of staff, patients, service users and the people of Rotherham to the continued value of this much loved facility.

The results of the 2011 National Inpatient Survey placed TRFT amongst the better performing Trusts nationally for the following benchmarks; being given a choice of admission dates; not spending too long on the waiting list and patients being given an explanation of risks and benefits that patients understood before the operation/procedure. The Trust remains committed to improving its position against peers year on year and therefore also undertakes internal monitoring of patient satisfaction using the Dr Foster Patient Experience Tracker (PET). This year we have also taken the opportunity to extend data collection on patient satisfaction into community services. Our internal monitoring of patient satisfaction takes place throughout the year, capturing three times more responses than the national surveys, and which we use to inform future service improvements.

Towards the end of the year, the Rt Honourable David Blunkett MP visited the Trust’s Community Health Centre to meet staff and service users involved in the Trust’s Giving Voice Campaign, and learn of the work undertaken by staff of the Speech and Language Therapy department in supporting this initiative. The Trust regularly welcomes members of the Council, the media and Government to the Trust as a way of providing further insight into the workings of this dynamic and progressive organisation.

We are confident that despite the challenges caused by the global financial crisis and its impact on the public sector the Trust will continue to improve its services and to maintain the confidence of the people of Rotherham as their healthcare provider of choice; we remain wholly committed to working with our staff, Governors, Members, volunteers, our commissioners, other stakeholders and perhaps most importantly the people of Rotherham in building a healthier future together, for all. As Chief Executive I am immensely proud of the achievements of our staff over the six years since our establishment as a Foundation Trust, and their support for what has been a remarkable journey and remarkable transformation. I believe that they do an outstanding job for the people of Rotherham, and that we have become an organisation of which our citizens can be proud.

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. A modern, progressive Trust, with a reputation for clinical excellence and efficiency, on 1st April 2011, Rotherham Community Health Services integrated with Rotherham Hospital to become part of The Rotherham NHS Foundation Trust.

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. The Trust operates a large number of services from sites across Rotherham including Rotherham Community Health Centre (RCHC), close to the town centre and Rotherham Hospital site situated just 2 miles south of Rotherham town centre. We also integrated with Doncaster Dental Care on 1st April 2011, which operates from the ‘Flying Scotsman Centre’ which is located in Doncaster.

TRFT 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, Rotherham Community Health Centre and Breathing Space, a unique facility which offers specialist medical treatment for people who are suffering from a condition known as Chronic Obstructive Pulmonary Disease (COPD). 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 dealt with 74,469 attendances this year, and the hospital had 290,000 outpatient attendances.

In the community, the Trust manages care for children and young people, staying healthy, planned care and care for patients with long term conditions in Rotherham.

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 Trust employs over 4,500 members of staff, covering our hospital and community settings and we are rightly very proud of our valuable Membership which currently exceeds 19,000 Members.

TRFT’s strategic direction is to become a “Best in Class” organisation which meets the expectations of our community and has the ambition and ability to branch out in new directions.
The Trust continues to be fully compliant with the registration requirements of the Care Quality Commission and meets all of the 16 essential standards set out by the CQC (designated to check all hospitals in England to ensure they are meeting government standards - www.cqc.org.uk)

Achieving a Governance rating of Green by Monitor, Independent Regulator of NHS Foundation Trusts

The Trust offers one of the lowest waiting times in the UK, our average patient waiting time is 5.5 weeks and we consistently achieve the 18 week referral to treatment target

The Trust has one of the best reputations nationally for low infection rates including MRSA and Rotherham Hospital has been MRSA free for 23 months (up until March 2012)

Green Apple Award at a national event to highlight Britain’s greenest organisations in October 2011

The Trust was named runner up in the ‘Best Waste Recycling Project’ for its work on waste management projects

New mortuary and bereavement facilities in the newly purpose built ‘Oldfield Centre’

Excellent feedback following an unannounced inspection of services within our Maternity department from the CQC

A comprehensive review of services provided by TRFT at the Park Rehabilitation Centre has resulted in the Centre remaining open with capital investment from NHS Rotherham which will enable the Badsley Moor Lane site to become a rehabilitation village

Continued development and implementation of our Electronic Patient Record system to ensure our data and information is robust, of high quality and real-time

Announced CHKS 40 Top Hospitals Award Winners again for 4th consecutive year

Successful application for NHSLA Level 1 status as a fully integrated organisation

Breathing Space (our in-patient and out-patient facility for those suffering with chronic lung disease) was highlighted as an exemplar service at the European Respiratory Congress

Key Achievements
Following the highly successful merger of Rotherham Community Health Services with TRFT in April 2011, the Trust has seen remarkable changes which have formed an integrated health service for the people of Rotherham and further afield.

It is well recognised that up to 70% of mergers and acquisitions fail so the Trust is extremely proud of the progress that it has made.

In these difficult times, the financial cost of poor health cannot be ignored and we have continued to work hard to develop relationships and partnerships to support our mission of building a healthier future together. The Rotherham NHS Foundation Trust remains truly committed to creating better health for communities so current and future generations can flourish and thrive. By becoming an integrated organisation we have been able to assess the way in which care is delivered in the area and subsequently we began a journey to make further improvements for 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 our dedicated staff.

For 2011/12, the Trust continued to meet all of the key national performance indicators and targets, delivering against the 16 essential requirements laid down by the Care Quality Commission. The Trust is one of the best in the UK for providing the lowest waiting times, our average patient waiting time is 5.5 weeks, and consistently achieves the 18 week referral to treatment target as laid down in the NHS Constitution.

An unannounced inspection of specific services within the Trust’s maternity department was carried out by our regulators, the Care Quality Commission (CQC) in March 2012. The feedback was complimentary and we were assessed as being compliant with standards.

Reducing hospital acquired infection rates will always be a priority for the Trust and we are really proud of our record on infection prevention and 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 for a continuous 23 months before we encountered one case in March 2012.

Ensuring that we provide the best possible environment for our patients to be cared for and recuperate is of upmost importance. Ensuring that our patients have the best patient experience possible, a purpose built dining facility was introduced for patients who have undergone surgery on two wards at Rotherham Hospital. This area aids our patients in the Enhanced Recovery Programme which promotes early nutrition and early mobilisation which in turn allows for patients to return to normal activities quicker.
A reason to be proud
Rotherham Hospital has the lowest waiting times in the UK

Recent statistics from the Department of Health show that Rotherham Hospital has the lowest patient waiting times in the whole of the UK.

The average length of waiting time for all Rotherham Hospital patients is just 5.5 weeks whereas patients at other local hospitals such as Sheffield and Barnsley could wait up to 10.4 weeks for treatment.

Matthew Lowry, Chief of Rotherham Hospital says: “We are delighted to have amongst the lowest waiting times in the country and should be exceptionally proud of this achievement. This has not been achieved by accident and everyone at the Trust has worked very hard to make sure that our patients are seen as quickly as possible whilst maintaining the highest standards of care.

“Reducing waiting times has been a key focus of our strategy for the last six years, since we became a Foundation Trust. This reflects the priorities of our patients and Governors. Whilst the national target from referral to treatment is 18 weeks, we have worked to a local target we set ourselves of nine weeks. Not only have we reached that, we have far exceeded it and sustained this reduction, so that on average most of our patients are seen for an outpatient appointment within ten days.

The management team has worked closely with staff from each speciality to look at how we can make sure patients are seen quickly whilst ensuring we offer the best care possible and offer more choice for patients. We are very proud to deliver these low waiting times to the people of Rotherham.”
A reason to be proud
Rotherham Hospital MRSA Free record

Rotherham communities can rest easy as their hospital is highlighted as one of the most infection-free in the UK.

The Rotherham NHS Foundation Trust’s (TRFT) Rotherham Hospital has had zero cases of hospital acquired MRSA bacteraemia (MRSA in the bloodstream) for 23 months before we encountered one case in March 2012.

Meticillin-Resistant Staphylococcus Aureus (MRSA), a bacterium carried by approximately between 2% to 4% of the population, is more likely to cause infection in those staying in hospital.

TRFT has amongst the lowest cases of MRSA bacteraemia across the country and only two other Trusts, based in Yorkshire and the Humber, were highlighted for having zero cases of MRSA bacteraemia since April 2010.

There were 688 cases of MRSA bacteraemia reported in hospitals nationally during 2010/11.

Rotherham Hospital has a stream of infection prevention and control measures in place including a stringent hand cleanliness procedure which must be followed by everyone coming into the hospital in order to keep this bug and others at bay.

In environments such as hospitals and nursing homes patients with open wounds, invasive devices and weakened immune systems are at greater risk of infection than the general public, and reducing and eliminating infections such as MRSA is a high priority for the Trust.

The Trust’s Director of Infection Prevention & Control, Professor Walid Al-Wali, commented: “Zero instances of MRSA bacteraemia at Rotherham Hospital has not been achieved by luck but by design and teamwork.

Our Infection Prevention and Control team has carried out extensive analysis and planning and the Trust has worked hard as a team to ensure that our patients are protected from all infections, including MRSA.”

“Zero instances of MRSA bacteraemia at Rotherham Hospital has not been achieved by luck but by design and teamwork”

Professor Walid Al-Wali
Director of Infection Prevention and Control
A reason to be proud
New dining area for surgery patients

Patients who have undergone surgery on general surgery wards (B4 and B5) at Rotherham Hospital now have a purpose built combined dining space in which to enjoy their meals in order to aid their recovery.

The refurbished dining area now provides a more welcoming and social dining environment and it received positive comments following a recent Ward Nursing Accreditation System inspection. Ward Managers Samantha Burgin and Sally Short on B4 & B5, said: “The new dining area has received positive feedback from our patients. We are very proud of the wards and this new area revitalises the dining experience for our patients.”

Patient Lavinia Newbound of Brinsworth, a former patient on Ward B4 said: “The new dining area is pleasant and clean and gives us the opportunity to socialise with everyone. The staff are excellent and nothing is too much trouble.”

The dining room has not only improved the patient experience, it has enhanced patient’s recovery and helps to reduce patients’ length of stay.

The dining area also plays a part in the Enhanced Recovery Programme for patients undergoing colorectal surgery on B4 and B5 which promotes early nutrition and early mobilisation therefore allowing patients to return to normal activities quicker. This encourages wound healing and helps to eliminate complications post operatively.

It also assists in empowering the patient to have a more active involvement in their nutrition by providing fresh fruit, snacks and chilled drinks at all times throughout the day and night.

The dining room also provides a discharge area helping to further improve the discharge pathway.

“The dining room has not only improved the patient experience, it has enhanced patients’ recovery and helps to reduce the patients length of stay.

The dining area also plays a part in the Enhanced Recovery Programme for patient undergoing colorectal surgery on B4 and B5 which promotes early nutrition and early mobilisation therefore allowing patients to return to normal activities quicker.

Samantha Burgin and Sally Short
B4 and B5 Ward Managers
Providing better services

The Trust has continued to make significant developments in improving services to its patients. Rotherham Hospital Charity enabled the Trust to purchase a state of the art gamma scanner which is the most advanced equipment of its type in South Yorkshire and so far enabled the scanning of approximately 3,000 patients.

A telephone advice line in the Rheumatology department at Rotherham Hospital was set up in December 2011 and proved to play a pivotal role in enhancing patient experience. The advice line is provided by trained nursing staff and has helped to put patients at ease as well as informing and advising them as to any queries they have about their care.

The Trust introduced modernised procedures in its Breast Screening Services Department with the introduction of two new digital mammography machines. This equipment is a significant investment which helps to diagnose early breast disease such as breast cancers which can be identified at an early stage which enables treatment to be carried out quickly and often with maximum effectiveness. The new technology makes it easier for the Trust to share images with partner organisations such as neighbouring breast screening units and hospitals which can speed up the process of diagnosis and care for our patients.

In addition, the Trust continues to provide services to the people of Rotherham to help and encourage them to lead healthier lifestyles. Uptake on to the Trust’s Reshape Rotherham weight loss course continues to grow and the feedback from the members of the public enrolling is very positive.

Our commitment to our patients is evident in the work that we support and encourage so that people are able to live their lives to their full potential. We are proud of our workforce and grateful that the passion our staff demonstrate is rewarded.

The Trust puts quality at the heart of everything we do. Throughout the year we have taken forward many initiatives to further develop and embed quality within the services we deliver and continue to do so via our revised Quality Strategy 2012-2015.

The Trust’s Quality Accounts details all national, regional and local indicators as well as national priorities as agreed by, and reflect the wishes of patients, public, Governors, Members, commissioners, staff and all relevant stakeholders.

We have witnessed significant improvements in terms of mortality indicators, crude mortality and our Summary level Hospital Mortality Indicator (SHMI) has improved.

Additionally, work of the Care Homes Liaison Team (notably A&E) has resulted in the reduction of admissions from Care Homes to our A&E department. We continued to meet our CQUIN targets of 90% of patients having a Venous Thromboembolism (VTE) risk assessment on admission and in addition 95% of our patients are receiving the appropriate prophylaxis.
A reason to be proud
Gamma Scanner scans 3,000 patients

A Siemens Symbia T6 SPECT/CT scanner was installed in June 2010 and has since scanned in the region of 3,000 patients at Rotherham Hospital. The scanner was purchased with support from Rotherham Hospital Charity’s Gamma Scanner Appeal. The scanner is used to examine patients with a wide range of symptoms and can be used to identify issues in areas such as the heart, brain, bones and digestive system.

Both gamma scans and CT scans can be carried out simultaneously using this machine. By fusing together gamma and CT scans, it is possible to produce images which show both the physiology and the structure of the body at the same time, allowing highly accurate diagnoses to be made.

In many cases this also eliminates the need for additional appointments, making better use of medical staff and patients’ time.

Dr Mike Smith, Consultant Physicist in the Medical Physics Department at TRFT, commented: “We are really lucky to have the scanner here at the Trust. We have great confidence in the machine and know we can rely on it to produce clear and informative images which help us and other medical professionals to make diagnoses. The new scanner is state of the art and currently the most advanced equipment of its type in South Yorkshire.”

The Symbia scanner takes between 10 and 30 minutes to scan a patient depending on what area of the body needs to be observed. A substantial amount of the funds used to purchase the scanner was raised by dedicated supporters of Rotherham Hospital Charity’s Gamma Scanner Appeal, who held a series of fundraising events throughout the borough to allow the medical physics department to buy the machine. Special thanks go to the Chairman of the Gamma Scanner Appeal, Kath Copp, and her supporters who were instrumental in the purchase of this vital equipment.

“We are really lucky to have the scanner here at the Trust... The new scanner is state of the art and currently the most advanced equipment of its type in South Yorkshire.”

Mike Smith
Consultant Physicist
**Case study**

**Reshape winner makeover**

Rotherham resident Clare Baldwin won first prize in Reshape Rotherham’s ‘Star for a Day’ competition. Clare, of Eastwood, attended the 10 week programme at Reshape Rotherham in March which is a free weight loss service aimed at anyone registered with a Rotherham GP with a BMI of 25 and above.

Clare managed to lose nearly a stone in weight and has dropped a dress size. Following completion of the programme, she was drawn as a winner and was treated to a makeover courtesy of John Lewis in Sheffield and Above & Beyond Therapy based at the Sheffield Park Hotel. Following the makeover, she then had her own photo-shoot to capture memories of being a ‘Star for a Day’ at Videos and Memories. Clare said: “I was recommended to Reshape by a friend who had also recently completed the course. Reshape was great fun, I really enjoyed the sessions and the leader made us really relaxed and comfortable. Unlike some other diets, which rule out certain foods altogether, I found it really easy to stick to. The main focus is on long term, healthy eating and I simply made small changes to the food I eat already (like swapping from full fat to semi-skimmed milk). Fitting in my five-a-day was easy too as you can eat tinned and frozen fruit and vegetables, not just fresh.”

“I was always brought up to clear my plate, but Reshape teaches you about appropriate portion sizes. I’m not really a gym person but have found it easy to increase my exercise gradually, just by walking to and from school – it has been really easy to fit around my family commitments. I’m thrilled to have won the pamper day and makeover and am delighted with the results. I lost weight gradually over the course of the programme, two or three pounds a week.”

Sarah Groom, Specialist Dietitian, Nutrition & Dietetic Services at The Rotherham NHS Foundation Trust said: “I am proud to work for a service in which 92% of people attending our courses lose weight. We run our free courses across Rotherham in the daytime, evenings and Saturday mornings. We run groups for a whole host of people wanting to lose weight, for example, men only, people who have diabetes and those who suffer with poly cystic ovary syndrome, so it is likely that there is a Reshape group that can help you. If you are looking to control your weight and eat better to feel better then contact our team 01709 427694 to self-refer.”

“I’m thrilled to have won the pamper day and makeover and am delighted with the results. I lost weight gradually over the course of the programme, two or three pounds a week.”

Clare Baldwin
Reshape winner
Case study
Trust’s Speech Therapist wins national stroke award

Gemma Morgan, a speech and language therapist at TRFT, has beaten off stiff competition from around the UK to win The Stroke Association’s 2011 Life After Stroke Award for Excellence in Stroke Care.

Gemma was commended for ‘Communication Partners’, a project she developed with support from the Trust’s Volunteer Service, which trains speech and language therapy students and TRFT volunteers to hold supported conversations with stroke survivors who have communication difficulties (aphasia).

Gemma was nominated by stroke survivor Christine Welburn. After her stroke, Christine was unable to speak, read, write or follow instructions, but 18 months later, with the help of Communication Partners, she has made a great recovery, becoming more confident and speaking in full sentences.

Christine has come such a long way, that she is now a volunteer with the project. She says: “The enthusiasm and commitment that Gemma has shown towards the project has had a ripple effect within the Communication Partners team. She never fails to recognise the input that others are giving the project and she shows the clients real empathy and understanding when clients are often distressed and frustrated.”

Gemma says: “I am so overwhelmed and proud to have won this award. It is recognition for what the stroke survivors, volunteers and staff involved in the project have achieved. Not only have we been able to help stroke survivors improve their communication, but they are meeting new people, taking up new activities, becoming more sociable and increasing their confidence as a result.

“Many of the volunteers hadn’t had experience of working with stroke survivors, so it’s really encouraging that they are giving up their time and learning about such an important condition.”

Gemma Morgan
Speech and Language Therapist

“Not only have we been able to help stroke survivors improve their communication, but they are meeting new people, taking up new activities, becoming more sociable and increasing their confidence as a result.”

Gemma Morgan
Speech and Language Therapist
Making things better for patients

The 2011 National Inpatient Survey results showed consistency in comparison to previous year’s results. The rating from the survey demonstrated that we achieved “better” for 2 questions and “the same” for the remaining 58 questions.

As part of next year’s action plan and part of our One Day Every Patient programme, we will focus on staff talking to patients about medication side effects when they are being discharged, and contact information if patients are worried about their treatment or condition after they’ve left hospital.

We continue to promote feedback from our patients and visitors and we now have a dedicated ‘feedback@rothgen.nhs.uk’ email address. We address comments via NHS Choices and Patient Opinion and have received excellent praise about our thorough responses. We encourage people to get in touch directly with Patient Services so we can investigate comments/complaints and take actions to lead to improvement.

For the second year we conducted the ‘One Day Every Patient’ survey across all inpatient wards using the Patient Experience Tracker to capture patients’ views on specific aspects of their care. This year, nurses along with volunteers participated in this exercise, to ask every single inpatient (in excess of 430) across 21 clinical areas their views on a number of issues relating to experience of care. As a result, we learn from such exercises and will focus on improvements in key areas for example, contact information if patients are worried about their treatment or condition after they’ve left hospital.
Improving patient experience

The Community Corner area within the main entrance at Rotherham Hospital continues to be utilised by an array of people and organisations, including Trust services and departments and voluntary organisations. Providing a welcoming and relaxing space for all visitors and patients entering from the main car parks, the area now aids a positive patient’s experience.

The Trust continued to move forward with its Electronic Patient Record system (EPR) which will ensure that our staff and patients benefit from the use of this state of the art technology following its launch in June 2012. The new system will eventually enable substantial improvements in quality, safety and outcomes for patients, and will be one of the most advanced systems of its kind in the world. Ultimately, the system will be linked to similar systems in both the Community and GP Practices, covering the entire patient journey within and beyond the hospital, helping our health professionals to provide the best patient care using the latest technology for doing so.

The year also saw the successful culmination of a review of services provided by the Trust at the Park Rehabilitation Centre (PRC), based at Badsley Moor Lane, which in addition to therapy services is used as a venue for activities such as dance classes and swimming lessons for youngsters, and provides a vital community hub for the surrounding area. The outcome of the review was very positive and it concluded that, with full support of NHS Rotherham, the facility is to be revitalised and made into the heart of a rehabilitation village. The review process and successful outcome was testament to the passion of staff, patients, service users and the people of Rotherham for this much loved facility.
A reason to be proud
Self-care week

Staff at The Rotherham NHS Foundation Trust (TRFT) have shown their caring side during a week of activities to support Self Care Week.

Self-Care Week encourages individuals to take care of themselves and took place between 14 and 20 November 2011. From the 14th to the 18th November, a series of events were held in Community Corner at Rotherham Hospital, part of TRFT.

Community Corner is a place where local groups and services can gather to promote their campaigns and highlight the work they do. It is a dedicated display space where organisations can interact with patients, visitors and Trust staff.

During Self Care Week, a number of information stands and Trust services were present in Community Corner, situated in Rotherham Hospital’s main entrance. Patients, staff and members of the public were able to receive information and expert advice from services including weight loss programme Reshape Rotherham, the Stop Smoking service and Macmillan Cancer Services.

Self-care means keeping fit and healthy, as well as knowing how to take medicines, treat minor ailments and seek help when you need it. For those who have a long-term condition, self-care is about understanding that condition and how to live with it.

Self-Care Week had a special visit from Cllr. Shaun Wright, Mayor of Rotherham and Mrs Lisa Wright, the Mayoress. The Mayor took the opportunity to speak to services including one of his chosen charity’s Macmillan Cancer Services and the Stop Smoking service. The Mayor stepped forward to test his lung function and used a carbon monoxide detector to see if the gas was present in his system.

The Mayor commented: “I have enjoyed the way that the event here at the hospital today has been interactive. The hospital’s Community Corner helping to raise awareness of the risks and effects of smoking and alcohol is very important; we can all modify our habits and take a little better care of ourselves. I found that the alcohol awareness stand had a particular impact and the visual aids used to demonstrate how much alcohol is in some drinks were really effective.”

“TRFT is doing an excellent job to promote health and wellbeing to patients and the people in the town. It is important for the people of Rotherham to take a proactive approach to their health in order to manage conditions before they get too serious. I hope that these kinds of events continue to take place at the hospital and in Rotherham communities.”

Cllr. Shaun Wright
Mayor of Rotherham
Valuing people

People make the Trust the success that it is today. We value our staff, our patients, our Governors, our Members, our volunteers, our partners and people in the community. We are thankful for every person’s input which is integral to building the future success of the Trust.

Our core values are:

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

Together
We know that we achieve our best when we work together, with our colleagues and our patients in partnership. 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.

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

Safe
We earn trust by putting safety first. We believe ‘first do no harm’ and are committed to designing out potential harm by managing risk, reducing errors and learning from mistakes, both ours and others. Healthcare is not risk free but we make people feel secure and safe, knowing we always intend to do our best.

Right First Time
We know it is better to do things right first time than to put things right. When we waste resources, cause harm or duplicate effort, we waste opportunities, both ours and those of our patients, to do better and achieve more. We are accountable for the use of public money; we take this responsibility seriously and will use our resources wisely to improve the health and wellbeing of those we serve.

Responsible
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. We are proud to be part of our vibrant and diverse community. We are conscious of our impact on the environment, on the economy and on society as a whole.

All of the Trust’s Core Values, stated above, were embraced by Trust staff throughout 2011/2012 to promote and embed these positive behaviours.

Working with Trust staff
The Trust continues to develop a robust and positive approach to employee engagement and involvement. 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.

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, and a scheme called ‘Tell Us’ was introduced as a vehicle for staff to provide their ideas and suggestions for the Trust to consider. 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 developments for the implementation of the Electronic Patient Record system. We are very proud of our staff and the initiative they take to improve the lives of our patients and the environment in which they work with their colleagues.
Almost 70 staff from The Rotherham NHS Foundation Trust (TRFT) have been honoured at a ceremony to thank them for 25 years of dedicated service.

The annual ceremony, which was this year held on the 11th October, was hosted by Margaret Oldfield, Chairman of TRFT and Chief Executive Brian James. This year’s ceremony was the last one hosted by Margaret Oldfield as she retired as Chairman at the end of October.

Amongst those collecting long service awards was Val Wallett, who is currently Corporate Secretariat Supervisor at the Trust. Val has worked at Rotherham Hospital since 1986 when she dealt with student nurse recruitment in the School of Nursing, a department which later moved to be based at the University of Sheffield.

Following four-and-a-half years in the School of Nursing, Val moved to Resource Management Information, which eventually became Information & Planning, as Secretary to the Director of Information and Planning where she stayed for almost ten years. Val then moved to the Chief Executive’s Office as Personal Assistant to the Chairman and Chief Executive and following a departmental restructure last year, Val took on the role of Corporate Secretariat Supervisor.

Val Commented: “I can’t believe where the past 25 years have gone and can’t believe it’s now got to the point where I qualify for the award!

“I think the reason I’ve stayed here so long is that it’s always been such a happy place to work: small enough to get to know a lot of people but large enough to offer opportunities for advancement and different areas of work. The advice I’d give to anyone just starting out in the world of work would be to try to enjoy your work and enjoy the people you work with, you spend a lot of your life at work and enjoying what you do is important.”

Margaret Oldfield, Chairman at TRFT, commented: “The Long Service Awards are always a highlight of my year. Over the past 25 years healthcare has changed significantly but what hasn’t changed is the commitment of the people here at the Trust. It is the people here at Rotherham that make the difference and I hope that all our long serving members of staff are very proud of what they have achieved.

“It is overwhelming to be amongst 1750 years of long service!”

A separate awards ceremony will take place for former Rotherham Community Health Staff who have joined the Trust and it is planned for the two ceremonies to be merged for next year’s awards.

Val Wallett
Corporate Secretariat Supervisor
Case study
Digital Pen Award

TRFT’s Head of Community Clinical Systems, Paul Chapman picked up a top prize at the recent Chartered Society of Physiotherapy Awards. The award was achieved for the successful development and implementation of a digital pen which is now in use at the Trust. Paul received first place in the Technology Awards Category at a ceremony held at the end of 2011.

The introduction of the digital pen has assisted the physiotherapy service to meet its objectives for a comprehensive real-time care record. The pen also helps to increase productivity and efficiency within TRFT’s outpatient clinics and in domiciliary environments.

The digital pens look and work like normal ballpoint pens. An infrared camera at the tip of the pen tracks its movements relative to a barely visible dot pattern on the patient form, recording and storing what is being written or drawn.

After consultations, the pen data is downloaded. It is then sent to software which immediately produces electronic versions of the documents. These can be added easily and quickly to the patient’s electronic record or used by other healthcare applications as required.

Due to the use of the digital pen the quality of care records has been improved as the need to transcribe is eliminated, reducing clinical risk and supporting Trust staff to demonstrate their clear, clinical reasoning process with concise information.

Following the introduction of a SystmOne system in 2007, physiotherapists reported that inputting via a keyboard slowed the productivity of each physiotherapist by 40 minutes per session (equivalent to two new patient appointments per day). The piloting, measuring and deployment of a digital pen led not only to the recovery of the lost 40 minutes per session, but a further 15 per cent increase in consultation time with the patient.

Since the full implementation of the digital pens 18 months ago, there are now 140 active users. In the outpatient clinics at TRFT each clinician has capacity to see an additional three new patients and five follow-up patients per week thanks to the introduction of the pen.

The pens are currently in use by Speech and Language Therapists, Occupational Therapists, Consultants in Elderly Medicine, Health visiting and School Nursing and in the Stop Smoking service. The pen will be rolled out across other Trust services over the next few months.

This innovation supports the Department of Health QIPP (quality, innovation, productivity and prevention) agenda by increasing productivity, reducing the new-to-follow-up ratio and improving quality through decreased waiting times for patients.
Award winning staff at TRFT

A MacMillan Lung Nurse Specialist at TRFT has received acclaim thanks to her work on Holistic Needs Assessment for patients.

Josie Roberts led on a 12 month project for cancer clinical nurse specialists, to introduce a Holistic Needs Assessment for patients using the Sheffield Profile for Assessment and Referral to Care (SPARC) tool.

The SPARC tool is a self-assessment tool that patients complete which enables a thorough assessment of physical, psychological, personal and social issues to be addressed. It can identify any concerns a patient may have that have not been fully addressed. The tool can also identify that many patients are coping well with their illness.

Josie produced a poster outlining her work using the SPARC tool which was submitted to the National Lung Cancer Forum for Nurses Annual Conference in Glasgow. Josie was delighted when the poster was awarded 1st prize at the Forum. She commented: “I was thrilled to receive the award and it has generated much interest nationally.

“The SPARC, holistic needs assessment process is on-going and has been widely accepted for cancer patients in Rotherham and will hopefully continue to be used.”

The poster was also accepted at the British Thoracic Oncology Group (BTOG) conference which took place in January 2012.

Josie Roberts
MacMillan Lung Nurse Specialist
The Rotherham NHS Foundation Trust continues to be a high performing Trust and, like any good organisation, it needs high performing leadership and management to deliver this.

Performance:
Delivering quality clinical care

The Trust continues its strong performance in delivering the best of clinical care. The Trust continues to be fully compliant with the registration requirements of the Care Quality Commission and meets all of the 16 essential standards set out by the CQC (designated to check all hospitals in England to ensure they are meeting government standards - www.cqc.org.uk). 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 ‘fully compliant’.

Following a series of discovery visits to FTSE 100 companies which included Marks & Spencer, Severn Trent Water and BAE Systems, the learning from these visits was distilled into the creation of a vision for an Operational Assurance Statement or OAS. The Assurance Unit introduced the OAS framework during quarter 3 2011/12 which took the form of a re-launch of quarterly self-assessments of compliance by all areas of the Trust against the 16 key CQC essential standards most closely related to patient care. The introduction of the OAS during 2011/12 has meant that the ownership for assuring high quality clinical care is delivered to patients has been firmly embedded at service delivery level within the organisation.

Value for Money:
Accountable for use of public funds

The Trust has delivered a strong operational performance in relation to its financial plan and has recovered in year to a Monitor Financial Risk Rating of 3. The Trust has made a positive decision to “right size” its workforce and estate which has resulted in a number of non-recurrent exceptional adjustments which have led to an overall deficit but which put the Trust in a favourable position recurrently for future years.

The Trust has delivered against a significant cost improvement plan in 2011/12 and embarks on an increased level in 2012/13 with plans having been assessed from a quality perspective to ensure that patient safety/experience is not compromised. It has established a Programme Management approach to securing the necessary efficiency savings across pay and non-pay with a direct line of sight to Board.

Exploiting Technology

Faced with increasing financial challenges; an NHS in a state of flux and the need to ensure we deliver 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 2011/2012 with the main focus on the successful implementation of the Electronic Patient Record project.

Despite planned delays in the implementation of this project, EPR will start to change the way the Trust operates in 2012 with the planned ‘go-live’ during the summer. The system will ensure the delivery of a new and exciting way of working and will present information in a much more efficient manner.

Staff, patients and our partner organisations will benefit from this unique system which will be the start of another journey of excellence.

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 2011/2012 was the fourth 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. A full sustainability report can be found in chapter 13 of the Trust’s Annual Report.
The Rotherham NHS Foundation Trust’s membership continues to grow and we now have over 19,000 Members with elected Public Governors and Staff and Partner Governors actively influencing the direction of the Trust. 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.

The Trust witnessed very successful Governor Elections with no vacancies and the Trust has five Staff Governors for the first time in recent years. Contested elections took place in 5 of the 6 Public constituency areas.

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 in the hospital and community setting. 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).

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.

A reason to be proud
The Rotherham NHS Foundation Trust wins Green Apple Award
In October 2011 TRFT received a Green Apple Award at a national event which highlights Britain’s greenest organisations.

The Trust’s Estates and Facilities Directorate won the award for their Sharpsmart Sharps Container System. The system incorporates a reusable container which has helped the Trust to:
- Reduce its carbon footprint by up to 10,763 tonnes of carbon over ten years
- Reduce its plastic consumption by 130 tonnes over ten years
- Reduce its consumption of cardboard by 1.3 tonnes per annum
- Save in the region of £7,000 per annum through the reduction in purchasing single use containers and sharps waste disposal costs

The awards are organised by the Green Organisation, an independent, non-political, non-activist, non-profit environmental group dedicated to recognising and promoting environmental best practice.

John Cartwright, Director of Facilities at TRFT said: “Introducing the Sharpsmart System into the Trust has provided a succinct sustainably managed process that services each area on a real time basis, reducing costs and enhancing staff efficiency time, ensuring a safer system of disposal, whilst protecting the environment by reducing our carbon footprint...

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John Cartwright
Director of Facilities

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John Cartwright
Director of Facilities

Getting involved
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.

Yisha Jackson
Volunteer
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 this year, the charity has invested around £255,000 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 2012, the Dr Ted’s Children’s Appeal was launched with the support of Cllr Mahroof Hussain.
Case study
Rotherham Councillor shows support to Rotherham Health Foundation

Councillor Mahroof Hussain recently accompanied Waseem Ghafoor of PAK Supermarket Wellgate, Rotherham, to the Children’s Ward at Rotherham Hospital where PAK’s very kindly donated two Nintendo Wii’s and a selection of games to Rotherham Hospital Charity’s Dr Ted Children’s Appeal.

The Dr Ted Children’s Appeal aims to raise funds to further improve the experience of children and families at Rotherham Hospital by providing fun and learning accessories, as well as making sure they have the best possible equipment and facilities.

Waseem Ghafoor commented: “It is great to put a smile on the children’s faces and it’s been a privilege to contribute in this way.”

Cllr Hussain has expressed his wish to continue to support the appeal and commented: “It is fantastic to support the Trust’s Dr Ted Children’s Appeal by working with local businesses, such as PAK.

“I’m sure that children and families on the Children’s Ward at Rotherham Hospital will have pleasure in using these gifts during what are often difficult times when a child is in hospital. I hope the Wii’s bring a smile to some of the children.”

Rotherham Health Foundation raises money in many different ways and enables local people to organise events to raise money in aid of the charity. The money is then used by departments throughout the hospital and the community to purchase additional items which help to enhance a patient’s stay or treatment.

“It’s fantastic to support the Trust’s Dr Ted Children’s Appeal by working with local businesses, such as PAK”

Councillor Mahroof Hussain

“It is great to put a smile on the children’s faces and it’s been a privilege to contribute in this way”

Waseem Ghafoor
PAK Supermarket, Wellgate
The Board of Directors are committed to listening, learning and participating in every aspect of Trust services. As part of this, Executives at the Trust have taken part in exercises over the year to have a ‘hands on’ approach to fully appreciate the environments within which patients are cared for, both in the community and hospital setting.

Case study
Trust’s Executive goes back to the floor

Hospital Chief Executive, Brian James, spent the day work-shadowing to find out what life is like for busy Trust staff.

Brian, who started his working life in the Supplies Department in Cornwall Health Authority, spent the day with the Adult Speech and Language Therapy team.

During the day, Brian got to sample aspects of the team’s varied role and spent time getting to meet patients and to watch staff at work both in the hospital and in the community.

Brian spent time with Christine Welburn, Communication Partner volunteer at the Trust and stroke survivor, who has worked closely with the Adult Speech and Language Therapy team to regain her ability to speak. Christine talked through her experiences following her stroke and explained how she has continued to help other stroke survivors as a volunteer.

The afternoon of the day included visits to the Star Foundation, Park Rehabilitation Centre and Davies Court Intermediate Care Centre.

Reflecting on his experience Brian commented: “It was great to spend the day with the Adult Speech and Language Therapy team; I now have a much deeper understanding of what the team does.

“Spending time with Trust staff and being accessible is high on my list of priorities and I am delighted that the Adult Speech and Language Therapy team allowed me to gain an insight into their jobs. Taking part in activities such as this is important to guide us to how we can develop services further in the future and continue to make patient care even better.”

Catherine Ripley, Joint Clinical Lead for Adult Speech and Language Therapy, commented: “It was great that Brian took the time to spend the day with our team. He was able to see the varied roles that Speech and Language Therapists have within the hospital and community and the impact we can make in keeping people healthy. Brian showed a genuine interest in the work we do and has offered to support us with future service developments.”

“Taking part in activities such as this is important to guide us to how we can develop services further in the future and continue to make patient care even better.”

Brian James
Chief Executive
Financial Overview

Income and expenditure

The NHS has witnessed another challenging year which has impacted on the Trust. However, we continue to be committed to providing the best patient care and services for the people of Rotherham.

As of 31 March 2012, the Trust achieved the following ratings from Monitor for Finance and Governance.

Finance 3 (1 being lowest and 5 being highest)
Governance Green (red being lowest, green being highest)

How do we spend the Rotherham health pound?
The following chart demonstrates how we spend the Rotherham health pound. We spend 66p in every £1 on salaries and wages.

The following chart demonstrates where our money comes from.

If you require this document in another language, large print, braille or audio version, please contact Communications on 01709 427563 or email communication@rothgen.nhs.uk

If you would like to read a full copy of the Annual Report & Accounts 2011/12, please visit our website www.rotherhamft.nhs.uk