



Rotherham Doncaster
and South Humber
NHS Foundation Trust

Our Five Year Strategy 2019-2024



RDaSH Leading the way with care

Introduction

It is with great pleasure that we would like to announce Our Trust's five-year strategy:
Leading the way with care.

While recent years are widely acknowledged to have been some of the toughest for the NHS in its 70 year history, thanks to the dedication and hard work of our people, we remain a strong and successful provider of highly regarded NHS services.

We are proud to continue to achieve positive outcomes from our regulators, having this year met the standard to continue to be awarded **Good** from the Care Quality Commission in our 2018 inspection and to maintain the longstanding achievement of a **Level 1** from NHS Improvement. Whilst our Trust has undergone a significant amount of change in the past five years, we continue to strive for excellence in everything that we do – our aim is to continually improve.

To build on our success, this strategy provides direction and stability for us in taking the next steps - for our patients, our staff, our members and our communities.

It will see a drive to work closely with our partners, patients, carers and staff to deliver seamless, patient-centred, integrated care and support.

We look forward to working with you, and for you, over the next five years to continue to improve your health and well-being, your services and your NHS.



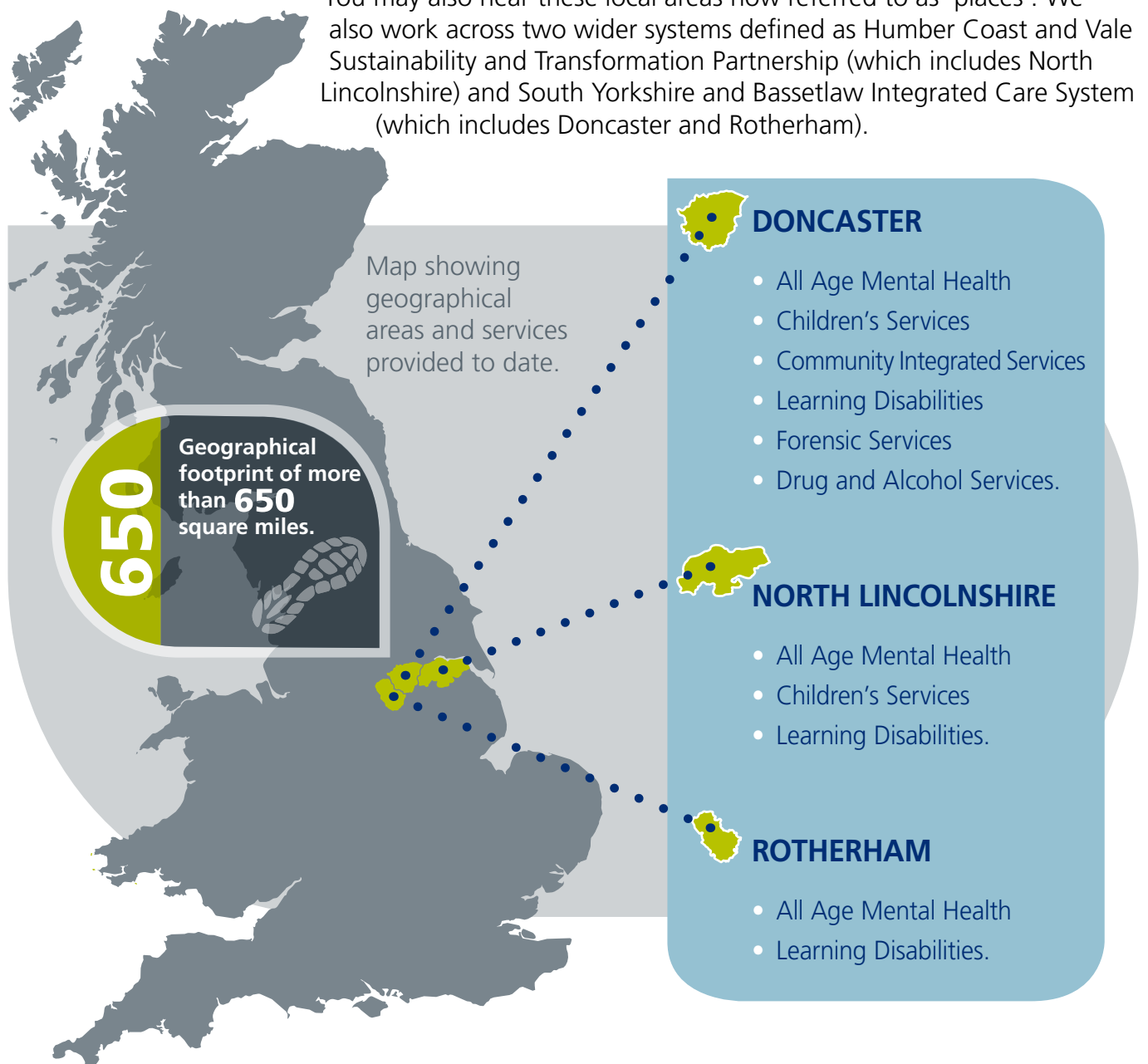
About us

Rotherham Doncaster and South Humber NHS Foundation Trust (RDaSH) provides a broad and diverse range of services for patients of all ages across mental health, physical health, learning disability and drug and alcohol services. We were awarded Foundation Trust status in 2007 and we have an annual budget of around £150 million. The vast majority of our income is received from our three local clinical commissioning groups (CCGs), local authorities and NHS England.

We employ around 3,400 people and have a staff bank of approximately 470 people, with an active volunteer base of around 150 people.

We currently provide services across the geographical footprint of Doncaster, Rotherham and North Lincolnshire, which covers over 650 square miles and serve a population of around 735,000 people.

You may also hear these local areas now referred to as 'places'. We also work across two wider systems defined as Humber Coast and Vale Sustainability and Transformation Partnership (which includes North Lincolnshire) and South Yorkshire and Bassetlaw Integrated Care System (which includes Doncaster and Rotherham).





Rated as GOOD...

In June 2018 the Care Quality Commission (CQC) rated our Trust as 'Good' with a breakdown as follows across the five thematic areas of inspection:



Ratings

Overall rating for this Trust

Good ●

Are services safe?

Requires improvement ●

Are services effective?

Good ●

Are services caring?

Good ●

Are services responsive?

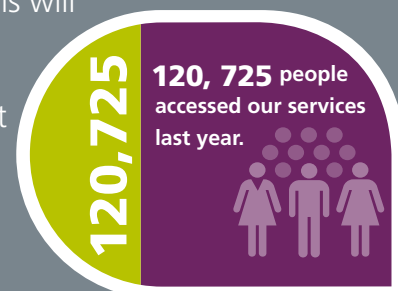
Good ●

Are services well-led?

Good ●

We recognise the importance of ensuring our care is safe and acknowledge our performance in safety must improve through the delivery of high quality care and this will continue to be an area of focus.

We also continue to maintain a rating of 1 on the NHS Improvement Single Oversight Framework (SOF), the highest possible rating. The Single Oversight Framework sets out how NHS Improvement oversees the wider performance of NHS trusts and NHS foundation trusts.



Our Five Year Strategy

This strategy outlines our ambition to **provide high quality care**, **drive innovation** and **deliver the best possible outcomes** for our patients. Our strategy sets out to ensure we provide safe, effective and compassionate care through a well-supported and developed workforce.

Our strategy builds upon the work we have already undertaken through a programme of transformation, over the last two years 2016-2018, recognising the need for continuous change and improvement to build a whole-system approach in support of developing place based integrated services with our partners.

Our Five Year Strategy will be clinically-led and reflect the opportunities and challenges of our services. In order to understand how our strategic ambitions were defined, it is necessary to appreciate the context and environment within which we operate.



Challenges and Opportunities

Similar to other care providers the key challenge over recent years has been the delivery of safe and high quality services within a sustainable financial budget, in a context where there is increasing demand and growing public expectation. At the same time, like others, we face workforce shortages across all areas. These issues command continuous improvements across the services we deliver.

One major change as we enter the next five years compared with the last five years is the national focus to increasing mental health and community service investment to achieve parity of esteem and moving mental health into an arena where this has equal recognition with physical health. We commit to seize the opportunities this brings and to work differently with new care pathways focusing on prevention and integrated models of care for people of all ages.

The future healthcare landscape will see far more care delivered locally but with some services in specialist centres, organised to support people with complex and multiple needs and wider vulnerabilities. National policy requires health services to take preventative action, invest in new models of care, help sustain social care and address inefficiency and variation in the healthcare system.

We serve around **735,000** people across Doncaster, Rotherham and North Lincolnshire.



It is important that we fully understand the health profile of our local communities to ensure we work collaboratively to target local services at improving health, addressing needs and tackling inequalities.





All three of the geographical areas that we provide services within have similar profiles, identified through their Joint Strategic Needs Assessments (JSNA). All areas have an ageing population with lower life expectancies for both men and women, health is generally poorer and there are higher levels of deprivation when compared with the national average.

The health profiles for all the areas we serve show worrying levels of health inequality with higher rates of smoking related deaths and alcohol related hospital admissions. Rotherham and Doncaster areas also have higher rates of adults living with obesity than the national average and the dementia diagnosis rates are increasing at a faster rate than that nationally.

This changing healthcare landscape means we need to work differently. It means we have to reshape and redesign the services we deliver, and re-think the approach we use to recruit and retain our staff. We need to work together, taking a whole system approach to care delivery, making the best use of the budgets and resources available so that our patients get better quality care, delivered more efficiently, with an improved experience of the care that they receive.

To develop this strategy we have assessed the strengths of our services to help us understand how we need to provide care in the future. This strategy will enable us to remain clinically and financially viable while offering the range of services that meets the needs of our local communities. To do this, we acknowledge that we must change and adapt, working differently and 'smarter'. We have an exciting opportunity to realise the benefits of providing a more integrated and preventative approach to the physical, mental and social wellbeing of all our communities across all ages, pre-natal to end of life.

What You Told Us

We have engaged widely with our patients, our staff and partners and you told us that you wanted care to be:

Streamlined, coordinated, based on individual needs, with fewer transitions and duplications, more accessible and timely, all age, closer to home, empowering, no difference between physical and mental health and based on the principle of the right care at the right time.



Our Vision, Values, Quality Commitment and Ambitions

Our Vision

Our vision is to provide high quality care, drive innovation and deliver the best possible outcomes for our patients and we will do this by:

Leading the way with care



We will deliver this vision by developing the **right values** and **culture** and show **compassion** in our behaviours. We will ensure these values are embedded within all that we do. We will strive to **be the best that we can be** for you, our patients. We will ensure that our workforce is supported and appropriately skilled to **deliver high quality care**. We want to **empower** and **invest** in our people and allow them the autonomy and freedom to **deliver safe, effective** and **personalised healthcare** while adopting the quality driven processes that help us deliver the best outcomes, every time.

Our Values

Our values define who we are, what we believe and how we will work to deliver high quality care to ensure the best outcomes for our patients. Our values are:



Our Quality Commitment

We recognise the importance of a single approach to quality and quality improvement. In response to this we give our commitment to deliver an approach that will span all areas of the organisation, embedding systemic discipline and consistency within every department and service. This method ensures we allow for consistent, reliable, repeatable outcomes to be achieved in the easiest possible way.

To successfully embed our quality commitment we recognise the need for strong leadership to drive a culture of quality improvement within a defined quality system, engaging people through our shared vision and allowing our people the time to make changes and to innovate.

Our approach will ensure continuous improvement is at the core of our strategy to recognise the ever changing environment within which we operate and will place the quality of care and patient outcomes as the central success factor in defining qualitative success. Our Trust quality approach means that we will co-produce and deliver safe and effective high quality care.



Our Strategic Ambitions

To deliver our vision of Leading the Way with Care, we have set out six strategic ambitions that are underpinned by our values and quality commitment. We believe that by achieving our ambitions, we will create a platform upon which to provide high quality care, deliver excellence, drive innovation and deliver the best outcomes for our patients.

Ambition One

Be a leading provider of **co-ordinated mental and physical healthcare** services for people of **all ages**

What does this mean?

An increasing number of our patients have more than one long term health condition, and many have a combination of physical and mental health needs. Our ambition is for integrated care to be person centred and fully co-ordinated, reducing fragmentation in service delivery so that you, our patients, achieve the best possible outcomes with an improved experience. This will in turn lead to the development and growth of services to deliver the benefit to more patients and communities.

To achieve success we will:

- Address the inequalities between mental health, disabilities and physical health needs, by delivering a co-ordinated model of care, underpinned by the aim to improve health and reduce the need for hospital admissions
- Work with our patients and commissioners to co-produce new models of care that demonstrate full integration to reduce duplication
- Work at a local level to develop the right service model to suit patients' needs, providing care closer to patients' homes
- Build upon our integrated access models, streamlining referral pathways into services through a single point of access
- Develop care pathways across traditional age boundaries for seamless care delivery and improving patient experience
- Concentrate on developing enhanced community services that enable rapid intervention and support, consequently reducing demand for hospital admissions.

Ambition Two

Develop and deliver services which have a **focus on prevention and early intervention**, building resilience and promoting recovery

What does this mean?

By working in partnership with patients, families and carers we will proactively encourage and introduce safe approaches for managed self-care; we will make a move to work on preventative models to intervene early which are based on building resilience; and we will take a recovery focussed approach, to improve well-being and enhance outcomes and experience for patients.

To achieve success we will:

- Enable patients to take more control of their own health through the encouragement of personal choice that prevents serious and long term ill health, build personal resilience and use digital technology and information to support health management
- Commit to developing models of care that place a primary importance upon prevention and early intervention and are proactive in addressing key public health challenges and building resilience within our local communities
- Continue to deliver high quality, evidence based, early interventions within our Children's Services to promote good choices early in life
- Seek to be a leader in using technologies to connect and empower patients, carers and people
- Develop and grow our integrated evidence based therapeutic services, capitalising on opportunities for service developments and partnerships that deliver early intervention packages for patients
- Accept that we have a key role to play in making sure that our communities and local partners focus on the causes of poor health, and in making improvements
- Ensure easy access to crisis response services that can support enhanced care in the community to avoid unnecessary hospital admissions.

Ambition Three

Take the **lead with our partners** to drive the development of **accessible patient centred care** services closer to peoples homes

What does this mean?

We acknowledge the importance of working collaboratively with partners over the next five years to maintain local, efficient, effective and targeted services. This means that fundamental changes need to be made, to overcome traditional organisational boundaries getting in the way of better care, so that we can achieve a joined up approach to deliver services in communities.

To achieve success we will:

- Interface with key partners to seek pragmatic approaches to remove barriers and enable joined up care within local communities
- Play a pivotal role in driving developments within our healthcare economy, accelerating innovative and collaborative approaches to deliver healthcare improvements and efficiencies
- Engage our partners in the development of care pathways and models
- Build upon the successful foundation in streamlining access into services, exploring the opportunities for engagement of other health and social care organisations



Ambition Four

Develop a **healthcare workforce** who are **equipped** to provide the **highest level** of **clinical care**

What does this mean?

Our people are our greatest asset, and critical in ensuring we deliver the highest quality of care. We recognise the importance of not only attracting but also retaining the best possible workforce. As we continue to evolve over the next five years, it is crucial that we become an employer of choice attracting high calibre people, who are then supported to grow and develop to become the best that they can be.

To achieve success we will:

- Promote excellence in all that we do in order to attract the right people to work for us
- Take a values based approach to recruitment, engaging with patients to identify people who embody the personal attributes to deliver care in the right way
- Support people to develop the right skills and competencies to deliver high quality care
- Work with all people to embed a culture and behaviours which align to our vision, values and strategic ambitions
- Provide strong, authentic and visible leadership to support and empower people to deliver high quality care
- Support a whole system approach to organisational development and learning which is consistently led and meaningful
- Empower staff, students and volunteers to work within a strong Freedom To Speak Up (FTSU) culture. This culture promotes enquiry, transparency and learning by all, with a designated FTSU Guardian Team who can support those who feel that they have difficulty 'raising concerns' via managerial routes
- Work collaboratively with educational institutions to support high quality training and development for students and other trainees
- Take a value based approach to staff supervision and development
- Promote and enhance research to drive high quality care from an evidence based foundation
- Retain a stable workforce that will enable us to place less reliance on agency services
- Provide a range of staff benefits and flexible working arrangements that promote and support their wellbeing and contribute to the retention of empowered and motivated people.

We employ **3400** members of staff.



3400

Ambition Five

Embrace technology to innovate and continually improve clinical services

What does this mean?

Our future will be enabled through the introduction and development of more enhanced technologies to support our services to realise opportunities for improvements in safety, quality, efficiency and effectiveness. Technology to digitally enable our daily life is not only accepted but expected and there are many opportunities to enhance the use of this in healthcare provision. We commit to not only introduce basic technologies but to work with specialist technical organisations to develop innovative solutions that are at the leading edge of innovative healthcare.

To achieve success we will:

- Commit investment to extend our information and digital technology resources, building on recent improvements, such as our new electronic patient record platform, to further improve patient safety, information sharing and efficiency
- Utilise mobile technology to enable people to support patients more effectively in their own homes and communities, providing accurate and timely personalised health information
- Acknowledge that different patients will have a preference to interact differently with services, and having an alternative to traditional attended appointments allows for increased patient choice
- Release time to care through the use of new technologies which reduce the administrative burden on clinical staff.



Ambition Six

Maximise benefits to patients through ensuring a strong and sustained financial position to underpin the delivery of **high quality clinical services**

What does this mean?

We have as an organisation demonstrable success in maintaining a strong financial position in times of adversity which is critical to enable us to safely and effectively deliver our services. In common with the rest of the NHS, we face financial constraints for the foreseeable future, compounded by increasing service demand and need to think differently to ensure that high quality care can be maintained within this context. Through the lifetime of this plan we will commit resource which is aimed at delivering the ambitions set within this strategy.

To achieve success we will:

- Have a robust financial strategy that supports our contracted service responsibilities while stimulating innovation and service development
- Provide services that offer value to the people that use them and are sustainable in the long term
- Create efficiency gains to support investment into areas defined within the strategy including new technologies
- Continue to work towards the most efficient and effective use of our estates so that we eliminate waste and increase efficiencies in how and where we provide care
- Deliver services that are financially sustainable
- Improve productivity through integration and prevention, reducing variation and eliminating waste.



How will we measure and report on our success?

We recognise that we can create the finest strategy, but the measure of success will be in the implementation and achievement of the ambitions that are set out within here. This can only be delivered with the support, engagement and commitment of our staff and through developing a culture that encourages and embraces change to support new ideas, different approaches and to give permission to explore new ways in seeking for continuous improvement.

We commit to deliver the vision, quality standard and the ambitions set out in this strategy. We will communicate our vision widely, define our plan, and monitor our progress, with open and transparent reporting to our members and partners through the life of the plan. Our Board of Directors accept overall accountability to oversee the progress on our strategic development journey.

The work will be directed through a range of programmes and underpinned by a series of Corporate strategies including Quality, Workforce and Organisational Development, Finance and Estates, Information Technology and Digital Health, Information Governance and Business Intelligence.

While the strategy will be treated as a live document, it will be subject to a more formal annual review to ensure that it continues to serve the needs of our local communities in recognition of the fast-changing environment within which we operate. We will ensure that the views of our patients, carers, Council of Governors, our people and partners continue to inform the development and delivery of this strategy at every level.

This is an exciting opportunity to use our Strategic Plan 2019 - 2024 to ensure our Trust really is Leading the Way with Care.



How we developed our strategy

Shaping our Strategy – Together

Our Board of Directors agreed that the time was right to start to review our strategy. In developing our vision and content of the Strategic Plan we have engaged widely with our staff and stakeholders.

Alongside the national and local context previously outlined, a range of other sources have provided the information and data to inform the development of this strategy, including:

- Feedback from patients and their carers and families
- CQC inspection findings
- Staff survey and pulse check results
- Complaints and compliments
- Freedom to Speak Up concerns
- Serious incidents and key themes
- Analysis of organisational risks
- Health and safety assessments
- Board assurance framework themes
- Findings from Listening into Action and Listening to Learn networks.

In addition we have identified future plans through the analysis of current services, the identification of future improvements and awareness of local needs and services available to meet those needs. Each corporate department within our Trust has also identified plans which will support the realisation of our strategic ambitions.

We place great emphasis on the co-production of our strategic direction and acknowledge that this needs to be an ongoing process of collaboration throughout the life of the plan. We have a dedicated Patient and Public, Engagement and Experience Team supporting our services, promoting co-production with patients and carers.



dignity and respect...

 Trust Headquarters

Woodfield House
Tickhill Road Site Balby
Doncaster DN4 8QN.



 Woodfield House reception: 01302 796016

 Trust switchboard: 01302 796000

 Website: www.rdash.nhs.uk  [rdash_nhs](https://twitter.com/rdash_nhs)  [nhsrdash](https://www.facebook.com/nhsrdash)