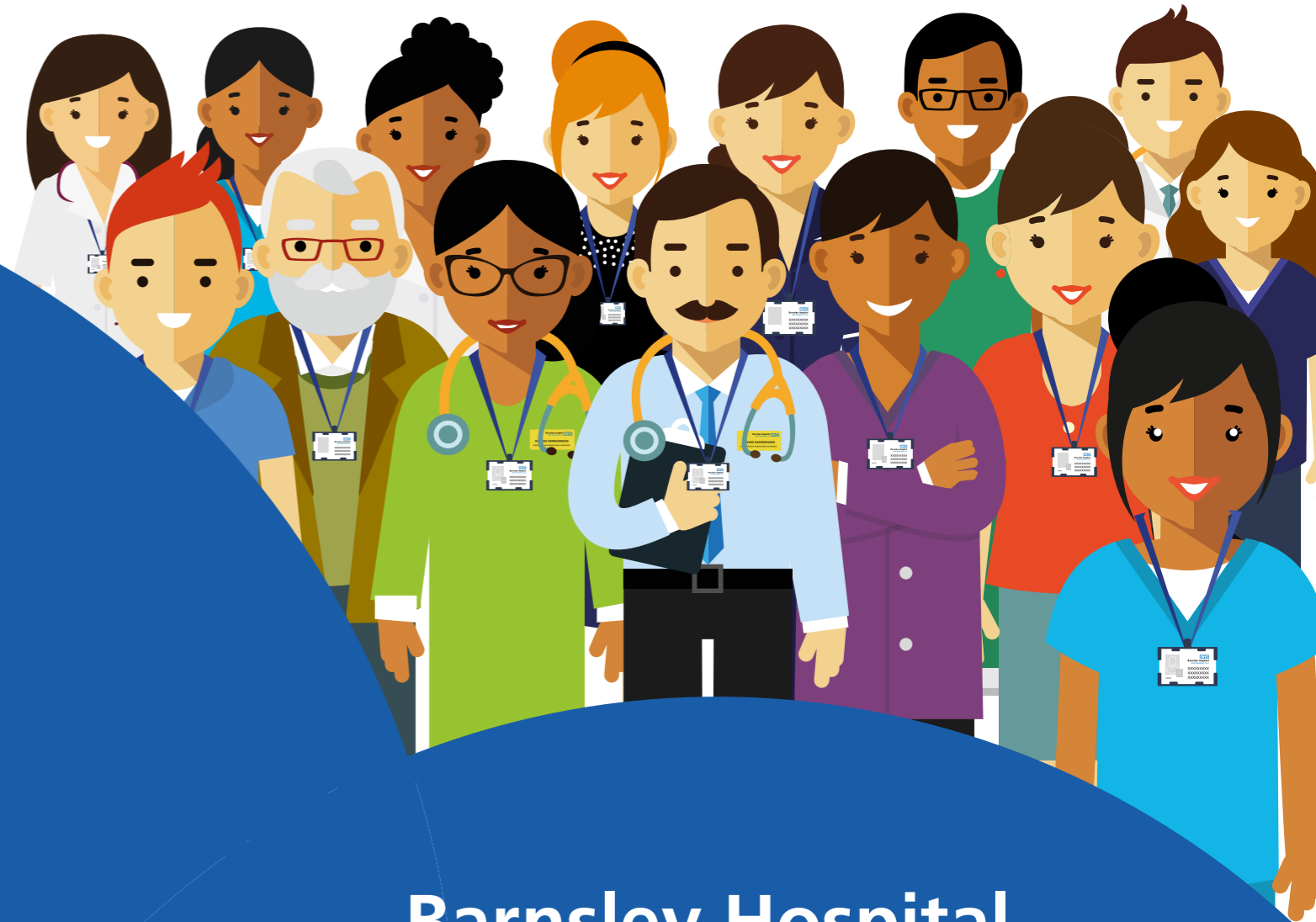


PROUD
to care



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**Our Strategic Goals
2022-2027**

BARNSELY HOSPITAL NHS FOUNDATION TRUST

Gawber Road, Barnsley S75 2EP

www.barnsleyhospital.nhs.net

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Barnsley Hospital NHS Foundation Trust

Strategy 2022-2027



Message from the Trust Board

We believe this strategy will shape an exciting, new and sustainable future for our services and the people of Barnsley. We have clear ambitions for the next five years that will build on our previous work using continuous quality improvement and introduce innovative new ways of working and new technology to improve our services and deliver holistic care that balances both the physical and mental health needs of our patients and service users.

Underpinning all of this work will be an active focus on culture so that we provide a kind, caring and compassionate environment for our patients, service users and staff colleagues that makes us the healthcare provider of choice for care and the best place to work.

Our ambitions for 2022-2027 are:

We will be the healthcare provider of choice for patients and service users. We are known for being a caring and kind organisation and we will treat people with compassion, dignity and respect at all times.

We will make our Trust the best place to work. Our people, the NHS staff working in our organisation, are our most important asset and we will deliver our ambition that everyone who works at our organisation feels valued and has an equal and positive experience.

We will embrace our role as an anchor institution. We will use our influence to improve employment opportunities for local people, add social value by sourcing local supply chains, adopt stretching environmental policies and design and deliver services to reach and benefit disadvantaged communities to reduce health inequalities and improve population health.

We will be a leader in the use of digital technology in the NHS. We will use digital transformation to improve how patients access services and engage with us and also introduce digitally enhanced ways of working for our teams that will enable them to work fully electronically and remotely where appropriate.

We will work flexibly across multiple sites. We will base our people in appropriate areas to deliver the right care, at the right time, in the right place.

We will provide care closer to home. Wherever possible our services will be provided in the community or in people's homes - to support primary care.

We will deliver integrated care with partners. We will provide specialist services and work in partnership to drive forward integrated local and regional healthcare.

Our organisation and the country have been hit by the biggest challenge of our lifetime through 2020 and 2021 with the pandemic but we will recover and build back better from the impact of Covid-19.

This strategy looks beyond the pandemic to how we will ambitiously deliver new and modern services over the coming years. We have developed our strategic plans in consultation with our staff, patients, the public and our partners.

Through this strategy we will continuously improve our services, support the health and wellbeing of our workforce, introduce new and innovative ways of working and significantly contribute to improving population health and reducing health inequalities in Barnsley and beyond.

About Our Trust

Barnsley Hospital provides acute healthcare for the people of Barnsley and surrounding areas. We are a medium-sized district general hospital serving around a quarter of a million people. We pride ourselves on our community as so many of our patients have relatives employed here; it feels like we are one large family.

We have a full range of services including a fantastic new Children's Emergency Department and Assessment Unit which we completed during the Covid-19 pandemic in early 2021. Our state-of-the-art Neonatal unit opened in 2018 and has received glowing feedback from families and the staff who work there. Our next large project is to completely redevelop our critical care provision with a unit which will expand capacity and improve patient experience.

Our specialised services include cancer and surgical services in partnership with other local healthcare providers such as neighbouring hospitals in Rotherham and Sheffield. We also have an assistive technology team which serves a large part of the North of England.

Because we feel strongly about our place in the local community, we take care to look after our environment. We have green credentials with features such as electric charging points in our staff car parks and access to the NHS car lease scheme for easy access to electric vehicles.

The Covid-19 pandemic has brought into sharp focus how our teams feel about working in the local healthcare community. We have supported staff with a wide range of benefits to support their health and wellbeing. We provide access to psychological support and counselling, healthy living initiatives such as discounted local gym membership, yoga and meditation classes, and of course the cycle to work scheme.

Our on-site facilities will soon be bolstered by a dedicated outdoor space for staff to spend time in – a Captain Tom-funded health and wellbeing garden right outside our staff restaurant. Our annual staff survey results demonstrate year on year improvements in how staff feel about working at our organisation, and our leadership team act on issues raised through this and other feedback.

In 2020 our investment and commitment to digital working saw the first ever introduction of a major IT system achieved remotely. This puts us at the forefront of digital excellence. Our innovative teams also set up an 'E-Midwife' service on Facebook, and developed a communications app for intubated patients to communicate with staff. Because we had committed early to digital working, we could move quickly to respond to the pandemic and were offering video appointments within days.

Looking forward to the next five years, we aim to build on our achievements by supporting and developing our people to deliver our mission of providing the best possible care for the people of Barnsley and beyond at all stages of their life.



Our Mission and Strategic Goals



To provide the best possible care for the people of Barnsley and beyond at all stages of their life

Our Strategic Goals 2022-2027

Best for Patients and the Public

We will provide the best possible care for our patients and service users:

- We will treat people with compassion, dignity and respect at all times, make our services as accessible as possible and our communications clear, timely and simple to understand
- We will listen to our patients and involve them in decisions about their care
- We will focus on continuous quality improvement, patient engagement, best evidence and research to improve patient safety, transform services and introduce new ways of working
- We will invest in research and development and adopt new innovations as soon as practicable and appropriate to do so
- We will continue to use digital transformation to support new ways of working and will build on solutions that enable our teams to work fully electronically and remotely
- We will develop our estate to provide the best experience for patients and service users.

Best for People

We will make our Trust the best place to work by:

- Ensuring a caring, supportive, fair and equitable culture for all
- Creating an organisational climate that supports Equality, Diversity and Inclusion
- Ensuring we recruit and retain staff to achieve future workforce sustainability and to ensure our organisation is correctly resourced
- Supporting our staff's health and wellbeing
- Trusting our staff to care for our patients to a high standard
- Supporting our staff to continuously improve their own work and the work of others.

Best for Performance

We will meet our performance targets and continuously strive to deliver sustainable services:

- We will deliver our Covid-19 recovery plan
- We will meet our locally agreed performance targets
- We will work with individual specialties to deliver the best performance, developing each service using best practice examples
- We will focus on maximising our productivity and increasing the financial sustainability of our services to meet demand
- We will closely monitor the performance of new models of care
- We will use effective planning, operational and administrative processes that enable patients to easily access services and deliver the best performance
- We will deliver our financial plan and eradicate our financial deficit.

Best Partner

We will work with partners within the South Yorkshire Integrated Care System to deliver improved and integrated patient pathways:

- We will work with our partners at system level to develop the system plan, priorities and governance set out in the Government White Paper on Integrating Care
- We will work as part of an acute collaboration to develop hosted networks across the region
- We will review our relationship with The Rotherham NHS Foundation Trust to agree risks and opportunities for the Trust
- We will work with other local Trusts to sustain local services for the people of Barnsley
- We will agree a portfolio of prioritised partnerships
- We will work to further develop and agree partnership models.

Best for Place

We will fulfil our ambition to be at the heart of the Barnsley place partnership to improve patient services, support a reduction in health inequalities and improve population health:

- We will continue to play a key role in the delivery of Barnsley Place priorities including emergency and planned care
- We will act as an Anchor Institution to increase local employment and spend, reduce environmental impact and work as part of place to reduce health inequalities and improve population health
- We will work with our partners in Barnsley to deliver the vision set out in the Barnsley 2030 plan to make Barnsley the home and place of possibilities.

Best for Planet

We will build on our sustainability work to date and reduce our impact on the environment:

- We will build on existing work and exceed national expectation through delivery of the Trust's Sustainability Plan
- We will develop a travel action plan to encourage staff, patients and visitors to choose more sustainable modes of transport to minimise our impact on the environment
- We will develop research into new vaccines to support global recovery from the pandemic
- We will continue to work with partners to help achieve our goals.



Respect

We treat people how we would like to be treated ourselves

Teamwork

We work together to provide the best quality care

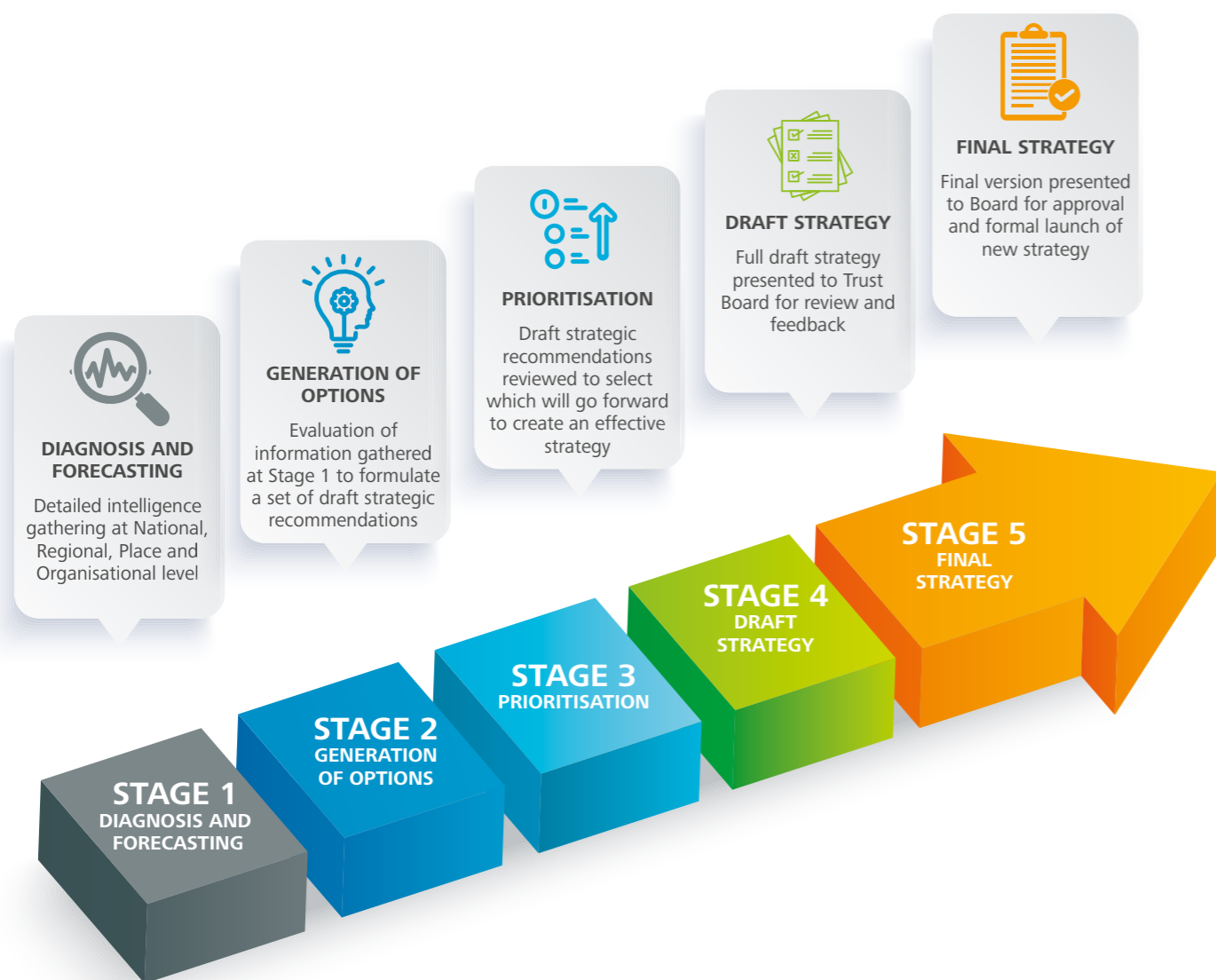
Diversity

We focus on your individual and diverse needs

Setting our Strategy

Our Approach

To develop this strategy, we conducted extensive internal and external analysis to identify all known risks and opportunities. We adopted a staged methodology for the development as outlined below:



Stakeholder Engagement

We undertook extensive stakeholder engagement with patients, the public, staff, partners at local and regional level and other key stakeholders such as Healthwatch. We held strategic focus sessions, conducted staff, patient and partner questionnaires as well as using social media channels to invite feedback on our organisation and services. The feedback we received from this engagement was analysed and was used to shape our strategic goals and plans for the next five years.



Key Findings

Our analysis work and stakeholder engagement highlighted that we have a great number of strengths including our response to Covid-19, our workforce, our services, continuously improving against our quality indicators, our track record of achieving performance targets, a strong stable Board and Executive Team, investment in new estate and our commitment to clinical leadership on the Board and in our clinical business units.

A number of improvements were put forward by our patients and the public including work on culture to improve how we talk to, involve and listen to our patients and service users so that they are treated with compassion, care and dignity at all times by all staff, how we work to create more flexible access to services and how we develop solutions to address issues with parking. Our staff were concerned about recovery backlogs, workforce shortages, their wellbeing and organisational culture.

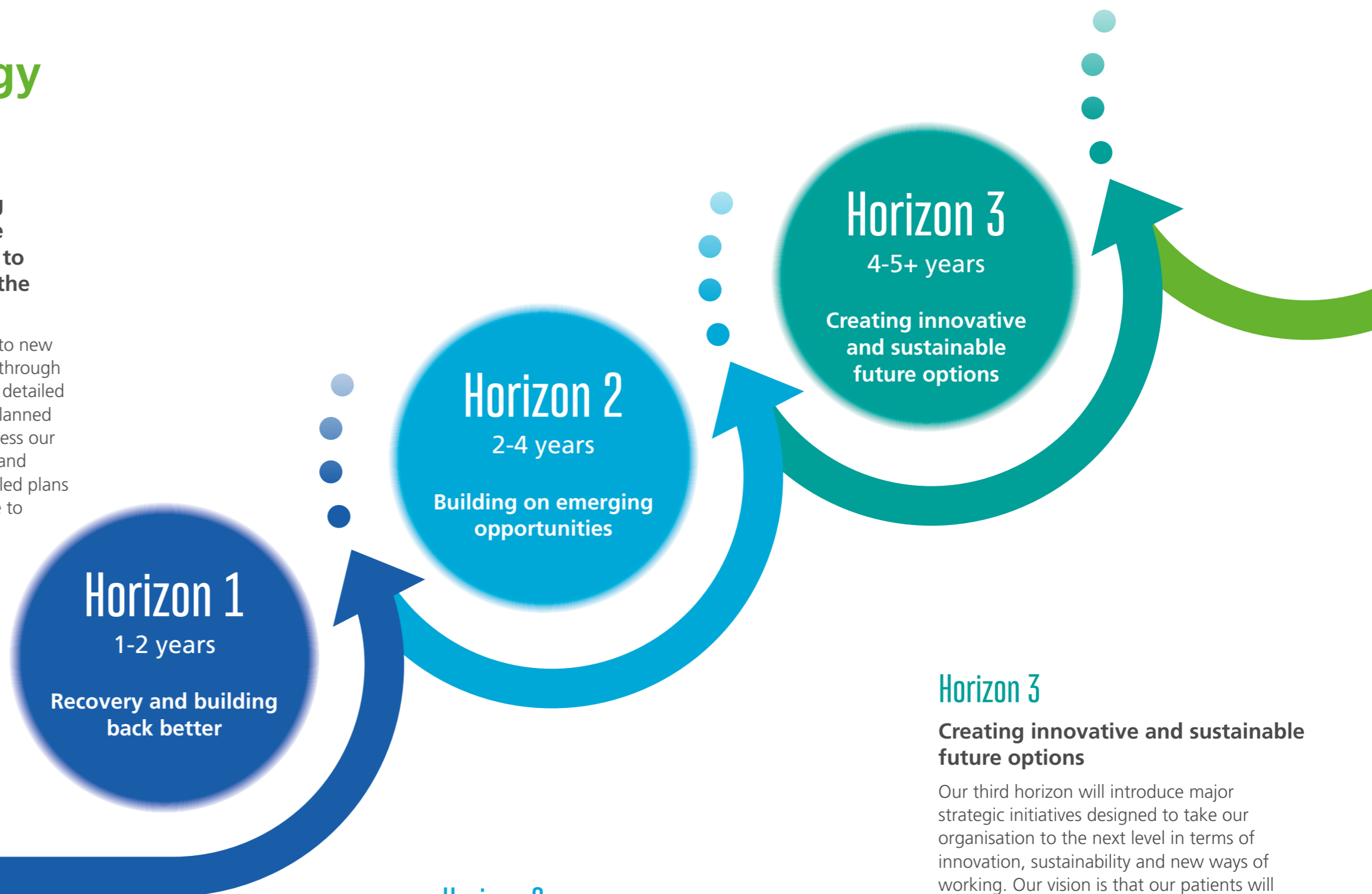
Stakeholders felt that we had a great opportunity to harness the new ways of working brought about by the pandemic, to build on our partnership working including joint roles and development of further networks. The potential opportunity of adding more social value to our area as an organisation was also raised.

We revisited the NHS long term plan and people plan to be confident that our strategy meets the ambitions and requirements and is flexible enough to adapt to new models of system and place based working that will be introduced through the actions set out in the new White Paper on integrating care.

Framing our Strategy

Our strategic goals will be delivered using a three horizon model. These horizons are not separate but interconnect to allow us to progress our strategic plans flexibly over the next five years.

This provides us with the ability to adapt and respond to new opportunities or risks as the world changes around us through developing detailed plans for the first horizon and less detailed plans for the later horizons. As we progress with the planned work we will undertake regular review of progress, assess our position and known intelligence at the time of review and incorporate emerging opportunities to formulate detailed plans for the subsequent horizons which Trust Board will use to calibrate progress of delivery.



Horizons

Horizon 1

Recovery and Building Back Better

In the first year to eighteen months we have developed detailed plans that will focus on delivering our recovery priorities to allow the organisation to build back better from the impact of the Covid-19 pandemic. Our focus will be on supporting the health and wellbeing of our workforce, recovery, continuing to respond to ongoing Covid-19 demand and developing plans for the future. We will also continue work with partners in place and the ICS to improve patient outcomes and reduce health inequalities.

Horizon 2

Building on Emerging Opportunities

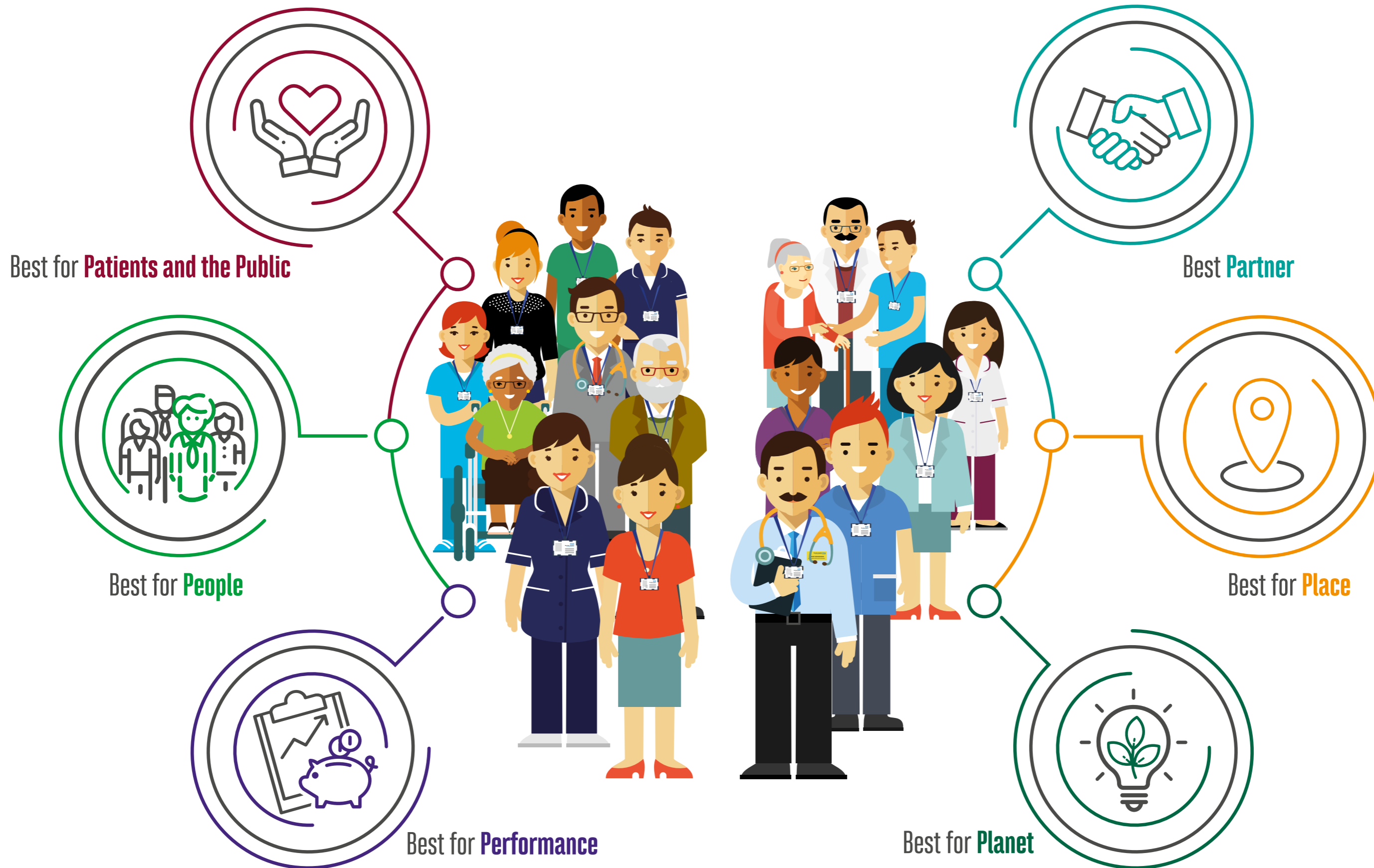
We have developed a challenging strategic service delivery plan that will transform our patient services across the Trust through continuous quality improvement. This work will start in Horizon 1 with strategic schemes planned across all of our services. We will build on work to date and incorporate any emerging opportunities into the programme as the work develops.

Horizon 3

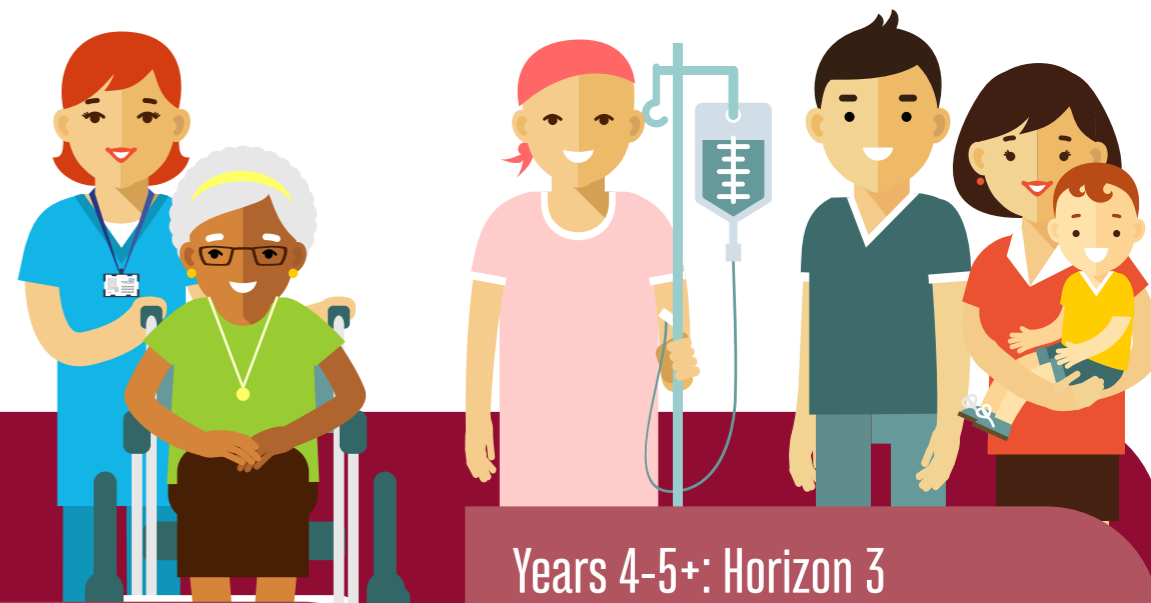
Creating innovative and sustainable future options

Our third horizon will introduce major strategic initiatives designed to take our organisation to the next level in terms of innovation, sustainability and new ways of working. Our vision is that our patients will receive the highest possible quality of care in modern settings with flexible access to the latest medical treatments and diagnostics. These services will be delivered by a caring and motivated workforce, working across boundaries without restriction of structure or resource with access to the latest innovative solutions to enable them in their delivery of care. We will continue to look to implement best practice approaches underpinned by our continuous quality improvement approach.

Our Strategy 2022-2027



Best for Patients and the Public



Quality in patient care is one of the Trust's core objectives and is key to all we do.

We take great pride in keeping our patients and service users at the heart of everything we deliver. We believe every person that uses our services deserves the highest possible quality of care and should be listened to, involved in their own care, feel able to give feedback and be treated with compassion, dignity and respect at all times.

Years 1-2: Horizon 1

- We will deliver holistic care that balances both the physical and mental health of our patients and service users.
- We will care for patients with mental health issues in the most appropriate environment for their needs with access to appropriate services.
- We will deliver our quality priorities for 2021/22 to achieve the highest possible quality of care and use quality improvement techniques, patient engagement, research and best practice to improve patient safety, transform services and introduce new ways of working.
- We will use digital transformation to improve the way our patients access our services and engage with us, including building on virtual methods of consultation and communication and the introduction of an electronic document management system to enable electronic patient records.
- We will learn from Covid-19 and recover to support treatment of patients as clinically prioritised, recognising individual need and ensuring equity of access across the Barnsley population.
- We will make hospital admission as short as possible and enable people to return home as soon as clinically appropriate, enabling bed capacity to meet demand with the right clinical workforce.
- We will build on learning through Covid-19 and recovery plans, working with the new urgent and emergency care standards and across the South Yorkshire ICS, to treat people in the right place.
- We will check in with our staff to review our values and confirm that they still feel right for the organisation.
- We will continue development of our estate including a new critical care unit build and redevelopment of the main hospital entrance.
- We will focus our efforts on recovery of core research activity and restart the development of commercial activities that have been affected by the pandemic.

Years 2-4: Horizon 2

- We will build on work done in Horizon 1 and develop and deliver further improvements through our Strategic Service Delivery Plan.
- We will develop a single facility for cancer services, providing oversight and patient navigation and supporting faster diagnosis through single clinics and rapid diagnostics.
- We will improve our surgical pathways to remain committed to best practice and adopting new and innovative pathways that enable patients to be treated quicker, with better outcomes.
- We will support the improved use of digital solutions and streamlined pathways and explore alternatives to invasive surgery where appropriate.
- We will work with individual specialities to provide best patient care and performance, developing each service using regional and national best practice examples and learning from national quality improvement programmes and initiatives.
- We will build quality improvement training for service users and develop deeper engagement with patients and the public.
- We will progress from a quality improvement trained organisation to a fully demonstrable quality improvement ethos.
- We will develop all areas of research work, increasing activity and income and showing consistent growth year on year in line with capacity to deliver research activity.
- We will continue to develop our strategic service delivery plan, further exploring new models of care and new ways of working based on research and best practice.

Years 4-5+: Horizon 3

- We will be the healthcare provider of choice for patients and service users.
- We will build on work to date and further develop our services to take our organisation to the next level in terms of innovation, sustainability and new ways of working.
- We will build a coherent approach where quality improvement aligns with priority workstreams and develop work across organisational boundaries.
- We will look to continue implementation of best practice approaches underpinned by our continuous quality improvement approach.

Best for People



Our people, the NHS staff working in our organisation, are our most important asset and we are committed to delivering the intentions set out in the NHS People Plan.

The NHS has experienced the biggest challenge seen in our lifetime with the Covid-19 pandemic. We will support our people in their recovery with health and wellbeing support and, as we recover and build back better, we will develop them and our teams and provide a motivational environment in which to work with a positive organisational culture.

Years 1-2: Horizon 1

- We will provide our staff with post Covid-19 psychological support, workplace debriefs and develop a network of workforce inclusion and wellbeing champions across the Trust.
- We will provide recognition for our staff and deliver learning and reflection sessions for post traumatic events, incidents and investigations.
- We will implement key recommendations from the Mental Wellbeing Commission and refresh our mental health wellbeing plan.
- We will expand our offer of online support groups where appropriate and make breakout spaces available for our staff to take breaks and recover.
- We will resume lifestyle checks, physical health MOTs and health surveillance.
- We will develop an improvement plan to address key areas of concern raised in the staff survey.
- We will continue to work on retaining our staff and explore all opportunities to recruit to vacancies across the Trust through structured career progression pathways.
- We will explore the potential to increase our school, young people and local communities engagement with access to jobs, apprenticeships, volunteering opportunities and work placement schemes within the organisation.
- We will continue to develop our leaders to encourage the right leadership values, behaviours and attitudes using the NHS Healthcare Leadership Model.
- We will support new, digitally enhanced ways of working for our teams including an electronic prescribing and medicines administration system for inpatients, electronic document management system to enable electronic patient records and building on solutions that enable our teams to work fully electronically and remotely where appropriate.

Years 2-4: Horizon 2

- We will continue to develop the work set out in Horizon 1, building on the health and wellbeing approach to continue to support staff to deliver high quality care.
- We will further develop and expand our leadership development offer and approach so that the Trust remains well led and we cement our approach to talent identification and succession planning.
- We will continue to embed a just and learning culture in the organisation ensuring that the Trust is a fair and equitable place to work in an environment supporting equality, diversity and inclusion. This will include development of a reciprocal mentoring scheme.

Years 4-5+: Horizon 3

- Our working practices will be digitally enhanced to enable our caring and motivated teams to do their job effectively and flexibly using innovative and new ways of working.
- Our staff's health and wellbeing will be greatly improved through a combination of flexible and virtual working and benefits of the active transport plan that will greatly reduce demand for parking on site.
- We will be the best place to work and a beacon of excellence in Barnsley.
- Our workforce will work across boundaries without restriction of structure or resource.

Best for Performance



We are committed to meeting our performance targets and will continuously strive to deliver sustainable services.

We will do this through a renewed and constant focus on productivity and efficiency so that our organisation provides value for money and has the required resources, equipment and infrastructure to support the highest standard of quality care for our patients.

Years 1-2: Horizon 1

- We will deliver the urgent care programme to support best performance.
- We will ensure readiness to comply with the new emergency care standards.
- We will agree a recovery plan for all areas and monitor performance against these agreed trajectories.
- We will monitor performance of new service models including same day emergency care, reduced admissions, virtual ward and discharge to assess.
- We will learn to live within Covid-19 constraints – making plans to maintain performance and mitigate further waves, impact on capacity due to social distancing and enhanced cleaning protocols etc.
- We will focus on maximising our productivity and increasing the financial sustainability of services so that we can meet demand moving forward.
- We will use service analysis, peer benchmarking and take learning from the national recovery programme to identify opportunities for productivity improvements.
- We will balance our finances within the national allocation of funding and also help to deliver financial balance within the Barnsley Place allocation.
- We will evaluate the readiness of our services for future new financial models to achieve financial sustainability.

Years 2-4: Horizon 2

- We will build on work carried out in Horizon 1 and, post-recovery, we will further increase focus on performance measures, efficiency and productivity.
- We will increase focus on patient outcomes, support patients to self-care and support more prevention.
- We will improve early cancer diagnosis.
- We will monitor performance of initiatives designed to reduce health inequalities and provide improved access to treatments.

Years 4-5+: Horizon 3

- By Horizon 3 we will deliver excellent, financially sustainable services and operate within our assigned financial envelope.
- We will exceed expectations in performance levels through an engaged and motivated workforce, new ways of working and digitally enhanced processes.
- We will look at how we monitor performance indicators for the impact of our strategy, Barnsley Place and ICS strategies in terms of the impact they have had on population health for the people of Barnsley.



Best Partner



The NHS Long Term Plan clearly describes the future direction of healthcare and sets out a route map for health and care joined up locally around people's needs.

The new government proposal on integrating care, due to be implemented by April 2022, will accelerate this work by fundamentally changing the way we work across Barnsley Place and South Yorkshire Integrated Care System (ICS) to improve population health and healthcare, tackle unequal outcomes and access, significantly improve productivity and value for money and help the NHS to support broader social and economic development.

We are committed to building on our current partnerships and provider collaboratives both at place and at ICS level to make these ambitions a reality, improve patient pathways and deliver truly integrated care for our patients.

Years 1-2: Horizon 1

- We will understand the new role of the South Yorkshire ICS and increased statutory responsibilities, work as part of the ICS to develop the system level plan, priorities and governance set out in the White Paper.
- We will work as part of an acute collaborative (acute federation) in the ICS to develop existing and new hosted networks across the ICS so that they are fit for purpose and that they are embedded in our governance. These currently include gastroenterology, urgent and emergency care, maternity, paediatrics, stroke and pathology networks.
- We will review our relationship with The Rotherham NHS Foundation Trust, other neighbouring partners and also partners within Barnsley Place and the ICS to evaluate work to date and agree risks and opportunities for partnership working.
- We will work with local trusts and build on existing partnerships to sustain local services for the people of Barnsley including but not limited to urology, plastic surgery and oral and maxillofacial surgery.

Years 2-4: Horizon 2

- We will build on work carried out in Horizon 1 and continue to define key partnerships based on agreed new governance, invest time as a senior team on developing our approach including development sessions on relationship building and understanding of how different partnership models can work.
- We will agree a portfolio of prioritised partnerships and work to formalise relationships including one to one, group models, networks, collaboratives etc.

Years 4-5+: Horizon 3

- We will work with our partners to develop and deliver agreed partnership opportunities and models to support future care provision.
- We will be delivering sustainable, specialised, local services for the people of Barnsley and new models of integrated care with partners.
- We will horizon scan to identify any new opportunities.



Best for Place



As an organisation we believe that we can have major influence and impact at a local Place level in Barnsley.

We intend to focus our efforts at Place to improve patient services, support a reduction in health inequalities and improve population health through building on existing relationships with our partner organisations in Barnsley health and social care and the third sector.

Years 1-2: Horizon 1

- We will understand the role we play in local place based partnerships by working closely with partners and developing the right infrastructure based on the emerging guidance.
- We will continue to play a key role in the delivery of Barnsley Place priorities.
- We will work in collaboration with partners and all key stakeholders on the plans for urgent and planned care.
- We will work with partners to establish our role as an Anchor Institution including key workstreams of employment, spend, environment, design of services and as part of place to reduce health inequalities.
- We will work with our partners in Barnsley Place to deliver on the vision set out in the Barnsley 2030 Plan to make Barnsley the home and place of possibilities. The plan focuses on four key areas: Healthy Barnsley, Learning Barnsley, Growing Barnsley and Sustainable Barnsley.

Years 2-4: Horizon 2

- We will continue to define our local placed based partnerships based on agreed new governance, invest time as a senior team on developing our approach including development sessions on relationship building and understanding how different partnership models can work.
- We will build on our initial Anchor Institution work, seeking out new opportunities to further embed our role, have greater influence on population health and continued reduction in health inequalities across Barnsley.
- We will continue to work with partners on delivering the Barnsley 2030 Plan vision.

Years 4-5+: Horizon 3

- We will further develop our agreed partnership models.
- We will push the boundaries of our Anchor Institution role and seek out new and exciting opportunities to make a difference for the people of Barnsley.
- We will continue to play a key role in the Barnsley 2030 plan and collaborate on next steps with partners to make the plan a reality for Barnsley.
- We will be a considerate neighbour to our surrounding population by reducing the requirement for staff to drive into work through more flexible working practices and delivery of our active travel plan which will reduce the impact of staff parking off site and improve our carbon footprint.

Best for Planet



We take sustainability and our impact on the environment seriously.

The NHS is responsible for around 4% of the nation's carbon emissions and therefore we have to be a part of the solution in tackling climate change by reducing emissions by 80% by 2028-2032 and achieving zero emissions by 2040.

We have already implemented a number of initiatives to reduce our carbon footprint over the last few years and we intend to build on this work through our subsidiary company, Barnsley Facilities Services (BFS).

Years 1-2: Horizon 1

- We will build on existing work on sustainability through delivery of the Trust's Sustainability Plan that sets out an action plan to exceed national targets.
- We will introduce flexible working and develop a travel action plan to deliver a series of actions that encourage our staff, patients and visitors to choose more sustainable modes of transport to minimise our impact on the environment and reduce the demand for parking on the hospital site and surrounding streets.
- We will continue to work with our partners including Barnsley Metropolitan Borough Council, South Yorkshire Passenger Transport Executive and local and regional transport providers to help achieve our goals.
- We will deliver the targets of the national Sustainable Development Management Plan by achieving a 34% reduction in carbon emissions against our 1990 baseline, in line with the carbon reduction strategy and the Climate Change Act 2008.

Years 2-4: Horizon 2

- We will continue delivery of the Trust's sustainable development management plan that will cut business mileage and fleet air pollutants by one fifth by 2023-24 in line with the NHS long term plan intentions.

Years 4-5+: Horizon 3

- For the emissions we control directly (the NHS Carbon Footprint), we will achieve net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032.
- For the emissions we can influence (our NHS Carbon Footprint Plus), we will achieve net zero by 2045, with an ambition to reach an 80% reduction between 2036 and 2039.



Trust Governance

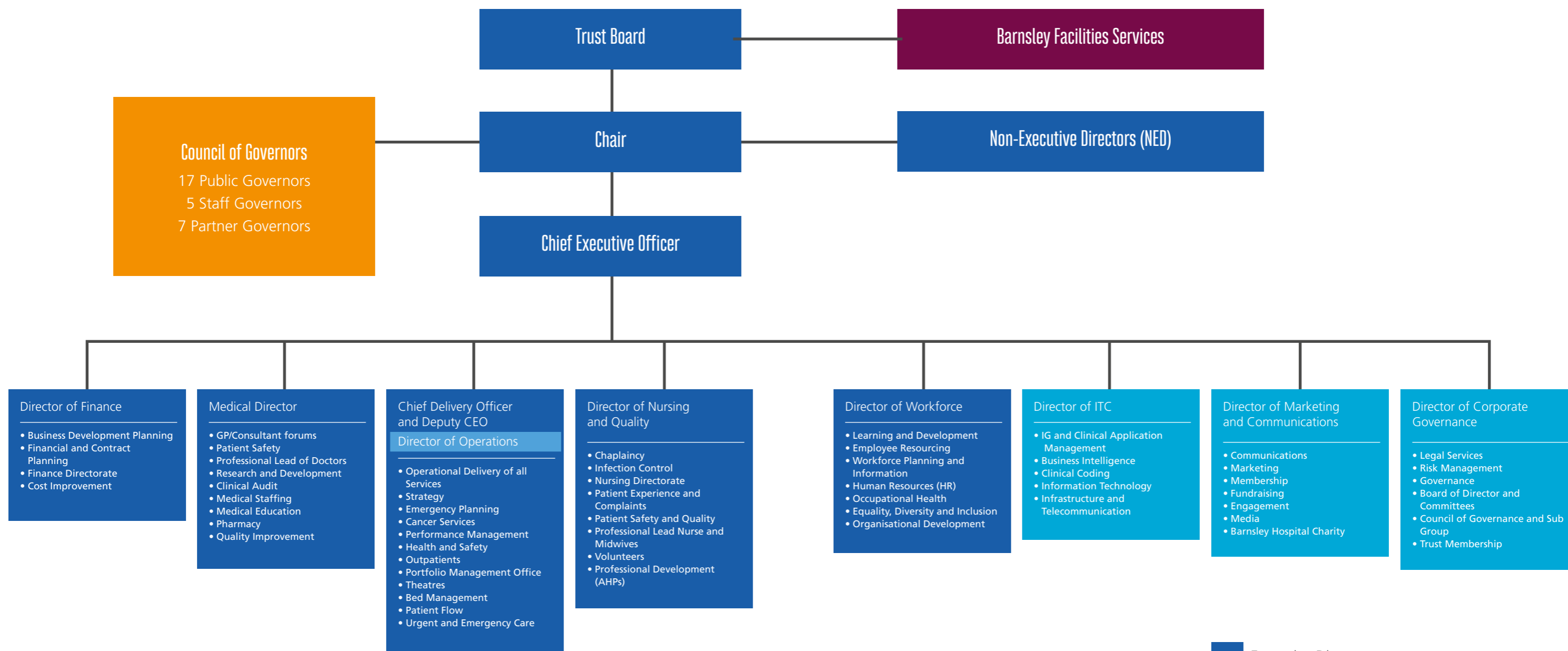
How we are held to account



The following diagram shows our current organisational structure.

Trust Board is accountable and responsible for ensuring the organisation has effective governance in place to manage any type of risk and the Council of Governors holds the Trust's Non-Executive Directors to account for the performance of the Board and represents the interests of members.

Trust Organisational Structure



Executive Directors