We are immensely proud to have led Barnsley Hospital over the last few years. The Trust has come a long way since 2014/15 when our last Trust Strategy (2014-2019) was developed and our teams have achieved a significant amount in that time. We have seen this Strategy set a framework for the success of the organisation and the work that has been delivered from this plan has resulted in turning the Trust around and creating a solid foundation on which we can build and maintain a sustainable future to provide outstanding care for our patients.

In 2014 the Trust had significant financial issues, elective market share had declined in Barnsley, our core market, and there were concerns with a number of our services. The Trust also had a breach of licence imposed for 4 hour Emergency Department performance, governance and finance.

Since that time the Trust has worked closely with its staff, commissioners and partners to achieve the ambitions laid out in our five year Strategy. With this support the Trust has successfully implemented a number of key initiatives including overall improvements in quality and patient safety, sustainably stabilising our financial position and achieving our Cost Improvement target three years in succession.

Operational performance has been maintained and we have seen the lifting of our licence breaches for the 4 hour target, governance and finance. We have also grown our Barnsley elective market share significantly and repatriated Orthopaedic and Urology services.

In 2017 also saw us make a successful bid to deliver Ophthalmology services.

This new Strategy has built on these excellent achievements. Although we have come a long way, there is still lots of work to do and this plan has been created to deliver our visions, aims and objectives over the next three years.

The Strategy has been built around the needs of our patient population while at the same time identifying the changes required of healthcare for the future as set out in the Five Year Forward View, working with our partners locally in the Integrated Care Partnership and regionally through the South Yorkshire and Bassetlaw Integrated Care System.

We look forward to leading the Hospital through the next three years and, based on the excellent work to date, we cannot wait to see what our teams will achieve through delivery of this Strategy.
Barnsley Hospital NHS Foundation Trust is a district general hospital, built in the 1970s and serving a population of approximately a quarter of a million people within the boundaries served by Barnsley Metropolitan Borough Council. In 2005 the Hospital gained Foundation Trust status and today provides a full range of district hospital services to the local community and surrounding area. These acute hospital services include emergency and intensive care, medical and surgical care, elderly care, paediatric and maternity, along with diagnostic and clinical support. The Trust also provides a number of specialised services, such as cancer and surgical services in partnership with Sheffield Teaching Hospitals NHS Foundation Trust.

Operationally, there are three Clinical Business Units (CBUs). Each CBU is led by a team made up of a Clinical Director, Associate Director of Nursing and an Associate Director of Operations, who are supported by Matrons and Service Managers together with human resource, finance and data analyst teams.

About Us

In 2016-2017

- We have 3,522 employees
- We cared for 412,833 patients
- We saw 265,374 outpatients
- We saw 83,545 patients in our Emergency Department
About our Place: Barnsley

The health of people in Barnsley is varied compared with the average in England. Barnsley is one of the 20% most deprived districts/unitary authorities in England and about 25% (10,600) of children live in low income families.

The Trust is central to the development of an Integrated Care Organisation (ICO) in Barnsley. Working alongside Barnsley Clinical Commissioning Group (CCG), Barnsley Healthcare Federation, South West Yorkshire Partnership NHS Foundation Trust (SWYPFT), Barnsley Council and local community and voluntary organisations. Together, we aim to deliver the very best care, in the right place, for our local population.

We want to ensure people in Barnsley access seamless service delivery when accessing services at any given point. We are already delivering services in partnership including RightCare Barnsley, a new intermediate care service and the integrated respiratory service, BREATHE.

The vision for health and care in Barnsley is:

- A happy, healthy, and empowered Barnsley community; supported by a single person centred health and social care system that meets people’s care needs now and in the future.

Key principles include:

**Breaking down boundaries**
- A joined up health care system for Barnsley
- No organisational barriers
- Patients experience continuous care, with familiar faces that are concerned regardless of where they are seen
- People and patients supported by ‘One Team’, delivering without duplication

**Putting people at the centre**
- A simpler, joined up health and care system to focus on how we offer services
- We will move from treating patients with health problems to supporting Barnsley community to remain healthy in the first place
- We’ll move from “doing to and for” to “doing with”

**Right care at the right time**
- A focus on supporting healthy independent living across our borough
- Where this is not possible, we will support patients to feel equipped and skilled to care for themselves and to manage their own health and wellbeing
- Making sure health and care services are available when people need them

The Barnsley Plan has been developed through partnership across the public sector and voluntary community sector organisations. The vision of this plan is that people of Barnsley are enabled to take control of their health and wellbeing and enjoy happy, healthy and longer lives, in safer and stronger communities, whoever they are and wherever they live.

More information can be found about The Barnsley Plan here: https://bit.ly/2saW4Bs
About our Place: South Yorkshire and Bassetlaw

The Trust has been working together with other acute providers in South Yorkshire and neighbouring areas over the past 5 years. Key achievements include; improvements in Information Technology (IT) connectivity and procurement savings of over £1m.

In summer 2017 health and care partners came together across the region to form one of the first Integrated Care Systems (ICS) in the country. This involves over 40 organisations, covering a collective budget of £3.9bn, 1.5m population and 72,000 staff.

Working in partnership regionally allows us to have:
- Local version and way of implementing the Five Year Forward View
- Overarching strategic plans, defined geography, building on local work and collaborations
- Whole systems coming together to find solutions to local challenges. Vision, ambition and priorities
- Opportunity to refocus on supporting people to stay well for longer in communities, illness prevention and to develop new models of integrated care

There is an overall Integrated Care System (ICS) governance structure with Integrated Care Partnerships (ICP) within each place, e.g. Barnsley. The relationships within the partnership are shown below:

Setting Our Strategy

To develop our strategy we undertook extensive information gathering and analysis of the organisation including a full scale Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, horizon scan, a comprehensive service sustainability review and engagement with all key stakeholders.

The SWOT analysis is summarised below:

**Strengths**
- Successful track record of delivery
- Quality of service delivery
- Strong sustainable services
- Quality and stability of Trust Board
- Excellent nationwide performance status
- Good Care Quality Commission (CQC) rating
- Positive General Medical Council (GMC) Harvey
- National recognition for sustainability work
- Development of front of house services
- Significant growth in elective market share
- Strong Executive team
- Part of national example Integrated Care System
- Key partners in Barnsley Integrated Care Partnership
- Good relationship with our Barnsley partners
- Strong track record of Cost Improvement delivery
- Commitment to CBU clinical leadership
- Excellent business intelligence systems
- Strong governance processes
- Track record of embedding technology
- Staff that care

**Weaknesses**
- Sustainability of emergency access target
- Financial rating of 3 due to ongoing financial breach
- Limited ability to expand at times of pressure
- Some areas of estate require investment
- Re-admission performance
- New to follow up ratios
- Loss of income due to capture/coding issues
- Negative Service Line Report position of certain services
- Cost of escalation due to poor patient flow
- Difficulty in recruitment of skilled workforce
- Level of high value legacy NHS Resolution claims
- Incumbent Electronic Patient Record (EPR) system
- Lack of fully developed success plan for Executives
- Critical Care capacity
- Lack of capital funds
- Productivity levels in some areas
- Lack of fully developed people strategy
- Ability to influence change due to size of Trust
- Parts of culture very traditional/resistant to change

**Opportunities**
- New and integrated services
- Pathology Partnership
- Improved patient flow
- Embedding the Intermediate Care Service
- Out-Patient Modernisation Programme
- Neighbouring Trusts requiring support
- Integrated Care System (ICS) - Hospital Services Review
- Getting It Right First Time (GRFT) and Carter Programmes
- Long term clinical partnerships with other Trusts
- Marketing beyond traditional boundaries
- Expansion of wholly owned subsidiary company
- Issues with activity capture/coding
- Improved facilities
- Consolidation of services across Barnsley/region
- Partnership working
- Expansion of collaborative working arrangements
- Reducing levels of additional spending
- External funding
- Paperless agenda 2020.
- To improve the deficit financial position of some core services
- New funding deal for the NHS

**Threats**
- Lack of suitably trained people externally
- Outputs of the ICS Hospital Services Review
- Increasing demand for services
- Impact on activity levels from integrated services
- Impact of Regional Acute Stroke Service Review
- Insignificant capital funds
- Continued high level of additional payments
- Elective growth thresholds
- Continuation of loss making services
- Financial deficit position of the Trust
- Financial position of the CCG
- Competition from other public and private providers
- HM Revenue and Customs reviewing subsidiary model
- Staff survey results
- Potential Government change
- On-going cost cutting by the Government
- Increasing demand on Emergency Departments
- Failing care homes
- Rise in social media
Our Vision, Aims and Objectives for the next three years

We have set our vision, aims and objectives for the next three years based on our extensive analysis and information gathering:

Our Vision:
To provide outstanding, integrated care

Patients:
will experience outstanding care

We will deliver our Quality Strategy (2017-20) and goals:
• Provide care that is based on the best evidence for every patient, every time
• Continuously seek out and reduce avoidable patient harm
• Deliver good patient experience

We will deliver our Clinical Strategy (2018-21)
We will ensure a more sustainable approach to patient flow both internally and with partners across the system
We will deliver the Barnsley Hospital Digital Roadmap

Partners:
we will work with partners to deliver better, more integrated care

We will work with all of our partners in Barnsley to deliver the Barnsley Plan priorities
We will play a leading role in ‘Barnsley Health and Care Together’, building on existing relationships with key partners
We will continue to work with partners across South Yorkshire to ensure sustainable local services and support others regionally

Our Values:
Treat people how we would like to be treated ourselves
We work together to provide the best quality care
We focus on your individual and diverse needs

We will refresh our objectives each of the three years in line with the vision and aims.

Performance:
we will achieve our goals sustainably

We will work closely with our Clinical Business Unit teams to ensure that the right support is in place
We will deliver all of the constitutional standards and other agreed targets
We will hit our financial plans and work towards a back to balance position by:
• Cost reduction and a focus on increased efficiency and productivity including standardisation of practice and minimisation of variation
• Exploration of further commercial opportunities through our subsidiary company and formal partnerships
• Expansion of existing services and introduction of new services allowing us to reinvest in patient care

People:
will be proud to work for us

We will deliver our People Strategy (2018-21) to ensure a sufficient, capable, motivated and sustainable workforce:
• Talent
  Develop all leaders to influence and motivate effectively
• Engagement
  Motivate our people to be the best that they can by living our values and creating a culture of trust
• Quality
  Ensure we have the right people, in the right place, at the right time, doing the right things
• Well-being
  Ensure that we create an environment where our people are physically and emotionally sustained
Quality

Quality in patient care is one of the Trust's core objectives and is key to all we do. We take pride in ensuring that the patient is at the heart of everything we deliver, believing that our patients and their families deserve the highest quality service and care and that every patient cared for in our Hospital is treated with respect, dignity and compassion.

Goal 1: Reduce unnecessary variation in patient care
Achieve the highest level of reliability for clinical care
Aim to eliminate avoidable death

Goal 2: Reduce harm from poor communication and ineffective team working
Reduce patient harm from the most common known causes
Maintain focus on eliminating avoidable patient harm

Goal 3: Work with patients as partners in improvement
Enable patients to be in control of their own healthcare
Improve information and communication with patients
Use patient insight and feedback to improve experience

Clinical

Our Clinical Strategy is designed to develop our ways of working to provide better services for our patients. It looks at the type of care we deliver and how we need to develop over the next three years. This translates into nine key clinical workstreams:

Our Key Clinical Workstreams
1. Outpatient Care
2. Inpatient Care
3. Frailty Services
4. Community Care
5. Intermediate Care
6. Safer Care
8. Theatres and Critical Care
9. Partnerships with Other Trusts

Patient Flow

Through delivery of the Urgent & Emergency Care Plan we will:
- Implement a new flexible bed base model to meet seasonal variations in demand
- Develop a short stay model that supports overall patient flow
- Develop new models for discharge planning and long stay patients
- Develop a new GP referral/admission model to avoid unnecessary admissions
- Standardise ward rounds to reduce variation
- Implement a new IT solution for bed status reports

New Facilities

We will improve patient experience through:
- Delivery of a new Neonatal Unit
- Co-location of the Children’s Assessment Unit and the Paediatric Emergency Department
- Continued refurbishment of our Women’s & Children’s Block

Cancer Services

We will develop and deliver the Trust’s Cancer Strategy to improve patient care in this area.

OBJECTIVES:

We will deliver our Quality Strategy (2017-20) and goals:
- Provide care that is based on the best evidence for every patient, every time
- Continuously seek out and reduce avoidable patient harm
- Deliver good patient experience

We will deliver our Clinical Strategy (2018-21)
We will ensure a more sustainable approach to patient flow both internally and with partners across the system in 2018-2019
We will deliver the Barnsley Hospital Digital Roadmap

Patients: will experience outstanding care

Our Strategy
The face of health care is changing. The future landscape involves integrated working with partners both locally and regionally to provide patient care that exceeds organisational boundaries. Extensive work has already been undertaken in this area with the introduction of some integrated services but we intend to build on this work over the next three years:

**Existing Partnerships**
- We will continue our partnership working with other Trusts locally such as Rotherham Foundation Hospital and Mid Yorkshire Hospitals
- We will work with other Providers and Commissioners to identify ways to improve local care delivery
- We will work with partners on agreed priorities such as cardiovascular disease, frailty and neighbourhoods.

**Barnsley Health & Care Together**
- We will continue to work with partnership services through the Barnsley Alliance including RightCare Barnsley, Respiratory BREATHE Service, Intermediate Care
- We will deliver the new Barnsley Integrated Diabetes Service (BIDS) in partnership with the GP Federation
- We will work with partners on delivery of the Digital Roadmap, Estates Strategy and Barnsley Engagement approach
- We will recruit a new Public Health Consultant to continue to support public health priorities, working with all public health agencies on the Barnsley Plan including smoking cessation and alcohol/tobacco control.

**South Yorkshire & Bassetlaw Integrated Care System (ICS)**
- We will work with our partners across South Yorkshire to ensure sustainable local services and support others regionally
- We will work with partners to deliver South Yorkshire and Bassetlaw Integrated Care System priorities and actions.

Our Strategy

Partners: we will work with partners to deliver better, more integrated care

OBJECTIVES:
- We will work with all of our partners in Barnsley to deliver the Barnsley Plan priorities
- We will play a leading role in ‘Barnsley Health and Care Together’, building on existing relationships with key partners
- We will continue to work with partners across South Yorkshire to ensure sustainable local services and support others regionally

Objective: We will work with all of our partners in Barnsley to deliver the Barnsley Plan priorities
Our Strategy

Our people are important to us and we want them to be proud to work for Barnsley Hospital. We are committed to building a sufficient, capable, motivated and sustainable workforce and our plans over the next three years support this approach:

- We will work with our Clinical Business Units (CBUs) to develop robust workforce plans and help shape our future workforce.
- We will develop a strategic approach to engagement, organisational culture, well being, talent and quality which promotes effective leadership and organisational development.
- We will address areas of concern from the staff survey and ensure that improvement plans are implemented.
- We will focus on the health and well-being of our staff.
- We will enable staff to access training and development.
- We will continue to engage our local community and equality forum partners to promote the Trust as an employer of choice and to improve patient and staff experience.

Performance is key to the success of the organisation. Our aim is to deliver on all of our constitutional standards and at the same time build on the significant work to date to ensure the organisation is sustainable moving forward:

Clinical Business Units and Performance
- We will embed the Clinical Business Unit triumvirate approach across the Trust.
- We will refresh our Integrated Performance Framework.
- We will deliver development sessions for our Clinical Business Unit teams.
- We will explore different ways of working.
- We will continue delivery of our constitutional standards e.g. four hour target, Referral To Treatment (RTT), Cancer and Diagnostics.

Financial Sustainability
We will deliver a sustainability strategy over the next three years which will implement a number of initiatives based on four key themes. Below are some examples of these:

Cost Reduction, Increased Efficiency and Productivity
- Reduce additional payments
- GIRFT/Carter Programmes
- Improve patient flow
- Reduce Re-admissions
- Out-Patient Modernisation
- Control of CNST Costs

Significant Service Change and Partnership Working
- Care of the elderly/frailty
- Dermatology Improvement Plan
- Paediatric ED/CAU
- Critical Care Expansion
- Stroke Services
- Neonatal Unit

Service Growth and Expansion
- Elective Service Expansion
- Gastro/Endoscopy
- Plastic Surgery

Commercial Opportunities
- Barnsley Facilities Services Expansion
- Pathology Partnership
Our Supporting Strategies

A range of key supporting strategies work together to form the overall Trust Strategy 2018-21. Each of these strategies is monitored by an appropriate Board Sub-Committee to ensure delivery:

Robust Governance Structure
Our Governance Structure is robust and provides assurance around delivery of this Strategy. The Board of Directors is accountable and responsible for ensuring that Barnsley Hospital NHS Foundation Trust has an effective programme for managing all types of risk which is achieved via the Board Assurance Framework and review of the Corporate Risk Register.

The Board is chaired by the Chairman, a Non-Executive Director, and meets monthly. The Council of Governors holds the Trust's Non-Executive Directors to account for the performance of the Board and represent the interests of members and the Public.

The Trust has a fully embedded Governance structure together with a clear Assurance and Governance Framework, which compliments the Performance Management Framework also in place.

The Board Assurance Framework (BAF)
The BAF is designed to monitor the major risks to the delivery of our strategic priorities.

The BAF is reviewed by all committees on a monthly basis and the Board on a quarterly basis.

Committee Structure
The Committee structure has been fully operational since September 2014 and consists of the following committees who review detailed strategic plans and receive strategic delivery progress reports regularly:

Quality and Governance Committee
The Quality and Governance Committee is another of the key committees of the Board responsible for Governance. It's purpose is to provide detailed scrutiny of quality and safety across the Trust in order to provide assurance and raise concerns to the Board of Directors and to make recommendations, as appropriate, on quality and safety matters to the Board of Directors.

Audit Committee
The Audit Committee plays a key role in the Trust's Governance Structure and the escalation framework implemented in 2014. The Committee is responsible for providing oversight of the activity of internal and external audit, local counter fraud services and the assurance on internal controls, including compliance with the law and regulations governing the Trust’s activity.

Partnership Governance
The Trust are fully engaged with the South Yorkshire and Bassetlaw Integrated Care System and Integrated Care Partnership in Barnsley and recognise this within their governance as well as being clear that the Non-Executive Directors are accountable to the Council of Governors, statutorily to Parliament and therefore the people of Barnsley. We ensure full representation at all partnership meetings and any information/proposals are brought back into Trust governance via our Executive Team, other governance committees, Trust Board and the Council of Governors.

How We Are Held to Account
This Trust Strategy was approved by our Board of Directors in April 2018.