



Doncaster and Bassetlaw  
Teaching Hospitals  
NHS Foundation Trust

# Why choose Team DBTH

## Candidate information

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# Providing Care

**Hosting three main hospital sites and a number of additional services, we are proud to serve the people of Doncaster, Bassetlaw and beyond.**

**Doncaster Royal Infirmary (DRI):** A large acute hospital with over 500 beds, a 24-hour Emergency Department (ED), and trauma unit status. In addition to the full range of district general hospital care, DRI also provides some specialist services including vascular surgery. It has inpatient, day case, diagnostic and outpatient facilities.

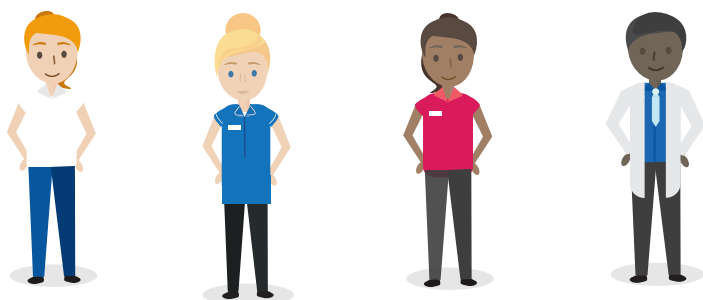
**Bassetlaw Hospital (BH) in Worksop:** An acute hospital with over 170 beds, a 24-hour Emergency Department (ED) and the full range of district general hospital services including a breast care unit and renal dialysis. Bassetlaw has inpatient, day case and outpatient facilities.

**Montagu Hospital (MH) in Mexborough:** A small non-acute hospital with over 50 inpatient beds for people who need further rehabilitation before they can be discharged. There is a nurse-led minor injuries unit, open 9am to 9pm. It also has a day surgery unit, renal dialysis, a chronic pain management unit and a wide range of outpatient clinics. Montagu is the site of our Rehabilitation Centre, Clinical Simulation Centre and the base for the abdominal aortic aneurysm screening programme.

We are also registered to provide outpatient and other health services at Retford Hospital, including clinical therapies and medical imaging.

We also provide some services in community settings across South Yorkshire and Bassetlaw. The rehabilitation beds we used to have at Tickhill Road Hospital in Doncaster transferred to Montagu Hospital in August 2012 however we still provide outpatient care of older people at this site.

In 2004, Doncaster and Bassetlaw Hospitals became one of the first 10 NHS trusts in the country to be awarded foundation trust status. This means we have more freedom to act than a traditional NHS trust, although we are still very closely regulated and must comply with the same strict quality measures as non-foundation trusts.



Doncaster Royal Infirmary



Bassetlaw Hospital



Montagu Hospital

# Our activity

Last year we had one of our busiest-ever years. Despite this, as a Trust we delivered really strong performance, reaching most of our targets while delivering high quality care. Below is our yearly average activity.

We cared for approximately  
**123,000** inpatients



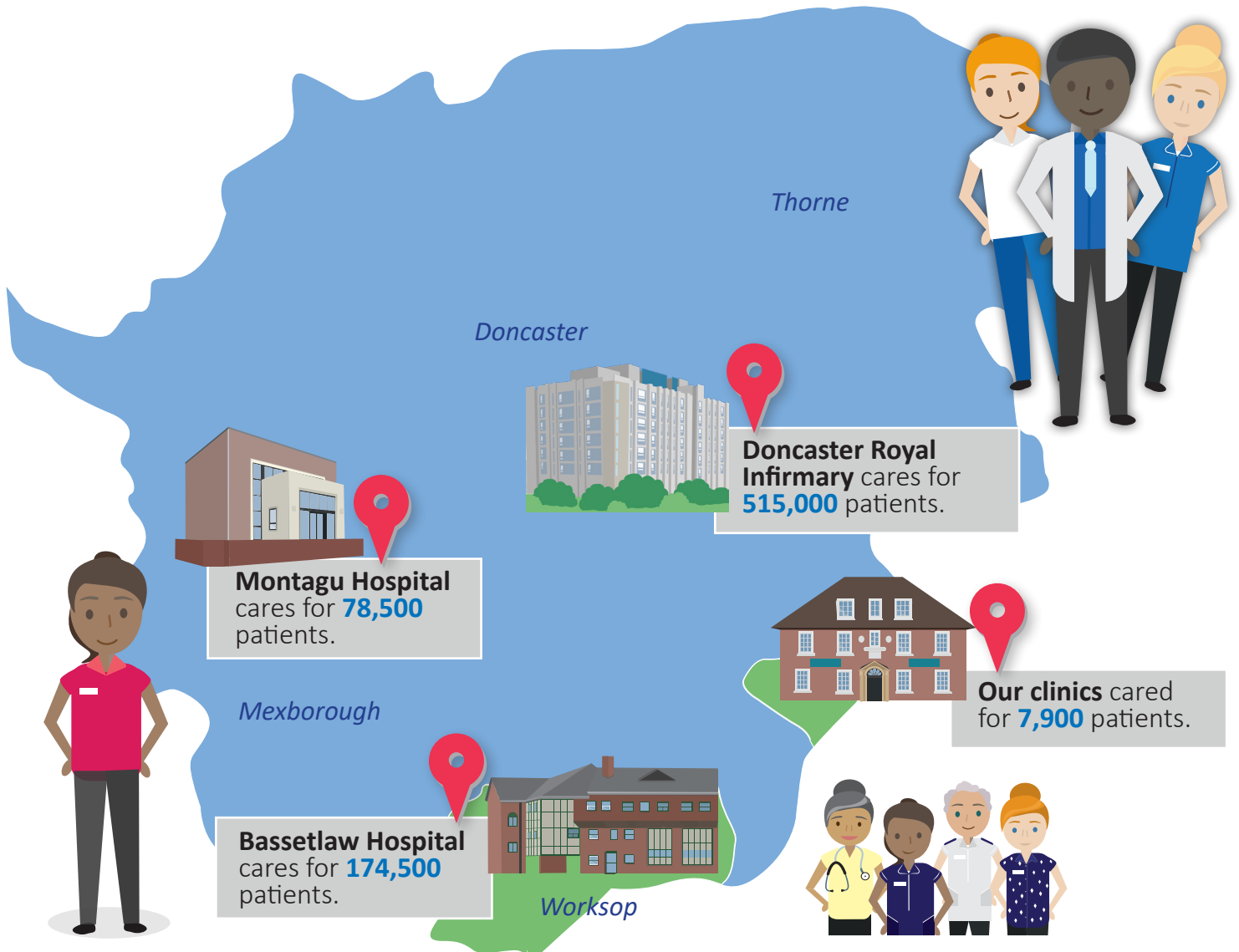
We cared for approximately  
**472,000** outpatients



We deliver approximately  
**4,500** babies



We cared for approximately  
**175,000** emergencies



# Our overall CQC rating as a Trust: **Good**

Are services safe?	Requires improvement 
Are services effective?	Good 
Are services caring?	Good 
Are services responsive?	Good 
Are services well-led?	Good 
Are resources used productively?	Good 
<b>Combined quality and resource rating</b>	<b>Good</b> 

## ➔ Doncaster Royal Infirmary: **Good**

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Medical care (including older people's care)	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018
Surgery	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Critical care	Requires improvement Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Maternity	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
Services for children and young people	Requires improvement May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018
End of life care	Good Oct 2015	Requires improvement Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Outpatients	Good Mar 2020	Not rated	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Diagnostic imaging	Requires improvement Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
<b>Overall*</b>	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020

As you can see from the above, the site is rated **good** for around 72% of inspected services (click to enlarge).

## ➔ Bassetlaw Hospital: **Good**

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Medical care (including older people's care)	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018
Surgery	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Critical care	Requires improvement Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Maternity	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
Services for children and young people	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018	Good May 2018
End of life care	Good Oct 2015	Requires improvement Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Outpatients	Good Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Diagnostic imaging	Requires improvement Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
<b>Overall*</b>	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020

As you can see from the above, the site is rated **good** for 83% inspected services. (click to enlarge).

## ➔ Montagu Hospital: **Good**

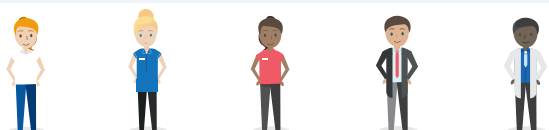
	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
Medical care (including older people's care)	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Surgery	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015	Good Oct 2015
Outpatients	Good Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Diagnostic imaging	Requires improvement Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
<b>Overall*</b>	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020

As you can see from the above, the site is rated **good** for around 78% of inspected services (click to enlarge).

## ➔ Retford Hospital: **Good**

	Safe	Effective	Caring	Responsive	Well-led	Overall
Outpatients	Good Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020
Diagnostic imaging	Requires improvement Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Requires improvement Feb 2020	Requires improvement Feb 2020
<b>Overall*</b>	Good Feb 2020	Not rated	Good Feb 2020	Good Feb 2020	Good Feb 2020	Good Feb 2020

As you can see from the above, the site is rated **good** for around 75% of inspected services (click to enlarge).



# Last year in brief



## Fantastic feedback

We received a range of positive patient and colleague comments, daily:

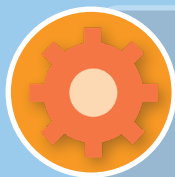
- 🏆 99% of patients said we are caring and compassionate
- 🏆 99% of patients said they were extremely likely to recommend our services.
- 🏆 The Trust is rated four stars out of five on NHS Choices.
- 🏆 The Trust is rated 4.1 out of 5 on Facebook.
- 🏆 Hundreds of staff share notes of thanks via social media regarding both work and the care received by friends and family.

## Incredible staff



We have some of the most talented colleagues in the UK, and this year:

- 🏆 Two colleagues were elected President of their national professional associations for [ENT](#) and [Laryngology](#).
- 🏆 Another was awarded a [honorary fellowship](#).
- 🏆 One colleague was awarded an [OBE](#) and another a [British Empire Medal](#).
- 🏆 Another member of Team DBTH was recognised for [exceptional contributions](#) to digital imaging informatics.
- 🏆 In all, the Trust was nominated for more than 20 national awards.



## Highly specialised

We have some of the best, specialised services in the country, delivering:

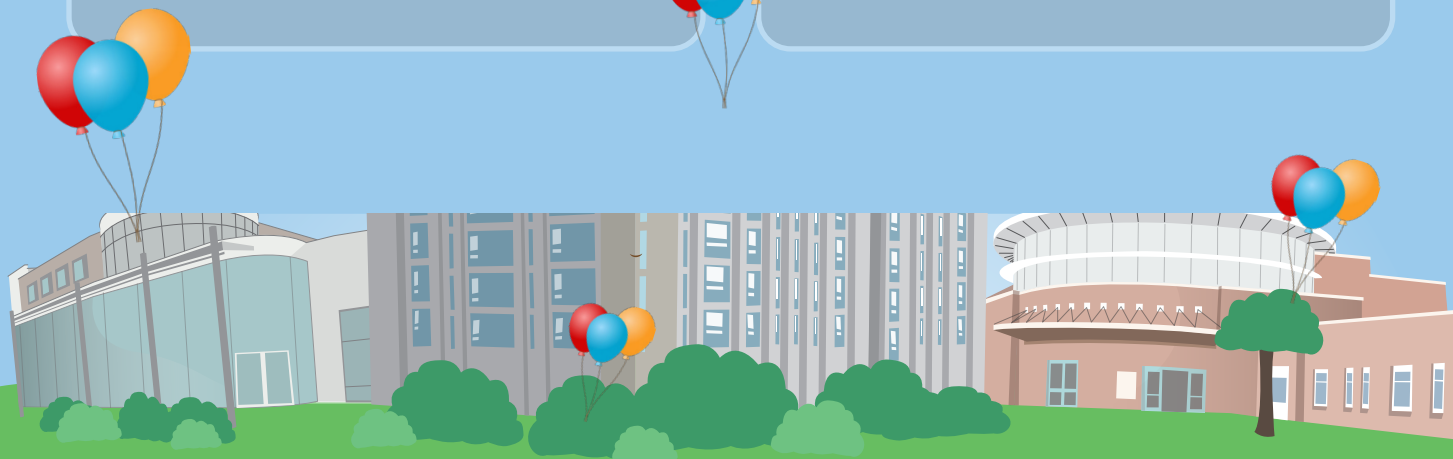
- 🏆 [UKAS accredited](#) Pathology services.
- 🏆 Accredited Endoscopy services.
- 🏆 [Accredited](#) Echocardiography services.
- 🏆 High performing vascular surgery.
- 🏆 Our Stroke services provide [Hyper Acute Stroke Service](#) (HASU) for the region which is SSNAP rated 'A'.
- 🏆 This is in addition to the highly specialised and skilled staff we count on each and every day.

## Best performance



We are amongst the best in the country for high performing services:

- 🏆 [Region-leading results](#) for Patient Led Assessment of the Care Environment (PLACE).
- 🏆 Recently enhanced Cancer Rapid Diagnosis services.
- 🏆 Low HSMR (mortality) rates.
- 🏆 National top quartile RTT performance at March 2020.
- 🏆 Excellent performance for 2WW, 31 and 68 day performance.
- 🏆 Score of 9/10 in the overall National Cancer Patient Experience Survey 2019, ranked 42nd out of 145 Trusts.



# Last year in brief



## New Facilities

This year, we invested over £12 million in our sites, which included:

- ★ Multimillion pound investment in [new catering facilities](#).
- ★ Refurbishment of DRI's Gate Four entrance and installation of 'living wall'.
- ★ Opening of two '[Changing Places](#)' restrooms, one at DRI and another at Bassetlaw Hospital.
- ★ The official unveiling of the [Butterfly Garden](#).
- ★ Breaking ground on the new [CT Suite](#) at DRI.
- ★ This is in addition to countless repairs, maintenance tasks and other changes to our sites.

## Safety and Quality

We have made excellent progress across our quality and safety indicators:



- ★ [Zero cases](#) of MRSA for almost 700 days.
- ★ 25% reduction in occurrence of [C.Diff](#) since last year.
- ★ Implementation and adoption of better sepsis diagnosis.
- ★ Introduction of a number of projects with an emphasis on patient-centered care including: [Making Mealtimes Matter](#), [Sleep Helps Healing](#) and increasing [visiting times](#).
- ★ Further expansion of '[Sharing How We Care](#)', including second ever conference.



## Training, Development and Research

As a Teaching Hospital we have nationally recognised educators and researchers:

- ★ Essential Training rate at 82.5%.
- ★ 47 additional research projects approved by the Trust and support for colleagues to undertake further development.
- ★ Award-nominated mentoring and region-leading feedback.
- ★ We trained 25% of all junior doctors as well as 30% of all other health professionals in the area.
- ★ Introduction of innovative new roles.
- ★ We have begun to roll-out our Leadership programme to help colleagues Develop, Belong and Thrive Here.

## Quality Improvement (Qi)

We now host an innovative and pioneering Qi service at the Trust:



- ★ 300 staff are now involved in 190 improvement projects.
- ★ Over 2,000 staff are trained in our Qi way.
- ★ Improvement is embedded in all forms of training such as 'Leading to Outstanding'.
- ★ Outcomes from this work include enhanced pain relief for Trauma and Orthopaedic patients as well as better waiting list management within our Antenatal Clinic.
- ★ This work continues and is a part of what we do as Team DBTH.



# National Staff Survey

## in summary



### Summary

#### Response rates

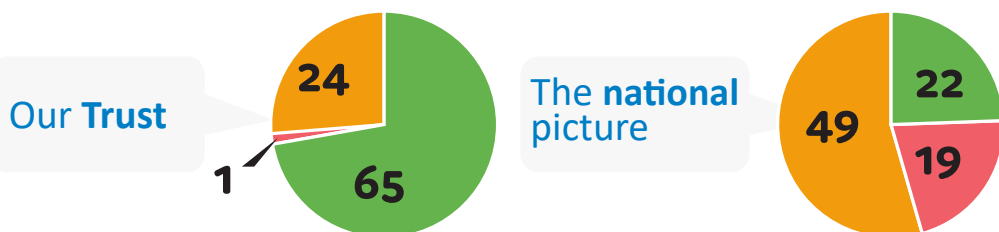
- 6,188** Invited to complete the survey.
- 6,171** Eligible at the end of the survey.
- 59%** Completed the survey (3,665).
- 47%** Average response rate for similar organisations.
- 54%** Last year's response rate.



#### Notable feedback

- ▲ **7%** increase of colleagues recommending the organisation as place to work.
- ▲ **5%** increase of colleagues saying if friend/relative needed treatment would be happy with standard of care provided by organisation.
- ▲ **76%** Care of patients/service users is organisation's top priority.

#### Compared to last year, responses were:

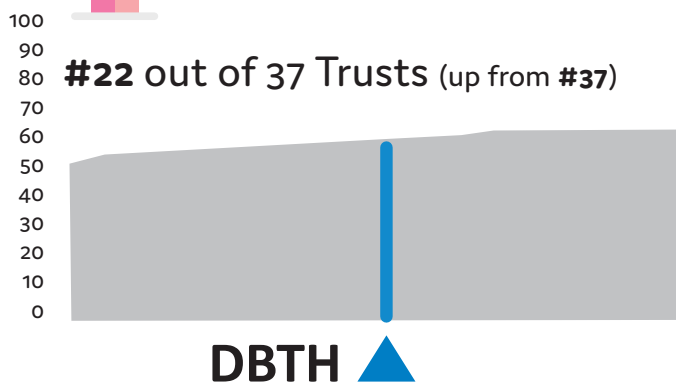


■ Significantly better    
 ■ Significantly worse    
 ■ No significant difference

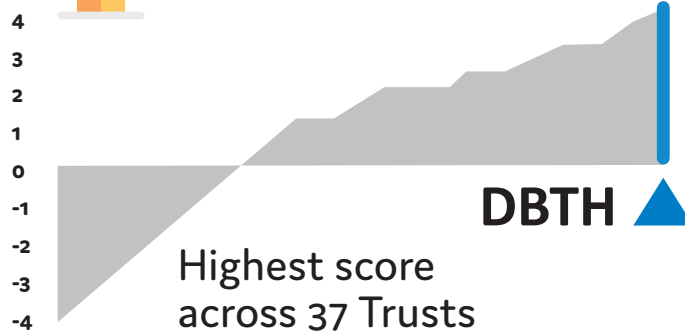
### League tables



#### Overall score



#### Most improved scores



# Response to Covid-19



## Incredible team work, compassion and dedication

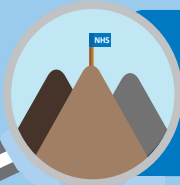
Throughout the challenges presented by Covid-19, our team has worked tirelessly across all services, specialities and bandings. Just a few of our achievements during this time are:

- ★ Thousands of items of PPE distributed with no incidents of running out of key stock.
- ★ More than 40,000 tests carried out by pathology in short-order.
- ★ Thousands of free meals delivered to colleagues across the Trust.
- ★ Over 30,000 appointments conducted 'virtually' with a huge increase in the adoption of digital platforms.
- ★ Organisation of seven day a week operational response consisting of senior managers.
- ★ High standards of IPC practise, with regular reviews and updates of related information for staff.
- ★ Regular and routine communications with staff to ensure consistency amongst workforce.
- ★ Introduction of new services in response to current demand (Sickness Absence Hotline and virtual visiting).
- ★ Redesign of services and flow of hospital sites by our Estates and Facilities colleagues.
- ★ Creation of 'Yellow' and 'Blue' areas within our wards to enhance infection control measures.
- ★ Further development of our health and wellbeing offer for colleagues.
- ★ And finally, the fantastic efforts of every member of staff who have cared for patients throughout.

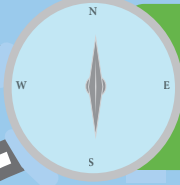




# To be the safest trust in England, outstanding in all that we do.



**Our vision**  
The ambition of the Trust



**True north**  
How we arrive at our vision



**Breakthrough**  
How we will move to deliver our  
True North in **2020/21**.



**Objective one:**  
To provide  
outstanding care  
and improve  
patient experience.



**Objective two:**  
Everybody knows  
their role in  
achieving the vision.



**Objective three:**  
Feedback from  
staff and learners  
in top 10% in UK.



**Objective four:**  
In recurrent surplus  
to invest in improving  
patient care.



**Objective one:**  
Achieve  
measurable  
improvements in our  
quality standards and  
patient experience.



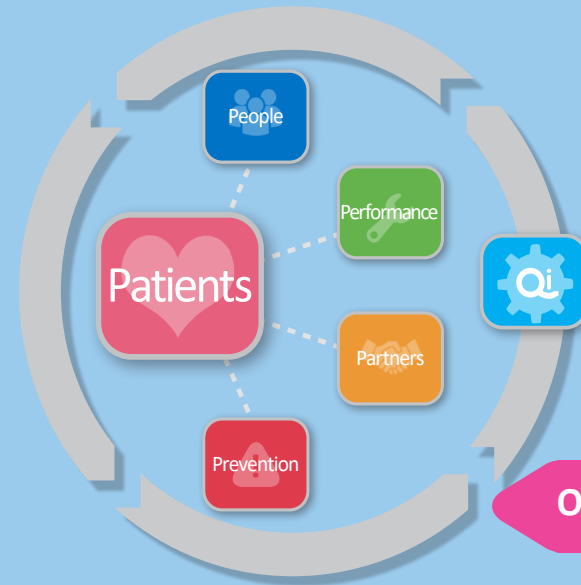
**Objective two:**  
Achieve a 5%  
improvement  
in our staff having a  
meaningful appraisal  
linked to our vision.



**Objective three:**  
The Trust is  
within the top  
25% for staff and  
learner feedback.



**Objective four:**  
Every team  
achieves their  
financial plan for the  
year.



**Our Foundations**

# Our Trust strategy 2017-2022

Over the number of years we have gone through substantial change as a Trust. As we move forward together, we set out our new strategy which describes what we want to achieve over the next five years and how we intend to get there.

In developing this vision, nearly 700 members of Team DBTH gave their thoughts, feedback and suggestions on this direction, through clinical governance meetings, our various communications channels and by completing and returning feedback postcards.

To implement this version, we have also recently restructured in Divisions - which is explained in the document below.

Please read these documents to gain an insight into how we intend to develop health care within Doncaster and Bassetlaw for the benefit of the communities we serve. This is a very exciting time for the Trust and we hope you will join us on this journey.

## Key Trust publications

Access the latest Trust publications using the links below:

[Strategic Direction and enabling strategies](#) for 2017-2022

[Annual report](#) 2019/20



## Structure Charts for DBTH





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