trust matters

NHS
Rotherham Doncaster and South Humber
NHS Foundation Trust

October 2026



QI poster winner 2026



Opening of The Acorn Centre

RDaSH

nurturing the power in our communities

Welcome from **Kathryn Lavery** our Chair

Welcome to October's Trust Matters



Thank you to everyone who has had the flu vaccine. And to those who have formally declined. Thank you too to our vaccinators and to line managers for promoting our programme, which runs to the end of November.

As healthcare professionals it really matters that we consider the risks to ourselves, our patients, and our loved ones. Whether you are cleaning our wards, fixing problems with our buildings, providing therapy to vulnerable patients or reaching into and working in homes and schools, the flu vaccination keeps you safer.

I am delighted that in this edition the latest Shining Stars are pictured. I have thoroughly enjoyed meeting with colleagues who have won these awards. Once a year we have our annual awards, and in next time's Trust Matters we will showcase our gold and silver winners and those who have been nominated for these awards. But our Shining Stars are the awards I give out **several times** a year across the trust. It is a delight to meet with and congratulate our winners. Local nominations and recommendations drive these awards, across our backbone and clinical services.
In the last few weeks, we have opened our Acorn Centre. An open access adult mental health unit in North Lincolnshire. I am optimistic that this service represents an exciting and timely step to improve urgent access to urgent mental health support. It is early days, and there is much left to learn, but the engagement from the voluntary sector, police, and ambulance partners since we started work on 30 September, has been very encouraging. In the same period, our friends at the People Focused Group opened the children's safe space via Better You in Doncaster. Our Child and Adolescent Mental Health Service teams are contributing to this initiative, which we hope will support access to services for young people, even in advance of the opening of the Waterdale facility in spring 2027.

Last month saw us reach a major milestone in our Promise 6, where back in 2023 we committed to become the first NHS trust in the country to poverty proof every service we run. I know how much work has gone into completing these audits and producing the resulting reports, which feature on our website. Thank you to everyone who has worked hard to reach this point, including Jo McDonough, Director of Strategic Development, who retires in a few weeks, with this very much among her legacies. As a Board, we are committed to making sure the recommendations from these reports are supported and seen through, and the trust continues to play its part on tackling the scourge of poverty and exclusion.

I am excited that over coming weeks and months that the Board will begin the reverse mentoring work, which we will do with both local young people and our global majority colleagues. Both programmes are designed to address gaps of understanding and insight among our most senior leadership. I have been involved in reverse mentoring since I started as your Chair in 2023, and I can certainly testify to the gains and benefits I have drawn from honest conversations about other people's experiences. Look out for more details in December's Trust Matters on how to get involved.

Once again thank you for everything you do.

Kind regards

Kathryn



Follow us on social media:

Facebook Rdash nhs **Instagram** @Rdashnhs **X** @Rdash_nhs **YouTube** rdashcommunications

Celebrating excellence in Quality Improvement

Qi poster event

Colleagues from across RDaSH came together on Thursday 24 September for our QI Poster Celebration Event, hosted by Dr Diarmid Sinclair, Chief Medical Officer.

The event showcased an impressive 74 posters, celebrating the quality improvement, research and audit work happening across the trust. It was a fantastic opportunity to share learning, recognise achievements and celebrate projects making a real difference to the people we support.

And the winners are...



People's Choice Award

Michelle Hartley and Gemma Cotton, Talking Therapies, for Lifting Your Mood. Their poster received the most votes from colleagues across RDaSH, earning the team a £500 prize and M&S hamper.



Most impactful project or proposal

Andrea Little, Community Wellbeing Team, for the Disengagement List Project. Andrea received £500 and an M&S hamper.



Best study or project design

Kayleigh Harper, South Yorkshire Mental Health Learning Disabilities and Autism Provider Collaborative, for Bringing Recovery Closer to Home. Kayleigh received £500 and an M&S hamper.

Best QI Poster at RDaSH 2026

The top prize went to **Dr Chloe Groenewald** for Breaking Barriers: Improving Resident Doctors' Confidence and Building Sustainable Communication Support for Patients with Learning Disabilities and Autism on an Acute Medical Ward. Dr Chloe received the £5,000 top prize and an M&S hamper.



A huge thank you and well done to everyone who submitted a poster and helped make the event such a success. The calibre of entries highlighted the passion, innovation and commitment of colleagues across RDaSH to continually improve care and services.

RDaSH Third Time Flu-cky

RDaSH STAFF FLU JAB RESPONSE LEAGUE TABLE

DATA FROM 21 OCTOBER 2026

RANK	DIRECTORATE	VACCINATED	NOT YET	% VACCINATED
1	Operations	39	1	97.50%
2	Corporate Assurance	20	3	86.96%
3	Strategic Development	15	5	75.00%
4	Medical, Pharmacy & Research	39	18	68.42%
5	High Dependency Rehabilitation Unit	20	16	55.56%
6	People & Organisational Development	43	28	50.00%
7	PHND Rehabilitation	137	110	45.82%
8	Finance & Procurement	20	11	44.44%
9	DMHLD Learning Disabilities & Forensics	79	89	47.05%
10	PHND Community & Long Term Conditions	191	193	44.20%
11	PHND Neurodiversity	16	20	44.44%
12	Health Informatics	31	25	43.06%
13	NLCG Community Care Services	62	78	44.29%
14	Estates	20	28	41.67%
15	Nursing & Facilities	94	103	41.23%
16	DMHLD Community Services	133	153	40.72%
17	Psychological Professionals and Therapics	7	10	41.18%
18	CCG Physical Health	149	203	42.32%
19	CCG Mental Health	93	181	33.93%
20	NLCG Acute Care Services	43	87	33.08%
21	DMHLD Acute Services	62	104	37.33%
22	RCG Community Services	70	161	30.32%
23	RCG Acute Services	45	144	23.81%
24	NLCG NHS Talking Therapies	37	135	21.52%
Grand Total		**1468**	**1890**	43.72%

WHOSE DIRECTORATE WILL REACH THE TOP? RESPOND TODAY & HELP YOUR GROUP CLIMB THE BOARD!

We're just over 4 weeks into our Third Time Flu-cky campaign and already 1,468 colleagues have had their flu vaccination. Thank you to everyone who has rolled up their sleeve!

As an extra thank you, everyone who has their free flu vaccine is entered into our weekly £50 prize draws. The sooner you have your vaccine, the sooner you and those around you will be protected, with the added chance of scooping some cash too.

Had your flu jab somewhere else, such as your GP, pharmacy or previous employer? Don't forget to record it on the Staff Portal and you'll be entered into the prize draw too.



Most of us know someone who could become seriously ill if they catch flu, whether that's a loved one, close friend or older neighbour.

So, if you haven't had yours yet, now's the time.

Book your flu vaccine and help protect yourself and the people around you. Visit the Staff Portal to see the latest available clinics.



Protecting their mum from flu

Two young sisters have been getting creative to help protect their mum and encourage people to get their flu jab.

Their mum, Sophia, is receiving rehabilitation on Hazel Ward after breaking her spine in an accident and is working towards returning home.

With visiting time precious, Joss and Tanith created their own flu vaccination poster to encourage people to stay well and protect loved ones.

The girls also shared their poster at Rainbows, helping them earn their Helper badge, and it was showcased at the Allied Health Professions conference.

A brilliant effort from Joss and Tanith.



Joss and Tanith proudly showing their flu vaccination posters.

Worried about having your flu vaccine? Find a buddy



Glyn Butcher, the People Focused Group, who has been able to overcome his worries about having the flu vaccine, said: "Having a trusting relationship with someone I could share my thoughts and fears about having the flu vaccine, without judgement, made all the difference to me having the flu vaccine. Thank you, Steve."

Left to right: Steve Forsyth, Chief Nurse; Karen Foltyn, Infection Prevention and Control Senior Clinical Nurse Specialist; Glyn Butcher; and Chris Tomes, Infection Prevention Control Senior Nurse Specialist.

Honouring our communities: Black History in the making

We marked Black History Month this October with the theme "Honouring our communities", celebrating the people, cultures and communities that make a difference across our trust.



Throughout the month, our Race Equality and Cultural Heritage Staff Network organised activities including webinars, coffee and conversation sessions, podcasts and Friday Heritage Days, giving colleagues opportunities to connect, learn and celebrate.

Black history continues to be made every day through the voices, experiences and achievements of people in our communities.

Across our trust, colleagues were encouraged to celebrate their own culture and heritage, learn from each other and recognise the diversity that makes us stronger.

Celebrating culture through food

Our Catering team got involved in delicious style with a special Black History Month menu on Wednesday 14 October.



With support from Julie Laggan, Catering Manager, the team created dishes inspired by different cultures and traditions, sharing their own ideas and experiences along the way.

Lyn Moses, newly appointed Catering Supervisor, said: "The team wanted the occasion to be about much more than food. It has been an opportunity to celebrate Black culture, promote inclusion and bring colleagues together through shared experiences."

She added: "Our diversity is one of our greatest strengths. It's been fantastic to see people come together and take pride in creating something meaningful. A wonderful celebration of the cultures, experiences and people that make our RDaSH community stronger."

How our clinicians are using AI to improve the experience of our patients



Our clinicians are using new AI technology to help them spend more time focusing on patients and less time on administrative tasks.

Our Older People's Mental Health Service is one of the first to use Accurx Scribe, powered by Tandem Health's AI Medical Assistant, as part of a trust wide rollout.

The technology listens to consultations and produces draft clinical notes, referral letters and patient summaries. Clinicians review and approve everything before it is added to the patient record.

The benefits

Appointments in older people's mental health can involve detailed conversations about memory, mood, medication and family circumstances, all of which need to be recorded accurately. Using Scribe to support this documentation means clinicians can concentrate more fully on the person in front of them.

Sally Jameson MP for Doncaster Central met the clinical and digital leads behind the rollout, saw a demonstration of Scribe producing a draft note in real time and heard how the technology is helping to reduce administrative pressures.

Dr Michael Seneviratne, our Associate Medical Director, Clinical Director for Research and Chief Clinical Information Officer, said: "We want technology to earn its place in our services, so we're using Scribe carefully and already seeing the difference it makes for clinicians and the people they support. Our clinicians have been closely involved from the outset, and it was a pleasure to show Sally Jameson the work they are doing."



Dr Richard Burne, Consultant Psychiatrist; Sally Jameson MP; Liz Seneviratne and Dr Michael Seneviratne, Clinical Director Research/Chief Clinical Information Officer.

Tandem is registered with the Medicines and Healthcare products Regulatory Agency and certified under the Medical Device Regulation.

Promise 28

Extend the scale and reach of our research work every year, creating partnerships with industry and universities that bring investment and employment to our local community.

Shining Star Awards

We celebrated the very best of RDaSH with our Shining Stars awards. Colleagues received this prestigious recognition in September when Kathryn Lavery, our Chair visited them in their workplace to personally present certificates, trophies and gifts.

Chosen by Kathryn from all the trust award winners, the Shining Star Award is a significant accolade. It honours colleagues who truly demonstrate our trust values of:

- Supportive
- Reliable
- Open
- Caring and Safe
- Passionate
- Progressive.

The latest recipients were:



Hasan Qasim, Quality Development, Swallownest Court
Celebrated for his leadership, adaptability and dedication to improving services while supporting colleagues and patients.



Femi Bello, Healthcare Support Worker, Great Oaks
Recognised for his enthusiastic support of our apprenticeship campaign and for being a positive ambassador for apprenticeships across the Trust.



Anna Cusack, Team Lead, Cardiac Rehabilitation, St John's Information Service
Recognised for outstanding leadership, dedication and support in helping teams achieve key service targets.



Catherine Bedford and Victoria Bergin, alongside volunteers Ben Messenger and Kevin Ryan
Honoured for their compassion, professionalism and commitment to the Doncaster Community Mental Health Team Bipolar Therapy Group.



Monica Birdi, Consultant Psychologist, Child and Adolesant Mental Health Service
Acknowledged for her compassion, emotional intelligence and commitment to colleague wellbeing, helping create a positive and supportive workplace culture.



Cat Morgan, HR Partner
Recognised for her exceptional leadership, resilience and compassionate support of colleagues throughout a challenging period of organisational change.

Congratulations to all our Shining Stars. Your dedication, professionalism and commitment to our values make a real difference to colleagues, patients and services across RDaSH. We are incredibly proud to celebrate your achievements and thank you for the positive impact you make every day.

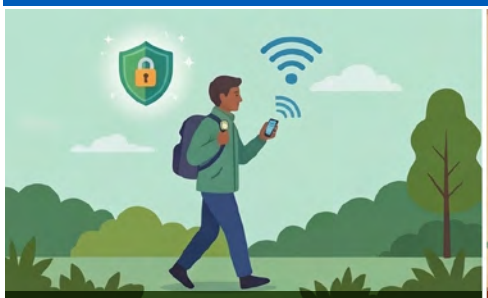
Your voice matters:

Staff Survey

The 2026 NHS Staff Survey closes at the end of November, so don't miss your chance to tell us what it's really like working at RDaSH.

Your feedback matters and, importantly, your voice can lead to action.

Previous survey feedback has helped shape changes across the trust, including:



More than £200,000 invested in lone-working safety devices



Additional doctors on inpatient mental health wards



Changes to mileage rates for community services



Blood donation breaks for colleagues



Support for breastfeeding colleagues



New therapy and sensory spaces at Swallownest Court



The development of The Acorn Centre in Scunthorpe



Staff involvement in the new Waterdale Centre in Doncaster



A stronger focus on Speaking Up and improving colleagues' experiences

But we know there is still more to do, and that some colleagues don't always feel heard or valued. That's why your honest feedback is so important.

The survey is completely confidential. The trust does not know who has completed it or how you have responded, and comments are anonymised before being shared.

You should have received an email from nhsstaffsurvey@iqvia.com. If not, then please contact rdash.staffsurvey@nhs.net. Estates and facilities colleagues will receive paper copies to fill in.

You'll also have the opportunity to be entered into a **weekly prize draw with prizes of £50 and £500.**

Make your voice count...
Complete your NHS Staff Survey before the end of November and help shape what happens next.

The Acorn Centre opens its doors

Wednesday 30 September marked the opening of The Acorn Centre, our new round-the-clock urgent mental health service for the people of North Lincolnshire.

After months of planning, testing and preparation, there was a mixture of excitement and nerves as the team waited to welcome the first person through the doors.

They didn't have to wait long. At 12.10pm, just 10 minutes after opening, the centre welcomed its first person, who arrived with his assistance dog needing urgent mental health support. He arrived feeling suicidal but left with hope, food for himself and his assistance dog, and a clear plan of care and follow-up support.

His experience showed exactly why The Acorn Centre has been created.

By the end of the first day, 7 people had attended through a range of routes, including self-presentation, NHS 111, Humberside Police and East Midlands Ambulance Service.

Everyone received a warm welcome from a peer support worker, was seen promptly and left with a clear plan of care or follow-up support.

Despite some unexpected challenges, colleagues worked calmly and flexibly to make sure everyone received compassionate, respectful and dignified care.

Humberside Police colleagues also shared feedback after using the centre twice, saying they had "nothing but praise" for the new system and congratulating everyone involved.

The first day gave us a real glimpse of what The Acorn Centre can become, and the difference it can make to people experiencing a mental health crisis in North Lincolnshire.

Thank you to everyone who helped make the opening such a success.

"From little acorns mighty oaks grow, and yesterday we saw the first real signs of what this service really can become."



Promise 1
Employ peer support workers at the heart of every service that we offer by 2027.



Caring beyond the shift



We know many of our colleagues are carers outside their working day. Marie, one of our crisis nurses, knows first-hand what it means to balance work, family life and caring responsibilities.

At 4:30am, while most people are asleep, Marie's day has already begun. She supports her partner, who lives with severe mental illness and diabetes, helping with medication, insulin and keeping him safe.

For more than 20 years, Marie has balanced unpaid caring with work, education and family life. Today, she works as a crisis nurse, supporting people experiencing acute mental health crises and their unpaid carers. When her shift ends, she returns home and continues caring for her own family.

Marie also supports her daughters with their caring responsibilities for their father, as well as her father and stepfather, who both live with dementia.



Her lived experience gives her a deep understanding of the isolation, emotional distress and burnout that can come with caring.

Marie also uses her experience to help influence services and policy. She contributes to the Dementia and Neurodegenerative Diseases Policy Research Unit and has contributed to government policy around the Carer's Leave Act, helping ensure carers' voices are heard.

Her commitment to caring, nursing and advocating for others has seen her recognised as a finalist in the Carers UK Awards.

Marie's story highlights the incredible contribution unpaid carers make every day to families, workplaces and communities.

For Marie, the shift doesn't end when she leaves work. It simply continues at home.

Are you a carer outside work?

Our Carers' Network is a place to connect with colleagues and share experiences. Search the intranet or RDaSH Connect to find out more.

Promise 1
Support unpaid carers in our communities and among our staff, developing the resilience of neighbourhoods to improve healthy life expectancy.

Communities' Leadership Executive update



Iona Johnson
Community Development Director

The Communities' Leadership Executive (CoLE) brings together 16 community leaders from Rotherham, Doncaster and North Lincolnshire to continue bringing the perspectives of local communities and voluntary, community and faith sector organisations into the heart of decision-making at RDaSH.

June's Trust Matters introduced the executive and each of its members, to read more visit https://www.rdash.nhs.uk/documents/trust-matters-june-2026-edition/#members

Or scan the QR code:

The areas of focus for the September and October meetings are outlined:

Making our buildings community spaces

At the September meeting the executive received an update on the trust's Estates Plan and members were invited to consider two important questions: how communities can influence the plan as it develops, and how RDaSH buildings can become genuine community facilities.

Members discussed the need to ensure that the feedback informing the plan is representative of all the communities we serve. They also highlighted the importance of:

- Providing inclusive facilities, including prayer and dementia-friendly spaces
- Ensuring people receive practical support to use these spaces
- Learning from community organisations and successful initiatives such as Therapy Sheds
- Providing clear signs, directions and help for people who become lost or disorientated.

The Estates Plan will remain a live discussion for CoLE. Members will continue to share ideas, and regular updates will be provided as the plan develops.

Tackling digital poverty

Members received a presentation on the Community Digital Poverty Programme and how they can become involved as we move to getting devices out to people in our communities, read more on page 17.

Keeping care focused on what matters

A major focus of the most recent meeting was the trust's Always Measures. CoLE received a presentation outlining each of the 5 measures and what they mean which prompted a wide-ranging discussion about how the measures will work in practice and how the trust can ensure that they lead to meaningful improvements in people's care. You can read more about the 5 measures in this edition on page 15.

CoLE members asked to receive future reports on the trust's delivery of the Always Measures so that they can continue to provide challenge and assurance from a community perspective.

Improving access for rural communities

Members also heard about progress on Promise 12: to work with community organisations and primary care teams to better recognise and respond to the specific needs of the rural communities and villages we serve.

CoLE has selected rural health as one of its priority areas. The discussion helped to strengthen the actions within its workplan, including:

- Considering how mental health community connectors could help people in rural areas to access services and support
- Raising awareness of the free transport available through the trust, particularly the Humber and Wolds service for rural communities in North Lincolnshire
- Planning services and appointments around public transport timetables
- Improving access to services and support for people experiencing domestic abuse in isolated rural communities.

The discussion highlighted that rural access is about more than geographical distance. Limited transport, isolation and the availability of local support can all affect whether people are able to get the help they need.

Turning the workplan into action

CoLE now has a workplan containing 12 actions spanning Promises 5, 6 and 12, with actions to be developed for Promise 21 in November. You can see all 28 promises in full on our website at www.rdash.nhs.uk/about-us/our-28-promises

ANTI-RACISM

Making anti-racism part of everyday practice

Across Children's Services, colleagues have been looking at how we can make anti-racism real and relevant to everyday practice, not something that sits separately as an equality, diversity and inclusion initiative.

As part of this work, we've developed a series of short videos to help teams start conversations about race, racism, bias and inequality.

We know these conversations can sometimes feel difficult. The videos provide a starting point, giving colleagues something they can watch together and use to reflect on their own practice, experiences and assumptions.

They can be used flexibly in team meetings, supervision and development sessions, rather than as formal training.

But the work goes beyond the videos. It is also about listening to the experiences of our colleagues and the children and families we support, recognising where people may experience barriers or feel less included, and using our data to identify differences in access, experience or outcomes.

An important part of this is creating spaces where colleagues feel able to talk honestly, ask questions and reflect, including on the things we may not always get right. It also means supporting each other to challenge inequality when we see it.

Ultimately, the aim is to make anti-racism integral to how we work every day. Being curious, listening well, noticing inequality and ensuring our services are welcoming, respectful and responsive to all the communities we serve.

Promise 26

Become an anti-racist organisation by 2025, as part of a wider commitment to fighting discrimination and positively promoting inclusion.

Help shape the journey home

Have you or someone you care for recently spent time in hospital? We'd love to hear about your experience.

We're inviting Doncaster people, families and carers to help us improve the support received when leaving hospital and returning to their community.

We'd love to hear from people aged 18 and over with physical health conditions who have recently stayed in hospital, as well as their families and carers.

- What was your journey home like?
- What worked well?
- Were there any challenges or delays?
- Was there support that made a real difference, or information that would have helped?

Your experiences and ideas will help shape the future of the Transfer of Care Hub and improve services for local people.

Come along and join the conversation:

Wednesday 25 November

1:30pm to 3:30pm

Armthorpe Community Centre
Church Street, Armthorpe, DN3 3AG.

Refreshments will be available.

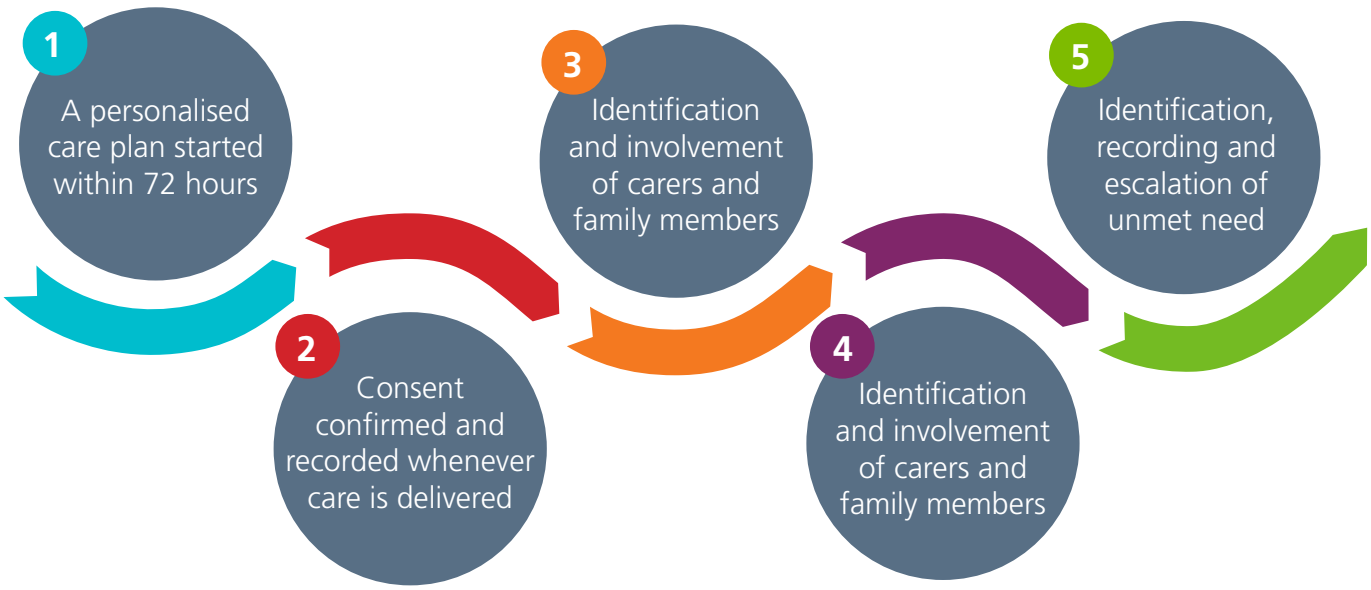
Beginning to put our Always Measures into practice



In September and October, we have undertaken roadshows to explore our Always Measures with teams in community and ward settings.

The measures are fundamental standards intended to address critical safety weaknesses in our care, as 100% standards the emphasis is on making sure we address any omissions in real time, night and day, 7 days a week.

The 5 Always Measures are a key part of our Quality and Safety Plan. They set out essential standards that should be delivered reliably for every relevant patient and carer:



Steve Forsyth, Chief Nurse and the Board's lead for our quality and safety plan, explained that: "Our 5 Always Measures have been explored with teams over many months. Starting with consistent care plan coverage they are designed to tackle the underlying gaps in our care, which feature in patient and staff feedback, in incidents and complaints. Most of the time we get this right, the Always Measures work is about embedding that every time, and increasingly first time."

Most professionals might assume that a care plan, consent, and carers' involvement, are the basics of care. That is usually true. But as a trust if we look across a decade or more of reports into our services, these are the limitations we can occasionally overlook. So, Always Measures are not performance indicators or targets, instead they are the core commitments all clinicians and managers need to work together to deliver.

Deployment of our Always Measures will start in our wards later in November 2026 and in community-based teams (all-age) in February 2027. Data will be visible to local teams daily. Directorate, care group and corporate functions will be working together every day across the week to tackle any cases where there is a difficulty meeting the standard or something has been overlooked.

"This is not a tick box exercise, it is work to make sure patients receive what they need and deserve", Steve told us. If you are reading this and are unsure why we are doing this, or what it means please reach out to your care group senior leadership team, or to Steve Forsyth.

Working together to support safe, effective care

Keeping everyone safe and providing high-quality care is something we all contribute to.

To support safe, effective care we all need to keep up to date with:

Policy compliance

Our policies and procedures keep us safe and support effective and consistent decisions. They reflect legal requirements, national guidance and best practice, while helping to protect patients, colleagues and the organisation.

We've introduced a new approach asking all employees to read and confirm they have reviewed 7 key trust policies by 31 March 2027.

The 7 policies are:

- **Domestic abuse Policy**
- **First aid Policy**
- **Freedom to Speak Up policy**
- **Health and safety policy**
- **Information Governance employee code of conduct and declaration**
- **Lone working policy**
- **Patient safety incident response policy and plan.**

Look out for a second (and final) set of role specific policies, with the same expectation that they are read by 31 March 2027.

Mandatory and statutory training



Mandatory and Statutory Training (MaST):

We are asking all colleagues, as we did last year, to make sure any outstanding MaST is completed by the end of March.

- **Review your training matrix now to**
- **Book onto any courses or download the eLearning for courses where you are currently non-compliant.**
- **Take the opportunity to review those where your compliance changes before the end of March and book onto an available training course.**

Personal development reviews



Personal Development Reviews (PDRs):

Your annual PDR is a chance to:

- **Celebrate achievements**
- **Discuss your wellbeing and support needs**
- **Think about your development.**

This should happen before 31 March 2027, so if yours isn't booked, please speak with your manager and ensure you have a PDR this financial year.



We're also working to make our policies shorter, simpler and easier to understand.



By keeping up to date with policies, training and PDRs, we can all help create a safe, supportive and learning-focused trust.

Accessing data: Don't let curiosity kill your career



You may have seen recent national messaging about inappropriate access to patient records, following cases across the NHS where staff have accessed records without a valid reason.

Patient records must only be accessed when you need the information for direct care or another valid work purpose. This also applies to other systems that we have in the trust, for example Electronic Staff Record, (ESR), OHIO the occupational health system and the rostering system.

Accessing a record or other trust systems out of curiosity or personal interest is not harmless. It is unlawful, breaches patient and colleague privacy and can seriously damage the trust people place in us.

There is no grey area, know the rules:

1



Only access patient records and other trust systems when you need to **for your job.**

2



Never look at a record or staff system out of **curiosity or personal interest.**

3



If you're unsure whether you should access something, stop and ask first.

Inappropriate access can have serious consequences

- **Disciplinary action**
- **Loss of employment**
- **Legal consequences**
- **Impact on professional registration**

Before opening a record, ask yourself: Do I have a valid reason to access this information?
If the answer is no, don't access it.

One unnecessary click could have serious consequences. Do the right thing and only access the information you genuinely need to do your job.

Turning retired technology into digital opportunity



Our Community Digital Poverty programme 'Digital in Mind', is helping turn retired technology into new opportunities for people across our communities.

Working with CDW UK, Restore Technologies, Lenovo, Motorola and community partners, the initiative uses value generated from our end-of-life devices to provide refurbished technology to people experiencing digital poverty.

In August Julia Shaw, our People Resource Manager, helped to hand them over to Kelly Hicks at the People Focused Group.

The programme is also working with Citizens Advice North Lincolnshire, and has made 5 laptops, 3 tablets and 3 mobile phones available.

Citizens Advice North Lincolnshire said: "We're really excited to support people in our community who may simply not be able to afford a device, whether that's to complete training for work, apply for jobs, support their children with homework, or simply stay connected."

It's a simple idea with real impact, using the value of technology our trust no longer needs to create new digital opportunities for the communities we serve.

The next phase will see devices delivered to community groups in Rotherham as the scheme becomes more established across all our communities.

A big thank you to CDW UK, Restore Technologies, Lenovo and our community partners for helping to make this happen.

We have given out so far...

9 Laptops

4 tablets

6 phones

More on the way...

8 laptops requested and being processed

3 tablets requested and being processed.



World Mental Health Day 2026

Every year on 10 October, we recognise World Mental Health Day to help raise awareness of mental health.

This year's theme was 'Lived Experiences Heard: Real Voices, Real Change', shining a light on the voices and experiences of people who have faced, or continue to face, mental health challenges.

People with lived experience bring valuable knowledge and insight. By listening to their stories and learning from their experiences, we can help shape better support, encourage greater community involvement and challenge the stigma surrounding mental health. This closely connects with our Promise 1 commitment to have more peer support workers at the heart of our services.

To mark World Mental Health Day, some of our colleagues joined the People Focused Group and community partners for the annual Walk for Wellness, coming together to raise awareness of mental health and the support available.

Promise 1
Employ peer support workers at the heart of every service that we offer by 2027.



Colleagues and community partners taking part in the Walk for Wellness.



RDaSH Leaders' Conference

RDaSH leaders came together at the AESSEAL New York Stadium in Rotherham on Tuesday 29 September for our Leaders' Conference 2026.

Hosted by Dr Jude Graham, Director of Psychological Professions and Therapies, the conference provided a packed day of learning, discussion and reflection, with a strong focus on leadership, culture and the future of our services.



Dr Graham and Mark Smith, Visiting Professor of Public Service Innovation at Manchester Metropolitan University, opened the conference, setting the scene for sessions focused on the key changes and improvements shaping the future of RDaSH.

Topics explored throughout the day included Ambient Voice Technology, RDaSH Connect, our Estate Plan, the Mental Health Act 2025, Learning Matters, Always Measures and neighbourhood care across Rotherham, Doncaster and North Lincolnshire.

Colleagues also reflected on the Leadership Development Offer launched in 2025 and considered what should come next for leadership development across the trust, supported by colleagues from the Public Service Consultants and the Virginia Mason Institute.







In the afternoon, Toby Lewis, Chief Executive, shared reflections and looked ahead before leaders explored our organisational culture. These included difficult conversations, high support and high accountability, anti-racism, appraisal and PDRs, and why changing culture matters.



The day rounded off with our traditional question-time panel, giving leaders the opportunity to put their questions to members of the Communities' Leadership Executive.





A big thank you to everyone who helped make the conference possible and to Citizens of the World Drummers, a local community group who brought the day to a lively and uplifting close with their music.

Healthcare support workers come together for annual conference



Thank you to everyone who attended our annual Healthcare Support Worker Conference on Thursday 1 October at the Holiday Inn, Doncaster.

It was a packed day, giving colleagues the opportunity to learn, share experiences, make connections and focus on their own health and wellbeing.

We heard from a range of speakers, including Andy Hillier, who shared his experience of care and his journey to becoming a peer support worker. A perfect example of our Promise 1 of having peer support workers at the heart of every service that we offer by 2027.

Laura Ashton, Health and Wellbeing Lead, highlighted the support available to colleagues, while Ellen Wainberg, Occupational Therapist Adult Autism Consultation Pathway, shared information about neurodiversity and signposted colleagues to the new electronic staff record (ESR) training videos. To ensure that you record this training please access the videos via the 'My Learning' on your ESR home page and search 'Course catalogue' A 'how to' guide is available in your teams.

Shirley Kirkland and Adele Thaxter from the Race Equality and Cultural Heritage network led a tabletop exercise exploring incident reporting and active bystander training.

We were also delighted to welcome community partners, including Gyn Butcher from the People Focused Group, Amanda Ambler from Doncaster Carer Support, and Makhmur Jamil from You Act We Respond in Rotherham.

Throughout the day, colleagues took part in breakout sessions covering reducing restrictive interventions and the mental health act, clinical skills, allied health professions and social care, wound care and Makaton. Jo Lloyd, Legacy Mentor, also led a session exploring motivation, kindness and compassion, while colleagues had the opportunity to get their flu vaccination.

The conference will return on Friday 1 October 2027 in North Lincolnshire, with the venue to be confirmed.





If you'd like to get involved in planning next year's event, please contact Roshanne Bottomley, Nurse Director for Backbone Services.

Better together: AHPs and communities making a difference

Partnership and community were at the heart of our 2026 Allied Health Professionals (AHP) Conference at Doncaster Knights Rugby Club on Wednesday 21 October.

AHPs joined colleagues and community partners for a day focused on working together to create stronger, more connected services.



This year, community organisations weren't simply invited along. They were part of the conversation. Lightning talks brought together voices from DARTS, Get Doncaster Moving, MIND, Flourish, Changing Lives, People Focused Group peer support, Gypsy Roma Traveller Community Connectors and RAW People.



Dr Jude Graham, Director of Psychological Professionals and Therapies, opened the conference, while Toby Lewis, Chief Executive, celebrated the contribution AHPs make to people and communities across our trust. A moving patient story from the rehabilitation ward put the experiences of people using our services firmly at the centre of the day.

Sessions also explored neighbourhood working, sustainability and greener AHP practice, looking at how AHPs can work alongside communities and local partners in new ways.

Ending the conference on a fitting note, Jon Rouston, Chief Allied Health Professional, shared a poem from Glyn Butcher from the People Focused Group, who unfortunately wasn't able to attend. The poem reinforced the message running throughout the day, that stronger AHP services are built together with our communities.

Jon Rouston said: "This is our third annual AHP conference and the day has gone from strength to strength. We had 180 people attending the event, both allied health professionals and people from across the trust and community who wanted to know more about our work.

"The theme of this year's conference, 'AHPs into the Community', has really shone through in a great variety of speakers from organisations inside and outside the NHS."





Rotherham Day:
celebrating partnership in action

On Friday 18 September, Rotherham Day brought colleagues, volunteers, community partners and local people together to celebrate the power of partnership working.

Across Ferham Clinic and Swallownest Court, RDaSH teams joined RAW People and Safe Space to create welcoming opportunities for people to connect, ask questions and discover more about the health, wellbeing and community support available locally.

The day showcased the different strengths each organisation brings. RDaSH colleagues shared their knowledge of local services, while RAW People and Safe Space brought trusted community relationships, lived experience and a strong understanding of local communities.

Together, we were able to have meaningful conversations, raise awareness of local support and help people feel more confident about where to turn when they need advice.

Rotherham Day was also an opportunity to strengthen relationships between organisations and listen to what matters to local people. Being out in community settings helped make services more visible and accessible, while creating valuable opportunities to connect.

A big thank you to everyone who made the day such a success.

Promise 12
Work with community organisations and primary care teams to better recognise and respond to the specific needs of the rural communities and villages that we serve.



Phoenix rises to the challenge

What started as a friendly challenge from the executive team quickly became one of the highlights of the summer for the Phoenix team.



Promise 6
Invest in residential care project and programmes that support long-term care outside our wards, specifically supporting expansion of community forensic, step-down and step-up services.

On a sunny day in July, Phoenix took to the netball court to face the trust executives. Determined to make an impression, the team fundraised for Phoenix-branded T-shirts, headbands and pom-poms.

After a motivational pep talk, they made their way to the court in style, dancing behind the deputy ward manager, who proudly led the charge dressed as the Phoenix mascot.



Despite plenty of energy and enthusiasm, Phoenix narrowly lost the first game 2 to 0. Thinking they had found an easy target, the executives challenged them to a rematch.

Phoenix accepted.

The return fixture came at the end of the ward's team-building day. A lunchtime coaching session uncovered a secret weapon, a 6ft 1in healthcare assistant whose calmness under pressure and natural talent quickly earned them the title of 'super sub'.

Fuelled by jollof rice and chicken, Phoenix returned to the court ready for action.

And what a comeback it was.

Team Phoenix stormed to a 6 to 2 victory, with the super sub scoring all 6 points and securing some well-earned bragging rights.

There was another win too. Following the match, Toby Lewis, Chief Executive, confirmed that the Tickhill Road site will be getting a new allotment behind Phoenix Ward, providing another space to support wellbeing and therapeutic activities.

The development also supports Promise 18: investing in, supporting and researching the best models of therapeutic multi-disciplinary inpatient care.

A fantastic result on and off the court, and proof that Team Phoenix really does rise to the challenge.



New pharmacy dispensary improving medicines supply

August marked a new chapter for our Pharmacy team when they officially took over the supply and dispensing of medicines.

Over the past year, our Pharmacy team has worked closely with wards and community teams to design the new service, test processes, listen to feedback and make improvements ahead of the change.

1 Jubilee Close at the Tickhill Road site has been renovated to provide a new home for the trust's pharmacy, including a dedicated dispensary.

And the early impact is encouraging. The team aims to get most requests out the same day, or on the next delivery when requests are received after the cut-off time, providing a significant improvement.

Speaking at a recent celebration event, Ruckaiya Karim, Superintendent Pharmacist, said: "Our ambition is to build a pharmacy service that is responsive, reliable and resilient, supporting our patients to receive timely treatment and enabling teams to make a real difference to the experience of care across RDaSH."

Kuljit Nandhara, Chief Pharmacist, added: "This project has been about making sure medicines are not the reason a patient has to wait for treatment or discharge.

"Having our own dispensary gives us much greater control over how we respond to the needs of our patients. The early results are really encouraging, and what matters most is the difference that responsiveness is making to patients and their care."

The new dispensary also opens up exciting opportunities for the future. Our ambition is to become a wholly owned subsidiary of the trust, creating opportunities to provide a broader range of NHS and community pharmacy services.



Contact the dispensary: Email: rdash.dispensary@nhs.net Phone: 03000 212496

Freedom to Speak Up Month 2026

Follow Up...



James Hatfield
Freedom to Speak Up Guardian

October is Freedom to Speak Up Month, an opportunity to strengthen a culture where every colleague feels safe, valued and confident to raise concerns, share ideas and suggest improvements.

This year's focus is Follow Up: listening with compassion, keeping colleagues informed and showing how speaking up leads to learning and positive change.

Here are some examples of how we've listened and acted:

You said: Clearer support and communication.

Colleagues asked for clearer support, better communication and greater consistency around local processes, supervision and development.

We did: Leaders reviewed concerns and took action, including improving induction resources, reviewing staffing and support arrangements and progressing development opportunities.
You said: Greater clarity around safety and decision-making

You said: Colleagues raised concerns about patient and staff safety, leadership oversight and how difficult operational decisions are made.

We did: Concerns were escalated and reviewed with senior leaders, with discussions around decision-making, risk management, observations and therapeutic engagement helping to support learning and improvement.

You said: More inclusive workplace support.

Colleagues raised concerns about workplace processes, culture, communication and wellbeing.

We did: Support and reasonable adjustments were explored, including sensory support, workplace coaching, communication adjustments and wellbeing support. This also identified opportunities to strengthen awareness of neurodiversity.

These examples show why Follow Up matters. Speaking up is about listening, responding and using what we hear to make things better.

For more information contact James Hatfield, Freedom to Speak Up Guardian, email rdash.ftsu@nhs.net

NHS
Rotherham Doncaster and South Humber
NHS Foundation Trust

Freedom to
Speak Up



Speak up, your voice matters

Meet Lexmore your Freedom to Speak Up Champion.

Safe to speak
Supported to act

> Speaking up protects patients, colleagues and you. I will listen, I will support you and I will act

To contact Lexmore email: lexmore.kahwa@nhs.net

Laura Lou's story

Hello! My name is Laura Lou, and I have learning disabilities and physical health problems.



I am the Treasurer of Choice for All Doncaster (ChAD) and a peer supporter at the People Focused Group (PFG).

For a very long time in my life, I carried everything inside, struggling silently with my mental health. I did not know how to speak about it, or who to speak to, who would understand.

It took so much courage and so long before I could finally open to my family. When I did, it felt like a heavy weight I had carried for years began to lift a little.

Even now, when things get low, I turn my phone off, close my door, and step away from everyone. It is not that I don't care, it's that I need to protect myself, to rest, to be somewhere safe until I can find my way back out of this black hole again.

Then I found the PFG, and my life changed so much. For the first time, I walked into a place where no one judged me where I didn't have to explain or excuse how I felt. People in The Wellness Centre just accepted me.

That's where Karen asked if I would like to do peer support on the RDaSH mental health wards. I said yes, and for 5 years I showed up, shared what I had been through, and walked alongside others who understood.

I finished going on the mental health wards in 2026 because my mental and physical health needed me to pause and care for myself. That was not failure. I was listening to what I needed.

For the past 2 or 3 years, I've been part of interview panels with RDaSH, and I've done about 30 interviews on a panel with them!

I also attend the Council of Governors and the Board of Directors' meetings with RDaSH.

RDaSH makes me feel welcome, free from judgement, and very understood.

I didn't think I could do something like that, but I researched the role, I learnt all I could, and slowly my confidence grew, I found my voice.

Being Treasurer for ChAD is a role where people trust me, and it's something I take great pride in.

Last year, I took a big step, a university course in Peer Support in Mental Health.

Almost every day, I thought I would not make it, that I would fail, that I was not good enough. But I kept going, and I passed! I've learnt so much, not just from what I studied, but from everything I have lived.

Peer support is for anyone and now I have a qualification in peer support, to me it is my heart.

I know what it's like to be unseen, and I know what it is like to be seen. I know how much it means when someone just understands you.

I have been the one needing help, and I have been the one giving help and that is why it means everything.

Promise 1
Employ peer support workers at the heart of every service that we offer by 2027.

Doncaster

SafeSpace

A Community of Care

For Children and Young People



When a young person is struggling with their mental health or experiencing emotional distress, finding the right support at the right time an make a real difference.

Our Child and Adolescent Mental Health (CAMHS) Crisis Services and the People Focused Group are working together to provide Safe Space, a welcoming, community-based place where young people can get support during difficult times.

Safe Space offers a calm, non-clinical environment where young people can talk to someone, feel listened to and get practical and emotional support.

When a young person contacts the CAMHS Crisis Team, the team will talk with them about what is happening and the support they need. Where it is safe and appropriate, they may be offered Safe Space as part of their care. This means some young people who might otherwise need to attend the Emergency Department can receive support in a community setting while staying connected with CAMHS.

Safe Space is available 5pm to 9pm on Mondays, Tuesdays and Thursdays

Based at Better You, People Focused Group, Grove Park Pavilion, Doncaster DN2 5LY.

Safe Space will only be offered when the CAMHS Crisis Team feels it is a safe and appropriate option for their needs, helping them receive the right support, at the right time and in the right place.

For more information or just a really good chat in confidence, contact us on: 01302 578 629 or email us at: hello@peoplefocused.org.uk

Where your space is a Safe Space

Sandall Park Santa Dash

10am to 2pm

& Christmas market

Friends of Sandall Park

Sunday 6 Dec

Santa Dash starting at 11am



£10 Adult ticket

Includes Santa suit and finisher's medal.

£3.50 Child ticket

Includes Reindeer antlers and finisher's medal.

Register for the Santa Dash:
www.zeffy.com/en-GB/ticketing/santa-dash

Dogs are welcome but must be kept on a lead.

Santa Dash, sponsored by:
ison harrison solicitors

Your Hearts and Minds

Your donations... Make a Difference!

The festive event will raise funds for Your Hearts and Minds, the charity that supports St John's Hospice in Balby and is leading an appeal to build a new hydrotherapy pool for people with learning disabilities in Doncaster.

Registered with FUNDRAISING REGULATOR

Help others this Christmas

We are launching our Reverse Advent to help those less fortunate.

We are filling rucksacks & bags for people in need of support over this festive period.

Food stuffs including:

- Cereal
- Soup
- Tea, coffee
- Chocolates
- Biscuits
- Tinned food (with ring pulls).

Non-food items including:

- Toiletries - deodorant, shower gel, shampoo, toothbrushes, toothpaste, hand wipes
- Feminine products - sanitary towels and tampons
- Socks, hats, gloves and scarves
- Children's toys **(new)** for our Children's Services.

Drop off points include:

We cannot take any second hand items, but we can accept large food items for our family boxes.

North Lincolnshire

- Great Oaks, business support office, DN16 2JX
- St Nicholas House, DN15 6NU.

Doncaster

- Honeysuckle Lodge, Tickhill Hospital Site DN4 8QN.

Rotherham

- Swallownest Court, S26 4TH.



All donations will go to RDaSH Access Teams and Children's Urgent Services. Also adults who live alone, older adults who may be living in poverty and people who are victims of domestic violence.

If you would like to donate for the Reverse Advent or your team would like to fill a rucksack, please email: Leana Gater at: l.gater@nhs.net Or Jude Graham at: judith.graham3@nhs.net

---

Gift a Stranger a Happy Christmas

Everyone wants to know they are wanted, needed, cared for and thought about especially at Christmas

We are asking for your support by buying a stranger a present this Christmas. All gifts big or small accepted., That gift might not change your life, however I guarantee it will change someone else's.



Gift Drop Off Point

All gifts to be dropped off at the Wellness Centre
45 Montrose Avenue, Intake, Doncaster DN2 6PL

Final Drop offs on 23rd December a 1pm

For more information on HOW and WHERE to donate your gift please call

T: 01302 618507

Diwali and Christmas decoration competitions

Bring on the colour, sparkle and creativity! Our popular Diwali and Christmas decoration competitions are back across RDaSH.



With Diwali beginning on Friday 6 November, teams across the trust are being encouraged to get creative and bring their workplaces to life with colourful, imaginative and traditional displays.

Our Diwali competition will include gold, silver and bronze prizes, with judging taking place on Monday 9 November.

Have fun getting creative, but please remember to keep all decorations safe and suitable for your area. Find more information about taking part on the intranet and RDaSH Connect.





We're looking forward to seeing all your fantastic entries.

More details about our Christmas decorations competition will be shared nearer the time.

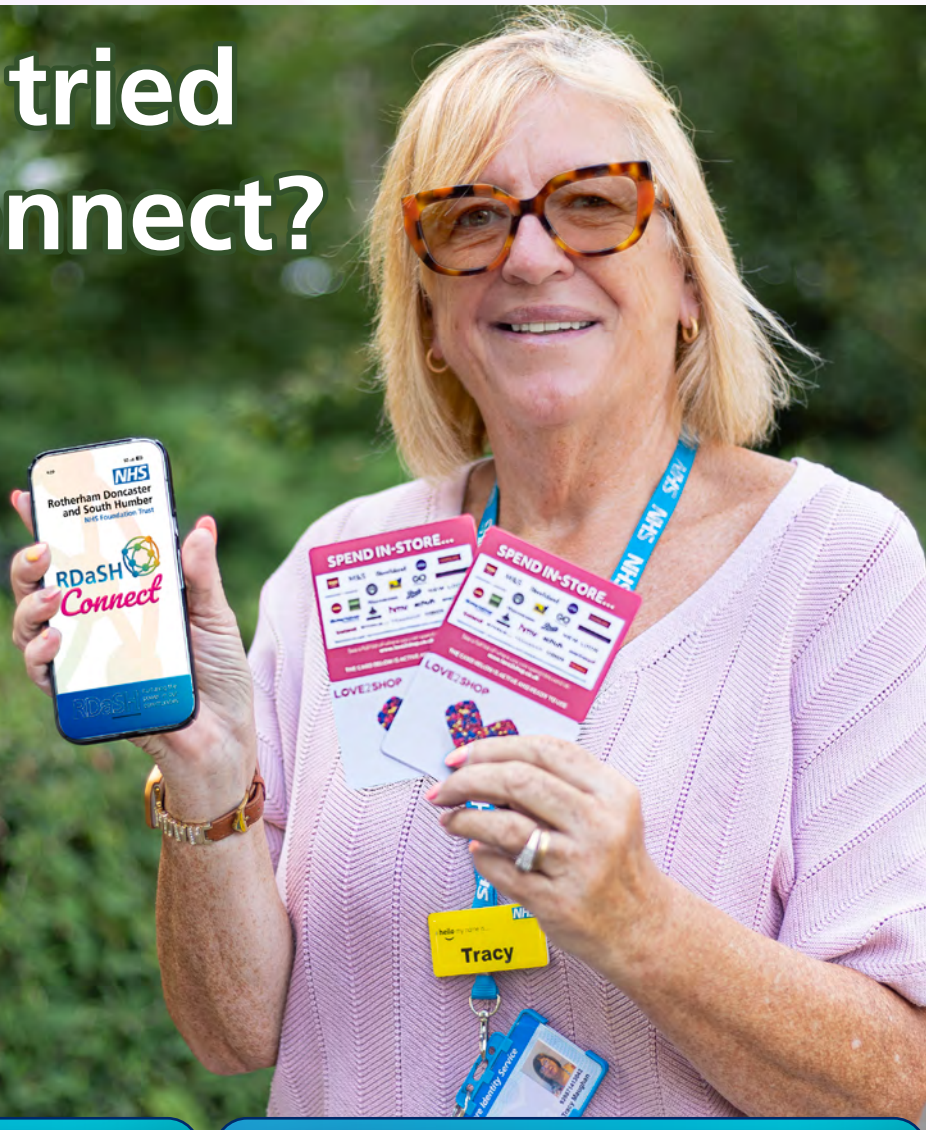
Have you tried RDaSH Connect?

RDaSH Connect is our new colleague engagement platform, bringing the latest news, events and information straight to your phone.

It's a quick and easy way to stay connected with your team and the other groups you're part of all at the touch of a button.

Why not brighten someone's day by sending them a High 5 to recognise the great work they're doing?

There's lots more to discover on RDaSH Connect, so if you haven't explored it yet, give it a go and let us know what you think.



Check out the key features:

- **Recognition:** Thank colleagues with options like Great, Team Player, or Leader
- **Feeds:** View updates from across the trust, your directorate, and groups
- **Groups:** Join or create groups based on your role or interests
- **Events:** See relevant trust events
- **Posts:** Share updates and comment on others' posts
- **Search:** Quickly find content in the Knowledge Base.

Congratulations to Tracy...

A big congratulations to Tracy Maughan, Getting Advice Team Pathway Lead, Children's Care Group, who came up with the winning name RDaSH Connect.

Tracy won £200 worth of shopping vouchers for her winning entry.

Well done, and thank you to everyone who took part in helping us name our new platform.

Scan the QR code for a quick link and connect with us:

ANDROID APP ON Google play

Available on the App Store

Your Hearts and Minds Staff LOttery

You've got to be in it to win it!

Lucky wins for our Your Hearts and Minds Charity Staff Lottery members



It's been a great few months for our Your Hearts and Minds Staff Lottery members, with two more colleagues celebrating some fantastic prizes.

Natalie Lowe, Doncaster Community Mental Health Services Matron, was the lucky winner of the quarterly £1,200 Love2Shop voucher. The timing couldn't have been better, as Natalie had recently been renovating her garden and was able to put her prize towards some brand-new garden furniture.



Meanwhile, Paul Denton, a Healthcare Support Assistant at Phoenix High Dependency Unit, was enjoying a holiday in Palma Nova with his wife when he received the exciting news that he had won £500.

The prize arrived just one day before Paul's birthday, making it an extra-special week for him.

Having only joined the Your Hearts and Minds Staff Lottery in June, Paul is already encouraging colleagues to get involved and try their luck.

Could you be our next winner? Your chance to win starts here. Join the Your Hearts and Minds Staff Lottery today and you could be celebrating your own lucky win!

Visit the intranet or RDaSH Connect to find out more and sign up today.

Monthly tax-free prizes include: • 1st prize: £500 • **Monthly tax free prizes to be won:**

• 1st prize £500 • 2nd prize: £150 • 3rd prize: £100 • 2 prizes of: £50 • 2 prizes of: £25.

Plus, 3 times a year you'll be in with a chance to win a £1,200 shopping vouchers.

Your Right 2 Be Heard

This is where you can get in touch about a topic of interest, either work related or something else. Here are the latest questions people have sent in.

Q: *I know we have volunteers supporting us in our services, but I wondered if there were any plans for trust colleagues to volunteer in our communities for a day or so?*

A: This is indeed a great idea that is gathering internal support. We are working through with our Communities' Leadership Executive how this could be effective, with a view to taking a proposal to our Board in January or March 2027. The importance of the idea is to give more trust staff chance to experience the voluntary sector locally.

Toby Lewis, Chief Executive.

Q: *Why do we have a Leaders' Conference every year when colleagues aspiring to be leaders can receive training without the need for a conference? Also, what is the criteria for being chosen to attend?*

A: The Leaders' Conference is not a training event. It is a working day where we plan ideas for the future together. Attendance is drawn from 2 groups, our top leaders' cadre of senior leaders in backbone and clinical areas, together now with our communities' leadership executive and some other statutory partners

Carlene Holden, Director of People and Organisational Development.

Q: *What is the trust doing to protect people and their vehicles when parked at the Tickhill Road site?.*

A: We have increased security at Tickhill Road to help keep colleagues, visitors and vehicles safe. These include security patrols from 6.30pm to 6.30am, alongside the trust's CCTV surveillance. We have security escorts on request around the site for colleagues who want them. We are also working closely with South Yorkshire Police to include Tickhill Road in their community drive-rounds for a period of time. Finally, we will be installing some road-security gates before the end of November designed to prevent vehicular access overnight. If you have other ideas or questions or suggestions, please reach out to me direct.

Simon Sheppard, Director of Finance and Estates.

Q: *What is the trust doing to protect people and their vehicles when parked at the Tickhill Road site?.*

A: This last summer we changed payments for community-based staff at the height of the conflict in Iran and Lebanon when fuel prices soared. We will do the same between 1 November and 31 January as prices have risen again. The trust, for all staff, pays the highest rate of per mile of local NHS organisations. And, mindful that staff remain under pressure, we have changed and expanded our fleet of shared cars as an alternative to your own car. These are bookable and are based in all three geographies of the trust.

Simon Sheppard, Director of Finance and Estates.

Please send us your letters either by email to rdash.rdashcommunications@nhs.net or you can post them to us, anonymously or with your name, to Woodfield House, Tickhill Road, Doncaster.

Trust values



The values of the trust remain a constant. They guide our behaviours and approaches and explain how we will go about delivering this strategy. We will be open in reporting our progress at all times, supporting one another to achieve what are stretching goals.

Toby's last word on...
this month's Trust Matters front cover!



This is the second year of our Quality Improvement Poster contest. Just like in 2025, I was blown away by the skill and range of what people have submitted.

We had posters dedicated to all sorts of service improvements, including a handful in backbone services. I hope you had a chance to view the posters and vote online. The winner of our popular vote was the entry from our Talking Therapies service which focused on our physical health pilot.

The winning entry was all about communication with the carers of patients with learning disabilities. Although the study was based in an acute hospital setting, it has clear application in our work. It was very much the passion project of a doctor in training in our North Lincolnshire services. Involving carers better is a thread of work that in 2027 we must pick up further, and it is at the heart of our Always Measures.

You can read about Always Measures in this edition of Trust Matters. These measures are our concerted efforts to ensure that within a few days of coming into our care, every patient has some core standards consistently met. If I read across the serious safety incidents we have seen reported in the last 2 years, almost every incident would have benefitted from better engagement with and listening to someone's carers, despite all the busyness we have and the messiness that can bring.

There is a real link between the many posters, their ideas and the launch of The Acorn Centre. The link is **not** North Lincolnshire, with both our winner and the new service being there. The connection is experimentation.

The Acorn Centre may work. None of the team involved, or our peer workers, clinical professionals, volunteers and administrative colleagues, can guarantee we will always be able to meet the presenting need. There will be shifts where very few people come in, and others where there are many, or a handful of people with significant and complex needs. When we opened at the end of September, we had no historic data to work from. Instead in over 6 months we co-developed an idea and made choices about how the service might operate, without a blueprint as such, but mindful of successful similar services in places like Grimsby.

A month in, I think we should be encouraged and proud of what has been achieved. The heart of the success lies in individual connections with patients, many of whom would not have presented to another setting. We are also seeing a really encouraging partnership between peers and clinical professionals, exemplifying the value of different sets of experiences. Of course, we created some measures to evaluate the service against and in spring 2027 we will publish the first such evaluation. That evaluation will help us to adjust and adapt The Acorn Centre service, and to consider whether in 2028 we might create a similar model elsewhere in the trust, perhaps in The Woodlands in Rotherham. Our hope is that this type of service, based in a specialist mental health setting, allows us to wrap expertise around a patient in a more subtle manner than we can in the edge of a hectic and busy Emergency Department.

Experimentation takes lots of things, imagination, courage, collaboration, time, and the psychological safety that accepts that the first attempt may not succeed. It is encouraging that we have so many posters and ideas trust wide and a willingness to try different things. So, thank you to everyone involved in our front cover, very much the values of the organisation right now, and things to be really proud of.