



# Members' Update



Bradford Teaching Hospitals  
NHS Foundation Trust

## Togetherness and hope in challenging times



2020 HAS without doubt been the toughest in the history of our organisation and, indeed, the wider NHS. And all of us have experienced its relentless challenges first-hand.

**Not one of us could have imagined, as I sat down to write a New Year message like this 12 months ago, how much our lives would be turned upside down by the impact of this global pandemic.**

COVID-19 has touched almost every part of our lives, both personally and professionally, as well as those of our loved ones. It has put strains on us in ways that, I suspect, we never thought possible.

**But in the face of adversity and at times sadness, we have also witnessed incredible compassion, strength and unity from our colleagues, our partners and our communities – much of it captured in our Review of the Year in the pages that follow.**

The spirit our people have shown in coming together and working as one to rise to the challenges we have faced has been truly

inspiring – a fact acknowledged by the many thousands who have taken to their doorsteps in their own local communities to applaud in appreciation for everything key workers do to keep our district safe.

But it's not just through clapping that our communities have supported us. We are immensely grateful for the sacrifices people have made, and continue to make, to protect our services for those most in need.

We have also been overwhelmed by the scale of donations that have been made by the community to our charity, as well as directly to individual wards and departments and their staff. Thank you!

Looking ahead, we already know that 2021 will potentially hold even greater challenges for us all.

Winter is always a pressurised time for our region's health and care services but with COVID-19 continuing to spread, our services are likely to be stretched as never before. Coming at a time when colleagues are both exhausted and concerned for their own families, this means it's so important that we continue to support one another.

**If ever there was a time for the collective spirit of Team Bradford to shine, this is it.**

I would really like to end on a more positive note because, however hard things are right now, there is light at the end of the tunnel.

**Medical and scientific breakthroughs – some of which we have been privileged to contribute to through our work on research and in clinical trials – mean that vaccines are coming on stream at record speeds.**

The vaccination programme brings its own challenges but, importantly, it also brings real hope that by next year will be through the worst of this crisis and looking forward together to a brighter future.

**I wish you all a happy and healthy new year and thank you for all that you do to support our staff and our communities.**



# 2020

REVIEW OF THE  
YEAR SPECIAL  
JANUARY



Child's play ... Billy Pearce and Paul Chuckle took centre stage on our children's wards when panto stars from Bradford's Alhambra Theatre made their annual visit. We missed them this Christmas as a result of the pandemic, but look forward to seeing the curtain hopefully go up on a visit to us early next year – when once again they will be putting smiles on the faces of our youngest patients.



Safety first ... we focused on the important work being carried out by our Freedom To Speak Up (FTSU) team, who are integral to developing a culture of safety in our hospitals. They provide confidential advice and support to staff in relation to any safety concerns you may have.



Dream maker ... we crowned **Lisa Smith**, a play specialist in our Children's Community Team, as our Employee of the Year. She was described by families as "one in a million" in the way she helped to create memories and made dreams come true.



Working as one ... colleagues from **Ward 4**, the Medical Admissions Unit, were judged our Team of the Year. They were praised for their outstanding care – in particular their compassion in caring for two patients who were approaching the end of their lives. The winning prize of £4,000 – awarded by our friends from Sovereign Health Care – is helping to refurbish the relatives' room.



Showcasing our skills ... 2020 marked the 200th anniversary of Florence Nightingale, the founder of modern nursing. It also signalled the first-ever Global Year of Nursing and Midwifery. It was great to see so many colleagues mark this twin celebration, and use it as an opportunity to showcase the amazing work of the profession here in our hospitals.



# 2020

REVIEW OF THE  
YEAR SPECIAL  
FEBRUARY



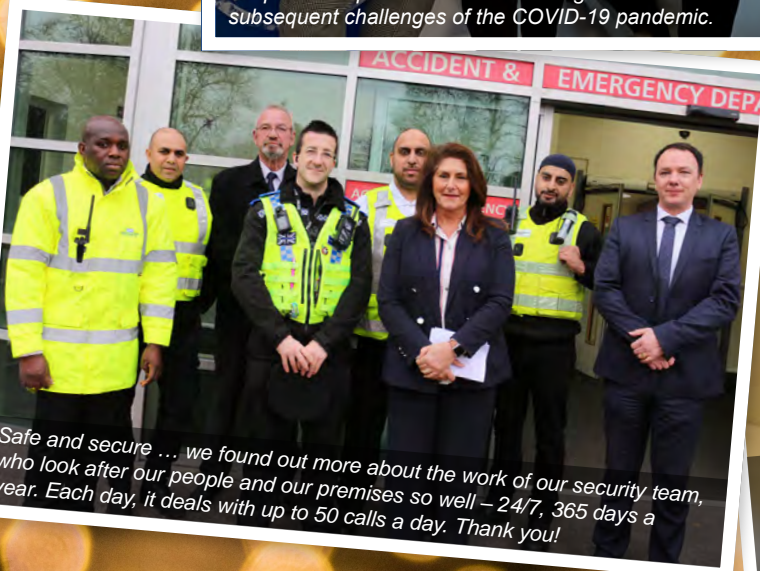
On top of the world ... we shone a spotlight on the contribution of our interpreting colleagues – a truly global team. On a typical day, we learned that the busy department delivers as many as 238 interpreting sessions in 15 different languages!



Labour of love ... the hard work of our Maternity Team earned high scores in the latest Care Quality Commission (CQC) Maternity Services Survey. We drew special praise for the way we encourage mums to share any concerns, as well as the opportunities we provide our women to ask about their labour and birth.



Better together ... we launched our biggest, and most successful, Work As One week – which gave us all the opportunity to make a real difference to the way we work together, look after each other, and improve the patient experience for those being cared for in our hospitals. It created a strong platform for meeting the subsequent challenges of the COVID-19 pandemic.



Safe and secure ... we found out more about the work of our security team, who look after our people and our premises so well – 24/7, 365 days a year. Each day, it deals with up to 50 calls a day. Thank you!



Physio innovation ... we unveiled a new service that is making a difference to the lives of young patients with chronic lung disease. The Paediatric Respiratory Outpatients Service (PROS) allows children to receive antibiotics and physiotherapy treatment on the ward without the need to stay as an inpatient.

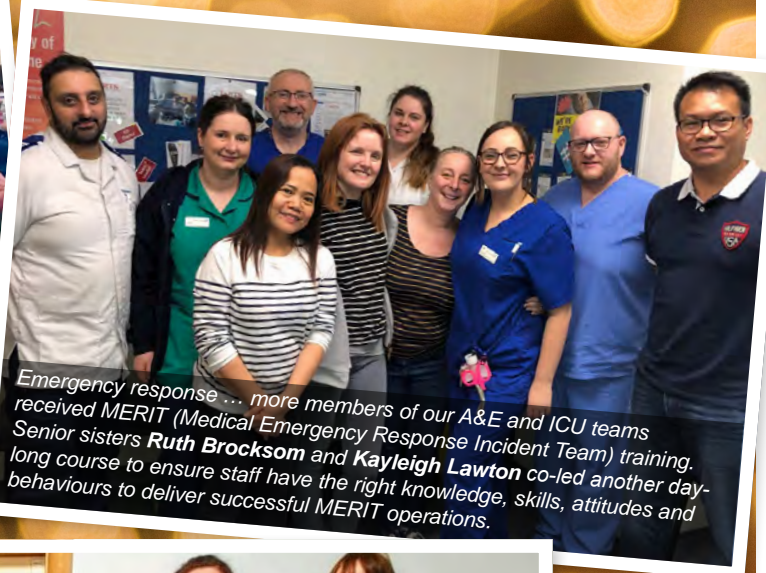


# 2020

REVIEW OF THE  
YEAR SPECIAL  
MARCH



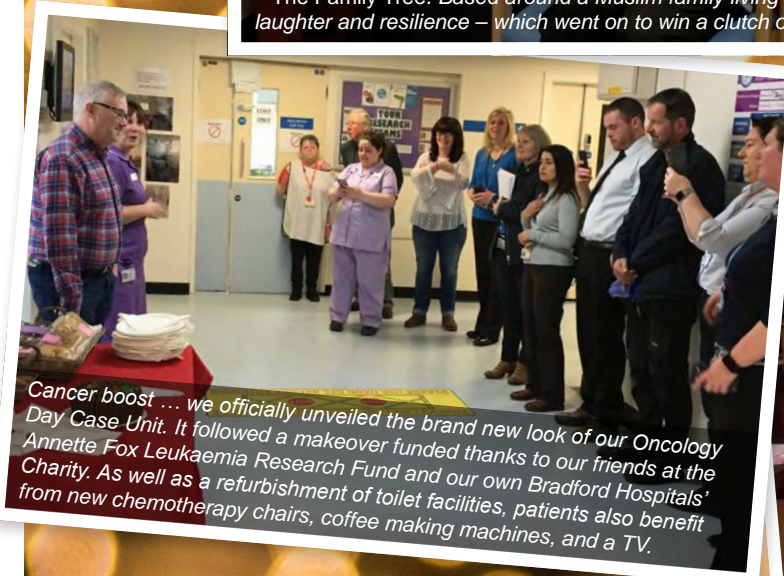
Pathway progress ... we marked the 2nd anniversary of the launch of the Red Bag pathway across Bradford, Airedale, Craven and Wharfedale. More than 100 healthcare professionals attended the event, which celebrated the initiative and the way it is improving hospital care for vulnerable people.



Emergency response ... more members of our A&E and ICU teams received MERIT (Medical Emergency Response Incident Team) training. Senior sisters **Ruth Brocksom** and **Kayleigh Lawton** co-led another day-long course to ensure staff have the right knowledge, skills, attitudes and behaviours to deliver successful MERIT operations.



New chapter ... in a first for our hospitals, Healthcare Assistant Sairish Hussain had her first novel published – *The Family Tree*. Based around a Muslim family living in the North of England, it is a story full of love, laughter and resilience – which went on to win a clutch of awards amid critical acclaim later in the year.



Cancer boost ... we officially unveiled the brand new look of our Oncology Day Case Unit. It followed a makeover funded thanks to our friends at the Annette Fox Leukaemia Research Fund and our own Bradford Hospitals' Charity. As well as a refurbishment of toilet facilities, patients also benefit from new chemotherapy chairs, coffee making machines, and a TV.



Just the job ... our Project SEARCH interns added an extra dimension to their skills by attending quality customer service training at Bradford City Hall. The aim was to teach our superb interns how to help customers in a professional and helpful manner and also how to find solutions for customers' problems.



# 2020

REVIEW OF THE  
YEAR SPECIAL  
APRIL



Thank you Bradford! ... we said what turned out to be the first big thank you of many this year to the people of Bradford and beyond for their incredible support, as we worked hard to overcome the initial challenges of COVID-19. Our charitable arm – Bradford Hospitals' Charity – has been co-ordinating fundraising efforts and donations via its NHS Hospital Heroes appeal since it was launched at the end of March, and it still continues to attract major community donations.



Dedicated doctors ... we highlighted the professionalism and dedication demonstrated by our junior doctors during the first weeks of the COVID-19 crisis. **Alex Brown**, our Deputy Medical Director, paid tribute to the flexibility shown by all our current cohort – some 200 members of staff – in agreeing to adapt their rotas significantly to provide more cover and meet the huge demands on the NHS in these unprecedented times.



We're good – and that's official! ... thanks to all your efforts, we received some tremendous news amid the early challenges of the COVID-19 pandemic. The results were in from our latest Care Quality Commission (CQC) inspection, and we were officially rated as GOOD! This is a fantastic achievement and one that deserves celebration, and we will do so when the time is right and the COVID-19 crisis is behind us.



Team player ... in another thank you to all of you, former Bradford City striker Billy Clarke raised more than £3,300 for our charity by raffling off two much-loved football shirts. He raffled the shirts from the Bantams' historic FA Cup 4-2 giant killing win at Chelsea in 2015. One of the shirts was worn by former Chelsea player Cesc Fabregas.

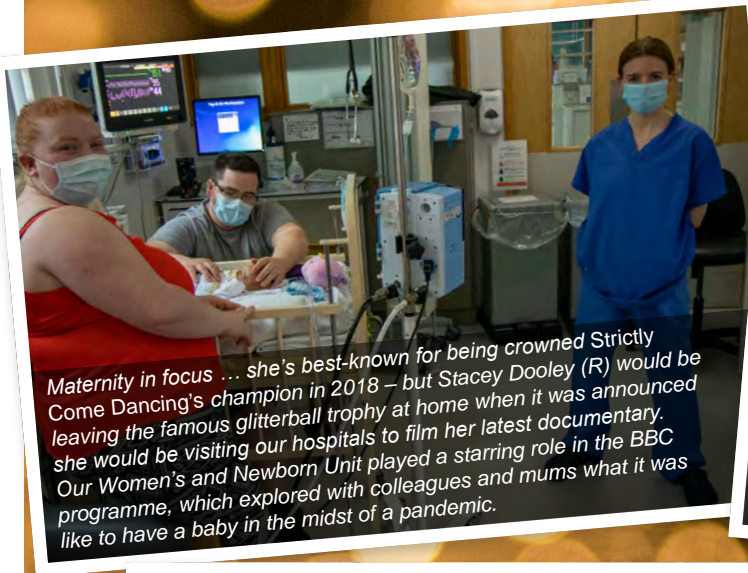


Skills transfer ... we paid tribute to the work of many hundreds of colleagues who have volunteered to take on a different role during the pandemic – like **Margaret Fletcher**, one of our clinical coders redeployed as a mortuary assistant. You aren't just "doing" different roles, you are embracing them with huge enthusiasm. You are living our values every day: you care, you value people, you are one team. Thank you!



# 2020

REVIEW OF THE  
YEAR SPECIAL  
MAY



Maternity in focus ... she's best-known for being crowned Strictly Come Dancing's champion in 2018 – but Stacey Dooley (R) would be leaving the famous glitterball trophy at home when it was announced she would be visiting our hospitals to film her latest documentary. Our Women's and Newborn Unit played a starring role in the BBC programme, which explored with colleagues and mums what it was like to have a baby in the midst of a pandemic.



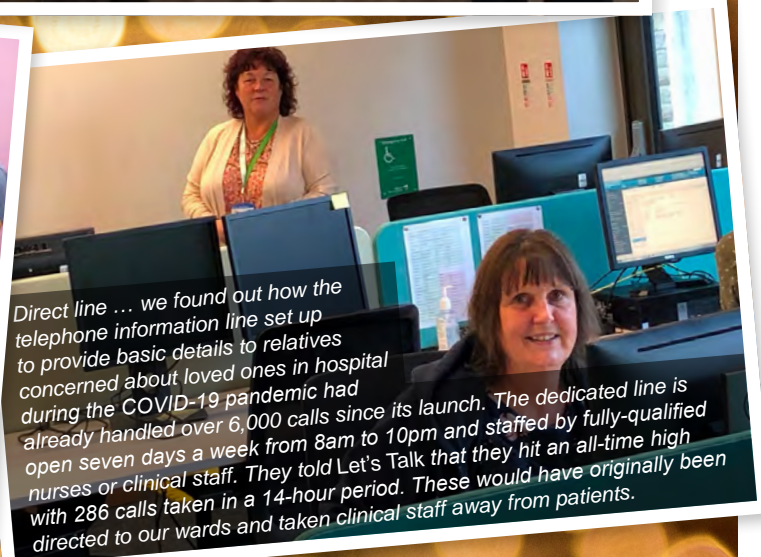
Scantastic! ... two of our sonographers received Greatix Awards for their dedication to the role during the COVID-19 pandemic. Senior Sonographer, **Danielle Pearson**, and Diagnostic Imaging Assistant, **Honor Chapman-Blackwell**, received the accolade for their work ethic during challenging circumstances.



Community spirit ... the congregation (sangat) of the Guru Gobind Singh Gurdwara donated an incredible £40,000 to our Bradford Hospitals' Charity's Intensive Care Unit (ICU) Fund to help our patients recovering from COVID-19. Like you, I was totally overwhelmed by their generosity and everyone in the congregation who donated. The money funded additional equipment for our ICU.



Paying tribute ... we marked the 35th anniversary of the Bradford City Football Club fire tragedy. Our staff, particularly the Plastic Surgery team, played a key role in caring for the injured following the tragedy on 11 May, 1985, with their work also helping to shape the practice of plastic surgery in the city, and in the wider NHS, today. Pictured here are members of our current team (before social distancing rules).



Direct line ... we found out how the telephone information line set up to provide basic details to relatives concerned about loved ones in hospital during the COVID-19 pandemic had already handled over 6,000 calls since its launch. The dedicated line is open seven days a week from 8am to 10pm and staffed by fully-qualified nurses or clinical staff. They told Let's Talk that they hit an all-time high with 286 calls taken in a 14-hour period. These would have originally been directed to our wards and taken clinical staff away from patients.

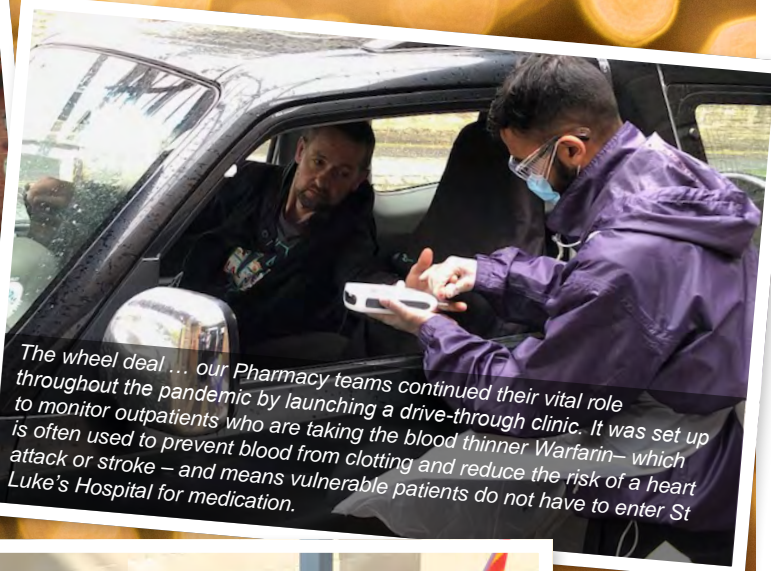


# 2020

REVIEW OF THE  
YEAR SPECIAL  
JUNE



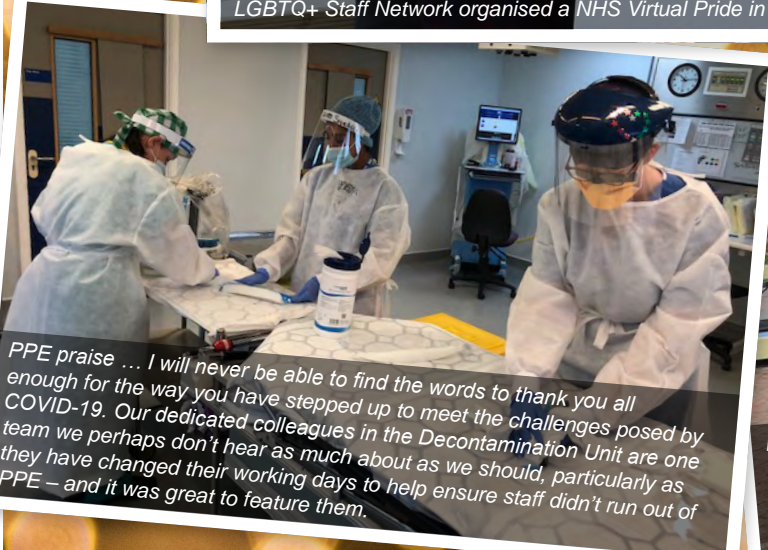
*Cup of cheer ... St Luke's Hospital unveiled its new dementia-friendly café — transforming the former Outpatients department tea bar on the Horton Wing. The makeover was funded by the Friends of St Luke's and involved close working with volunteers of the tea bar, users of the area, and other staff members, including Dementia Lead, Roshanne Fox.*



*The wheel deal ... our Pharmacy teams continued their vital role throughout the pandemic by launching a drive-through clinic. It was set up to monitor outpatients who are taking the blood thinner Warfarin— which is often used to prevent blood from clotting and reduce the risk of a heart attack or stroke — and means vulnerable patients do not have to enter St Luke's Hospital for medication.*



*June is special in the LGBTQ+ annual calendar ... it's officially Pride month. In the NHS, marching for Pride involves staff coming together publicly to celebrate who we are, and showcase the NHS as a diverse and inclusive employer. With Pride events being cancelled this year, NHS England and NHS Improvement's LGBTQ+ Staff Network organised a NHS Virtual Pride in which many of us participated.*

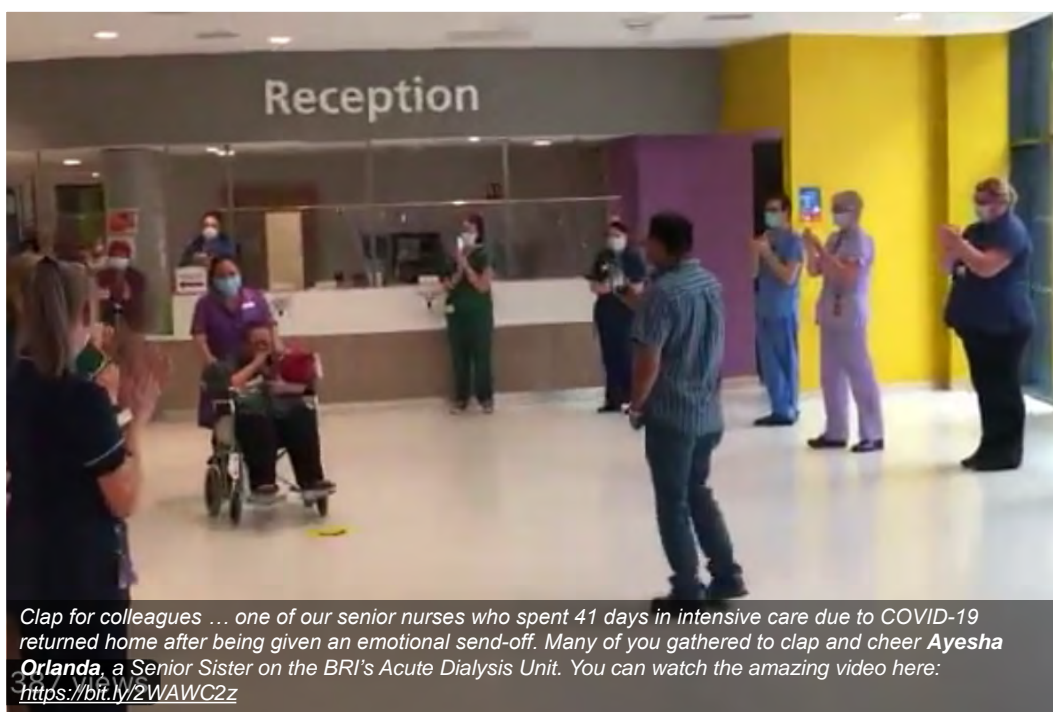
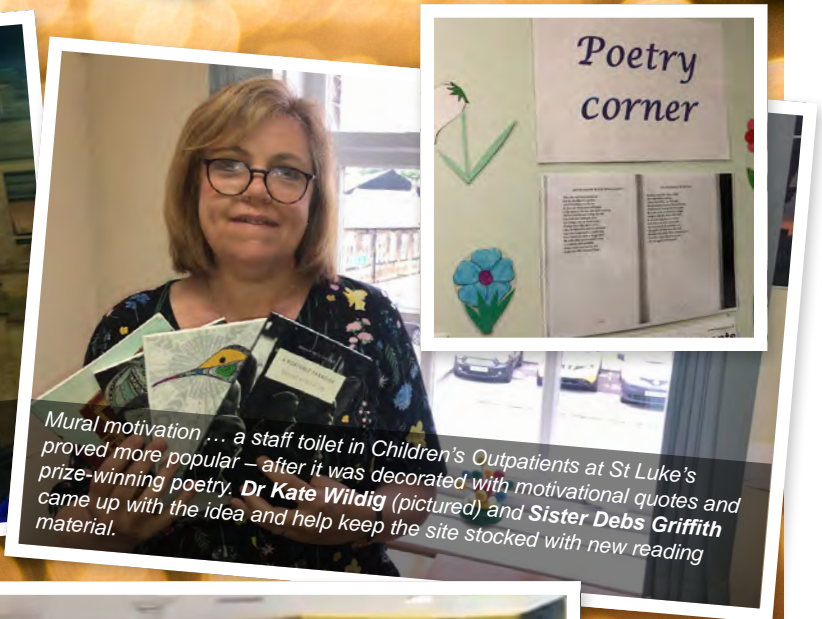


*PPE praise ... I will never be able to find the words to thank you all enough for the way you have stepped up to meet the challenges posed by COVID-19. Our dedicated colleagues in the Decontamination Unit are one team we perhaps don't hear as much about as we should, particularly as they have changed their working days to help ensure staff didn't run out of PPE — and it was great to feature them.*



*Bloomin' lovely ... we gave a special shout-out to our green-fingered gardening teams who have been bringing floral fantastic-ness to our hospitals. The wildflower planting that we carried out last year around our hospitals was also in full bloom and has become a haven for wildlife — bees, butterflies and other insects. All of which looks wonderful and brings cheer to staff and patients.*







# 2020

REVIEW OF THE  
YEAR SPECIAL  
AUGUST



Smooth operators ... you will have heard their voices many times as they've put our calls through to all areas and departments of our hospitals. Yet have you ever wanted to put a face to those helpful and cheery dulcet tones? Well, in August we did, as we paid tribute to two of our longest-serving switchboard stars, **Margaret Carroll** (L) and **Jackie Lough** (R).



Donor boost ... I was delighted to announce that Renal Transplant Nurse **Michael Speight** has become Bradford's first-ever Living Donor Coordinator. Michael, a senior renal transplant nurse here for the past 10 years, will help to raise awareness of living kidney donation across Bradford and Airedale.



Screening returns ... routine breast screening for women across Airedale, Bradford, Calderdale and Kirklees re-started following a five-month pause due to the pandemic. The Pennine Breast Screening Unit, based at St Luke's, covers one of the largest breast screening regions in England and invites over 202,000 women over a three yearly period for their mammogram.



Podiatry praise ... we turned the focus on our Podiatry team who have been fantastic in working throughout the pandemic, providing an essential service to our patients. And not only have they managed to maintain services, they've done it while having to move home between BRI and St Luke's not once – but twice!



Magnificent makeover ... it had been a long time coming – but it was certainly worth the wait! Ward 22, our coronary care and cardiology ward, had not had any significant work, apart from some painting, since the late 1980s if not longer. But the transformation is now complete and the £1.5 million makeover is looking magnificent!



# 2020

REVIEW OF THE  
YEAR SPECIAL  
SEPTEMBER



Cracking idea ... our innovative plaster team came up with an idea to help patients look after their casts. The answer to all their questions is via a simple QR code – a machine-readable optical label – which links patients to a whole raft of useful information.

## Patients can now receive their appointment letters online!

NHS

Patients can view and download their appointment letters instantly on our patient portal.

They will receive a text message with a link when they have a new appointment letter.



Please check we have patients correct details:

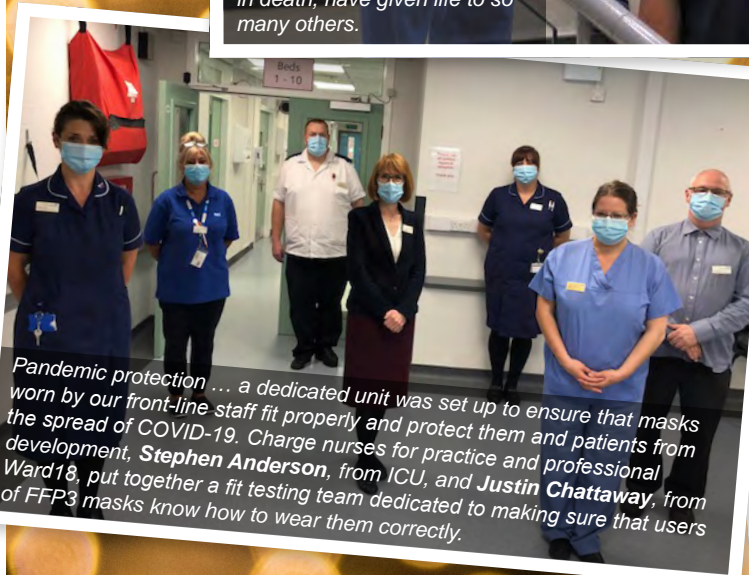
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☒ Date of birth

New digital era ... our paper patient appointment letters were about to be a thing of the past, as we moved to digital. Patients are now sent a text message with a link which takes them to their appointment letter – and all thanks to great work from our Transformation Team.



Donor tribute ... our Board, alongside colleagues from our Intensive Care Unit, gathered on Bradford Royal Infirmary's main concourse, to unveil a specially-commissioned "Tree of Life". It will stand as a lasting and permanent memorial to those patients whose gifts of organ and tissue donations in death, have given life to so many others.



Pandemic protection ... a dedicated unit was set up to ensure that masks worn by our front-line staff fit properly and protect them and patients from the spread of COVID-19. Charge nurses for practice and professional development, **Stephen Anderson**, from ICU, and **Justin Chattaway**, from Ward 18, put together a fit testing team dedicated to making sure that users of FFP3 masks know how to wear them correctly.

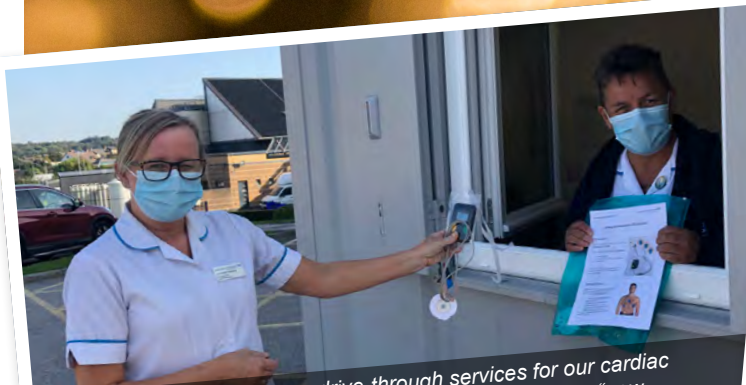


The wheel deal ... I was thrilled to announce a really exciting new initiative to help us all get fitter, help the environment – and have some fun on two wheels! In partnership with a local biking club, Onna Bike, we launched six weeks of Bikeability sessions to get us on our bikes with renewed confidence by learning the basics of bike maintenance, cycling safety and cycling proficiency.

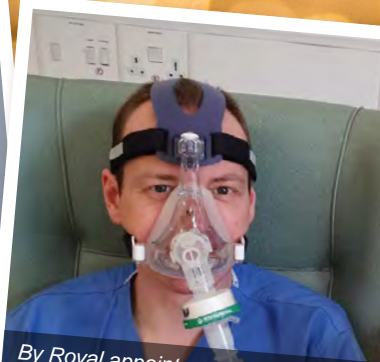


# 2020

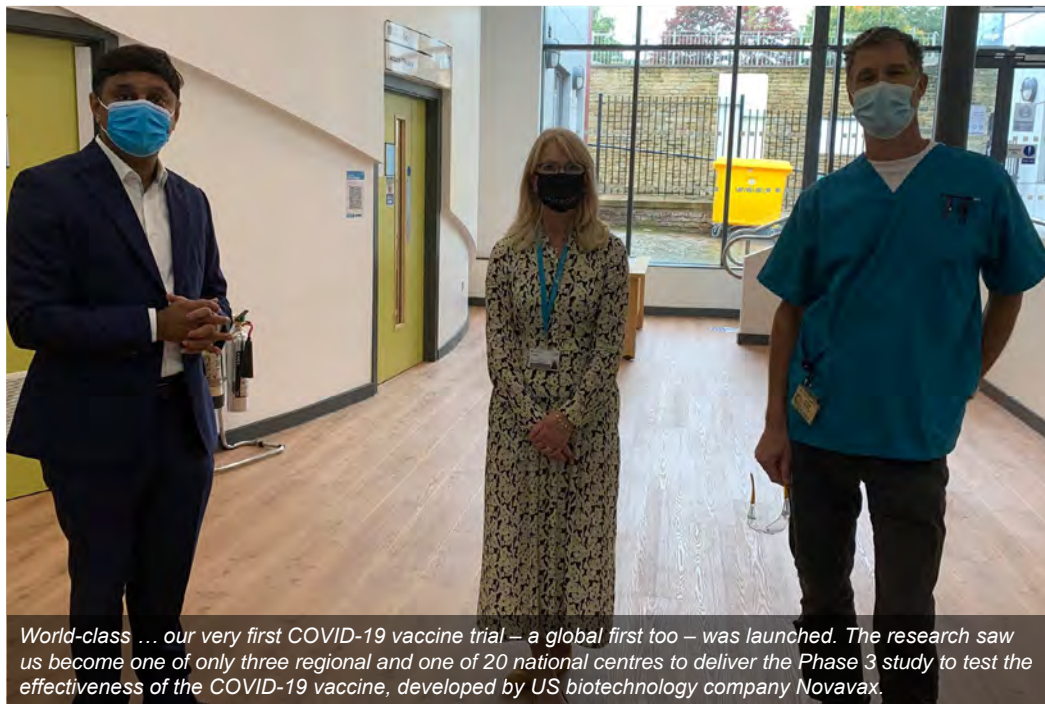
REVIEW OF THE  
YEAR SPECIAL  
OCTOBER



At the heart of innovation ... drive-through services have become the "new normal" at St Luke's Hospital. Staff set up the innovative clinic for people who needed their heartbeats or breathing assessed at the height of the pandemic in a bid to reduce the risk to these vulnerable patients attending the hospital.



By Royal appointment ... one of our doctors who has been at the forefront of the fight against COVID-19, both as a medic and pioneering researcher, was awarded an MBE for his services to the NHS. **Dr Tom Lawton**, an Intensive Care Consultant and Anaesthetist, who's also our Director for Artificial Intelligence, picked up the honour after being nominated for going "above and beyond" by his colleagues.



World-class ... our very first COVID-19 vaccine trial – a global first too – was launched. The research saw us become one of only three regional and one of 20 national centres to deliver the Phase 3 study to test the effectiveness of the COVID-19 vaccine, developed by US biotechnology company Novavax.



Time for reflection ... October marked Black History Month – an opportunity for reflection and celebration in a year that has been a catalyst for change. Our culture has been enriched and our society has been made stronger because of the people who travelled here to build new lives in the UK, as well as the achievements and contributions of their descendants.

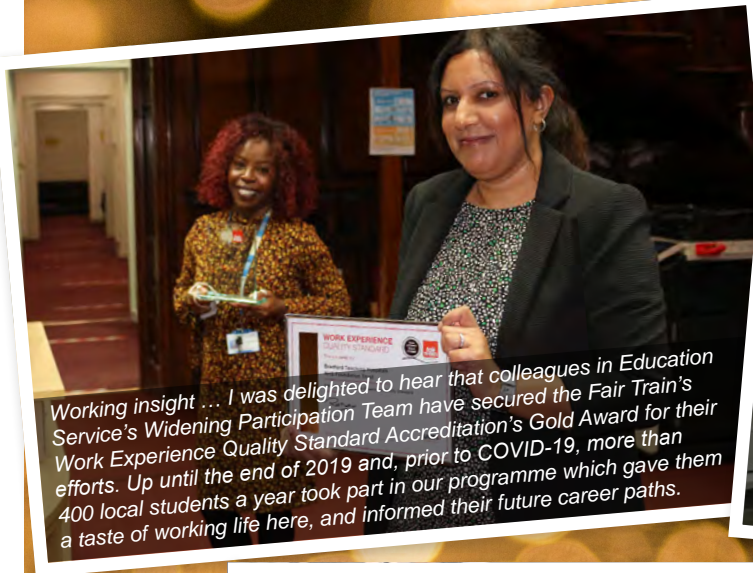


Maternity journey ... this month also saw the start of our landmark, two-year Outstanding Maternity Services programme – which will transform our Maternity Services into a truly outstanding provision. It involves every one of our 450 Maternity Unit staff who care for our mothers and the 5,500 babies born here every year.



# 2020

REVIEW OF THE  
YEAR SPECIAL  
NOVEMBER



*Working insight ... I was delighted to hear that colleagues in Education Service's Widening Participation Team have secured the Fair Train's Work Experience Quality Standard Accreditation's Gold Award for their efforts. Up until the end of 2019 and, prior to COVID-19, more than 400 local students a year took part in our programme which gave them a taste of working life here, and informed their future career paths.*



*Cancer advance ... our Colposcopy Unit received funding from the Michelle Henderson Cervical Cancer Trust to introduce two new ZedScan devices which will further improve the diagnosis of cervical cancer in women referred to Bradford Royal Infirmary. The technology helps to detect cervical abnormalities or pre-cancerous changes before they develop into cervical cancer.*



*Rays-ing a smile ... it was a great pleasure to attend the official launch of improvements to our Radiology department, which took place on World Radiography Day! Three years ago, Consultant Paediatric Radiologist **Dr LeeAnne Elliott**, Radiology colleagues, and Bradford Hospitals' Charity launched the Rays a Smile appeal to create warm and relaxing spaces for children and young people. I'm thrilled to say that both the appeal and the work it promised have made a real difference.*



*Sam's the man ... we appointed our first specialist stroke dietitian. **Sam Francis**, who took up his position at the Bradford Royal Infirmary's Ward 6 after his skills were called upon to increase the service we offer to our patients. Sam first started working on our stroke unit as a newly-qualified dietitian two years ago and it was while there that his passion to help with the nutritional needs of stroke patients was fired.*

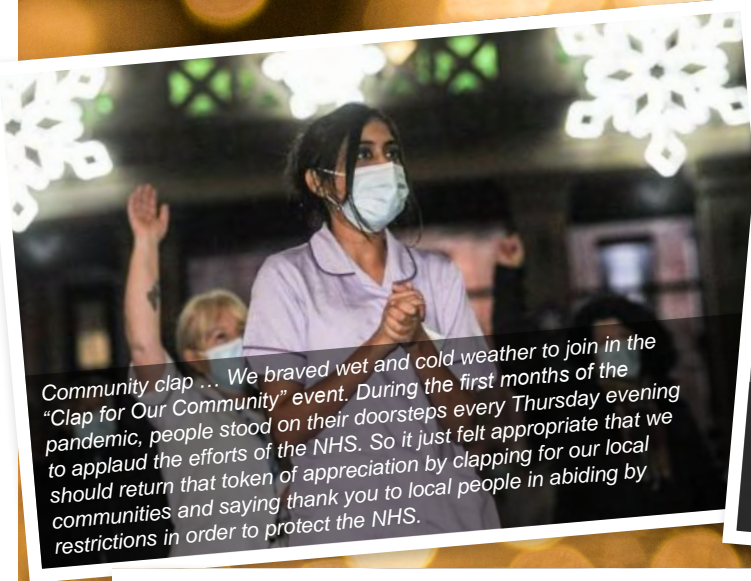


*Planning ahead ... I was proud to launch our plan for the year ahead, which we have called "People, Partners and Place". As we all know, this year has been a year like no other. Yet despite the challenges of the pandemic, we have delivered care to be proud of, and lived up to our vision to be an outstanding provider of healthcare, research and education, as well as a great place to work. Amid the pressure we are working under it's vital that we continue to look forward.*



2020

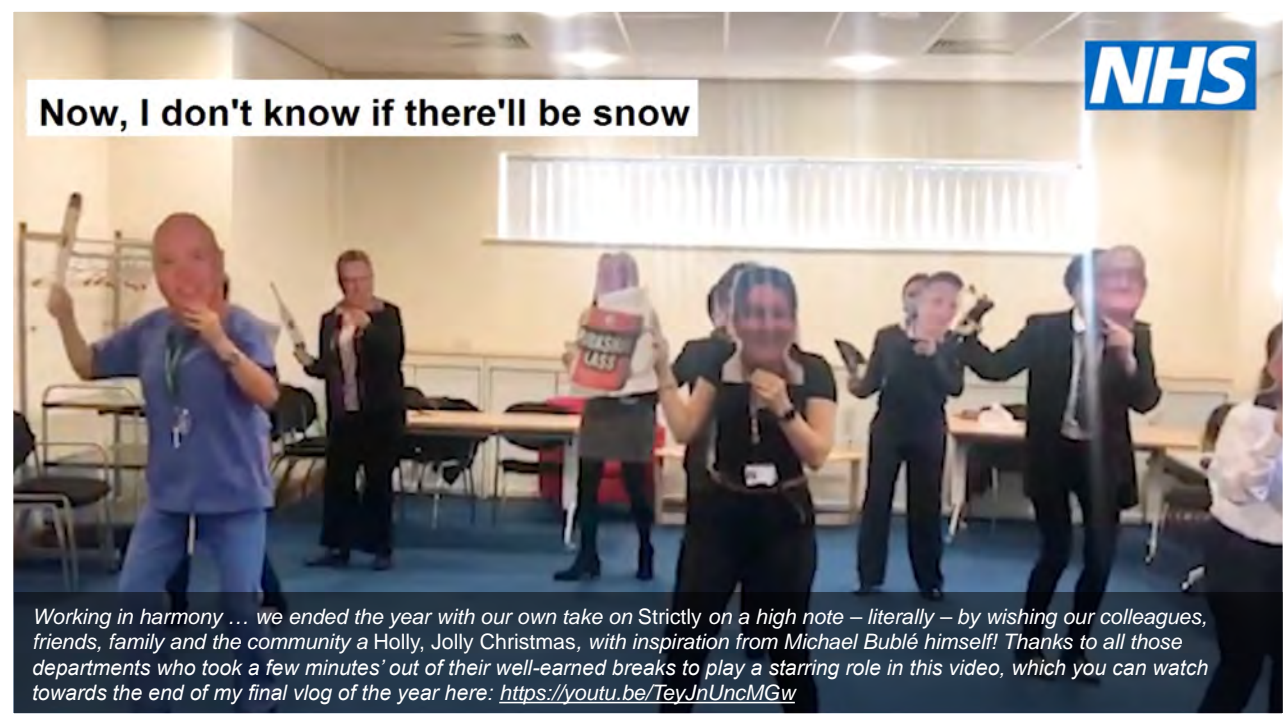
REVIEW OF THE  
YEAR SPECIAL  
DECEMBER



Community clap ... We braved wet and cold weather to join in the "Clap for Our Community" event. During the first months of the pandemic, people stood on their doorsteps every Thursday evening to applaud the efforts of the NHS. So it just felt appropriate that we should return that token of appreciation by clapping for our local communities and saying thank you to local people in abiding by restrictions in order to protect the NHS.

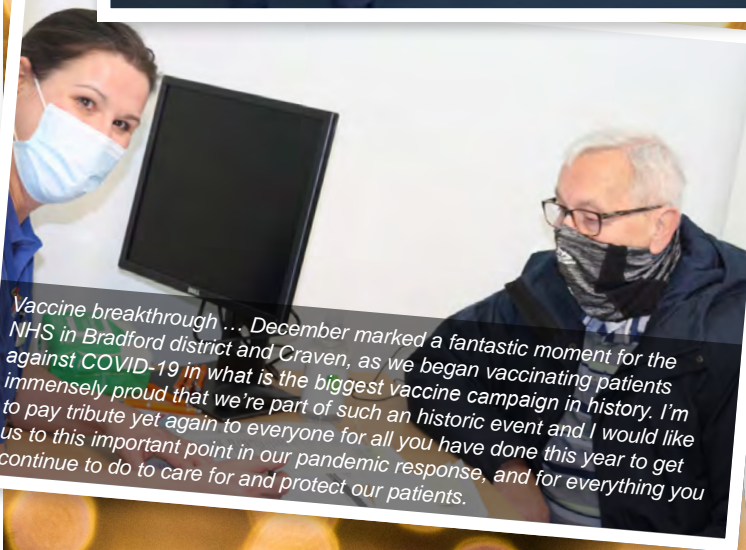


Research boost ... our Born in Bradford (BiB) team was awarded one of 10 prestigious research grants from the Health Foundation to help understand the impact of COVID-19 on families in Bradford. The research will look at the experiences of families living through the pandemic, including the financial and mental health impact of the lockdowns.

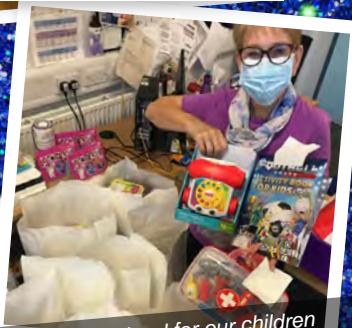


Now, I don't know if there'll be snow

Working in harmony ... we ended the year with our own take on Strictly on a high note – literally – by wishing our colleagues, friends, family and the community a Holly, Jolly Christmas, with inspiration from Michael Bublé himself! Thanks to all those departments who took a few minutes' out of their well-earned breaks to play a starring role in this video, which you can watch towards the end of my final vlog of the year here: <https://youtu.be/TeyJnUncMGw>



Vaccine breakthrough ... December marked a fantastic moment for the NHS in Bradford district and Craven, as we began vaccinating patients against COVID-19 in what is the biggest vaccine campaign in history. I'm immensely proud that we're part of such an historic event and I would like to pay tribute yet again to everyone for all you have done this year to get us to this important point in our pandemic response, and for everything you continue to do to care for and protect our patients.



Wishlist wonder ... this year has been particularly hard for our children and young people, who have been scared, anxious and only able to have one visitor due to the COVID-19 restrictions. This Christmas, due to the pandemic, we were unable to accept deliveries of toys and gifts in our hospitals like we usually do. So instead we launched an Amazon Wishlist of items for businesses and organisations to choose from. Just look how many we got! Thanks everyone!