

19th July 2021

Scorex House  
1 Bolton Road  
Bradford  
BD1 4AS

Tel: 01274 237290

Dear Mel,

**The Bradford Teaching Hospitals (BTHFT) Quality Report Accounts 2020/2021**

On behalf of NHS Bradford District and Craven CCG, I welcome the opportunity to feed back to Bradford Teaching Hospitals (BTHFT) on its Quality account for 2020/21.

March 2020, we saw the increasing prevalence of the SARS-CoC2 virus and the associated disease Covid-19 which has caused extraordinary challenges for global health and care systems. The Trust has found innovative ways to continue to meet the most essential needs of the population, including through partnerships, to address these challenges.

I would like to take this opportunity to say a heartfelt thank you to your staff for their hard work and admirable dedication. The difficulties of ensuring that services are agile and responsive to changing needs of patients through the pandemic cannot be underestimated.

Specific key achievements during the year include:

- National Institute of Health Research singled out the Research Team for its recruitment to a series of vital COVID-19 studies – the RECOVERY trial was referenced in the prestigious New England Journal of Medicine. Trust continues to contribute and lead on extensive research locally, regionally and nationally. I would particularly like to thank you for your significant contributions to the research of the COVID-19 vaccine trials, alongside the development and testing of innovative COVID-19 treatments, which have benefitted patients nationally.
- The newly created Equality and Diversity Council further supports the Trusts commitment to valuing diversity and champion inclusion. This will be fundamental to understanding the Trust's collective role and responsibilities in reducing population health inequalities across the district. I recently saw a video that your staff have produced which demonstrates this commitment. The stories shared by staff demonstrated a strong sense of belonging and inclusion and where diversity, difference and uniqueness matters.
- Appointment of a joint Chief Digital and Information Officer for Airedale and Bradford Teaching Hospitals to support the improved patient care and inclusive digital transformation as well as great signs of collaboration.
- The establishment of a Trust Quality Improvement Academy that changes the focus of assurance, improvement and learning from each other and with a wider membership.
- The Trust was quick to react to the needs of patients and families during the pandemic when visiting restrictions were enforced for safety reasons. The Trust rapidly established

the Family View service to maintain communication between teams, patients, carers, friends and families (responding to over 43,000 calls).

- The Trust ran a very successful hospital vaccination hub at the start of the programme which vaccinated health and care staff and vulnerable patients.
- The Trust actively contributed, with other health and care partners, to the development of a new clinical model for the 'care of looked after' children. Our performance as a system prior to the new clinical model was poor but the new model has enabled significantly more children to access care in a timely manner.
- The Trust continues to focus on providing high quality healthcare for all of its communities. The Trust actively listens to its communities, working with partners across the city.
- As part of the quality improvement programme the Trust developed an electronic visual display of real time information to enable the Trust to monitor and manage deteriorating patients. This is part of a suite of tools within the Trusts command centre which supports operational and clinical teams to deliver safe, effective and timely patient care.
- The Trust has demonstrated a commitment to continuous quality improvement following a previous Care Quality Committee (CQC) inspection in 2018 (where the Trust received an improved rating to an overall 'good'.) Since its launch in August 2020, the outstanding maternity services programme (which is an extensive transformation programme) continues to drive a reduction in unwanted variation, continuity of care targets and improve the experience of our women and families. This programme is further improved through Maternity Voice Partnerships who support the co-design of maternity and neonatal services by adding the voice of our communities. Progression on the Moving to Digital programme continues support the Trusts drive towards clinical excellence.

In common with many areas of health and social care, the unparalleled challenges over the past 12 months have meant that the Trust has been unable to consistently deliver national standards, with particular pressures around maximum waiting times for the Emergency Department, referral to treatment, diagnostics and some cancer standards. It is clear that there are considerable ongoing actions being undertaken to improve patient flow and system recovery both internally and with partners.

In normal circumstances you would have engaged with all stakeholders to review 2020/21 achievements and set 2021/22 goals. The Trust's main focus has been to provide safe, effective - and a positive experience of care during a pandemic. Consequently, the Trust will roll forward the 2020/21 priorities with a summary review and refocus these goals for 2021/22 priorities; with the additional welcomed focus on advancing equality, diversity and inclusion.

This report includes a review of last years' priorities and the improvements the Trust has achieved which include:

- Advanced data quality strategy, and performance with oversight from the Quality Academy – the data quality maturity index (DQMI), as of January 2021 BTHFT achieved a score of 93.6 is the third highest across 12 acute Trusts in Yorkshire & Humber.
- The Trust has been part of the first wave implementer of a seven-day service, a step toward reducing unwanted variation.
- The Trust continues to improve Venous Thromboembolism treatment confidence levels, through training and improved data collection. 95% of patients aged 16 and over were risk assessed for Venous Thromboembolism

- ✓ Although the Trust Intentions to respond to healthcare acquired infections (which have risen due to an emergence of resistant organism) are not referenced within the account, the Trust remains in the top quartile for all acute Trust's for performance in reduction of healthcare acquired C difficile.
- ✓ The standardised mortality ratio (HSMR) demonstrates that the Trust has remained within expected limits during 2020/21.
- ✓ One to one maternity care rates during 2020/21 were maintained above 90%.
- ✓ The implementation of a command centre to transform patient flow, to support operational and clinical teams to deliver safe, effective and timely patient care
- ✓ A further step towards system working through the 'Act as One' model with a clear vision to help our residents live happy, healthy at home
- ✓ Further strengthening of how we learn from deaths as system, through the recruitment of the Medical Examiner roles and supporting officers
- ✓ Further revision of the staff friends and family test (FFT) in response to national staff survey outcomes themes

I would welcome reference to the continual improvements in safeguarding, as appropriate, in next year's report.

Quality and Safety will remain key priorities for the Trust in 2021/22. The Trust will continue to focus on learning from the Trusts response to the pandemic and improving the quality of care and experience of its patients. The Trust has identified a number of quality improvement priorities for 2021/22, acknowledging that some of the work was paused during the pandemic. The key areas of focus for the Trust are the restoration of services and a programme to reduce health inequalities.

The priority areas identified for 2021/22 are:

**Priority 1: Improving the management of deteriorating patients:**

- ✓ To embed and sustain the use of the patient deterioration tile by 31 March 2022
- ✓ To improve sepsis screening time to treatment to 90% for all eligible of patients

**Priority 2: Improving patient experience:**

- ✓ The Trust will continue to enhance the patient experience strategy by further development of the embedding kindness work that has been developed during 2020/1

**Priority 3: Continued reduction in stillbirths:**

- ✓ The Trust continues to adhere to a significant quality improvement and transformation programme to improve the stillbirth rate

**Priority 4: Advancing equality, diversity and inclusion:**

- ✓ Consultation and engagement with staff and communities in the development and implementation of a Trust-wide three-year strategic equality, diversity and inclusion (ED&I) strategy. Developed with the introduction of a refreshed set of strategic equality objectives covering workforce equality and wider population health inequalities

I confirm that the statements of assurance have been completed demonstrating achievements against the essential standards. These included audits that provided insight on the impact of COVID-19 upon elderly patients, patients presenting for emergency laparotomy and those with cancer and diabetes.

The Trust is an active, influential and often a driving force in the system wide Act as One partnership, which brings together the contributions of PCNs, district nurses, social workers, mental health providers, care homes, voluntary organisations and local hospitals into a single integrated care partnership for Bradford District and Craven

The impact of your personal leadership within Bradford Health and Care Partnership, as well as the wider district, has been significant in both the way we managed the approach to the pandemic as a system and also in the recovery and restart work, I look forward to further strengthening the Bradford District and Craven partnership as we develop our transformational plans as part of the West Yorkshire Integrated Care System

Finally, I confirm that I believe this report to be a fair and accurate representation of the Trust's achievements and commitments to improve the safety and quality of care of their services.

Kind regards



Helen Hirst  
Chief Officer  
NHS Bradford District and Craven CCG