

Bradford Teaching Hospitals NHS Foundation Trust

Statement of purpose

Health and Social Care Act 2008

Please read the guidance document *Statement of purpose: Guidance for providers* and also the notes at end of this template before completing it.

Statement of purpose

Health and Social Care Act 2008

Version	3	Date of next review	June 2026
----------------	---	----------------------------	-----------

Service provider

Full name, business address, telephone number and email address of the registered provider:

Name	Bradford Teaching Hospitals NHS Foundation Trust
Address line 1	Bradford Royal Infirmary
Address line 2	Duckworth Lane
Town/city	Bradford
County	West Yorkshire
Post code	BD9 6RJ
Email	mel.pickup@bthft.nhs.uk
Main telephone	01274542200

ID numbers

Where this is an updated version of the statement of purpose, please provide the service provider and registered manager ID numbers:

Service provider ID	RAE
Registered manager ID	

Aims and objectives

What do you wish to achieve by providing regulated activities?

How will your service help the people who use your services?

Please use the numbered bullet points:

1. Bradford Teaching Hospitals NHS Foundation Trust is responsible for providing hospital services for the people of Bradford and communities across Yorkshire. We serve a core population of around 500,000 people and provide specialist services for

some 1.1 million.

Our 6,719 staff work over several sites, including Bradford Royal Infirmary, which provides the majority of inpatient services, and St Luke's Hospital, which predominantly provides outpatient and rehabilitation services. We also manage local community hospitals at Eccleshill, Westwood Park, Westbourne Green, and Shipley.

We continue to provide services at The Yorkshire Clinic (Ramsay Health Care).

2. At Bradford Teaching Hospitals, we are proud to be part of the Bradford District and Craven Health and Care Partnership (BDCHCP)¹. In our local HCP we have a joint vision *to act as one to keep people Happy, Healthy at Home*. We try to *meet people where they are and work with them to access the tools and opportunities they need to enable them to live longer in good health*. Everyone in this partnership has a role to play in delivering this vision.

As a provider of hospital care and a large research and teaching organisation, we have a complementary vision at the Trust ***to be an outstanding provider of healthcare, research and education and a great place to work***.

Through the delivery of this vision and by working with our local HCP partners to nurture our workforce and manage our finances and resources wisely, we can provide new and innovative services to address inequalities.

We recognise that our colleagues across the Trust are still responding to the challenge of the COVID-19 pandemic and realise that they are worn down by dealing with the prolonged periods of intense additional effort and anxiety that the pandemic has brought. With this in mind, we know that we will need to balance the drive for innovation with concern for the wellbeing of our people but that if we do it correctly, it will help us make a real difference to the health and wellbeing of the people of Bradford District and Craven.

We also recognise that financial sustainability and stability is necessary to guarantee that we have a solid foundation from which the innovations that we put in place can prosper.

This strategy sets out how we will do this and shapes our ambitions around four themes:

Our Patients

We are committed to making a difference to everyone who needs our care. We recognise that we will best do this by developing high quality, innovative services and by continuing to develop and embed a culture of kindness to ensure a positive patient experience.

Our People

We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture that is inclusive of all.

Our Place

We are committed to making a difference for every member of our community who needs our care, wherever possible meeting them where they are and helping them to live longer in good health.

Our Partners

We will work with partners across West Yorkshire.

3. Our strategy describes how we will work with partners across West Yorkshire; tackling problems together that cannot be resolved by individual organisations alone have developed this strategy with our patients, our people, the public and our partner organisations. We have held events to get their input and have undertaken a public survey with help from Healthwatch Bradford. This strategy is also designed so that it

dovetails with, and is aligned to, the 5 year strategy of our local Bradford District and Craven Health and Care Partnership.

This strategy explains how our ambitions are not simply a list of things we want to do. They are coherent and mutually reinforcing and will ensure that we meet our Bradford Teaching Hospitals strategic objectives to:

- Provide outstanding care for patients, delivered with kindness.
- Deliver our financial plan and our performance targets.
- Be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion.
- Be a continually learning organisation and recognised as leaders in research, education and innovation.
- Collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals.

All of the ambitions in this strategy are interdependent and mutually reinforcing. For example, the extension of virtual services will be a key element of our work to recover planned care, but to become a virtual hospital we need to be more digitally enabled. This, in turn, supports our ambition to improve sustainability, and of course, a new teaching hospital would be essential to deliver net zero carbon. But a new hospital is unlikely to be affordable. In the near future we aim, therefore, to maximise our current estate and the technology available.

We will though be developing and building a Surgical Day Case Unit on the St Luke's Hospital site. This is a £19 million development and planned to be completed in April 2024.

4. During the pandemic, we empowered our clinicians to lead the development and delivery of new service models. This led to the successful creation of a Clinical Reference Group (CRG) where senior clinical and operational decision makers made important decisions on how to develop and deliver services. The CRG was so effective that this approach has become embedded as the Hospital Management Group (HMG). This group will be one of the ways in which the Trust will enable senior clinicians to be involved in resolving key issues.

As highlighted throughout this document we intend to develop and expand new ways of working. The use of digital and data will be important and it will be essential that we use it in a consistent and inclusive way. With this in mind, we will ensure that our people are appropriately trained to provide hospital level care in a digital or virtual way.

For colleagues who are able to work remotely we will ensure that they have the right equipment and training to enable them to work effectively. We will also put in place measures to ensure that colleagues working remotely do not feel isolated, and continue to feel a part of the Trust. One way to resolve this issue will be the use of flexible working hubs on our premises, to allow people to work from home part of the time and to come into the office at other times to interact with colleagues and strengthen working relationships. Pilot schemes are currently underway with our corporate teams to test this approach. Particular focus will be placed on any impact on job satisfaction, productivity, quality of service, work/life balance and opportunities for development and training.

We will continue to extend the offer of flexible working patterns and employment contract flexibilities. This will improve our employment offer to new employees and help to retain existing people.

New working patterns and behaviours will also offer opportunities to improve productivity. For example, the Trust is part of the Yorkshire Imaging Collaborative (YIC). The YIC aims to provide a joined up radiology service across 9 hospital trusts in our region. It has launched software and technology that allows connected hospitals to have instant access to patient images and reports regardless of the location in which the image was originally taken. This means that member Trusts can pool resources and increase productivity by sharing staff. It also means that staff can safely view images remotely while working from home.

We will also work with partners across our Bradford District and Craven Health and Care Partnership to explore how we can deploy and share our people flexibly across the system. This will make the best use of our joint workforce. As part of this work, we will review clinical pathways between our organisations to ensure that services work seamlessly.

One of things that we learned from the COVID-19 pandemic was that we need to use all the skills of our people and that we should create roles that are more appropriately suited to modern healthcare. To do this we will develop and expand clinical practice for nurses, allied health professionals, pharmacists and healthcare scientists²⁰ so that these people can practice to their maximum professional ability. We will also develop and recruit to alternative healthcare professional roles such as physician associates.

5. At the Trust, we are rightly proud of our internationally renowned Bradford Institute for Health Research²⁵ (BIHR). BIHR is a unique partnership of primary care, secondary care and universities. It was established to support the faster translation of health research into patient benefit.

We will capitalise on this outstanding research capacity, experience and infrastructure to deliver high quality research and provide the opportunity for patients and all Bradford citizens to take part in research that will improve health and wellbeing within our local population.

We intend to promote research throughout our wards and departments, always looking for, and being open to, new ways of working which will benefit our staff and patients. Our ambition is that research will be integral to the daily work of all our healthcare professionals and their interactions with patients, carers and each other. Bradford will set the standard for learning from and putting research into practice. This will improve not just our clinical care but also our teaching.

Our commitment to research goes wider than just improving the outcomes for patients under our direct care; our approaches to improving health and reducing inequalities will also be vital in improving the health and quality of life of the people of Bradford as a whole and our aim is to promote the concept of Bradford as a “City of Research”.

We look forward to participating in City wide events as Bradford becomes the “City of Culture” in 2025.

Legal status <i>Tick the relevant box and provide the information requested for the type of provider you are:</i> Use <input checked="" type="checkbox"/>	
Individual	X
Are you a charity?	<input type="checkbox"/> X No <input type="checkbox"/> Yes Charity number:

Please repeat the following table for each of your regulated activities¹

Regulated activity 1 <i>As shown on your certificate of registration</i>	<p>CQC register Bradford Teaching Hospitals NHS Foundation Trust to carry out the following legally regulated activities.</p> <p>Maternity and midwifery services</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital</p> <p>Termination of pregnancies</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital</p> <p>Nursing care</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital Shipley Community Hospital Westwood Park Community Hospital & DTC</p>
--	--

	<p>Eccleshill Community Hospital Westbourne Green Community Hospital</p> <p>Family planning services</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital</p> <p>Treatment of disease, disorder or injury</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital Shipley Community Hospital Westwood Park Community Hospital & DTC Eccleshill Community Hospital Westbourne Green Community Hospital The Yorkshire Clinic University of Bradford</p> <p>Assessment or medical treatment for persons detained under the 1983 Act</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital</p> <p>Surgical procedures</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital</p>

	<p>Diagnostic and screening procedures</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary St Luke's Hospital Shipley Community Hospital Westwood Park Community Hospital & DTC Eccleshill Community Hospital Westbourne Green Community Hospital University of Bradford – Note new service</p> <p>Management of supply of blood and blood derived products</p> <p>Prof Karen Louise Dawber is responsible for these services.</p> <p>Registered services Bradford Royal Infirmary</p>
<p>Services</p> <p><i>What services, care and/or treatment do you provide for this regulated activity? (For example GP, dentist, acute hospital, care home with nursing, sheltered housing)</i></p>	<p>Full range of services acute hospital care, intermediate care and Outpatients</p>
<p>Locations</p> <p><i>As listed on your certificate of registration. Please repeat the section below for each location for this regulated activity</i></p>	
<p>Location 1:</p>	
<p>Name of location</p>	<p>Bradford Royal Infirmary</p>
<p>Address line 1</p>	<p>Duckworth Lane</p>
<p>Address line 2</p>	<p>Bradford</p>
<p>Address line 3</p>	<p>West Yorkshire</p>
<p>Address line 4</p>	<p>BD9 6RJ</p>

Brief description of location²	Acute Hospital	
No of approved places/beds (not NHS)³	640	
Name and contact details of registered manager(s) (if applicable)⁴	Registered manager	
	Full name: Karen Louise Dawber	
	Contact details: karen.dawber@bthft.nhs.uk	
	Bradford Teaching Hospitals NHSFT Bradford Royal Infirmary Duckworth Lane Bradford West Yorkshire BD9 6RJ	
	Telephone: 01274 542200	
	Locations: All as detailed above	
	Regulated activities: All as detailed above	
	Whole population	<input checked="" type="checkbox"/> x

Notes:

1. Regulated activity – If you use a combined statement of purpose, repeat the information for each of the regulated activities for which you are registered. You can do this by copying and pasting the whole regulated activity table.

2. Locations – For each location registered for a particular regulated activity (including your headquarters), please provide a brief description, including whether the services at that location are specifically adapted or suitable for people with particular needs or where you can meet requirements for special facilities or staffing. You can do this by copying and pasting the relevant lines for each location. You may also give details around 'listed buildings', shared occupancy, and special facilities (for example hydrotherapy pools).

3. Overnight beds – If the location provides overnight beds, please state the number.

4. Registered manager(s) – Where the regulated activity is managed by a registered manager(s), please enter his or her full name, contact address (if different from the location address), telephone number and email address. Please state how much time is spent managing the regulated activities where more than one manager is in post for each location. This may be in days or hours. Where the regulated activity has no separate manager but is managed directly by the provider, leave the box empty.

5. Service user band(s) – Tick all the boxes that describe the service user needs or groups of people who use your service.