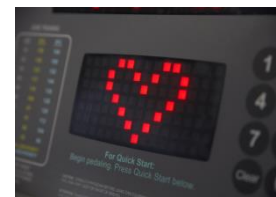


Welcome to our

Annual Members' Meeting

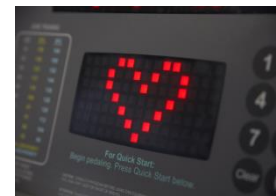
Thursday 28 November 2024
1-2 pm
Sovereign Lecture Theatre, BRI



Julie Lawreniuk

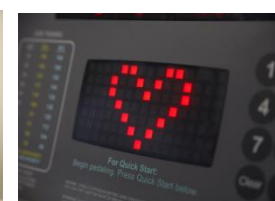
Deputy Chair of the Board

Welcome



Mel Pickup Chief Executive

Annual Report 2023/24



2023/24 - Our year in numbers

- Served a diverse population of around 650,000
- Trust income: £600.9 million
- Employed over 6,750 members of staff
- 504,333 outpatient appointments
- Delivered 5,314 babies
- Performed 17,087 operations
- 145,016 attendances at A&E



CQC inspections

Earlier this year the Care Quality Commission (CQC) carried out unannounced focussed inspections of three services:

- Neonatal services
- Maternity services
- Medical Care
(Bradford Royal Infirmary)



CQC inspections – Neonatal Service



Neonatal Services have achieved an **‘Outstanding’ rating**. The report highlights exceptional care and leadership, underscoring the unit’s dedication to supporting families and achieving the best outcomes for vulnerable newborns.

“We found staff were providing exceptional care and treatment to people. Safety and continuity of care was consistently a priority for families and their babies, so they received the best possible experience during a difficult time. In this service we were pleased to see an open and honest culture, and managers regularly praised the hard work and commitment shown by staff.”

Sheila Grant, CQC deputy director

CQC inspections – Medical Care Services (BRI)



Medical care services, including older people's care, have been rated Good overall. The report celebrates the compassion, safety, and leadership of the teams who deliver critical care to patients daily.

“Staff in medical care showed compassion towards people. People told us they felt included in their care planning and were positive about their experience. Leaders had also created a culture of safety and learning from incidents, to help prevent them from happening again.”

Sheila Grant, CQC deputy director

CQC inspections – Maternity Services

The latest inspection only looked at two areas of the service, so the CQC's overall 'requires improvement' rating for Maternity could not change since the last inspection.

However, there were improvements to the well-led and safe domains – resulting in 'good' ratings, reflecting the dedication of the team to providing safe and inclusive care for families.



Good

Safe?

Well-led?

CQC inspections – Maternity Services

Are services	2023	2024
Safe?	Requires improvement	Good
Effective?	Requires improvement	Requires improvement
Caring?	Good	Good
Responsive?	Requires improvement	Requires improvement
Well-led?	Good	Good

“In maternity services, we found there were ongoing improvements, and people were positive about their care, praising their midwives and saying they would recommend them to others.”

Sheila Grant, CQC deputy director

Performance Overview 2023/24

Our performance is measured in many different ways, but there are a smaller number of key measures relating to specific waiting times. For those, our performance is measured against indicators in four areas:

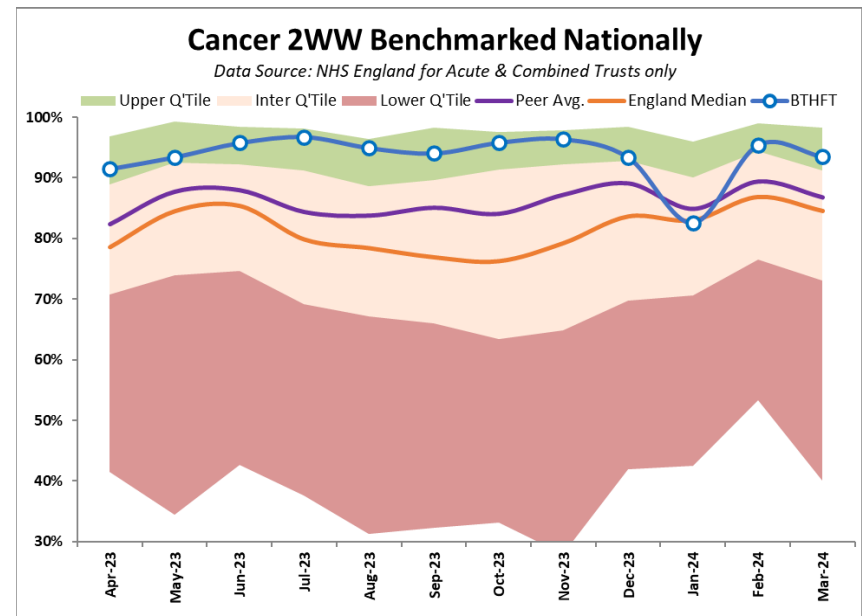
- Cancer waiting times
- Emergency care standard
- Referral to treatment waiting times (RTT)
- Diagnostic waiting times



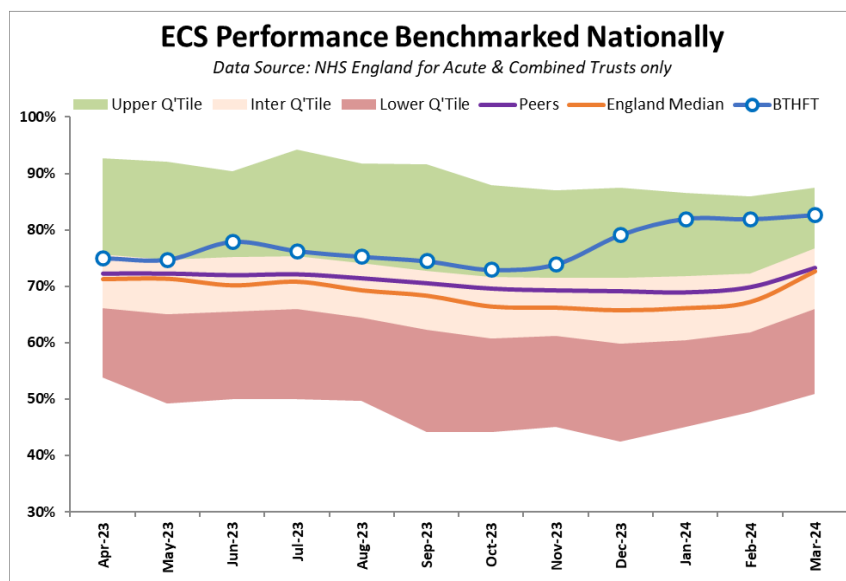
Cancer Two Week Wait

Patients referred to us on Fast Track pathways have received an excellent service during 2023/24, with the majority continuing to receive their first appointment within 2 weeks.

This compares favourably to other Trusts in England. We have delivered this performance against an increase of 4,989 (26%) 2 Week Wait referrals compared to 2022/23.



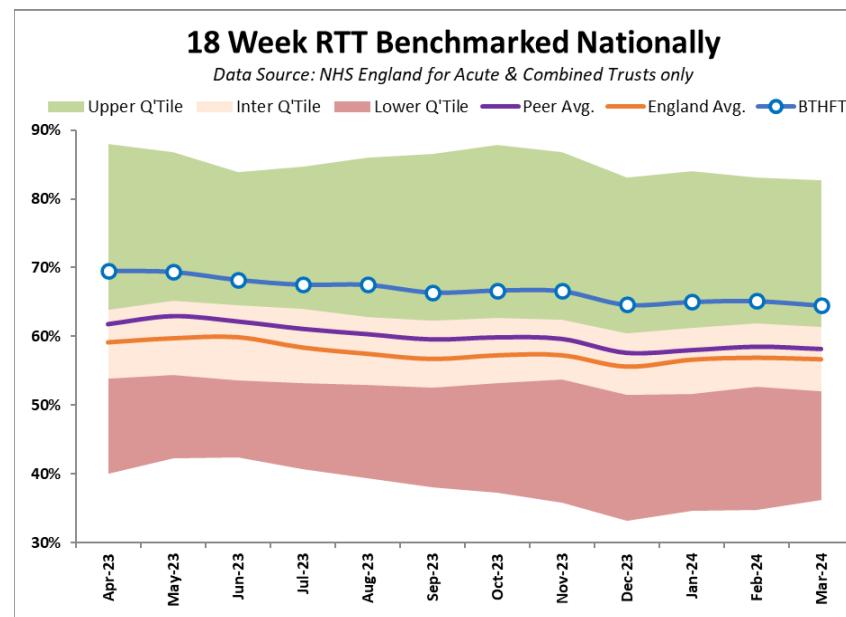
Emergency Care



We have made improvements in our Emergency Department throughout 2023/24. These include the introduction of the Urgent Care Centre (UCC), GP streaming and our Ambulatory Emergency Care Unit (AECU). This has reduced demand on the Emergency Department and is preventing admission into hospital wards. **Performance has significantly improved following these changes.**

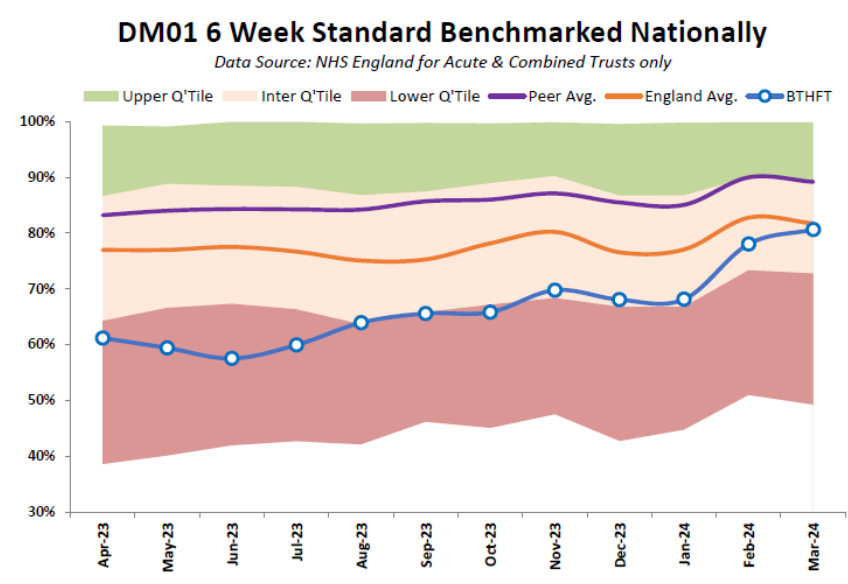
Referral to Treatment

We continued to increase both inpatient and outpatient activity. Reducing the challenges faced with workforce supply and increasing the number of cases per theatre session has helped increase activity further and reduce waiting times for patients.



Diagnostic Waiting Times

Bradford Teaching Hospitals
NHS Foundation Trust



Diagnostic wait times have increased during 2023/24. Demand for radiology has increased significantly and the need to replace an MRI scanner reduced capacity.

However, using capacity in our Community Diagnostic Centre (CDC) recovered this to a sustainable position in the last quarter of the year. This is also supporting improvements in Echocardiography and Endoscopy.

Equality, Diversity and Inclusion achievements

- We launched a new three year strategy which sets out our plans to promote and advance equality of opportunity, with a focus on tackling health inequalities, belonging and inclusion.
- Five strategic objectives have been identified to develop and action over the next three years:
 - Education, Empowerment and Support
 - Effective Staff and Community Engagement and Involvement
 - Population Health Inequalities
 - Promoting Inclusive Behaviours
 - Reflective and Diverse Workforce

We are Bradford: We value diversity & champion inclusion

Our Equality, Diversity & Inclusion Strategy 2023-2025



Together, putting patients first

Looking after our people

- We have a very clear objective - to be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion
- We were proud to be identified by NHS England as a People Promise exemplar site
- Our People Charter is bringing to life our Trust values and civility in the workplace has been a significant focus during 2023/24
- The health and wellbeing of staff remains a key priority



The impact

- Month on month decrease in sickness absence since August 2022 (5.72% - September 2024)
- Decrease in staff turnover (10.5% - July 2023 to 9% - July 2024)
- Exceeded our 35% target of having a representative workforce (41% - May 2024) - top 10% of Trusts nationally for our diverse leadership at 19%

Highlights of the year

Our new £19m day case surgical unit at St. Luke's Hospital is nearing completion. It will help tackle and reduce our backlog of patients waiting for surgery. Opening in early 2025, it will provide additional resilience to the NHS in Bradford and help future-proof this service for local patients.



Highlights of the year



We also broke ground on a new £24m endoscopy unit to meet growing patient demand. It will enhance our ability to provide timely, high-quality diagnostic and treatment services.

Highlights of the year

HRH The Princess Royal officially opened our **new maternity theatres** and visited Maternity's **new enhanced maternal care (EMC) recovery rooms**, where mums at high risk of complications can be closely monitored.



Highlights of the year

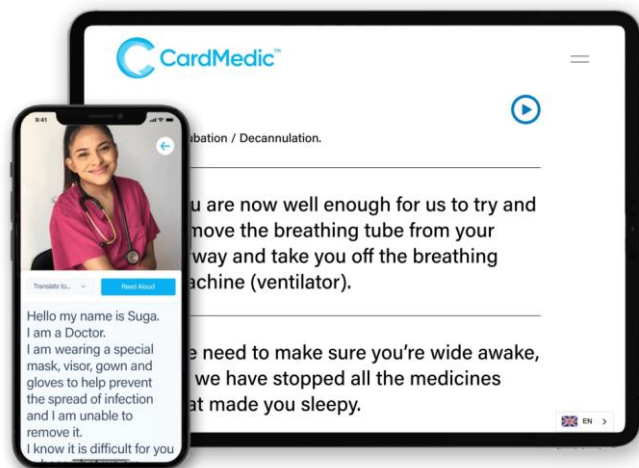


Our new £1.7m da Vinci Xi robot dedicated to cancer surgery operated on its first patient. The new machine is used for carrying out minimally invasive operations on patients with urology, bladder, kidney, and head and neck cancers.

Together, putting patients first

Highlights of the year

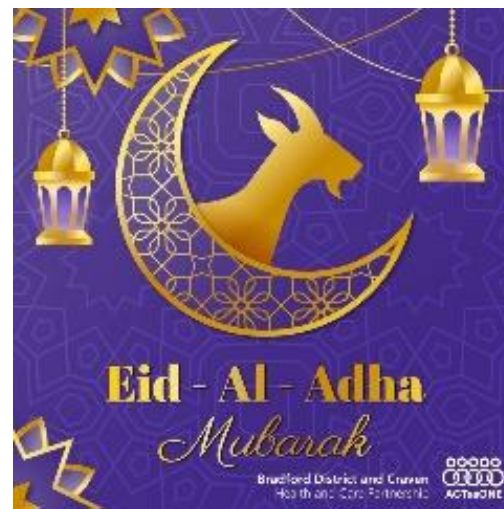
A new £1.5m MRI scanning suite was installed at St Luke's Hospital to increase productivity and provide a better patient experience. We also unveiled **a new cone beam CT scanner** at BRI. This helps with life-changing cochlear implants and x-rays smaller bones of the body.



We adopted CardMedic, **a new language translation app**, to assist staff in communicating with **non-English speaking patients**. The app offers 49 language options and improves accessibility for patients with cognitive impairments.

Highlights of the year

Extended visiting at BTHFT for Eid-UI-Adha: For the celebration of Eid-UI-Adha, our visiting hours were extended from 10am until 8pm to allow people enough time to visit their loved ones during the period of celebration.



Our **Ramadan ‘fast-packs’** campaign sparked national interest. They were created to enable staff, who have been fasting without food or drink for 16 hours, to carry on working when the time came to open their fast in the early evening. Each pack contained dates, water, a disposable prayer mat, prayer counter and a Ramadan prayer timetable.

Highlights of the year

We extended our approach to virtual care and launched some new virtual clinics online.

They provide clinical guidance, tips, self-help videos and advice to help our patients' recovery.

The Virtual Services Team is delivering Virtual Ward services for General Surgery, Vascular, Acute Medicine, Respiratory and Cardiology.

Access our clinics



Joint School



Fast Track Prostate



Virtual Hand Clinic



Fast Track Skin Check



Virtual Fracture Clinic



The Plaster Room


Quality Account - priorities for improvement 2023/24

1. **Management of deteriorating patients:** introduction of the patient deterioration tile; embedding the Hospital At Night initiative; adaptation of the Patient Wellness Questionnaire
2. **Implementing saving babies lives care bundle v3:** continued focus on reduction of stillbirths and inequalities; partnership with Bradford Food Bank; 'warm coat rail' during winter; improved communication with service users whose first language is not English




Patient Wellness Questions

How are you feeling?

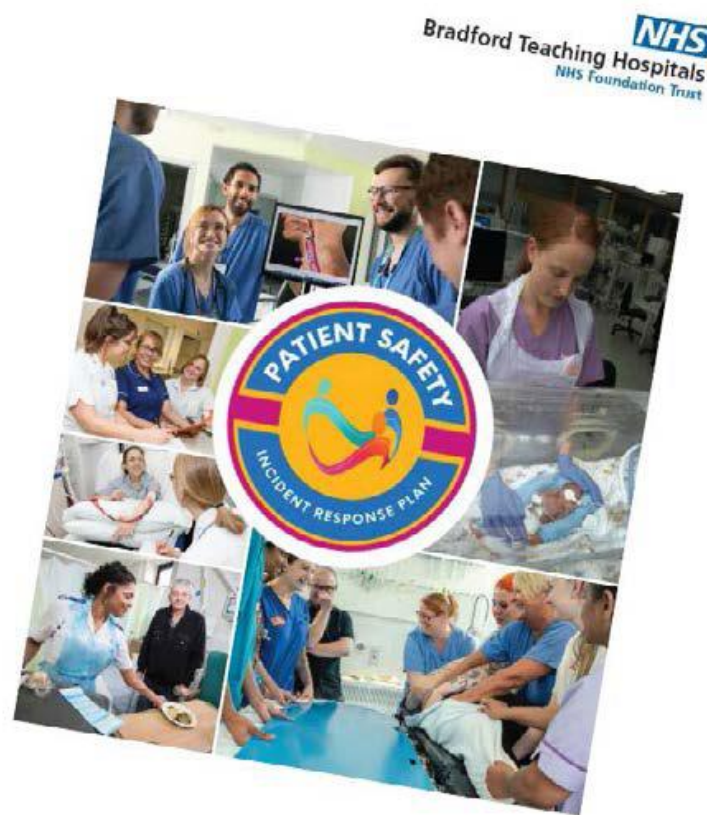
				
Very Good	Good	Fair	Poor	Very Poor
1	2	3	4	5

How are you feeling compared to the last time we asked you (or compared to yesterday)?

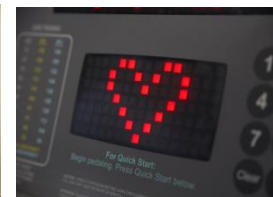
				
Much better	Better	No Change	Worse	Much Worse
1	2	3	4	5

Quality Account - priorities for improvement 2023/24

3. **Improving patient experience by advancing equality, diversity and inclusion:** new strategy launched; CardMedic language translation app introduced; enhanced patient information leaflets; improved bereavement service.
4. **New: Implementation of the Patient Safety Response Framework:** to improve the safety and experience of care for our patients, carers, families and staff.



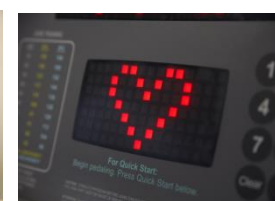
Thank you



Ben Roberts

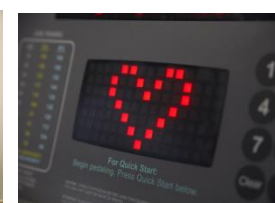
Chief Finance Officer

Annual Accounts 2023/24



At a glance

- ✓ Exceeded our financial target
- ✓ Unmodified audit opinion
- ✓ Spent £55.5m on capital on buildings, equipment and digital programmes.
- ✓ Extensive range of Charitable donations



INCOME & EXPENDITURE

2019/20 – 2023/24

	19/20 £m	20/21 £m	21/22 £m	22/23 £m	23/24 £m
Operating Income	450.4	494.0	533.8	573.6	600.9
Operating Expenditure	-444.9	-494.0	-532.4	-573.4	-596.3
Surplus / (Deficit)	5.5	0.0	1.4	0.2	4.6

INCOME 2019/20 – 2023/24

	19/20 £m	20/21 £m	21/22 £m	22/23 £m	23/24 £m
Patient Care Income	395.6	446.6	473.6	499.8	525.5
Research & Development Income	13.0	9.3	18.0	25.5	25.0
Other Operating Income	41.8	38.1	42.2	48.3	50.4
Sub Total	450.4	494.0	533.8	573.6	600.9

EXPENDITURE

2019/20 – 2023/24

	19/20 £m	20/21 £m	21/22 £m	22/23 £m	23/24 £m
General Pay & Non-Pay Costs	431.0	478.9	513.1	552.3	574.8
Research & Development Costs	13.8	15.1	19.2	21.2	21.5
Total Expenditure	444.8	494.0	532.3	573.4	596.3

	19/20 £m	20/21 £m	21/22 £m	22/23 £m	23/24 £m	% of Total 23/24
Pay Expenditure	285.5	318.5	332.3	367.4	382.7	64%
Non-Pay Expenditure	159.3	175.5	200.0	206.0	190.7	32%
Total Expenditure	444.8	494.0	532.3	573.4	596.3	96%

CAPITAL INVESTMENT 2023/24

Capital investment of £55.5m was made during the year. The main elements of the capital programme were as follows:

Scheme	£m
Information Technology Schemes	7.5
Buildings – Significant Upgrades, Extensive Refurbishment and Engineering Maintenance	33.1
Medical Equipment	14.9
Total	55.5

INDEPENDENT AUDIT OPINION

Summary of the audit opinion to the Council of Governors:

External Audit opinion on the financial statements:

- *give a true and fair view on the state of the Foundation Trust's affairs and of the income and expenditure for the year*
- *have been properly prepared in accordance with the accounting policies directed by NHS Improvement – Independent Regulator of NHS Foundation Trusts; and*
- *Have been prepared in accordance with the requirements of the National Health Service Act 2006.*

BRADFORD HOSPITALS CHARITY 2023/24

The value of the fund 31st March 2024 was £2.0m.

Total incoming resources were £0.5m.

Total expenditure was £0.7m.

Thank you for your generous donations.

BRADFORD HOSPITALS CHARITY EXPENDITURE ANALYSIS 2023/24

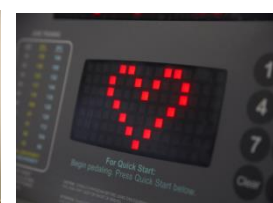


BBradford Teaching Hospitals
NHS Foundation Trust

Total Expenditure	£000
Medical Equipment	130
Staff Education & Welfare	119
Patient Welfare	166
Raising Funds	89
Support costs	196
Other activities	21
Total	721

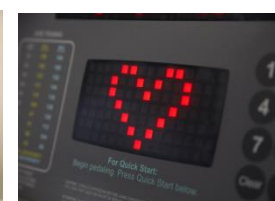
Total Income	£000
Donations and legacies	76
Grants	135
Fundraising	132
Staff Lottery	39
Investment income	65
Other activities	25
Total	472

Thank you



David Wilmshurst Public Governor

Report from the Council of Governors 2023/24



- **Changes to Board**
- **Changes to our Council**
- **What has the Council done in year?**
- **Our Membership**
- **And finally.....**

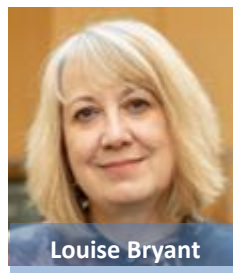
Changes to our Board

Non-Executive Directors 2023/24



Bradford Teaching Hospitals
NHS Foundation Trust

Appointments in Year



Sarah Jones
Chair



Bryan
Machin



Zafir
Ali

Profiles of all Board members available on our website here
<https://www.bradfordhospitals.nhs.uk/our-trust/how-we-make-decisions/>

Together, putting patients first

Changes to our Council



Bradford Teaching Hospitals
NHS Foundation Trust



Heather Jacklin



Adrian Cresswell

**Heather
and Adrian
stood down
in 23/24**



Prof. Alastair Goldman

**Alastair stood down in
early 24/25**

New (and returning) Governors following elections held in May 2024

New Governors



Philip Turner



Sharon Thompson



John Waterhouse



Andrew Waller



Ibrar Hussein



Anne Forster

Returning Governors

<https://www.bradfordhospitals.nhs.uk/our-trust/how-we-make-decisions/>

Together, putting patients first

What have we done in year?

2023/24

- Council of Governor Meetings
- Governors Nominations and Remuneration Committee
- Governor Engagement activities



2024/25

- 'Root and branch' review of our policies, procedures and practices

Out foundation trust membership



Bradford Teaching Hospitals
NHS Foundation Trust

2023/24

- 6,000 staff members
- 38,000 public and patient members
- PLACE (patient led assessments of the care environment)
- Volunteering
- Mel's weekly and monthly updates!



And finally.....



Bradford Teaching Hospitals
NHS Foundation Trust

Our next election process opens on 10 December 2024

We are looking for Governors to fill the following seats...

- Public seat in **Keighley** and one of our '**Patient**' seats
- Four seats in the following staff groups: **Nursing and midwifery** (2), **Medical and Dental** (1), Our **non-clinical staff group** (1)

Look out for further information on our website..

Become a Governor



Have your
voice heard



Improve
personal
development



No
qualifications
required



A great way
to learn more
about and
represent our
hospitals

Together, putting patients first

Thank you



membership@bthft.nhs.uk



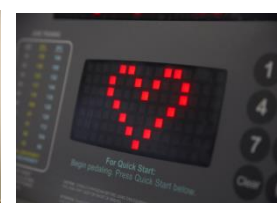
01274 364794

Let's keep in touch...

Julie Lawreniuk

Deputy Chair of the Board

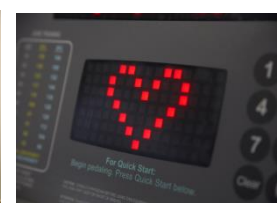
Questions and answers



Neonatal Service

Video Screening

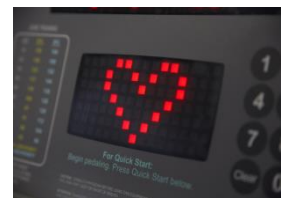
<https://vimeo.com/1022917668>



Julie Lawreniuk

Deputy Chair of the Board

Closing remarks



Thank you

