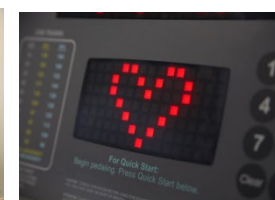
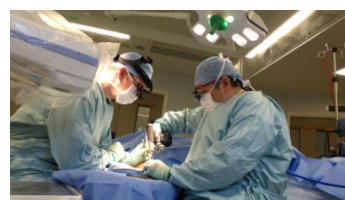


Mel Pickup Chief Executive

Annual Members' Meeting and Annual General Meeting

November 2023



2022/23 - Our year in numbers

- Served a diverse population of around 550,000
- Trust income: £573.6 million
- Employed over 6,400 members of staff
- 446,204 outpatient appointments
- Delivered 5,068 babies
- Performed 16,872 operations
- 141,064 attendances at A&E



COVID-19



Bradford Teaching Hospitals
NHS Foundation Trust

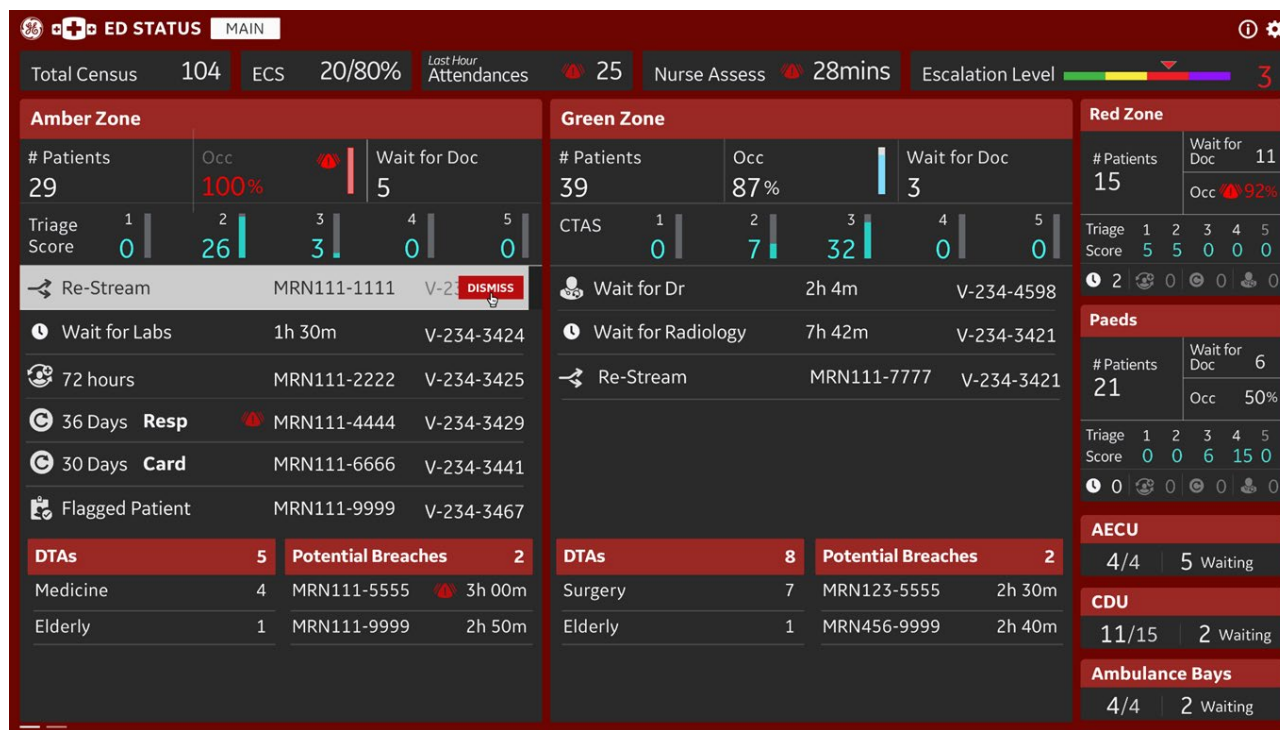
It's been another very busy year as we continue to move out of the COVID pandemic and return to “normal” business after some of the toughest years in NHS history.

We continued to see an influx of COVID-19 patients in hospital throughout the year and, coupled with significant system pressures, there was no down-time for our staff. But we consistently kept at the job of caring for our patients and witnessed incredible compassion, strength and unity from our colleagues, our partners and our communities.

Performance Overview 2022/23

Our performance is measured in many different ways, both qualitative and quantitative, 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



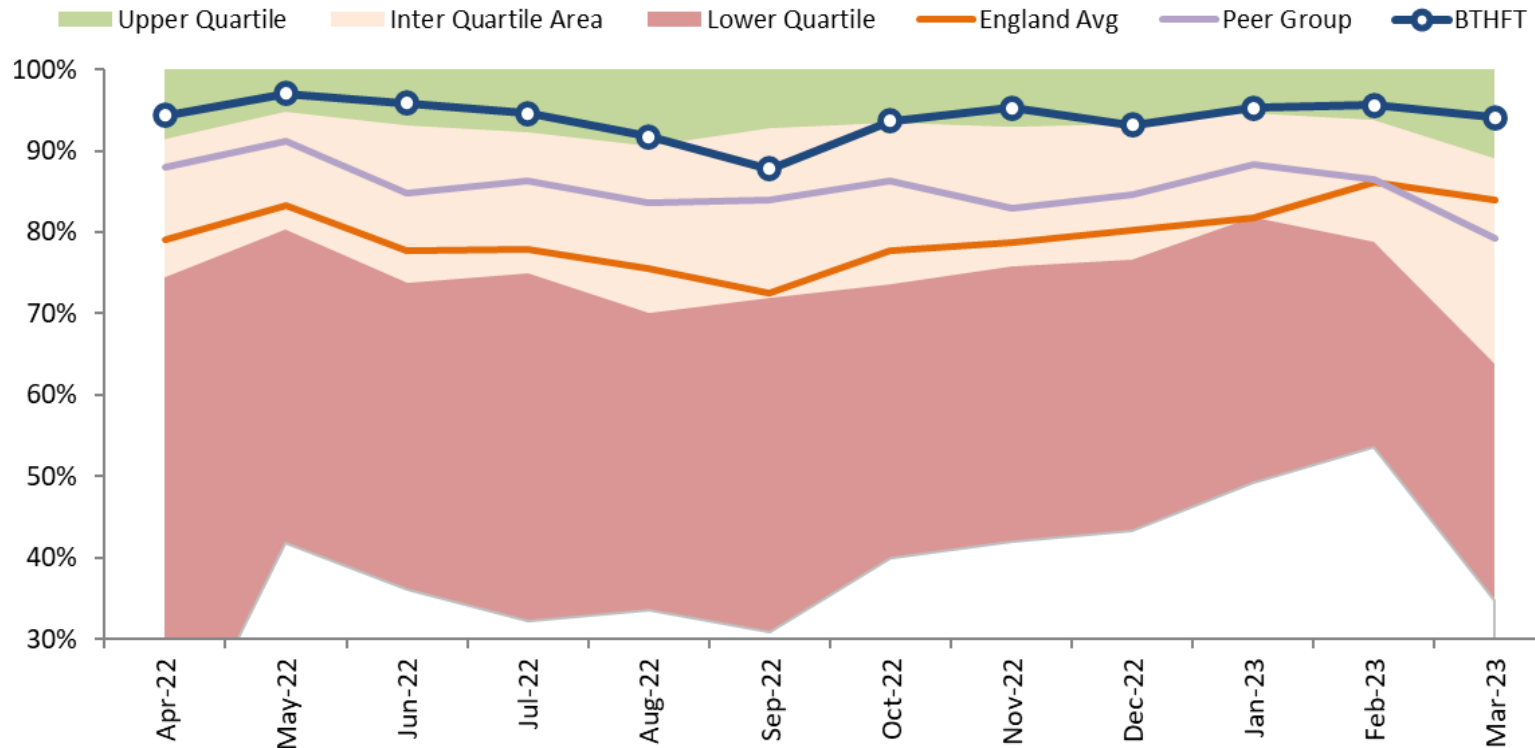
Cancer Two Week Wait



Bradford Teaching Hospitals
NHS Foundation Trust

Cancer 2WW Performance Benchmarked Nationally

Data Source: NHS England



- Patients referred to us on Fast Track pathways have received an excellent service during 2022/23, with the majority continuing to receive their first appointment within 2 weeks. This compares favourably to other Trusts in England. This performance has been delivered against an increase of 2,349 (10.9%) 2 Week Wait referrals compared to 2021/22.

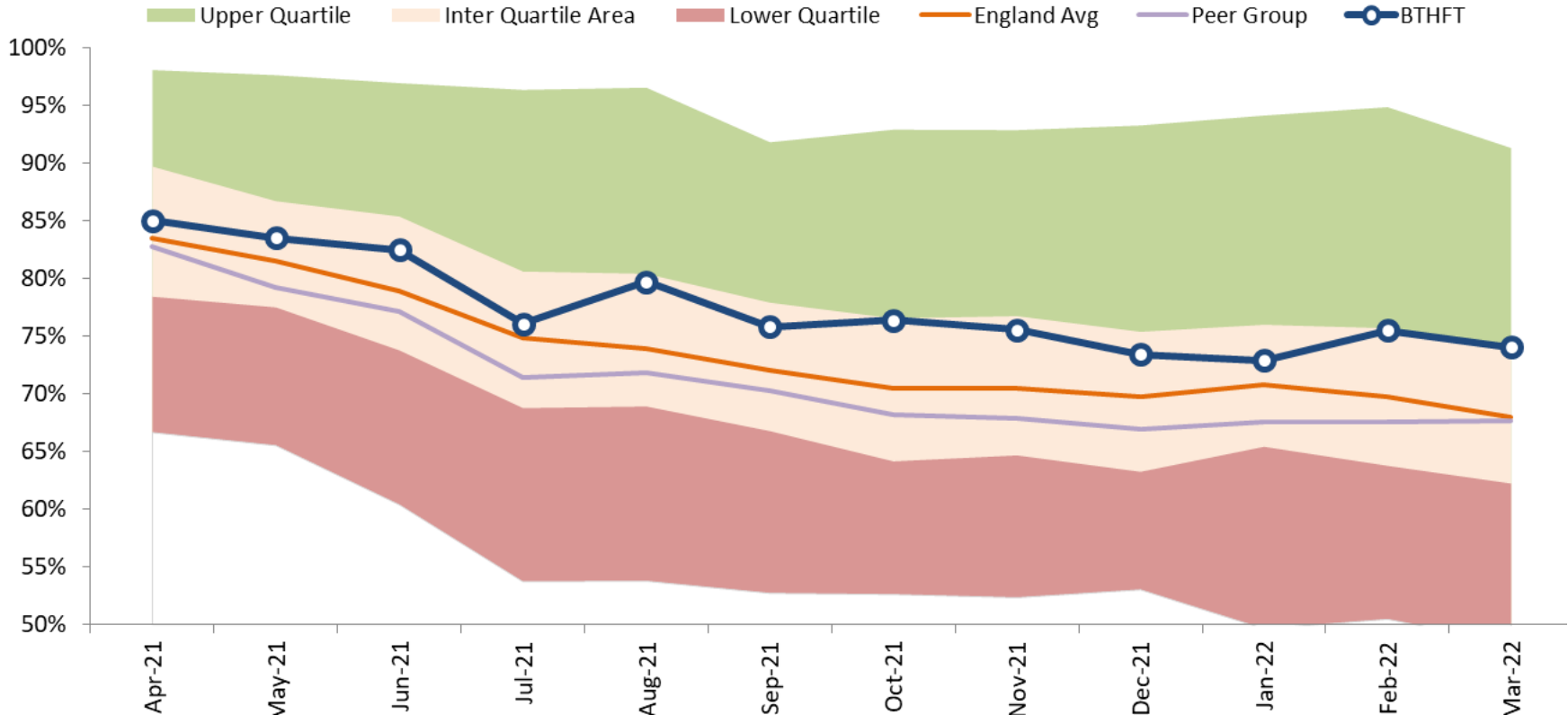
Emergency Care



Bradford Teaching Hospitals
NHS Foundation Trust

Emergency Care Standard Performance benchmarked Nationally

Data Source: NHS England for Acute Trusts only



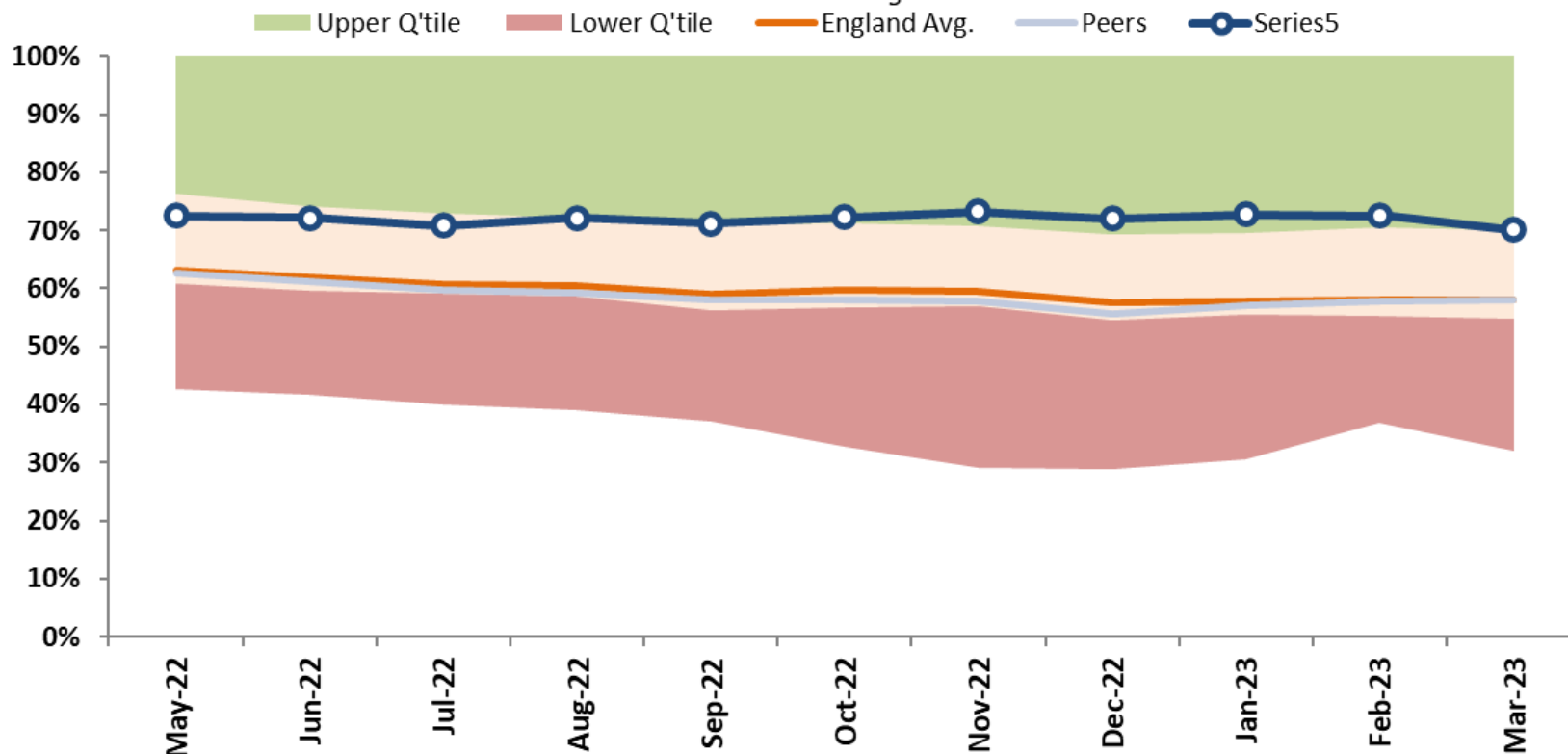
- We sustained a comparatively strong Emergency Care Standard performance throughout 2022/23, remaining in the upper quartile nationally, although overall performance did decline. This included a challenging winter where demand increased earlier than forecast with additional increases in flu and paediatric presentations impacting almost all hospitals in England.

Referral to Treatment

Bradford Teaching Hospitals
NHS Foundation Trust

18 Week RTT Incomplete Performance benchmarked Nationally

Data Source: NHS England

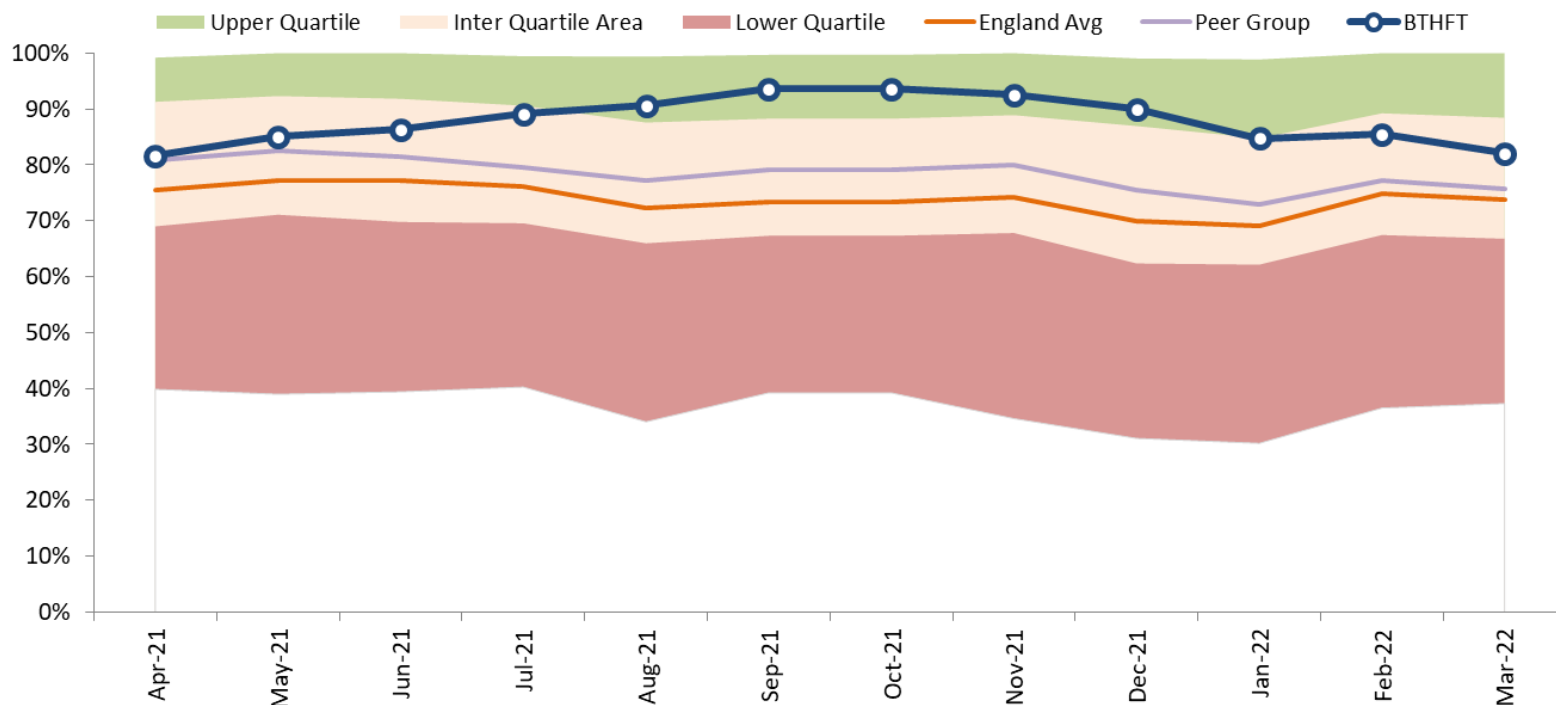


- We continued to increase both inpatient and outpatient activity with support from the independent sector, delivering an increase of 7.1% compared to 2021/22. Reducing workforce supply challenges and increasing the number of cases per theatre session or outpatient clinic are part of the 2023/24 plan to increase activity further and reduce the waiting list.

Diagnostic Waiting Times

Acute Trust Diagnostics Performance benchmarked Nationally

Data Source: NHS England



- Diagnostic wait times have increased during 2022/23. Demand for radiology has increased significantly and the need to replace an MRI scanner reduced capacity. Despite the downturn in the overall position, performance for patients on fast track pathways, which includes all cancer referrals, has been sustained at above 90% for a shorter two-week turnaround from request to report being available.

Equality, Diversity and Inclusion achievements

- We launched a new three year strategy which sets out our ambitions and plans to promote and advance equality of opportunity, with a sharp focus on tackling health inequalities, belonging and inclusion.
- The following five refreshed 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



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 with our 'Thrive' approach
- We held 23 Thrive roadshows, our first Thrive festival and our first Thrive Leadership Conference to develop leaders at all levels
- Civility in the workplace has been a significant focus during 2022/23 and remains a key theme for 2023/24
- Our new People Charter has been created by staff which brings to life our Trust values and the behaviours that we want staff to role model
- NHS England chose us to become a 'People Promise Exemplar Site' – one of just 23 across the country



Highlights of the year

Bradford Teaching Hospitals
NHS Foundation Trust

We started constructing a new £24m day case surgical unit at St. Luke's Hospital to help tackle and reduce our backlog of patients waiting for surgery. It will provide additional resilience to the NHS in Bradford and help future-proof this service for local patients.



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.

Highlights of the year

A new, state-of-the-art £1.5m MRI scanning suite was installed at St. Luke's Hospital. It's a major investment which is helping increase productivity and provide a better patient experience. We also unveiled a new cone beam CT scanner at BRI to assist with life-changing cochlear implants and x-ray smaller bones of the body.



We opened a new shared haemodialysis care unit as part of a programme to expand and reconfigure renal services at St. Luke's Hospital. Shared Care provides a stepping stone to home-based care and allows patients to take control of their treatment and become more self-sufficient, managing their own dialysis treatment at home.



Highlights of the year

We celebrated the launch of our hugely successful BBC series, **Yorkshire Midwives on Call**, which was all about the work of our Homebirth Team. There was drama, emotion and tender moments as TV cameras followed the work of our amazing midwives as they delivered babies in people's homes across the district.

INSIDE TV EASTER MONDAY

Pick OF THE DAY

Jolly babies

YORKSHIRE MIDWIVES ON CALL BBC2 8PM

Meet the six-strong team behind the Homebirth Midwifery Unit at Bradford Teaching Hospitals NHS Foundation Trust in this new series, as they look after expectant mums

for across the region. In tonight's opener, Jodie preps for a bedroom birth with midwife Gemma by her side, while fellow midwife Michaela hopes to assist junior doctors Rebecca and Tim with a water birth for their second child. And head midwife Laura cares

for Keeleigh – who also has the support of her birth partner and cousin Leanne – as she hopes for a home birth for baby number four. Expect laughter, drama, tears and warmed cookies as, with the support of the team, proud parents meet their bubs for the first time.

What to watch

YORKSHIRE MIDWIVES ON CALL
BBC2 Tue, 8.00pm, not Wales

The Yorkshire midwives invite the cameras back for a second series

There's plenty of life and take-a-deep-breath drama in this emotionally rich documentary series about the close-knit team of home-birth midwives in Bradford, and their pregnant patients, gets under way for its second series. "It's like *Call the Midwife* without the bicycles," laughs one of the team at the outset. And that minus the wimples, too, of course! pretty much sums up its appeal: we get to look in on – and learn about – the

everyday drama of some of the biggest and most powerfully emotional moments in these new parents' lives, magnified all the more as they take place not in the clinical environment of a hospital but rather in the far more intimate setting of their own homes. With each member of the home birth team having around 30 women on their books at any given time, there's no shortage of opportunity.

Tonight's opener focuses on the midwives Laura, Gemma and Michaela (the latter so adept at bringing on overdue mothers, via a process called a stretch and sweep, that she is known to her colleagues as "the super-sweeper") as they care for three expectant mothers, who each experience a range of the complications and challenges that are unique to home births.

Gerard O'Donovan

Factual

NEW EXCLUSIVE

LABOUR of love

Lead midwife LAURA HUGHES on a new series following her home-birth team

YORKSHIRE MIDWIVES ON CALL
BBC2 EASTER MONDAY & TUESDAY, 8PM (TIMES VARY), BBC2 Factual

What's a typical day for you?
I wouldn't say that there's ever a typical day, because things always come along to us. Things on their head. But normally we start off with some antenatal appointments, then we'll see some postnatal women and their newborn babies at home. There's about half of advice and a few births thrown in the mix as well. We normally deliver one or two births per shift, so it's quite full-on!

Did you always want to be a midwife?
Yes, probably from my mid-years when I used to watch all

What's the best bit of your job?
The births – it's always a real privilege and the energy that you feel in that room is amazing, especially when you have supported the woman all the way through her pregnancy. I love the moments where you feel you've made a difference.

How did you feel about having cameras follow you?
They really annoyed us at first! They were with us for almost a year and they joined us at our busiest time. They didn't understand how it's pressure we were under at the beginning and I think it took us a couple of months to find it good. By that time, but over time, it became really comfortable and now we really miss the cameras!

Do you ever feel any pressure?
There's definitely pressure on our shoulders, but we're trained to deal with it. We have a ridiculous amount of skills and

Do you and your team watch BBC's *Call the Midwife*?
Yes, it's the one programme midwives university live.

Homebirth: The midwives' story

20 APRIL

Home deliveries!

Just like in *Call the Midwife*, Bradford midwives help babies be born at home

NEW

Call the Midwife meets **One Born Every Minute** in BBC2's emotional new series **Yorkshire Midwives on Call**, which follows six midwives from Bradford's homebirth midwifery unit.

There are plenty of highs and lows in the first episode, as midwife Claire is called out to mum-of-three Keeleigh, pregnant with her fourth child, whose waters have broken. "Birthing a baby at home is completely different to birthing a baby on the maternity ward with doctors around," says Claire. "We've got a lot of responsibility – the adrenaline doesn't stop." Worryingly, immediately after Keeleigh gives birth, she begins to lose a lot of blood, and Claire calls an ambulance to take her and her newborn daughter, Willow, to hospital.

YORKSHIRE MIDWIVES ON CALL
Easter Monday & Tue, 8pm, BBC2 (Wales, Easter Sunday, 6pm & Tue, 8pm) Factual

Meanwhile, midwife Michaela has a much easier time with Rebecca, who gives birth to her second son, Toby, in just over seven hours – one of Michaela's quickest ever births. So quick, in fact, that Michaela even finds time to tidy Rebecca's kitchen.

Positive outcome
Fortunately, several days after being blue-lighted to hospital, Keeleigh is home and recovering. "It's tough when mums don't necessarily get the home birth they want but we have to put their safety first," says Claire. "I really love this job, though – there's no feeling like it!"

Happy family... Rebecca and Tim with their sons Freddie and newborn Toby

Helping hand... Midwife Michaela

Highlights of the year

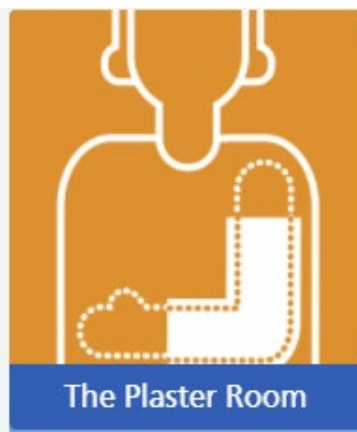
We staged our inaugural Thrive at BTHFT conference. It was a great opportunity to give us all space to come together to connect, talk about the importance of how we are at work, and how to support ourselves and others to be the very best version of ourselves.



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 launched the VIP Red Bag scheme to improve care for patients with learning disabilities. The bags hold documents, personal belongings and medication in one place and help staff see the whole person they are caring for so they get the best care for them.



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

Awards and recognition

Individual/Team/Project	Category/Outcome	Outcome
West Yorkshire ICS, #RootOutRacism (Anti-Racism Movement)	NHS Communications Initiative of the Year award	Winner
West Yorkshire ICS, Making a collective difference to people's lives, improving quality and efficiency of services	Integrated Care System of the Care award	Winner
Maternity	Maternity & Midwifery Maternity and Midwifery Services Initiative of the Year	Highly commended
West Yorkshire Vascular Service, Providing a single, shared service	Provider and Collaborator of the Year award	Highly commended
Freedom To Speak Up	Freedom to Speak Up Award	Shortlisted
Embedding Kindness	Best Staff Wellbeing Initiative	Shortlisted
North East and Yorkshire Palliative Care Clinical Nurse Specialist	Best Workplace for Learning and Development	Shortlisted
Bradford District & Craven Health & Care Partnership Covid 19 Vaccination Team	Patient Safety Improvement Nursing in the Community	Shortlisted Shortlisted
Bradford District and Craven CCG, Bradford District and Craven Health and Care Partnership: Family Vaccination Clinics	Best Social Responsibility Awards	Shortlisted

Quality Account - priorities for improvement 2022/23

1. **Management of deteriorating patients:** introduction of the patient deterioration tile; piloting the Hospital At Night initiative; a roadshow on the early detection of sepsis.
2. **Continued reduction in stillbirths:** 4.8 per 1000 births compared to 5.6 in 2020; development of the Butterfly Pathway initiative; establishing the Ask Betty project with the Bradford Metropolitan Food Bank.



Quality Account - priorities for improvement 2022/23

- 3. Improving patient experience:** launch of the Embedding Kindness programme; the 2022 Kindness Conference; Veteran Aware accreditation.
- 4. Advancing equality, diversity and inclusion:** development of a three year strategy to address equality and diversity issues; launch of staff equality networks; a renewed focus on gender equality and understanding the menopause.



Our year of quality - in numbers

- 12,008 - patients participating in approved research
- 14,293 – calls made to the relatives line
- 100% - participation in national clinical audits and confidential enquiries
- 19,662 – Friends and Family Tests received: 78.9% of patients scoring us ‘very good’ or ‘good’
- 350 – staff attended our Thrive leadership conference
- 38% – Our new falls prevention programme brought about a 38% decrease in falls

Thank you

