

Highlights and Achievements from **2015/16**



“Hello my name is...” is the legacy of the late Dr Kate Granger. Kate, who was born in Huddersfield Royal Infirmary, sadly passed away earlier this year yet aimed to change the way care is delivered across the NHS with her campaign to improve communications between healthcare staff and their patients.

Our staff are pictured in support throughout this summary. Medical secretary Stephanie Carroll, on the front page, said: “This is all about making the patient feel more relaxed and at ease.”



CHFT IN NUMBERS 2015/16



462,751

LOCAL CALDERDALE CCG & GREATER HUDDERSFIELD CCG POPULATIONS



147,619
A&E PATIENTS



122,218
IN-PATIENTS



441,216
OUT-PATIENTS



50,096
DAY CASES



305,569
TOTAL COMMUNITY CONTACTS



236,920



68,649



316,083
CHFT THERAPIES



296,011



20,072



£369m
EXPENDITURE 2015/16



83
PROFESSIONS



5622
TOTAL BIRTHS



340,895
TOTAL MEALS



1938
NURSES & MIDWIVES



2911
BOY BIRTHS



110,200
BREAKFAST



534
DOCTORS



2711
GIRL BIRTHS



120,495
LUNCH



103,000
ACCOUNTS PAYABLE
TRANSACTIONS



420
THERAPISTS



3000 HRI
4500 CRH
SWITCHBOARD CALLS



110,200
TEATIME



640
COMMUNITY STAFF



5909
TOTAL STAFF

20,000
ACCOUNTS RECEIVABLE
TRANSACTIONS



Chief Executive and Chairman's foreword

We are proud to hail the efforts of our doctors, nurses, therapists, porters, cleaners, volunteers and other support colleagues who have gone many miles beyond that extra mile to provide compassionate care for our local people.

We are also grateful to our many patients, relatives and carers who have stood by us during these turbulent times which have seen us having to provide care against a backdrop of a financial deficit for the second year running.

As many people will have come to appreciate, 2015/16 was a very challenging year for the NHS and for us as a Trust. In total the equivalent national deficit was £2.45 billion and had it not been for the use of 'one-off accounting measures' the national figure may have been much worse which puts our Trusts deficit of £20 million into context.

Despite this reality we met the broad expectations of our financial regulators NHS Improvement and we achieved all but one of our key performance targets. We worked hard at providing high quality services in the Community as well as delivering on waiting times for our cancer patients. We also made sure our referral to treatment times in other areas remained under the 18 week limit, and, outstanding for this year, our Emergency Department teams, in three out of the four quarters ensured 95% of our patients received their care in four hours.

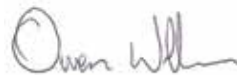
We couldn't have achieved this without the combined efforts of all colleagues and volunteers in our hospitals and right across our community settings. They really do pull out all the stops for our patients when the going gets tough.

To celebrate this, we launched our monthly Star Award colleague recognition scheme. On page XX you can see some of the winners so far from all areas of the Trust. Colleagues nominate each other for being an inspiration to work with delivering compassionate care for our patients. Whatever their role, everyone is on one team here, Team CHFT and the awards reflects our talent and commitment in depth.

Also, this year we opened our doors to the Care Quality Commission inspectors. We received their report last month. They told us our care in acute and community settings was good yet also highlighted areas for improvements and this work has been underway since their visit in March.

We all know that the current and following years are going to be challenging and we have seen the difficult choices that we are faced with as a part of the Right Care, Right Time, Right Place consultation process. However, the professionalism and passion of our work force is there for all to see as is the commitment of our external partners.

This gives us all reasons to feel positive about providing compassionate care long into the future.




Owen Williams, Chief Executive and Andrew Haigh, Chairman

Meet some of our Stars...

This past year we launched our Star Awards – a monthly recognition scheme where colleagues nominate each other for being an inspiration to work with and going the extra mile for our patients and their families providing compassionate care 24/7, 365 days a year. The nominations are judged by a panel made up of representatives from across the divisions. Nominations come in from all areas and each month presents a very difficult – yet enjoyable and uplifting – task for our judges. Our CEO Owen Williams has presented the certificates and we are building up a Wall of Fame at both hospitals featuring all our winners. Here are our winners so far.



1 Nicola Lear was our first winner. The long-serving ward clerk on Ward 5 coordinated and oversaw the relocation of the entire ward and gained extra patients in the process.

2 Administrator Linda Mitchell (as seen on page 2) was next for her stirring work ensuring our clinics at Allan House, Sowerby Bridge, were open to patients just days after the Boxing Days floods which brought devastation to large parts of Calderdale.

3 Consultant Nick Scriven nominated the entire Acute Medical Team at Calderdale Royal Hospital for their professionalism and compassion in one of the most stressful environments at the Trust. In the last year they cared for 12,000 patients who have rated their care amongst the top 25% in the country.

4 The Switchboard Team at HRI deal with an amazing 3,000 calls a day. They are close-knit and when they are short-staffed have been known to come in off leave to provide cover for this essential frontline service for our patients and their families.



Highlights of 2015/16



↔ Our assisted conception unit celebrated 20 successful years of helping people to become parents and having some of the best conception rates in the country due to the specialised and very personalised care they offer. They have since expanded care into Bradford and the unit has a new name Yorkshire Fertility.



↑ Our volunteer Carol Armitage snipped the ribbon at the opening of our new chemotherapy and oncology out-patients centres at HRI. The new green and purple design is a real innovation for an NHS facility and we are receiving excellent feedback from our patients.

→ In a pioneering move we have introduced a market stall in the entrance at Huddersfield Royal Infirmary selling quality fruit and vegetables. It is now there three days a week it is so popular – there is another at Calderdale Royal Hospital – and people come from far and wide to stock up on fab food.



→ Our nurses won the Partnership Working category at the prestigious Nursing Times awards for their work helping with an infection prevention and control campaign at a hospital in Transylvania, Romania. The work was so successful it has gone national over there with our nurses appearing on Romanian television.



What's happening this year

Electronic Patient Records

In November we are expecting the full roll-out of the Electronic Patient Record system. Paper folders will no longer be seen on the wards as all patient information will be stored electronically and available to all healthcare professionals – and patients – at the touch of a button. This means more time for caring and less time for our patients having to repeat details over and over again as their care progresses. We are delighted to have twinned up with our colleagues at Bradford Teaching Hospital for this project – one of our biggest ever as we strive to continue to improve the care our frontline healthcare colleagues provide.

Big decisions

One of the biggest decisions for many years affecting our healthcare is delivered to our populations in Greater Huddersfield and Calderdale will also be made this year. It follows a consultation called Right Care Right Time Right Place and our CCGs will have to decide if the proposal to create two specialist hospitals – one for planned care and one as an emergency care centre – should go-ahead. There are also implications for the care delivered in people's homes and at their GPs and healthcare centres as part of the wholesale reshaping to make local NHS care sustainable into the future.

CQC inspection

In March of this year we had our first Care Quality Commission inspection. We received their report last month which highlighted areas of good care in both acute and community settings and also how the pride of our staff here shone through. Overall we were rated "Requires Improvement". We will be continuing the work we started straight after their inspection to enable us to deliver even better care for our patients and families.

Welcome Ian

This summer we welcomed Ian Warren, our new Director of Workforce and Development. At such a time of change and upheaval in the NHS all across the country we have to look after our workforce as well as our patients. Making sure our workforce is a contented one and ensuring CHFT is a fair and happy place to work – as this means our patients are receiving the very best care – is one of our highest priorities.



New Director of Nursing

We also welcomed our new Director of Nursing Brendan Brown. He joined us from Burton Hospital Trust with a reputation for being committed to transforming the way nursing care is delivered on the wards to provide the best care for our patients and their families. Shortly after his arrival in June, Brendan joined our Celebrating Success campaign to promote our annual staff awards.



Trust finances

For 2015/16 the Trust submitted a deficit plan of £23m. This required delivery of cost improvement savings of £14m.

In year the Trust faced many challenges to deliver this financial plan and remained under scrutiny following its breach of licence in 2014/15.

The challenge was to deliver in a particularly tough environment where many local and national organisations were struggling financially. Additionally the Trust faced cash challenges for the first time, which continue into 2016/17.

Ongoing recruitment issues and the requirement to meet safe staffing levels added significant pay pressures. Linked to these, external monitoring and scrutiny of our agency spend commenced. The rates paid to agencies was scrutinised and there was a requirement to report both where individual shift rates exceeded a national maximum rate (cap), and also where the staff were employed were not engaged through recognised contract frameworks.

The Trust spent £20.2m of capital expenditure on buildings, information technology and equipment, against its original plan of £20.7m.

The audited accounts show a deficit position of £29.7m against the £23m original deficit plan. However, the final position excluding exceptional technical adjustments was a deficit of £21m which means that the plan was delivered.

This was achieved through delivery of £18m cost improvement savings against a £14m plan. The PMO structure that was put in place in January 2015 contributed to this over delivery and the development of schemes for 2016/17.

When Monitor declared the Trust to be in breach of licence, three conditions were laid out for the Trust to meet. These were:

1. Delivery of the plan;
2. Ensure the 2015/16 efficiency challenge is met;
3. Develop a strategic sustainability and financial turnaround plan

The conditions were met and the business case for consultation was completed in year.



Fundraising heroes

Members of the public and our own colleagues sometimes go out of their way and, very often, through real endurance challenges, to say thank-you for their care. Here's a few we welcomed back this year and, below, how you can make donations to our Trust.

Our radiographer Andy Cross cycled 950 miles from Geneva to Barcelona with his pals and raised more than £6,000 for equipment for the Special Care Baby Unit where his baby Jake was cared for. His effort was topped up with £3,000 from the League of Friends.



Little Toby Burgess, from Clayton, was amongst our youngster supporters. When he was born he spent seven weeks on the Special Care Baby Unit. Now eight, he took part in a One Mile obstacle course and raised £900.

Anne Walker from Hepworth returned to the Intensive care Unit at HRI to make a donation of more than £1,500. Her heart stopped twice during her stay with us and raised the money over a two-day garden party for her 60th birthday.



Thanks to all our supporters!

If you would like to support the Trust by making a donation – perhaps to a specific ward, service or team – then contact our Charitable Funds Team on 01484 355468.

As a Foundation Trust we invite people from our local communities to become members. From them a Membership Council is elected and they support our Trust Board in shaping services for the future. To become a member you just need to be interested in your local NHS services and the people we care for. If you are interested in becoming a member then call our membership office on 01484 347342 or email membership@cht.nhs.uk