

Annual Members' Meeting

25th July 2023



Welcome

Helen Hirst, Chair







Baines, Lead Governor



Calderdale and Huddersfield
NHS Foundation Trust



Elected Public Governors



Peter Bamber



Stephen Baines



Gina Choy



Robert Markless



Christine Mills



Veronica Woollin



John Gledhill



Brian Moore



Isaac Dziya

Elected Staff Governors



Sally Robertshaw



Liam Stout



Sandeep Goyal



Emma Kovaleski



Jo Kitchen

Appointed Governors



Dr Sara Eastburn



Chris Reeve



Karen Huntley



Abdirahman Duaale



Cllr Lesley Warner



Cllr Megan Swift



Salma Yasmeen

New Governors

Elected (public)

Lorraine Wolfenden

John Richardson

Kate Wileman

Pam Robinson

Diane Cothey

Tony Wilkinson

Hollie Hampshaw

Elected (staff)

Emma Karim

Jonathan Drury

Appointed

Jules Williams

Jo Lawson

Thank you to our
governors

Helen Hirst, Chair



2022 –
2023

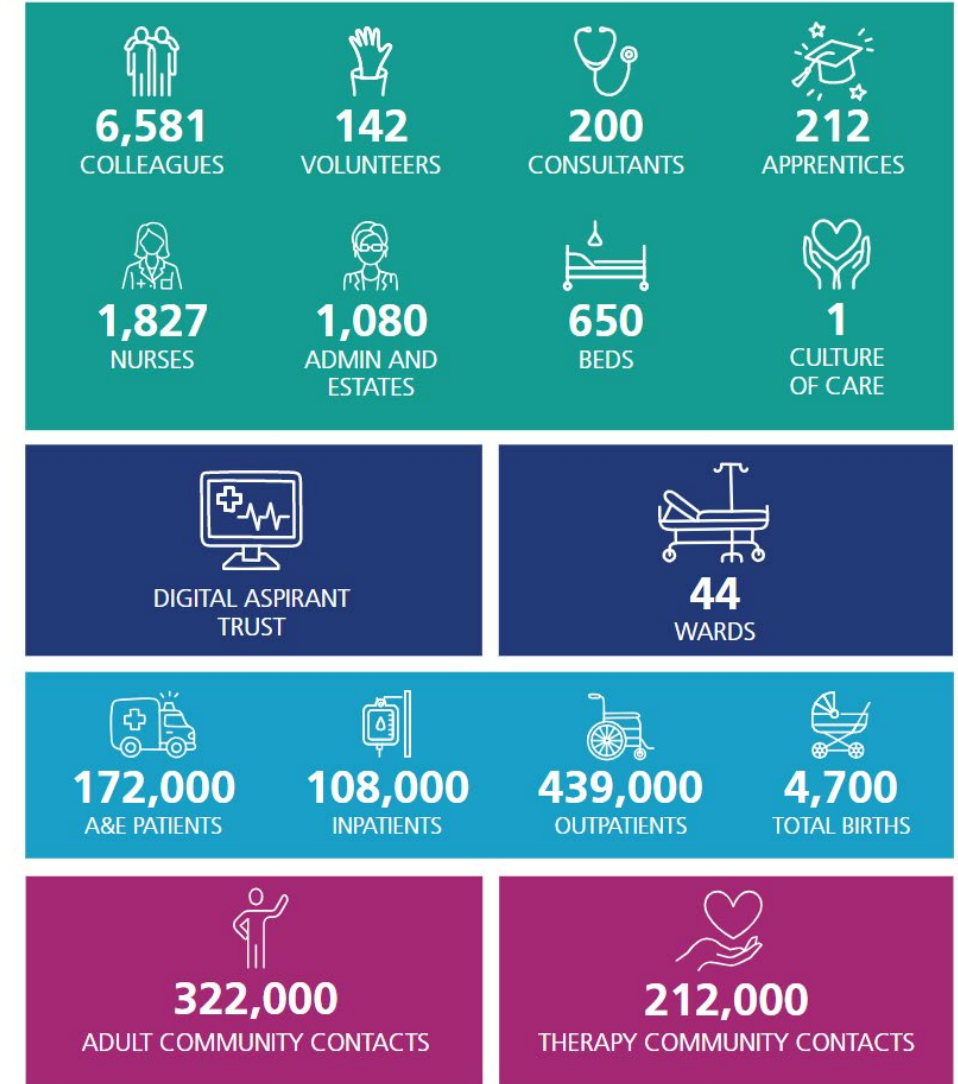
**Rob Aitchison,
Deputy Chief
Executive**





Welcome to CHFT

“Together with partners, we will deliver outstanding compassionate care to the communities we serve.”



Effective recovery

In March, GIRFT Chair, Professor Tim Briggs, came to CHFT to hear about how we have tackled the **waiting list backlogs** and hailed our efforts as **“phenomenal”**

In April last year, we had 509 patients waiting for more than 78 weeks. **That number is now down to zero.**



Surgical Hub Accreditation

This year, we were **one of only eight trusts to be awarded Surgical Hub accreditation** as part of NHS England's Getting It Right First Time (GIRFT) pilot scheme.

The accreditation recognises the **outstanding surgical care delivered by our teams** and will help us to continue to accelerate our progress in the future.



Rainbow Community Hub

In February **the doors opened at our new Rainbow Community Hub in Elland**, where children with learning difficulties and complex care needs are treated.

Halifax wheelchair Rugby League World Cup winner, Rob Hawkins, snipped the ribbon and **our families, their children and our colleagues were all special guests at the opening ceremony.**



Urgent Community Response

Our teams in the community and on the wards are working more closely than ever to ensure our patients can continue their recovery with all the support they need in the best place – their own homes.

We operate a “virtual ward”, which delivers very real care. **Once a patient has been discharged, we can monitor them remotely, and see them at home on the same day if needed.**



Partnerships

We have worked closely with our health, social care, voluntary sector, and academic partners in the Integrated Care System (ICS) across West Yorkshire, and in our local places as a member of the Calderdale Cares Partnership and Kirklees Health and Care Partnership to progress our shared ambitions.



Reducing health inequalities

Plans are progressing for development of two **Community Diagnostic Centres** (one in Huddersfield and one in Halifax), to help improve access to out-of-hospital diagnostic tests and provide these closer to home.

We have embedded a range of initiatives to reducing health inequalities for people with a learning disability who need elective surgery.

Our waiting list data for other factors, such as deprivation and ethnicity, is monitored through a health inequalities dashboard.



Five Year Strategic Plan

We have reviewed our previous Ten Year Plan and have a new Five Year Strategic Plan.

This refreshed strategic plan updates and sets out our ambitions across four goals:

- To transform patient care and population health outcomes
- To provide the best quality and safety of care
- To be the best place to work, supporting a workforce for the future
- To be sustainable in our use of financial and environmental resources

Five Year Strategic Plan

April 2023 – March 2028



Finance Report

**Kirsty Archer,
Director of
Finance**



2022/23 Financial Performance

	Plan	Actual	
I&E surplus / (deficit)	(£17.35m)	(£17.34m)*	●
Cash balance	£19.26m	£24.63m	●
Agency expenditure	£6.90m	£14.35m	●
Use of Resources	3	3	✓
Unqualified External Audit Opinion	✓	✓	✓
Capital investments**	£42.19m	£31.26m	

Key financial performance indicators on target



2022/23 Year End Revenue Position

Adjusted financial performance (control total basis):

Deficit for the period	(£10.06m)
Less: impairments/(reversals) *	(£7.41m)
Less: I&E impact of capital grants and donations	(£0.006m)
Less: net impact DSCH centrally procured inventories	£0.14m
Adjusted surplus	(£17.34m)

Financial position delivered as planned



* Impairments are a technical accounting transaction relating to the professionally assessed value of the Trust's land, buildings and equipment.

This transaction is one-off and excluded from the regulator's measurement of financial performance.

2022/23 Capital and Leases

- Actual spend of £31.26m (£24.4m in 2021/22)
- Key Expenditure:
 - £10.5m on reconfiguration – HRI A&E
 - £8.15m on various Medical Equipment
 - £4.13m on various Information Technology
 - £1.90m on the built environment
 - £1.13m on Rainbow Child Development Centre
 - £1.2m on Surgical Robot

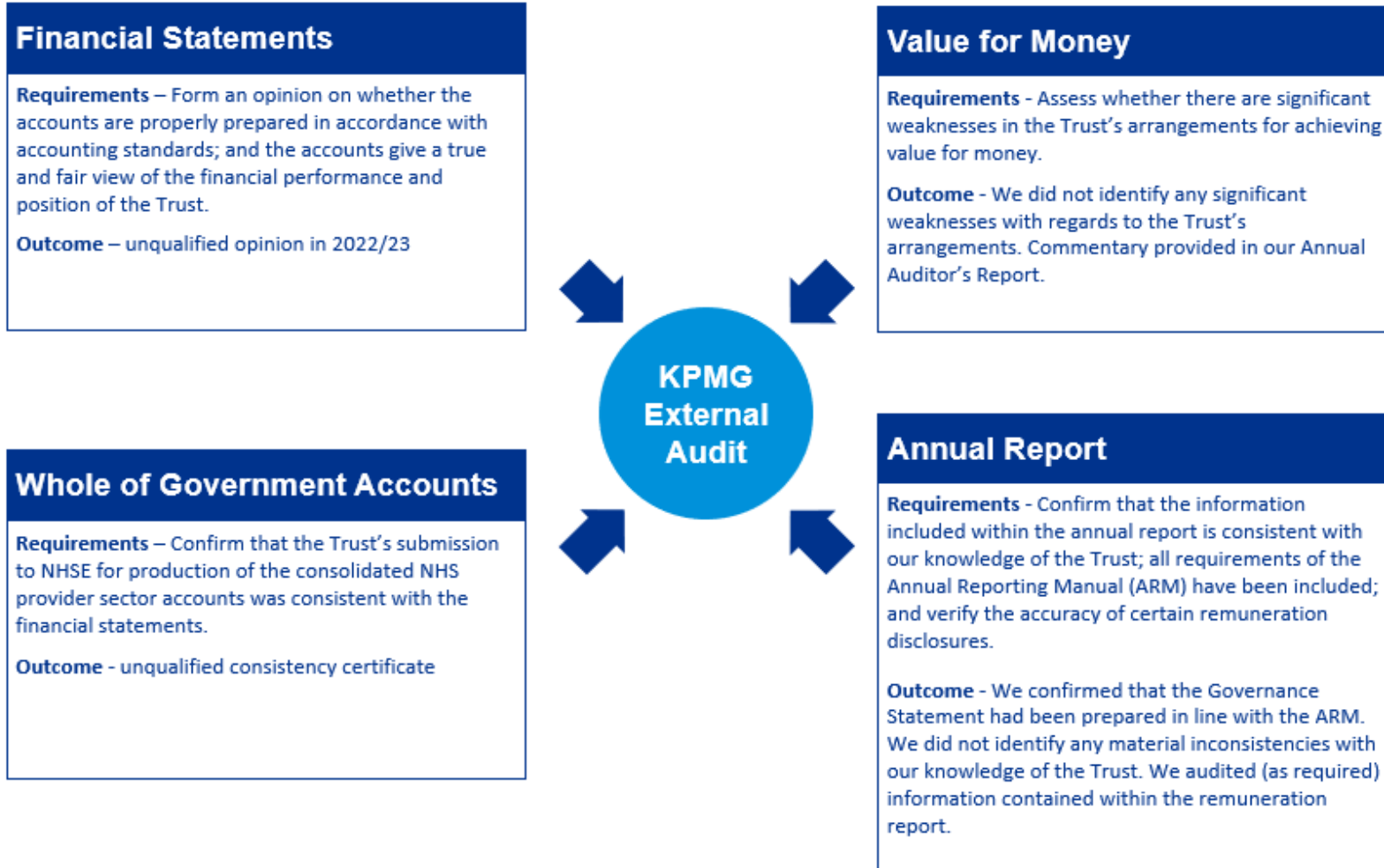
2022/23 Capital – New Surgical Robot



Looking forwards to 2023/24

2023/24 Financial Plan

- Challenging financial year expected – national and operational context
- £20.80m deficit plan, £31.50m efficiency target
- Part of overall West Yorkshire Integrated Care System breakeven plan, which includes a £25m ‘system risk’ that is yet to be mitigated.
- Significant capital investment £34m



Quality Account

**Lindsay Rudge,
Chief Nurse**



Quality priorities

- Reduce the number of falls resulting in harm
- End-of-life care
- Clinical documentation
- Clinical prioritisation
- Nutrition and hydration
- Reduction in number of hospital-acquired pressure ulcers
- Making complaints count



Sate

To support the safest discharge for our patients we now have a **mobile pharmacy team which roams the hospital** – known as the Safari Team.

They are called out to the ward when a discharge is imminent and double-check all medications are correctly prescribed. They explain medications fully to the patient and answer any questions before they leave us, **giving the patient more confidence and to prevent issues arising after they have left us.**



Effective

Throughout 2022/23 we prepared for the relaunch of our Electronic Patient Record.

Our Ward Managers and our nursing colleagues have been working with our digital leads to **improve the information at the first patient assessment and for planning for ongoing treatment to improve the care we offer our patients.**



Caring

Due to high demands for care in A&E, many people face a wait at some point once they arrive and check-in with us.

To help children and adults with additional needs, we have introduced care bags, which offer a welcome distraction for those who need it. Inside are colouring books, mini-toys and crayons and puzzles. They have been very well received.



Responsive

A patient-centred initiative to support vulnerable people in and beyond A&E launched in January 2023.

The BLOSM approach aims to create a **non-judgemental environment where people feel safe, listened to, and supported.**



Well-led

Our Associate Director of Nursing for Medicine, David Britton, has been at the forefront of a CHFT campaign for **carers to have more time and greater access alongside their loved ones in hospital settings.**

The Keep Carers Caring initiative **has been so successful that last month it reached Parliament and ministers have called for a national roll-out.**

David (left), pictured with Jo Scadden (centre), whose mum's story inspired the initiative, and Patient Experience Manager, Nicola Greaves



future - progress on our Reconfiguration Programme

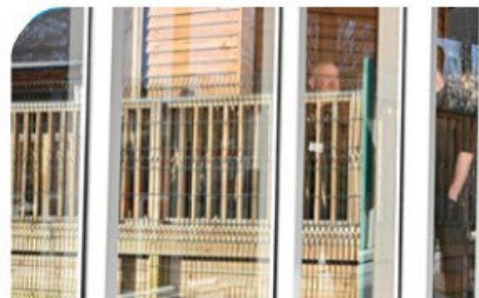
**Anna Basford,
Deputy Chief
Executive and
Director of
Transformation**



Introducing: Foundations for our future



Our reconfiguration programme's new Foundations for our future branding is based around building blocks, but it represents much more than that. It will help us to communicate the various stages of our work to transform healthcare for our local communities.



The building blocks of our new brand represent a solid foundation for us to grow and improve services for our patients and the working environment for our colleagues.

Highlights summary

- Our Rainbow Community Hub opened for patient care in Elland on 6th February 2023
- Demolition completed in readiness for the new Learning and Development Centre at CRH
- A Golden Bolt ceremony was held at HRI A&E on 20th February – marking one year on site



Rainbow Community Hub opens doors to patients at The Clock House

Our Rainbow Community Hub is based in the former Clock House on Huddersfield Road in Elland - half-way between our two communities of Huddersfield and Calderdale.

We restarted the Clock to celebrate the restoration.



Inside the Rainbow Community Hub

Our Charity provided funding for interactive technology and digital equipment, aimed at providing the best patient experience, including:

- a state-of-the-art sensory room
- moving 'floorscapes' in reception, which change to touch
- moving 'ceilingscapes' in treatment rooms. Parents can upload family videos from their phones for children to watch
- a large soft play area with indoor swing
- double-sized bathroom facilities for space for an adult to accompany their youngster.

A video tour of the facilities has been produced, through the eyes (and voice) of a child. Watch it [here](#).

Top floor teams

On the first floor, the Hub is also the base for our specialist nursing team – including diabetes and epilepsy – bringing them all together under one roof.



Family feedback

Three-year-old Ezra, pictured with his Mum and Dad, was our very first patient on 6th February.

Their reaction: “We love it, it’s amazing!”



Learning and Development Centre

Preparation works are underway on the site for our new state-of-the-art Learning and Development Centre at Calderdale Royal Hospital.

The hoardings have gone up, demolition of the disused 1970s NHS housing in Dryclough Close is now complete, and planning permission has been granted.

The new facility will be created off-site before being brought to its new location and will be surrounded by landscaping and trees.

NHS colleagues will have individual and team learning in the new centre, which will also house the library and Simulation suite. It is expected to open later this year.

The new Centre will replace the existing facility, which will eventually become the site for new clinical buildings when redevelopment works at Calderdale Royal commence.



Learning and Development Centre

Internal

- Simulation teaching suites
- Facilities for individual and single learning
- Library – with all latest medical journals and papers
- Kitchen and rest areas

External

- Walls to compliment existing surroundings and colour match hospital buildings
- Landscaped garden and planting
- Outdoor rest areas



Calderdale Royal Hospital

Plans are progressing for a new clinical building, redevelopment of the main entrance, multi-storey car park and a new Accident and Emergency department.

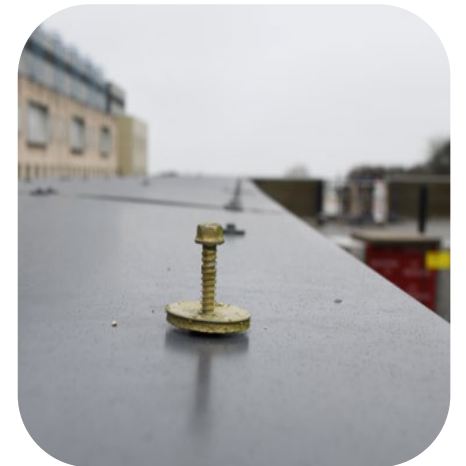


Huddersfield Royal Infirmary A&E

In February 2023 we celebrated a landmark moment in the history of the new A&E at HRI – one year since the construction began.

Our CEO Brendan Brown joined some of the construction teams and some of our clinical colleagues on-site for a “Golden Bolt” ceremony.

The specially-created bolt (sprayed gold for photo appeal) was installed by Brendan as part of the completion of the roof.



Huddersfield Royal Infirmary—building A&E

The construction of HRI A&E made huge progress in 2022/23.

Site tours also picked up pace.

Pictured, right, are consultants, matrons, health care assistants, senior nurses and – as always – our construction and project partners.

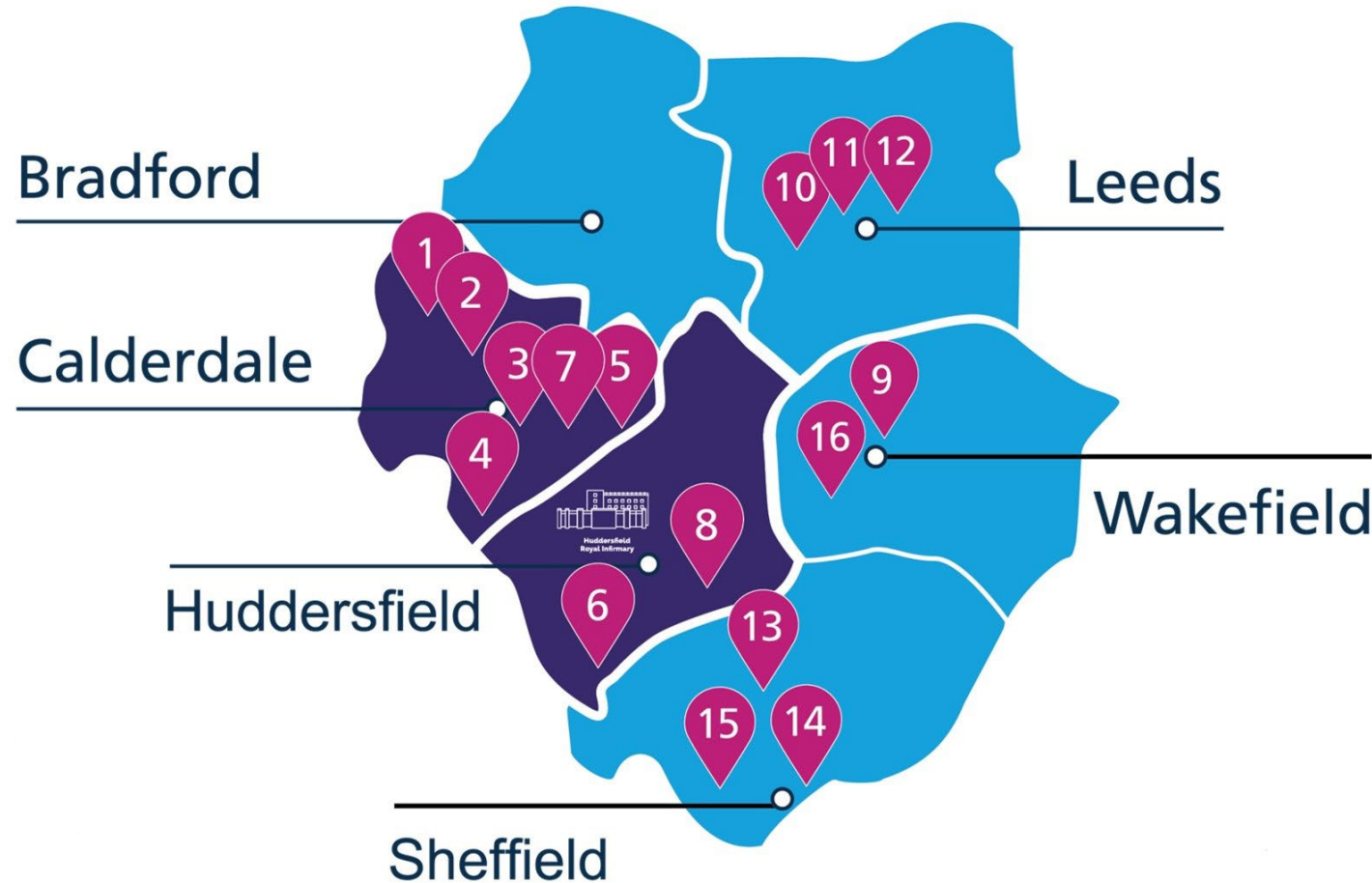


Huddersfield Royal Infirmary A&E - partners

Our partners are almost exclusively local - local firms, and a local workforce using local suppliers.



Local suppliers



- 1 Marshalls - Southowram - Halifax
- 2 JCA Limited - Arboricultural and Ecological Consultants - Halifax
- 3 Dortech - Windows & Doors - Huddersfield
- 4 Richardson Claddings Ltd - Halifax
- 5 Clifford Cooper & Sons - Mechanical/ MEP - Elland
- 6 Fred Shaw - Ventilation - Huddersfield
- 7 EPI - Electrical - Halifax
- 8 Acorn Analytical Services Limited - Asbestos Consultant & Surveyor - Cleckheaton
- 9 C&I Smith Building Contractors - Masonry Works - Wakefield
- 10 Armstrong Priestley - Fire Protection Specialists - Leeds
- 11 Medi-Plumb Installations Ltd - Medical Gases - Leeds
- 12 Howard Civil Engineering - Leeds
- 13 IBN - Scaffolding - Barnsley
- 14 Smith Painters Ltd - Rotherham
- 15 Elite Firestop - Sheffield
- 16 Oracle - Door access control - Wakefield

Questions and Answers



A final few words

Helen Hirst, Chair



Thank you for attending our Annual Members' Meeting

