



# Annual Report Summary 2022/23

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## Hello

It has been a privilege to lead CHFT over the past 12 months, in a year that has been both rewarding and challenging in equal measure.

I would like to start by paying tribute to the unwavering dedication of our colleagues, for the compassionate patient care they have continued to provide, in the face of unprecedented pressures to our local and national NHS. Embodying One Culture of Care, where they also look out for one another, I am proud to work alongside colleagues who continue to inspire and motivate me, by demonstrating an unrelenting commitment to the communities we serve.

I would also like to thank our new Chair, Helen Hirst, and the Board and our partners for their support.

Whilst our financial position continues to be challenging, the Trust has delivered a position in line with our planned deficit for the year of £17.4 million. A more transparent and inclusive approach to budget setting means that we have successfully delivered on our target transformational savings of £20million. But the real challenges faced by the vast majority of my colleagues have not been financial. We have seen increased attendances through our emergency departments, and over winter we experienced some of the highest number of attendances we have ever seen.

These significant operational pressures, felt both inside our hospital walls and out in our community healthcare services, have also taken place as we have adjusted to life beyond the pandemic and in a climate of national industrial action. I have witnessed colleagues across all our services rise to the challenge with dedication, determination, and a resilience that is truly inspiring. Whilst we recognise the difficulties we have faced, we have continued to deliver innovative solutions within our Trust to help overcome them.

There has been some fantastic work led by our colleagues across Community Services, aimed at helping treat patients in their own homes. Their vital work on Virtual Wards, Urgent Community Response and Discharge to Assess Home First has made a significant impact on outcomes for our patients. It's a great all-round effort and emphasises the importance of working together, not only with our colleagues, but also our partners in the wider Calderdale and Kirklees healthcare systems.

Our work has been recognised nationally, too. 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 to ensure the highest standards in clinical and operational practice. The accreditation recognises the outstanding surgical care delivered by our teams and will help us to continue to accelerate our progress in the future.

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". I couldn't agree more, and our figures speak for themselves. In April last year, we had 509 patients waiting for more than 78 weeks. That number is now down to zero. This is a credit to the joint efforts of our colleagues, across a broad number of disciplines.

In February, our Rainbow Community Hub opened its doors to patients at the Clock Tower in Elland - midway between our two hospitals. It is the new home of the Rainbow Child Development Unit, previously located at Calderdale Royal Hospital. Children and their families can attend for play sessions and to see specialist nursing teams, such as community, diabetes, and epilepsy, bringing them all together under one roof. The state-of-the-art facility was constructed with innovative technology, co-designed with families, to help our young visitors feel calm and reassured during their visits.

We are also proud to be one of just three trusts nationally achieving cancer waiting time standards. Delivering timely diagnosis and access to treatment is essential for ensuring that our patients have better outcomes.

We've also made significant progress on the construction of our brand-new Accident and Emergency facility at Huddersfield Royal Infirmary, which is due to open to patients later this year.

The new, 24/7 purpose-built facility will be almost twice the size of the current department, enabling the provision of high quality urgent and emergency care for the people of Huddersfield and the surrounding areas. This development is part of a circa £200 million investment so we can provide the best hospital and community healthcare for patients and families for future generations.

Looking ahead, we recently published our refreshed Strategic Plan which describes what we aim to achieve over the next five years. Our focus continues to be on delivering high quality, compassionate care, where and when our patients need it.

We are looking forward to further progressing our plans to enhance hospital services and facilities across both sites through our hospital reconfiguration programme.

Our reconfiguration programme's new Foundations for our future branding and website 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.

The planned changes at Calderdale Royal Hospital include a new A&E block, ten new wards, two additional theatres, and a multi-storey car park. Demolition works have already begun at the site of Calderdale Royal's new Learning and Development Centre, which we look forward to opening later this year.

We will support our partners in the promotion of health and wellbeing and, as an anchor partner organisation, support training and career opportunities for local people. This will be essential if we are to provide long-term solutions to the health inequalities that currently affect our communities. Colleagues across the health and care system work incredibly hard in the face of extraordinary challenges to deliver compassionate and safe healthcare and we will support their development, value their diversity, and ensure they are listened to and have a sense of belonging in our local places.

Looking forward, I know that there are challenges that we will continue to face. But, I do this in the knowledge that we are #TeamCHFT – and we will respond to these challenges together, in the spirit of One Culture of Care.



Chief Executive  
Professor Brendan Brown

## Hello

As I approach the end of my first full year as Chair, it's a great opportunity to reflect on the amazing achievements I have seen as I have been getting to better know the Trust.

I have seen first-hand countless examples of One Culture of Care, caring for our colleagues in the same way we care for our patients, being demonstrated day-in, day-out within our Trust.

One Culture of Care is more than a strapline. It is something that is truly embedded into normal day-to-day practice and builds on the compassion we show to our patients - because it's important that our colleagues look out for one another too.

Over the past year, I have been fortunate to spend time with teams, both across our hospitals and out in the community. I have been blown away by my colleagues' enthusiasm, hard work and commitment to the Trust, witnessing the innovation and quality improvement that happens in our services every single day.

We've seen some changes to our Board this past year, welcoming some new, talented leaders to our Executive Team and some new Non-Executives with knowledge and experience that will support our ambitious plans. We have the stable leadership in place that we need to make improvements to our operational and financial performance.

These changes will give us an opportunity to look at our strategy and the way the Board operates, to embed what is working well and make improvements where they are needed.

We are committed to making improvements and we know that listening to patient stories is integral to that. Performance data and financial reporting only tell part of our story - it's through listening and acting on patient feedback that we can truly enhance patient experience.

Nationally, the NHS is facing some real challenges, and with it, increased pressure on services. Our need for transformation is greater than ever, so I am pleased to have seen so many initiatives this year that have tackled this head-on, embracing new and innovative solutions to the challenges we continue to face.

Our teams are working even harder to treat people in their own homes, as we know this is where people would rather be. Our community teams introduced the new virtual ward to help prevent avoidable admissions into hospital and support people in their familiar surroundings, whilst increasing the overall number of beds we have available for those who need inpatient care.

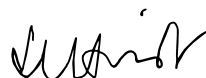
I am proud that we are one of the leading, most digitally-mature Trusts in the north of England with a whole range of new digital initiatives being introduced throughout the year, which you can read more about in this report. In March, it was our pleasure to share experiences and learning from our digital work with a delegation from Sweden, looking at how our electronic patient record (EPR) journey is transforming care for our patients here at CHFT.

As Brendan describes, we have made great strides in tackling our waiting lists, gaining national acclaim for the efforts of our teams to reduce the amount of time people are waiting for elective surgery.

But, we know that a person's health journey starts before they even get on a waiting list, so we have been working alongside our health and social care partners in Calderdale, Kirklees and across West Yorkshire to develop plans to help tackle health inequalities that can lead to poorer outcomes.

I am looking forward to the opening of our new A&E at Huddersfield Royal Infirmary later this year. It is the first major milestone in our 'Foundations for our future' hospital transformation programme, and I know we are setting the bar high for the delivery of our future plans.

Finally, I would like to echo and reinforce Brendan's praise for all our colleagues. Everyone I have had the pleasure to meet so far has been a passionate and proud advocate for CHFT, and the community we serve. I am proud to work alongside them.



**Chair of the Board**  
Helen Hirst

# CHFT facts and figures



## Two hospitals

Calderdale Royal Hospital and Huddersfield Royal Infirmary



**6,752**  
Colleagues



**142**  
Volunteers



Digitally Aspirant  
Trust



**200**  
Consultants



**212**  
Apprentices



**1,889**  
Nurses



**1**  
Culture of Care



**1141**  
Admin and  
Estates



**650**  
Beds



**44**  
Wards



**174,000**  
A&E Patients



**113,000**  
Inpatients



**457,000**  
Outpatients



**4300**  
Total births



**337,000**  
Community



**223,000**  
Community



82%



18%

## Our workforce in detail

	2022/23 Total number
Medical and dental	687
Ambulance staff	2
Administration and estates	1,141
Healthcare assistants and other support staff	1,783
Nursing, midwifery and health visiting staff	1,889
Scientific, therapeutic and technical staff	779
<b>Total average numbers</b>	<b>6,280</b>
<b>Of which:</b>	
Number of employees (WTE) engaged on capital projects	30

# Highlights and achievements 2022

## April 2022

**Colleagues at the Calderdale Eye Clinic celebrated the opening of a new and improved Certificate of Vision Impairment (CVI) room.**

The space is used to register visually impaired adults and children, as a comfort room to provide a listening ear and support for patients, and as a sensory room to support patients in a calm environment away from the busy waiting area, supporting a positive patient experience.

**Pictured right:** Andy Booth Huddersfield Town AFC Club Ambassador, opened the sensory room.



## May 2022

**We congratulated Consultant, Purav Desai, who won Principal Investigator of the Year at the Yorkshire and Humber Clinical Research Network Awards.**

Purav was praised for his leadership of and commitment to the Covid-19 recovery trial at the Trust, with more than 600 patients recruited, making CHFT the highest recruiting Trust in the Yorkshire and Humber Region.



## June 2022

**Ward 12 introduced a raft of measures which aimed to provide the best environment for a better night's sleep for their patients. Their efforts won them a CHuFT Star Award, which is our monthly peer-to-peer recognition programme.**

**Pictured right:** Sleep Champion, Sister Marta DeVelascoGallo, said it had been a "real team effort" to create the best environment for patients to get a better night's sleep.



## July 2022

**Our teams in Maternity Services received extremely positive feedback from the regional assurance team as part of a follow-up to the Ockenden review.**

They came to see and hear how we're progressing against the immediate and essential actions that came from the report. New mum, Suzanna Bain, sent in a massive all-round thank you to maternity colleagues. She had an emergency c-section at Calderdale Royal Hospital in the previous October, and successfully went on to breastfeed her baby, Corynne. She said: "I feel honoured to have been under the care of your hospital and its fantastic staff."



**CHS Supply Chain Manager, Jaqui Yuen, made her way to London after being nominated to attend a special event at the House of Lords recognising the work of procurement and supply chain professionals during the pandemic.**

Jaqui was asked to go by the regional HCSA (Health Care Supply Association) in recognition of her support to them and for her contribution to PPE delivery during Covid.

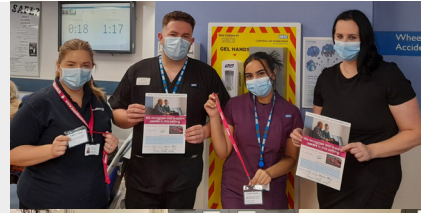


# Highlights and achievements 2022

## August 2022

In August, our team in HRI AandE piloted a new lanyard for patients with carers, which highlights their relationship with the patient so they can stay together throughout their care. Feedback from Healthwatch was glowing, and we've since rolled out carers' lanyards Trust-wide as part of our Keep Carers Caring campaign.

Staff Nurse, Blandine Renou, was in the running for Preceptor of the Year in the Nursing Times Workforce Awards, along with our Clinical Education Team (Team of the Year).



## September 2022

The Dementia Bus was at HRI as part of Prevention of Delirium Month. The bus gives an eight-minute interactive experience, offering a brief insight of how people living with dementia may perceive their everyday life and environment.



## October 2022

Representatives from the Care Quality Commission visited the Trust to look at the end-of-life care services we provide. Colleagues from Calderdale Community, Frailty, Hospital Specialist Palliative, End of Life and Bereavement, Chaplaincy and Patient Experience shared information about the care and services we provide for our patients, including a walk-around of Ward 18.



## November 2022

Intensive Care Unit Staff Nurse, Faiza Hussain (below), was a finalist at the Yorkshire Asian Young Achiever Awards, one of three finalists in the Health/Mental Health category.

Colleagues attended a healthcare session for homeless and socially vulnerable people in Halifax at the Basement Project, taking care to those in need. The picture below shows Community Matron, Sarah Jayne Wilson (second right), in front of Jayne Duffy.



## December 2022

Several of our community colleagues received awards for delivering care. Community Head Nurse, Caroline Lane, and Divisional Matrons, Louise Byrom and Sarah Wilson, received their Community Queen's Nursing Award. Queen's Nurses serve as leaders and role models in community nursing, delivering high quality health care across the country, and are named after Queen Elizabeth the Queen Mother.

There was also national recognition for three of our Healthcare Assistants from the Care of Patient at Home Team, who provide round the clock care to patients with very complex needs in the community within Calderdale. Lucy Clarke, Tina Bellwood and Sharon Horsley, nominated by Clinical Manager, Sally Akesson, won a national Chief Nursing Officer award for the Healthcare Support Worker category.



Community Queen's Nursing Award



Healthcare Support Worker Award

# HIGHLIGHTS AND ACHIEVEMENTS 2023

## January 2023

We introduced a new BLOSM service in our Emergency Department, which helps signpost vulnerable people to services, highlighting underlying social issues and linking with the community to address these issues.

Alistair Christie, Service Lead (right) and Darren Blake, Advanced Clinical Practitioner (left), were the founding members.

**B**ridging the gap

**L**eading a change in culture

**O**vercoming adversity

**S**upporting vulnerable people

**M**otivating independence and confidence

It was a delight to congratulate Emergency Department Consultant, Professor Andy Lockey, who received an MBE in King Charles III's inaugural New Year Honours List for leading the Resuscitation Council UK's Restart a Heart initiative. The programme has been increasing the number of people trained in CPR (cardiopulmonary resuscitation) since its inception in 2016.



## February 2023

We launched new Care Bags to help our patients who might find waiting in AandE a challenge. The bags include ear defenders, tactile objects, a colouring book and crayons, and an easy-read leaflet about ED.



## March 2023

We celebrated the news that HRI was confirmed as one of eight Centres of Excellence as an Elective Surgical Hub, part of NHS England's Getting It Right First Time programme. This is a pilot scheme protecting facilities and theatres to ensure the highest standards in clinical and operational practice and increase capacity for the most common planned surgical procedures, reducing the risk of short-notice cancellations for patients.





# Financial Statement 2022/23

The total operating income for the CHFT Group in 2022/23 was £536.460m.

2022/23 Operating expenses	£'000	%
Staff costs	355,421	67%
Drugs	43,290	9%
Clinical supplies and services	34,290	6%
Premises, equipment and transport	54,104	10%
Legal and risk	16,500	3%
Other operating costs	27,794	5%
<b>Total</b>	<b>533,508</b>	<b>100%</b>

## Operating income for 22/23 Pound Split



67p

Staff Costs



10p

Premises, equipment and transport



3p

Legal Risk



5p

Other Operating Costs and Depreciation



6p

Clinical Supplies and Services



9p

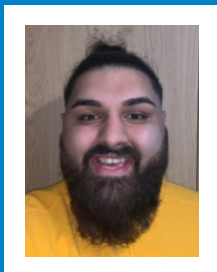
Drugs



## Trust Membership

If you would like to find out more about the work of your local hospital and community services why not become a member

**Daman's a member of our Trust. Want to join him?**



Membership is free and open to everyone who is 16 and over.

“ I signed up to be a member after working at the trust on a student placement during the pandemic. I saw some of the amazing efforts staff went to for patients, so thought it would be a small way of giving something back. ”

Daman



Call us:  
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# THANK YOU

"Your support will help our Trust do more."



**NHS**

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NHS Foundation Trust

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compassionate  
care