

Highlights and Achievements from 2014/15

Summary Annual Report and Accounts



Chairman and Chief Executive's foreword

It has been a real year of achievement for this Trust set against a background of extremely tough and challenging times faced by everyone in the NHS.

For us, it was the first year when we ended the year with a financial deficit. A position we definitely don't want to be in. We have been working hard with our regulator – Monitor – to help us get back on track.

The first half of the year was dominated by discussion on the outline proposals drawn up by ourselves, Locala and SWYPFT on how the health system services Greater Huddersfield and Calderdale could work in the future. It included proposals for changing the way that health care is delivered both closer to home in the community and within the hospital setting. This was always going to be an emotive subject but there is no question from a patient safety and quality of care perspective, as well as financial, that change has to happen.

The decision on the proposals is for our commissioners to take and, as a result of looking at all proposals before them, decided the focus would initially be on boosting community healthcare before changing the way hospital care is provided. So it was excellent news when we – and our partners in Calderdale - were appointed one of the new "vanguard" healthcare providers by NHS England. It means we are recognised as one of the forerunners of delivering healthcare in new ways. This includes more care available in people's homes, in their GPs' surgeries, in local health centres and pharmacies.

Another major development is our collaboration with colleagues at Bradford Teaching Hospitals Trust to sign a 10-year IT contract in March which puts both our Trusts at the forefront of IT-supported healthcare.

Caring for around 1 million patients in West Yorkshire between us, our Trusts are now set to introduce Electronic Patient Record systems – reducing all the paperwork involved in patient care and enabling our wards and clinic teams to spend more time with patients. This will not be implemented until 2016 but work is already underway to prepare for the transformational change this development will bring.

Finally, the outstanding achievement of the year was a great example of teamwork – the opening of our Acre Mills outpatients and healthcare centre. Created in the empty shell of a former wire mill across from Huddersfield Royal Infirmary, more than 100,000 outpatients' appointments will be held there every year from now on. The lasting result, is a triumph of creativity and real evidence of our determination to provide the very best care locally and make best use of our resources.

So there is much to do, but just as importantly, a lot has been done at CHFT in this very challenging year. It is all change yet at the heart of it all remains our commitment to providing care with compassion. We would like to thank our staff, our membership councillors and members, our patients and their families, for their continued support in all we do.




Andrew Haigh
Chairman




Owen Williams
Chief Executive

CHFT in numbers 2014/15



460,673

LOCAL CALDERDALE CCG & GREATER HUDDERSFIELD CCG POPULATIONS



142,307
A&E PATIENTS



123,323
IN-PATIENTS



438,332
OUT-PATIENTS



48,795
DAY CASES



287,995
TOTAL COMMUNITY CONTACTS



223,887



64,108



£343m
EXPENDITURE 2014/15

£185.22m
CLINICAL STAFF BUDGET



96,000
ACCOUNTS PAYABLE
TRANSACTIONS

22,000
ACCOUNTS RECEIVABLE
TRANSACTIONS



320,000
X-RAY'S PERFORMED



82
PROFESSIONS



1872
NURSES



535
DOCTORS



466
THERAPISTS



544
COMMUNITY STAFF



5713
TOTAL BIRTHS



102
HOME BIRTHS



2944
BOY BIRTHS



2769
GIRL BIRTHS



3000 HRI
3560 CRH
SWITCHBOARD CALLS



6480
HRI WEEKLY MEALS



MEAT PIE
FAVOURITE
HRI MEAL



31,527
HRI LITRES OF SOUP



1305
CRH DAILY MEALS



FISH FINGER
CRH FAVOURITE
CHILD MEAL



CHICKEN
CRH FAVOURITE
ADULT MEAL



A year of achievements in brief



'Hospital at Night' scheme



Simulation Suite



- Calderdale Health and Social Care economy was chosen to be one of 29 national 'vanguard' site. The Trust will be working with partners including the Clinical Commissioning Group, Local Authority, Locals and GP Federations, the South West Yorkshire Partnership NHS Foundation Trust and voluntary organisations to develop local services under this programme of work.
- New Nervecentre technology was piloted on two wards across both hospitals and will be fully implemented during 2015. This system uses small mobile devices at the bedside and wireless technology to send observation information to a central system. It provides an alert when observations are due and when a patient's condition starts to change.
- All community based clinical staff received mobile kit to help them to deliver their services whilst on the go. The equipment consists of a light, durable laptop and a smart phone and allows staff to update and access patient records in the patient's home, instead of having to go back to base.
- A 'Hospital at Night' scheme was launched in response to patient feedback aiming to reduce the levels of noise at night and allow patients to get a better night's sleep. The scheme is one of five projects that were identified as a priority for improvement from a patient experience event.
- The Trust opened its new medical simulation suite in 2014. The state of the art facility, based at Huddersfield Royal Infirmary offers medical students, junior doctors, doctors, nurses, midwives and other healthcare professionals the chance to 'try out' their skills on adult and infant interactive manikins.
- Quest for Quality is an exciting model of care improving the level of support provided to Calderdale care homes and their residents to improve health outcomes. The Quest team completed its first year during 14/15 helping to reduce admissions by more than 20% and bed days in hospital by 15%. Residents are also 50% less likely to need a visit from their GP.

A year of achievements in brief

- Two new innovations were introduced for treating people with coronary heart disease. The first local procedure involves using dedicated equipment called a CrossBoss and Stingray to pass stents down the side of resistant blockages. In addition an advanced technique using a tiny diamond coated drill, called a coronary rotator, was introduced. The drill bores through very hardened arteries. In both cases the patient is usually fit to leave after an overnight stay in hospital, compared to a week's stay after open heart surgery.
- In partnership with general practice colleagues in Greater Huddersfield, the Trust has launched a new and innovative community anticoagulation service model. The new service will mean more people than ever are able to access services closer to their home.
- A new Maternity Assessment Centre opened at Calderdale Royal Hospital providing a 24/7 service for emergency maternity cases. The Trust has a record of providing excellent care for low-risk mothers in its birth centres and the new unit will provide the same excellence of care for higher risk mums.
- The Trust also launched the Aveta Home Birth team, a new 24-hour team of dedicated home birth midwives. The service provides bespoke support for mums-to-be who want to have their babies at home and aims to provide personal one-to-one care for women throughout their pregnancy, labour and immediately following the birth of their baby.
- We strengthened our safeguarding arrangements working with both Calderdale and Kirklees councils ensuring all of our staff know what to do if they have any concerns and to ensure that those most vulnerable in our care are kept safe.



Coronary heart disease innovation



Aveta Home Birth team



Coming up... the year ahead

- We have been working closely with the Calderdale GP Federation and we will be launching a new sexual health services look across Calderdale and Kirklees. This will provide a fully integrated genito-urinary medicine and contraceptive one-stop service centrally and in the community.
- We will be rolling out the new Electronic Patient Record. The programme will not only remove the reliance on paper, but will fundamentally change the way we deliver our services. This will be supported by other new IT systems including e-observations, theatres and maternity systems.
- Following feedback from patients, we will continue to work on improving the experience of patients focussing on Ward Orientation – helping to reduce patient anxiety when they are admitted in to hospital. ‘Hello My name is...’ is the campaign founded by Dr Kate Granger. The campaign ensures that all staff always introduce themselves by name, have their name badge visible at all times and make sure that patients understand their role in their care or treatment.
- We will continue to work in partnership with South West Yorkshire Partnership NHS Foundation Trust to deliver a Rapid Assessment Interface and Discharge (RAID) psychiatric liaison service that improves outcomes for patients and makes more efficient use of acute beds. The service provides a 24 hour, seven day a week mental health liaison service for those being treated for physical health problems within the hospital.
- We will be promoting the new Individualised Care of the Dying Document (ICODD). The ICODD was been developed by representatives from specialist palliative care, chaplaincy, community nurses, ward doctors and nurses and the local hospices to support those who look after patients at the end of life. It includes sections on good communication and on hydration and nutrition and it allows for the assessment of patients’ spiritual and information needs and those of their families. Funding has been secured to enable us to provide “Comfort Bags” for families with items such as tissues, bed-socks, toothbrush and toothpaste, to help them during the days they spend at a loved one’s bedside.



Financial performance

At the end of March 2014 the Trust had developed an operational and financial plan for 2014/15 to deliver a £3.0m surplus and maintain a Continuity of Service Risk Rating (CoSRR) at level 3. The risk rating is on a scale of 1 to 4 with 4 being the strongest rating and 1 being the weakest.

These plans were based on the closure of the additional capacity that was put in place to manage winter pressures within the final quarter of 2013/14. However, due to continued operational pressures and the requirements from our main commissioners to provide system-wide resilience over the Easter period, additional, unplanned capacity was in place throughout the entirety of quarter one of 2014/15. At the same time, and following a significant review of the nursing workforce under the 'Hard Truths' initiative, the Trust also committed to invest an additional, unplanned £1.5m within this area.

As a direct result of the above, the Trust experienced significant financial pressures within the early part of 2014/15 that resulted in a year-end deficit position of £4.3m and a year-end CoSRR at level 2.

In January 2015, the Trust entered a voluntary turnaround process and resourced a permanent Project Management Office (PMO). The PMO consists of Trust colleagues supported by external management consultancy resource to give guidance to the development of robust efficiency programmes and to give additional short term management capacity.

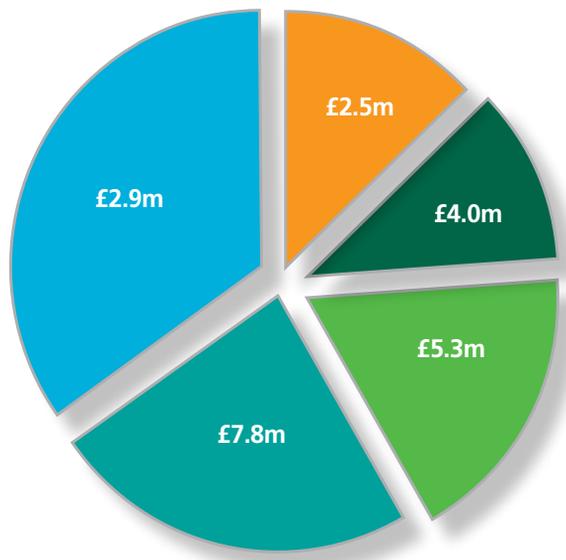
At the same time, following a review of the Trust's financial position and the reforecast position, Monitor declared the Trust to be in breach of licence and laid out three conditions for the Trust to meet. These being:

1. **Delivery of the reforecast plan submitted in September 2014;**
2. **Plan for 2015/16 and ensure the efficiency challenge is met and consistent with the national efficiency requirements detailed within the 'The Forward View into Action: Planning for 2015/16';**
3. **Develop a strategic sustainability and financial turnaround plan for completion in September 2015.**

Additionally the Trust was asked to complete a Well-Led Governance Review and sought independent support for this.

The Trust recognises the importance of continued capital investment and invested £22.5m in the following areas:

- Medical equipment investment **£2.9m**
- Theatre refurbishment at HRI **£2.5m**
- Information technology – infrastructure investment of **£4.0m**
- Information technology – clinical systems investment of **£5.3m**
- Operational and infrastructure schemes **£7.8m**



Supporting the Trust and our patients

Our Trust is lucky enough to receive lots of support from patients, their families and friends who make huge efforts to fundraise and generously donate their time and money so that we can provide the highest standards of compassionate care to our patients. Here are some of the highlights from the last year:



Primary colour...Lindley Infants spread the safe firework message with posters for our A&E



Undersea world... students decorated the Children's Assessment Room in A&E at HRI



Macmillan Trolley... thanks to the Bottomleys and their continuing fundraising efforts

Our staff have also gone the extra mile to make a difference to patients during their stay:



Wedding on the Ward... Brian and Sandra Lockwood got married on Ward 1 with a little extra help from our nursing and catering teams



Wedding anniversary... all the teams on Ward 8 celebrated the 69th anniversary of May and Leonard Mills

If you would like to support the Trust you can:

Make a donation to our charitable trust: Calderdale and Huddersfield NHS Foundation Trust Charitable Funds. The Charity receives sums of money from donations or legacies from patients and their families. If you are interested in making a donation – perhaps to a specific ward, service or team – then please contact the Charitable Funds Team on **01484 355468** for advice or more information.

Become a member: as a foundation trust we invite local people to become members and they then elect representatives to serve on a Members' Council. We are accountable to the Members' Council, which works with the board of directors to influence how services are developed and provided in the future. Membership is free. You don't need any special skills or experience to be a member. You just need to be interested in NHS services and the people we care for. As a member you can:

- Have a say in the future of your local NHS
- Learn more about wellbeing and enrich your understanding of health issues
- Get information about the Trust and its work
- Elect local people to represent your views on our Members' Council or stand for election yourself

If you are interested in becoming a member then call our membership office on **01484 347342** or e-mail membership@cht.nhs.uk.

Cover picture: Ieuan Jones, 21, is a healthcare science apprentice and joined the Trust in September 2014. Ieuan from Copley, Halifax, is hoping to use his experience with the Trust to go to University to study medicine.