

# Our year in summary

## 2022-2023

... for a **better** Bolton





# A message from our Chair and Chief Executive

Looking back on 2022/23, it is really clear that despite the worst days of the pandemic behind us, it has continued to be an incredibly challenging 12 months for the people of Bolton, and us as healthcare providers.

Our aim is always to provide the best care possible for the people of Bolton and beyond, though pressures across the Trust and the local health and care system, have at times meant that we have had to focus on maintaining our essential services safely to allow us to care for people in the right place at the right time.

During the last year we have welcomed in colleagues from the Care Quality Commission, who inspected both our hospital services and our maternity services and found good levels of care given and highly skilled teams at work. While both reports found many areas in which we perform well, they also acknowledged the areas in which we know improvements need to be made, and we are well on our way to address these.

## Fiona Noden

Chief Executive  
Bolton NHS Foundation Trust

## Dr Niruban Ratnarajah

Chair  
Bolton NHS Foundation Trust

Importantly, the CQC found how our staff focused on the needs of patients receiving their care, treating them with compassion and kindness and also providing emotional support for their families and carers.

You'll read more about our achievements and areas of focus in this summary report about the past 12 months.

We would like to thank every single person in our organisation, who all play a key part in delivering our services. We are delighted to work with them all, as we continue to do all that we can to provide the services that our patients deserve.





# Year in numbers 2022 - 2023



**131,302**

Number of A&E Attendances



**5,368**

Number of babies born



**16,045**

Number of surgeries in all our theatres



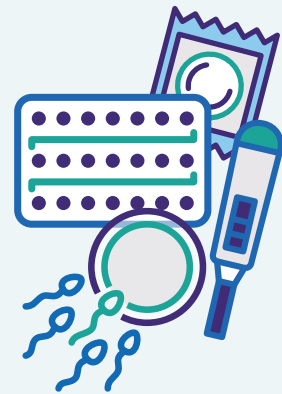
**131,831**

Number of x-rays/MRIs carried out



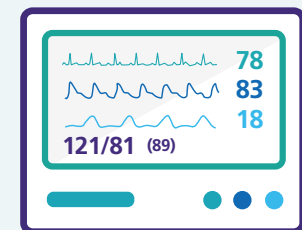
**2,050**

Number of patients discharged home safely with a full package of care



**17,434**

Number of patients seen by sexual health clinic

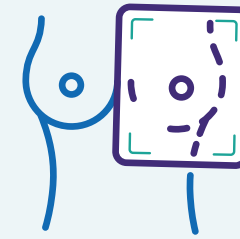


**561**

Number of patients who have spent time in critical care

**50,769**

Number of people our 0-19 service have delivered services to



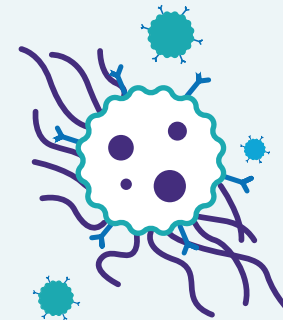
**19,185**

Number of breast screens carried out



**7.0**

NHS staff engagement score



**80.15%**

Cancer performance as of March 2023



**£478M**

Trust turnover



**31**

Number of patients waiting 78 weeks



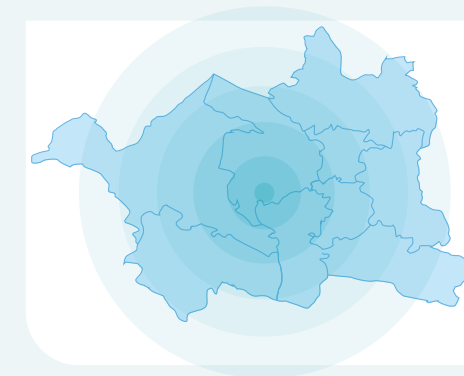
**6,698**

Number of staff employed at the Trust



**91.4%**

Overall Friends and Family Test satisfaction rates



Community contacts  
**514,707**



Hospital Inpatients  
**80,858**



Hospital Outpatients  
**715,132**





## Our highlights

### Ambition 1 Provide safe high quality care **1**

- Most people who had been waiting for 18 months or over for planned care were treated.
- IV access team formed, inserting tube lines for patients to receive IV drugs, freeing up anaesthetics teams and theatre capacity.
- Bowel Cancer Screening Programme praised for quality of service by NHS Screening Quality Assurance Service (SQAS).
- Yellow socks and blankets rolled out in ED for those at risk of falling.
- Joined 'The CURE Project', a new tobacco dependency treatment service to help patients go smoke free.
- Helped to identify a new life-saving drug for patients seriously-ill with COVID-19 via two major research studies: GenOMICC (Genetics of Mortality in Critical Care) and the Recovery trial.
- Two members of staff honoured in Queen's Honours. Dr Rizwan Ahmed, an MBE for services to Public Health during COVID-19, and Joanne Mohammed a BEM for services to nursing and disability awareness.
- Inflammatory Bowel Disease team wins Outstanding Achievement award for high quality research.

### Ambition 2 To be a great place to work **2**

- Developed our wellbeing offer for staff including menopause cages, cost of living support kit and breakfast packs, and training mental health first aiders.
- Staff survey results recognised us once again as being amongst the top of the

best places to work in Greater Manchester (for comparable organisations).

- Developed our staff networks; increasing the groups from three to six to include gender, all age and social mobility.
- Building the workforce of tomorrow... a new cohort of students from Bolton College have joined a one year programme to learn first-hand what a career in healthcare looks like at Bolton NHS Foundation Trust.
- Signed up to the Royal College of Midwives Caring for You Charter, in order to support and improve the health and wellbeing of our midwives.
- Launch of gender pronoun badges for staff.

### Ambition 3 To use our resources wisely **3**

- Successful bid for £19.6 million funding to significantly increase theatre capacity awarded for build of four modular theatres, as well as the creation of a bespoke day case paediatrics theatre hub by refurbishing Royal Bolton Hospital's existing day case theatres.
- Brand new point of care testing technology introduced so we can test for blood glucose and ketones.
- New printer programme rolled out across our sites, to make efficiencies, reduce paper waste and improve our carbon footprint.

### Ambition 4 To develop an estate that is fit for the future **4**

- Opened new multi-faith facilities on site thanks to Our Bolton NHS Charity funding.
- Work started on the hospital site for the Institute of Medical Sciences development,

including the demolition of old, unused buildings on the site.

- Funding agreed to develop a community diagnostic centre on the hospital site that will provide thousands of patients with quicker access to vital tests and scans.
- New Doctor's Mess opened on the hospital site.

### Ambition 5 To integrate care **5**

- Increased our digital capabilities and infrastructure with the introduction of additional kit for our staff working in community services and remotely across the locality.
- Newly refurbished Ultrasound Scanning Service opened, with latest technological advancements in ultrasound scanning.

### Ambition 6 To develop partnerships **6**

- Engaged with 650 children, young people and parents to find out what they need from their health and care services.
- Launched a new social group for mums to be who feel socially isolated.
- New Enhanced Care and Support Team (ECaST) launched, providing additional care and support for some of our most vulnerable patients, winning a number of awards in its first year.
- Community midwives won a Caribbean and African Health Network award for their initiatives to tackle language barriers in their communities.
- New Garden of Reflection opened to remember those who have given the gift of life through organ donation.



# Where we go next

## Our quality improvement priorities

1. Pressure Ulcer improvement
2. C.difficile infection reduction
3. Enabling and empowering our staff through the development of quality improvement skills

## Our equality, diversity and inclusion priorities

1. Understand the needs of our community and provide services which meet those needs
2. Create a working environment in which all staff can reach their full potential
3. Recruit and cultivate a workforce that represents Bolton's diversity
4. Act on patient, staff, and community feedback on how we can improve our approach to EDI

## Delivering on our strategy

Our five-year strategy "for a better Bolton", describes our collective vision and ambitions for Bolton NHS FT and is the roadmap to achieving our aspirations. We have made significant progress against some of our key objectives; despite the impact of the pandemic still being felt in many of our services. 2022-23 has been an important year for the organisation from a strategic perspective with work beginning on our new Clinical Strategy which will be published in 2023.

Clinical teams from across the organisation came together to plan for a healthier future for the people of Bolton. We have worked closely with our locality colleagues to begin to address the long-standing health inequalities experienced by our population, and to build a healthier, more prosperous future for the people of Bolton. Alongside this, we began work to review and refresh our Trust Strategy.

Our Strategy was published in 2019, and comes to an end in 2024 and, with such considerable change in the healthcare landscape, the time was right to review our ambitions and objectives.

This work will result in the publication of a new Trust Strategy later in 2023.





# Our people plan

The best people will want to join the Bolton team, because they know that working here is more than just a job.



## We will get there by:

- Local jobs for local people, wherever possible.
- Developing new ways of attracting diverse talent to Bolton.
- Working with the education sector in Bolton to put career paths in place that welcome a steady pipeline of new talent into the organisation.
- Welcoming new members into the Bolton team by providing everything they need to do their jobs effectively.
- Offering competitive packages that enable people to have a happy life.
- Recognising our achievements and building on our reputation by consistently doing the right thing for our people.

Our people will be encouraged to grow and feel inspired to be the best they can be.



## We will get there by:

- Planning our workforce for the future.
- Ensuring all our people have personalised development plans that outline their career paths of choice.
- Creating a talent management framework and measuring how many staff are promoted as a result.
- Investing in our people by developing leadership programmes for line managers at all levels.
- Create a multi-disciplinary skills model that ensures alignment and focus across personal, professional and clinical education.

People will have long and happy careers in Bolton, and will not want to work anywhere else.



## We will get there by:

- Looking after the health and wellbeing of our workforce.
- Embracing flexible working so that people don't have to choose between their personal and professional lives.
- Monitoring progress and continuing to really listen to feedback about the things that mean the most to our people.
- Encouraging people to speak up when something isn't quite right.
- Recognising and rewarding the efforts of our staff.
- Simplifying HR systems and processes to make life easier for our staff.

Making Bolton a place where we all feel we belong.



## We will get there by:

- Embedding equality, diversity and inclusion best practices into everything we do.
- Building a workforce that represents the communities we serve, at all levels.
- Create a multi-disciplinary skills model that ensures alignment and focus across personal, professional and clinical education.
- Enhancing the process for our people to declare protected characteristics, so we have a better understanding of everyone across our organisation.
- Ensuring all our people have the tools, equipment and access to work that they require to be their best selves at Bolton.
- Be at the forefront of the diversity agenda and continue to celebrate this across Bolton.

## Bolton NHS Foundation Trust VOICE Behaviours

### Vision

#### Be Positive

We have strong plans and make decisions with Bolton's communities

### Openess

#### Be Inclusive

We communicate clearly and encourage feedback

### Integrity

#### Be Honest

We are fair, show respect and empathy

### Compassion

#### Be Kind

We have a caring person-centred approach

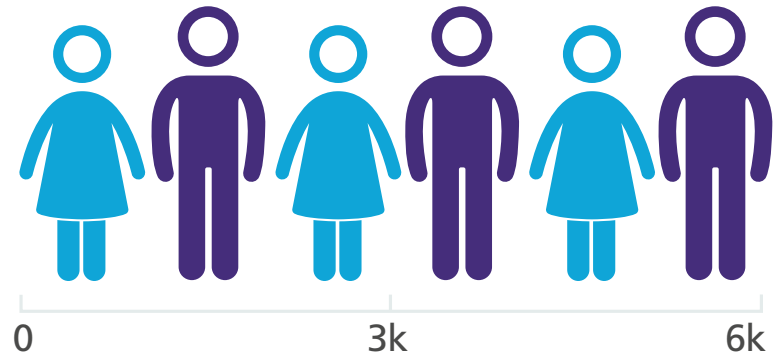
### Excellence

#### Be Bold

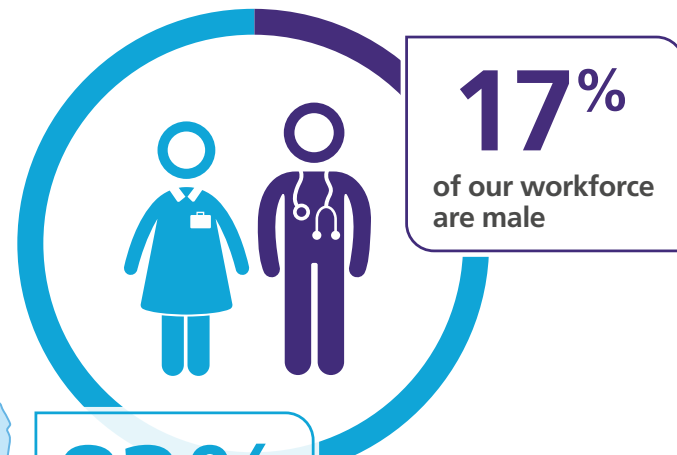
We prioritise quality, safety and continuous improvement

## Our current workforce

Total workforce circa  
**6000**



of our total workforce are BAME



of our workforce are male

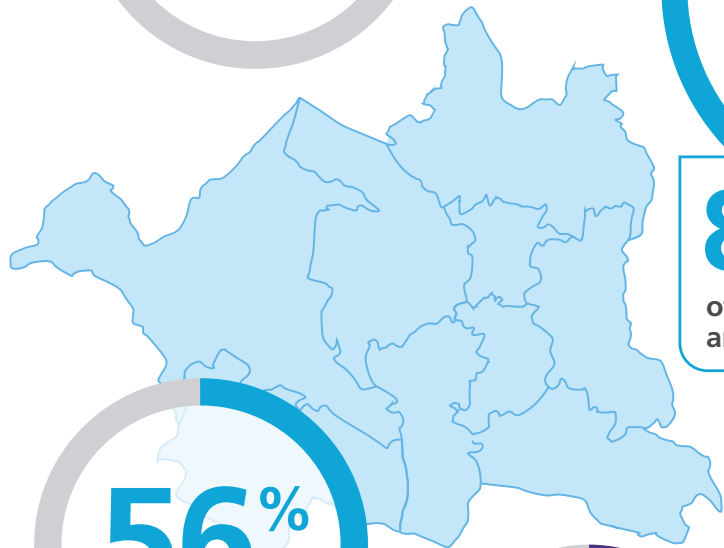


of our workforce are female

### Workforce age range

Age range	Percentage
20	0.42%
21-30	18.69%
31-40	25%
41-50	22.9%
51-60	24.77%
61-70	7.82%
71	0.39%

Data correct as of March 2023



of our workforce live in Bolton



of our workforce declared a disability and/or health condition

## Our spending

Revenue performance deficit of £1.5million



£2.8 Million

Reported position - deficit of £2.8m (after impairments and technical adjustments)

58.2 Million



Cash held in bank £58.2m

£

Capital spend of £25.8m

Turnover £478.3m



Savings £22.2m

22.2 Million

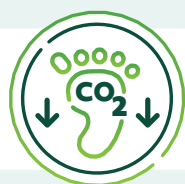


## Our Green priorities

We have five key actions to achieve our long-term targets for sustainability. We will review and update these actions frequently on our carbon reduction journey to net zero by 2038.

### Net Zero

Develop and implement a net zero programme



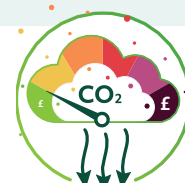
### Sustainability

Employee engagement - sustainability champions



### Energy and carbon savings

Implement an Energy Performance Programme to deliver guaranteed energy, carbon and cost savings.



### Sustainable procurement

Develop a sustainable procurement policy



### Green travel

Develop and implement a Green Travel Plan



...for a greener Bolton

## Join us and help shape the future

If you have an interest in healthcare in the district and would like to find out more about the work of your local hospital and community services, becoming a member is ideal for you.

Membership is free and is open to everyone aged 14 or above living in the community that the Trust serves. Becoming a member of our Foundation Trust means that you will be able to:

### Our quality priorities for 2022/23 include:

- Get a better understanding of how the Trust works and share in our successes
- Become actively involved in the work of the Trust and help shape our future plans
- Be consulted on major plans
- Make sure your views and those of your community are heard
- Be invited to Trust open days, member events or information sessions
- Receive regular information about the Trust
- Vote for Council Governors
- Stand for election as a Council Governor

## Keep in touch with us





