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Bolton
NHS Foundation Trust

Annual Members' Meeting

15 October 2025

Improving care,
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Welcome

**Dr Niruban
Ratnarajah**
Chair

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Programme of the day

- Welcome
- Changes to our Board
- Our year in review
- Looking forward
- Receipt of Annual Report
- Governance and membership review

Changes to our Board during 2024/25



Jackie Njoroge
Deputy Chair
Non-Executive Director

Thank you to...



Tosca Fairchild
People Committee Chair
Non-Executive Director

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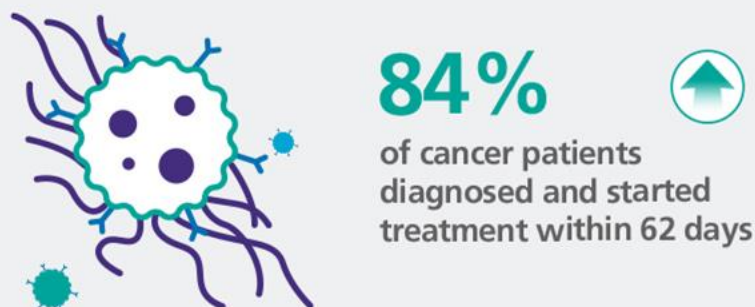
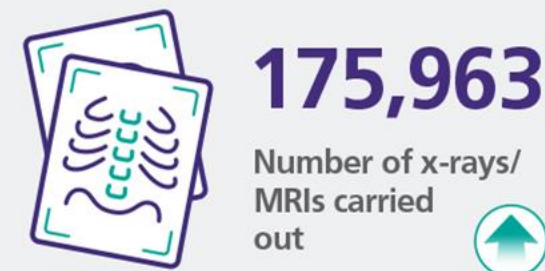
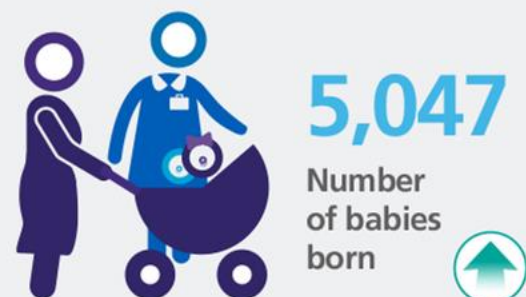
Our year in review

Fiona Noden
Chief Executive

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Year in numbers 2024-2025



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Year in numbers 2024-2025



24,303

Number of no criteria to reside delayed days



90%

2 hour Urgent Community Response team performance



6.91

NHS staff engagement score



566

Education health and care plans completed in a year



515,065

Community contacts



88,014

Hospital Inpatients



711,683

Hospital Outpatients



£530.7M

Annual Trust turnover



92%

Overall Friends and Family Test satisfaction rates



6,945

Number of staff employed at the Trust

Our ambitions

A great place to work

We will work together to create an environment where every staff member feels skilled and supported to provide the best care.

What this means in practice:

Improving staff experience

Unlocking Our potential

Reflecting our population

Improving care, transforming lives

We will continuously improve the care that we provide and will transform the lives and outcomes of the people of Bolton.

What this means in practice:

Improving quality, safety & experience

Innovating & collaborating for the future

Playing our part in improving health

A high performing, productive organisation

We will challenge ourselves to identify opportunities to improve, to work together with our partners across the system, and maximise productivity so that our patients will have shorter waits and better access to services.

What this means in practice:

Improving access to our services

Being efficient and productive

Delivering financial sustainability

A positive partner

As the largest employer in town, we will make sure that we do more for Bolton in addition to the healthcare we provide, by widening access to work, working with local partners and buying locally where possible.

What this means in practice:

Developing our neighbourhoods

Working as one team

Partnering for Local benefit

An organisation that's fit for the future

We will make sure that we have the right infrastructure and technology to allow our systems to work seamlessly, and our buildings enable us to provide the best care. We will look for opportunities to reduce the environmental impacts of the business we run.

What this means in practice:

Being digitally enabled & inclusive

Improving our estate

Proactively planning for the future

Ambition 1:

Improving care, transforming lives



Dr. Francis Andrews
Medical Director



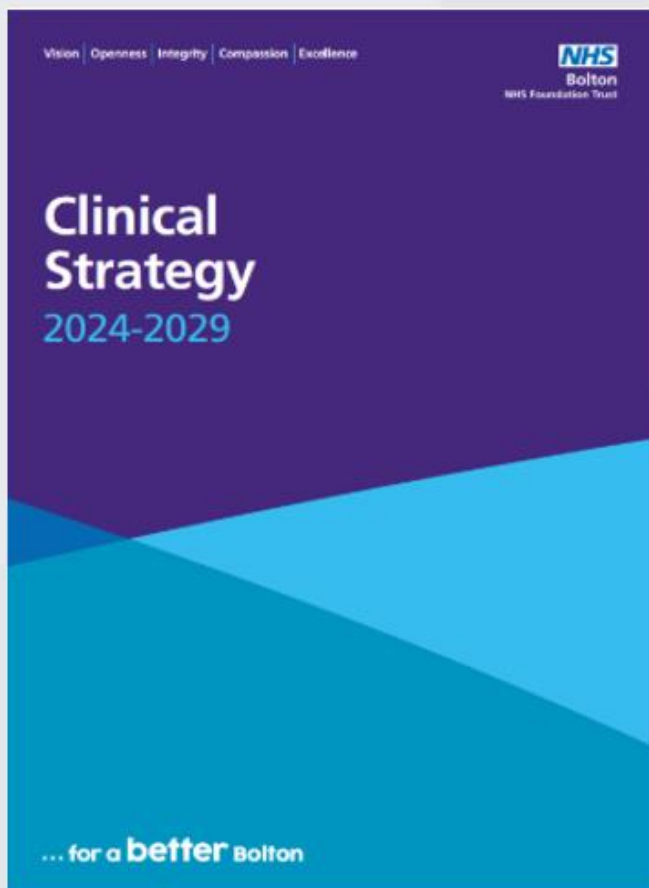
Tyrone Roberts
Chief Nursing Officer



Sharon White
Chief of Strategy and
Partnerships

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A look back at 2024/25 – Dr Francis Andrews



Priority one

Improving people's experience



Priority two

Innovating and collaborating for the future



Priority three

Playing our part in improving people's health



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Priority one: Improving people's experience	Priority two: Innovating and collaborating for the future	Priority three: Playing our part in improving people's health
• Martha's Rule pilot commenced • Urgent care improvement with ECIST • Call Before Convey pilot • Same day arthroplasties • Deteriorating Patient Collaborative • AI technology for skin analytics • Digital imaging technology for post mortems • Thumb Carpometacarpal Joint (CMCJ) replacement surgery commences • SASsix campaign launched	• Surgical robot procured • AI-powered chest X-rays • 6,462 participants were recruited into 57 research trials, across 26 different clinical specialties • Innovative study for the diagnosis of womb cancers. • Major trial using AI to detect tumours. • Clinical trial/ IBD research for ulcerative colitis. • Virtual frailty ward development • Partnership development with the University of Greater Manchester Medical School	• Blood borne virus (BBV) opt-out testing programme launched in ED • Crude mortality under the national average for the entire period and SHMI was brought into range • Digital solution for improved comorbidity reporting • 100% participation in applicable national audits • 307 local Clinical Audits registrations across all Divisions • Genes and Health study for people of Pakistani and Bangladeshi heritage • All Heroes Need Sleep campaign shortlisted for the Staff Wellbeing Initiative of the Year in the HSJ Patient Safety Awards

A look back at 2024/25 – Quality

Reducing harm in hospital

- Falls per 1,000 bed days and falls with harm remained within common cause variation for over 11 months
- Completed PU collaborative with change package implemented across all areas with reductions in all categories of PU
- Completed C-Diff collaborative with learning embedded and reduction seen in number of CDT cases

Improving patient and service user experience

- Reviewed and re-established Quality Patient Experience Forum
- BOSCA programme expanded to departments including theatres and outpatient areas and into community settings
- Oliver McGowan training introduced

A look back at 2024/25 – Quality

Embedding Quality Improvement to improve care

- Continue to promote QI as the way we do things
- Completed NHS IMPACT self-assessment
- Commissioned AQuA to deliver Board development towards establishing a Quality Management System
- Completed the NHSE Research self-assessment of organisational readiness tool and implementation plan

Developing our quality and clinical governance

- Developed and embedded Quality Governance framework
 - Embedded PSIRF approach
- Developed and delivered on all CQC recommendations
- Achieved CNST Year 6 standards

Developing our Quality Improvement plan

- Quality improvement plan 2024-29 published
- Completed and embedded learning from two QI collaboratives (PU & CDT)
- Commenced third collaboratives in relation to deteriorating patients

Transforming our workforce

- Deliver of SNCT outcomes
- Recruited all statutory safeguarding posts to ensure full strength team
- Implemented new Assistant Practitioner roles in Neighbourhood Therapy Teams
- Introduced role of Lead ACP and Lead HCS

Maintaining and improving patient and service user experience

- Improved complaint response quality and response rates
- Report on two questions with minimum 30 responses from all teams built into Quality Account

Understanding inequalities in health

- FFT leaflets now available in 10 most common languages in Bolton to assist in feedback from all communities
- Incorporated diversity and equality data into regular reporting where available to help understand and identify any inequalities

Building on our professional leadership

- Over delivery of recurrent CIP
- Aligned Matron JD with Matron Handbook
- Reviewed AHP professional leadership to embed consistent model

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James Mawrey

Deputy Chief Executive and
Director of People

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Ambition 2: A great place to work

A look back at 2024/25 – Culture

- Best place to work in GM (Acute) as demonstrated by our staff survey. Work remains underway via the Our Voice programme as we know there are pockets in the organisation that are less engaged.
- Introduced the 'Our leaders programme' – over 500 now attended, focused on culture and values.
- Introduced a new behaviour framework and revised appraisal process to focus on culture and values.
- Progress made in WRES / WDES in most areas. Now over 20% of our staff are from Global Majority. Work remains underway as we know there are pockets in the organisation that perform less well.
- Staff sickness levels do indicate that our staff are experiencing significant demands in their day to day roles

Ambition 2: A great place to work

A look back at 2024/25 - staffing

- Safe staffing levels maintained
- Focused work on hard to fill and clinically essential positions.
- Driven down reliance on Agency and Variable pay spend and realign to more substantive workforce

Ambition 3:

A high performing, productive organisation



Rae Wheatcroft
Chief Operating Officer



Annette Walker
Chief Finance Officer

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Ambition 3:

A high performing, productive organisation

A look back at 2024/25 – Operational performance

- We had no patients waiting longer than 65 weeks for their planned care 
- We achieved all national set cancer standards 
- We reduced time to be seen in our Emergency Department, but didn't meet the access standard of 76% 
- We recovered our 6 week diagnostic access standard to 95% 
- We implemented a sustainable model for our Urgent Treatment Centre 
- We designed and implemented a new 'call before you convey model' 
- We secured national funding to eradicate RAAC, redesign our ED department and create an onsite Intermediate Care Unit 
- We started using the Da Vinci Surgical robot 

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Ambition 3:

A high performing, productive organisation

A look back at 2024/25 – financial performance

- Revenue performance plan of £0.6m deficit – **we ended the year with a deficit of £0.6m (reported £8.9m)**
- Year-end cash forecast of £7.0m – **cash balance of £10.6m**
- Capital plan (including IFRS 16) £16.8m, including RAAC in Maternity – **we spent £16.7m**
- Disposals of assets of £1.5m purchased for CDC
- Managing financial pressures – **inflation, energy and pay**
- Very challenging cost improvement requirements of £24.3m - **delivered £25.7m, of which £8.7m is recurrent**
- BPPC target 95% - **achieved 97.3% by value and 95.5% by volume**

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Annette Walker

Chief Finance Officer

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Ambition 4:

An organisation that's fit for the future

A look back at 2024/25

- Developing a revised Bolton FT estates master plan, aligning to the Clinical Strategy – **in progress**
- Review of the Strategic Estates requirements, including reducing our footprint and agile working opportunities – **on-going**
- Improving our estates infrastructure including repairing our steam infrastructure and installing a new BMS (building management system) - **complete**
- RAAC removal in maternity (approved business case) - **commenced and due for completion in June 2027**
- RAAC removal in laboratory medicine (approved business case) - **designs underway and due for completion Dec 26**
- Installation of Pyxis cabinets on wards - **in progress due for completion Dec 25**
- Refurbishment of our ED department – **partial handover with completion November 25**

Ambition 4:

An organisation that's fit for the future

A look back at 2024/25

- Final stage prep for rollout of EPR
- Robotic Process Automation for booking
- MIYA flow system
- Continued roll out of our digital strategy

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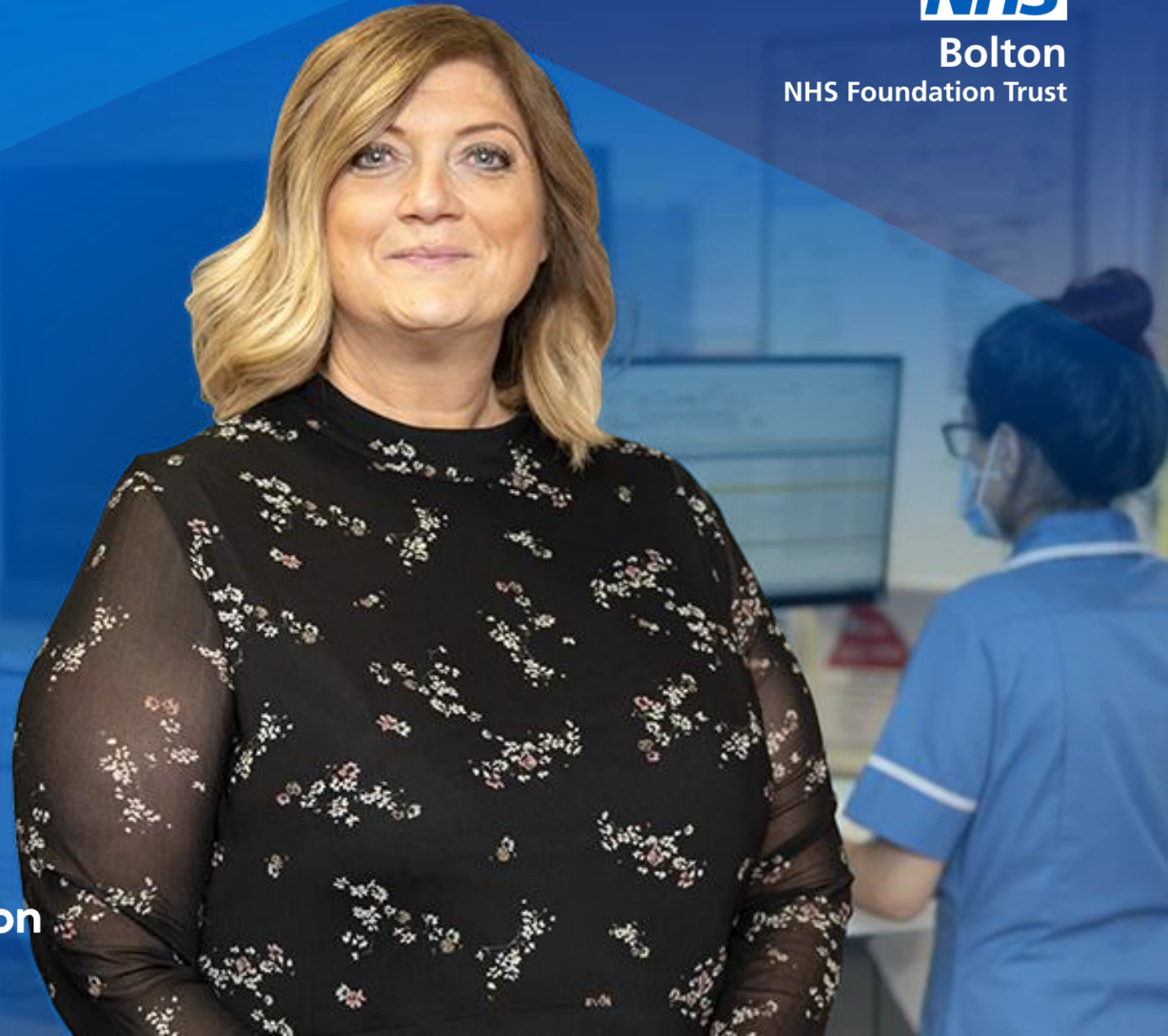


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Sharon White

Chief of Strategy and Partnerships

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Ambition 5: A positive partner

A look back at 2024/25

- We published our new strategy for 2024-29 and our clinical strategy for 2024-29
- With our locality partners, we implemented an Outcomes Framework for Bolton focusing on the Joint Strategic Needs Assessment and reduction of health inequalities
- We worked on system solutions to long-standing issues i.e. discharge and flow between providers
- We developed a Bolton wide workforce plan to help our staff develop the skills to drive improvement
- We played our part in the GM Health Inequalities Accelerator and embedded health inequalities priorities in the organisation

Ambition 5: A positive partner

A look back at 2024/25

- We led the Bolton borough-wide digital partnership
- We continued to prioritise the development and implementation of our neighbourhood care model
- We remain an active partner in the GM Trust Provider Collaborative
- We worked with the University of Greater Manchester on the development of its medical school on the Trust site.

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Annette Walker

Chief Finance Officer

Annual Report and Accounts
and External Audit Letter

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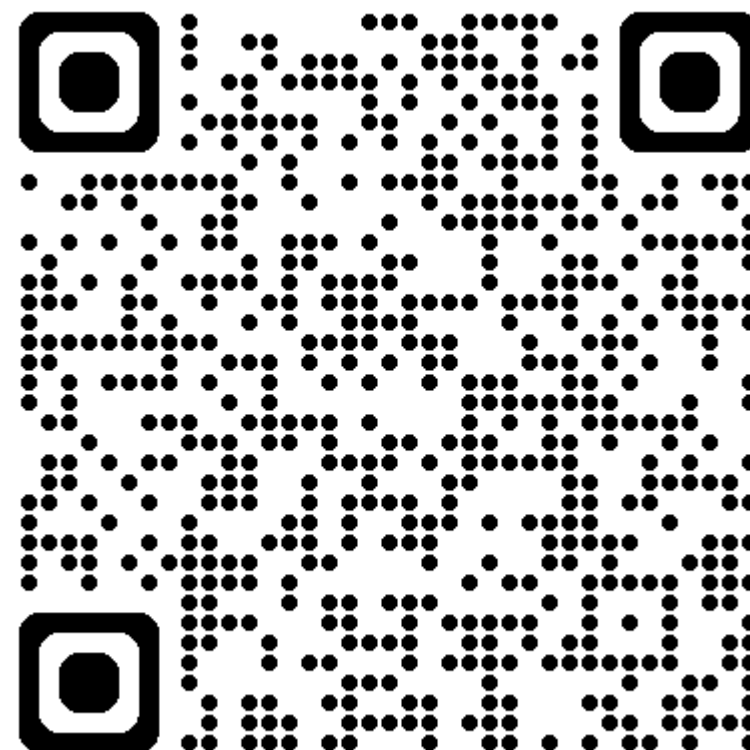
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Annual Report and Accounts 2024-25

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Annual Report & Accounts 2024-25

Independent Auditors Report to the Council of Governors of Bolton NHS Foundation Trust

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Looking Forward

Fiona Noden
Chief Executive

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Operational Plan 2025-26

Performance & activity	Financial & productivity	Enablers & strategic shifts
• Reduce elective waiting times: 65% treated within 18 weeks • Improve cancer waiting times: 62-day standard to 75% and 28-day faster diagnosis standard to 80% • Improve urgent & emergency care performance: at least 78% performance against 4hr standard	• ICBs must live within their financial allocation and Trusts must deliver against ICB financial priorities • Trusts must drive productivity improvements • 5% cost improvement target • Reduction of waste, inefficiency and non-value activity is expected • Reduce agency costs	• Neighbourhood health and community-first care • Digital transformation • Focus on inequalities and prevention • Maintain oversight of quality and safety

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Election and Membership Update

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Sharon Katema

Director of Corporate
Governance

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Election Results 2025

Elections held by single transferable vote for seven public Governor and two staff Governor positions.

Area	Elected
Bolton North East	Joe Santoro
Bolton South East	Murtala Abubakar Naheem Khan Gary Burke Kayonda Ngamaba Isa Patel
Rest of England	No valid nominations received
Nurses and Midwives	Thomas Hardman
All other staff	Catherine Binns Lisa Brownlow
Doctor/Dentist	No valid nominations received

Thank you to the following Governors who completed their term of office in 2025:

- Imteyaz Ali
- Samm Cusick
- Lindiwe Mashangombe

Governor Look back 2024/25

**Non-Executive Director
Succession plan**



**Chair
Appraisal**



**External Auditor
Appointment**



**Non-Executive Director
Compliance and
Appraisal Report**



Governor Look Forward 2025/26

**Recruitment of three
Non-Executive Director's**



**Chair and NED
Appraisal**



**Non-Executive Director
Fit and Proper Report**



Membership Update

- Bi-annually Membership Matters Newsletter being circulated
- Looking at how Governors can engage more with members over the coming year

	Public Constituency	Staff Constituency
At year start 01 April 2023	4,949	6,367
At year end 31 March 2024	4,870	6,671

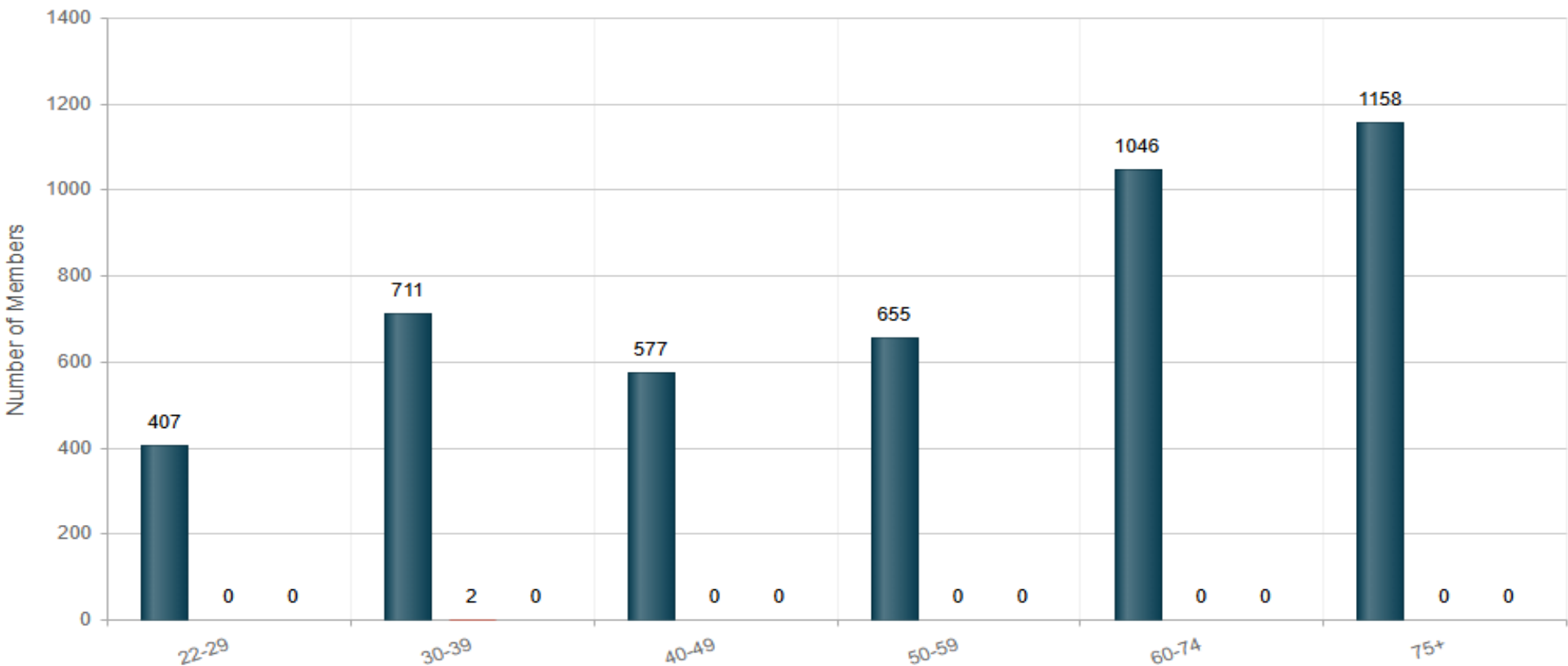
MEMBERSHIP



- Member recruitment
- Engagement activities
- Voting rights

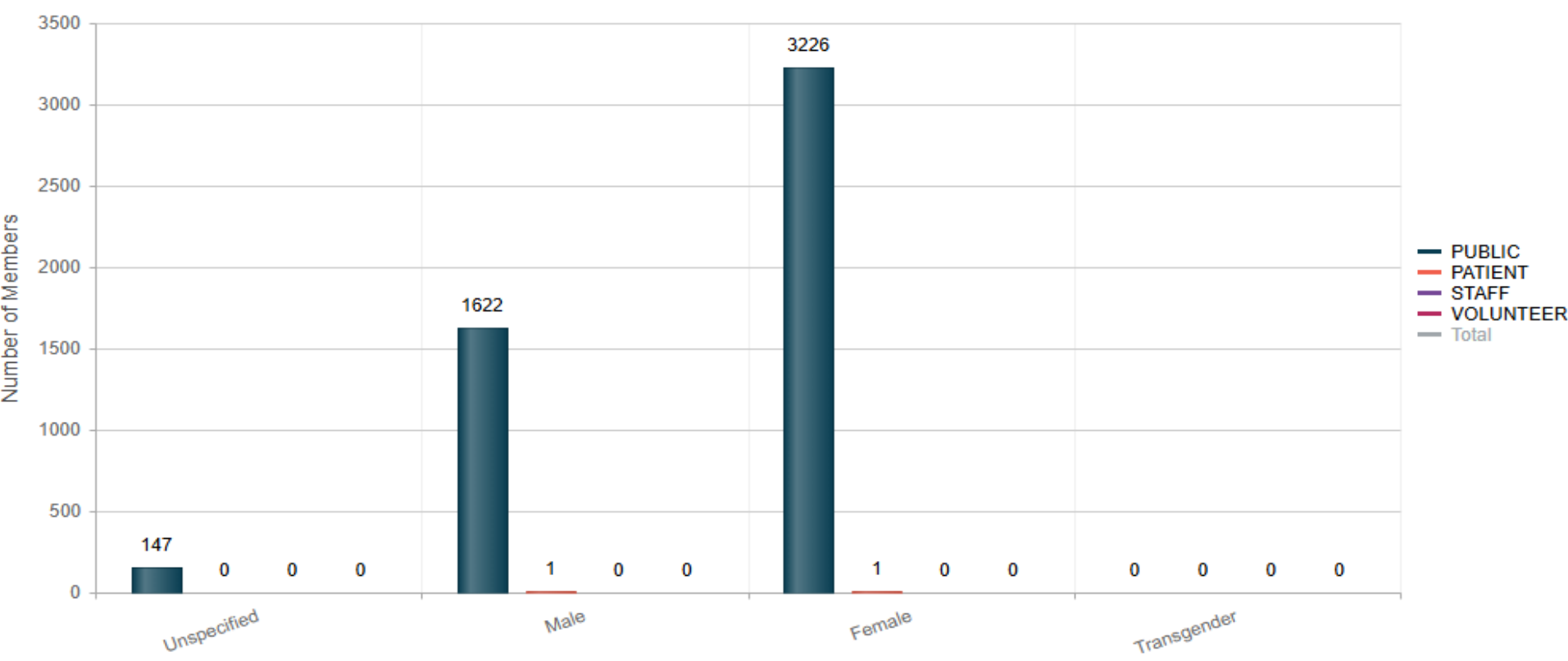
Our Membership breakdown by age group

Age



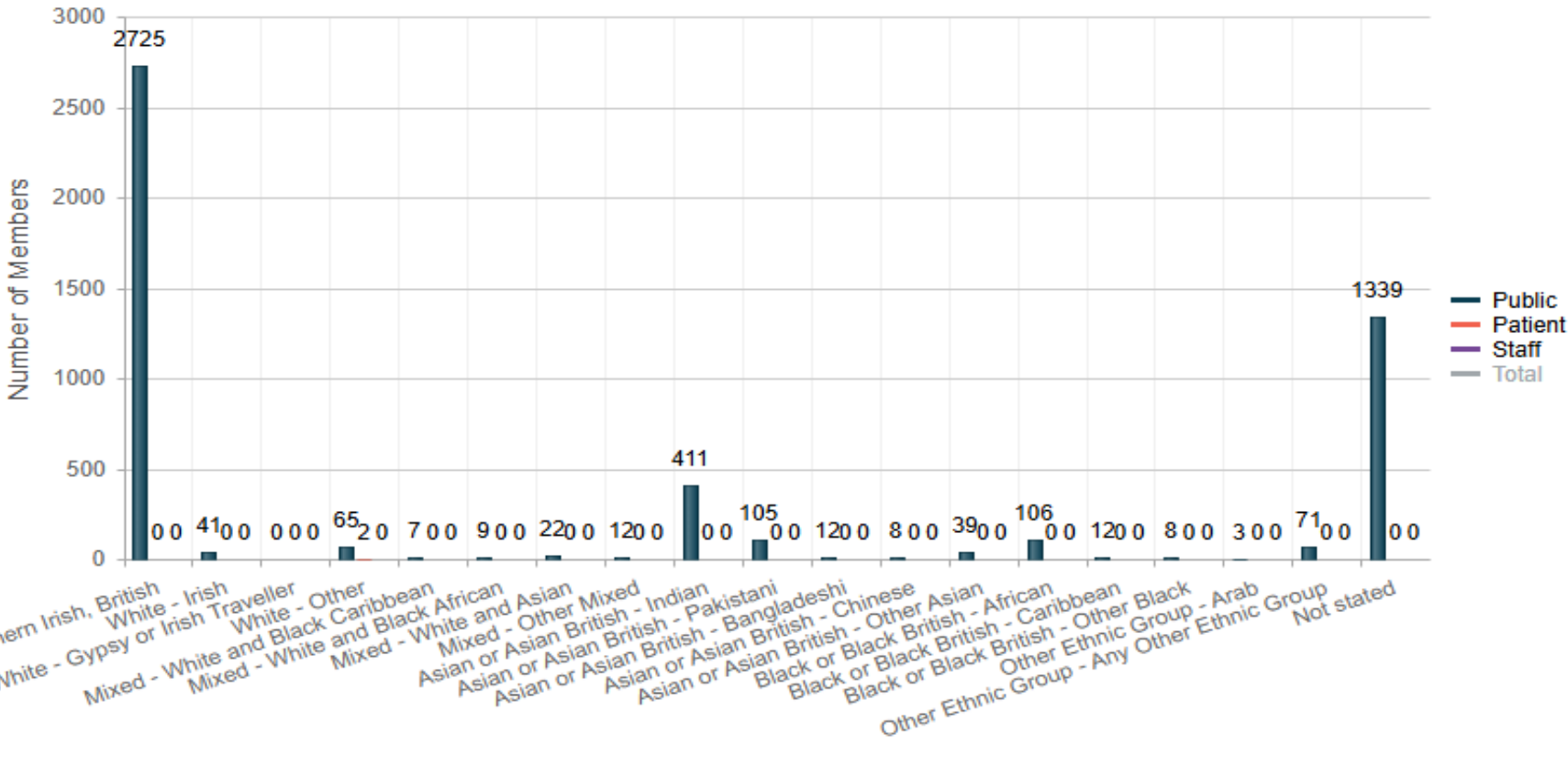
Our membership breakdown by gender

Gender



Our Membership breakdown by ethnicity

Ethnicity



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Concluding remarks

**Dr Niruban
Ratnarajah**

Chair

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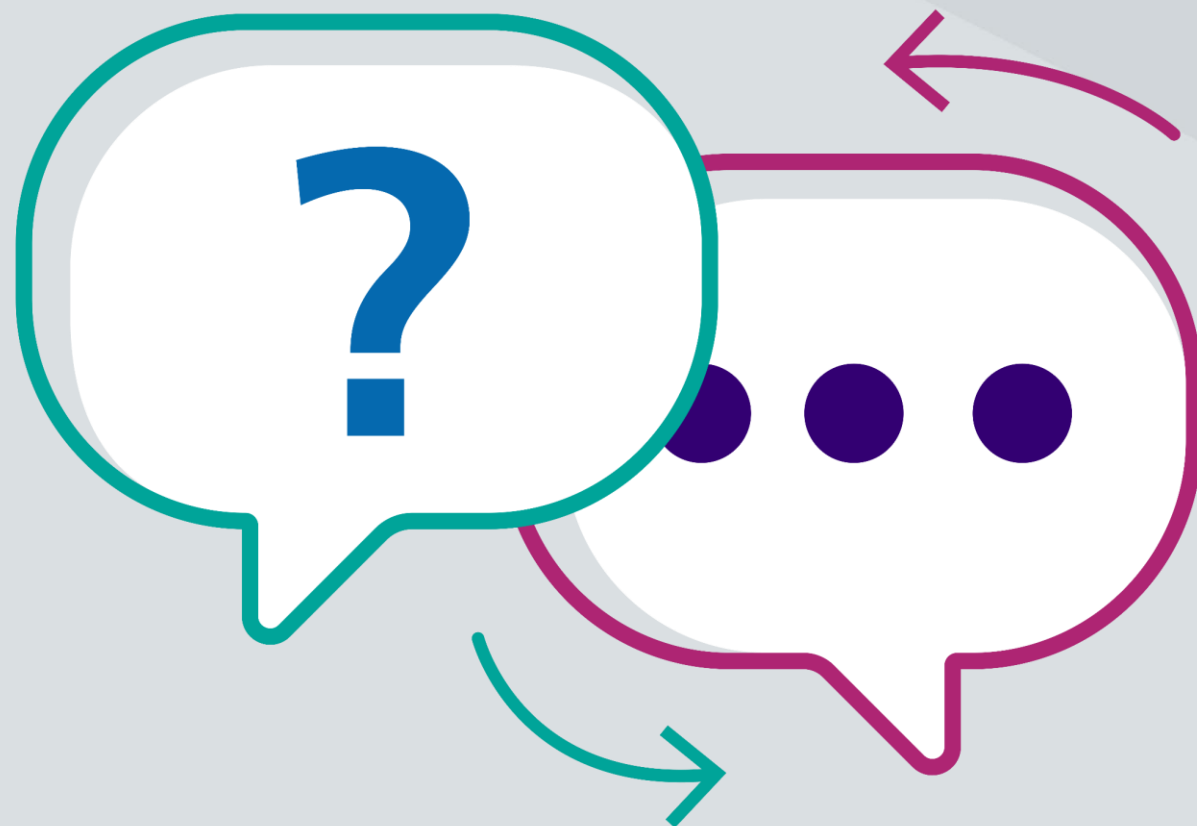
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Your opportunity to ask questions

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Thank you for coming today

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