NHS
Airedale
NHS Foundation Trust

Annual report summary 2021–22

Thriving people,
healthy communities

FACE SHIELD

NHS
MOBILE CANCER CARE UNIT
1824

A message from our Chair
Andrew Gold

> **Our people have yet again done themselves proud, drawing on reserves of energy and resilience to achieve a high standard of healthcare for the population we serve.**

In last year's report I concluded that we were beginning to see the green shoots of recovery. While this was the case to an extent, the Trust has continued to contend with the impact of Covid-19 alongside a challenging winter period.

We have still made progress with our five year strategy, which sets out our ambitions for our five Ps – our people, making sure we look after their wellbeing, making sure everything we do has our patients at heart, meeting our population's needs with progressive services like our MyCare24 digital service for those with COPD and working in partnership with initiatives like our post-Covid pathway and the setting up of our Covid Medicines Delivery Unit.

As we move into 2022–23 our focus is on elective recovery and tackling waiting times. Our new barn theatres are part of our wider focus on developing our hospital estate which includes our new modular Intensive Care Unit along with significant remedial works due to be taking place over the next two years.

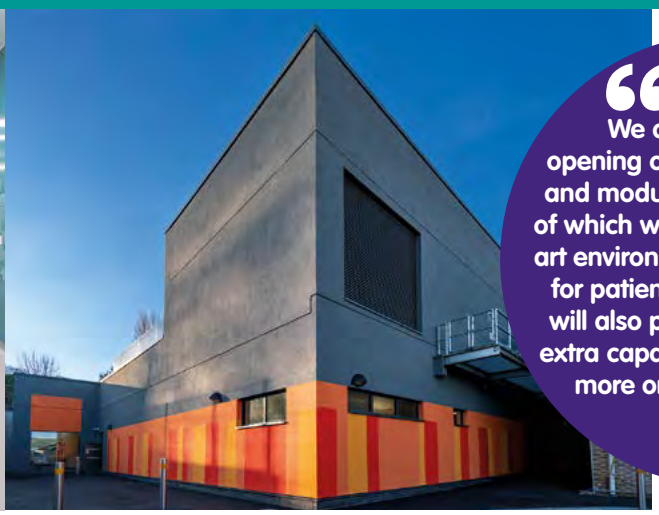
We have much to look forward to and much to do, and to lead the Trust through these times we welcome our new chief executive, Foluke Ajayi, who brings a fresh perspective as we build on the experiences from the last two years and look to the future.

The one constant remains that the Trust endeavours to provide the best possible healthcare to the population it serves through the unwavering commitment and support of its people, for which we are truly grateful.

I'd like to thank our communities who have continued to support us over the year. The Trust really stands at the heart of its community and your generosity of spirit has been a comfort and an inspiration to our teams.

Note: You can read these messages in full in the 2021–22 Annual Report on the Trust website: www.airedale-trust.nhs.uk

A message from our Chief Executive
'Foluke Ajayi



> We are excited to be opening our new barn theatres and modular ICU building, both of which will give us state-of-the-art environments in which to care for patients. Our barn theatres will also provide much-needed extra capacity, allowing us to do more orthopaedic surgery.

The last two years have been difficult across the NHS, however the pandemic has also given us the platform to make significant changes in the way we work and how we provide our services.

Service transformation, digital innovation and workforce development were part of what drew me to Airedale and remain at the forefront of our plans as we head into our new financial year.

A key focus for us in 2022–23 will be the continued development and management of our hospital estate. The issues with our ageing estate are well-documented and we have a comprehensive programme of works to tackle them whilst working with NHS England and NHS Improvement to look at a longer-term solution.

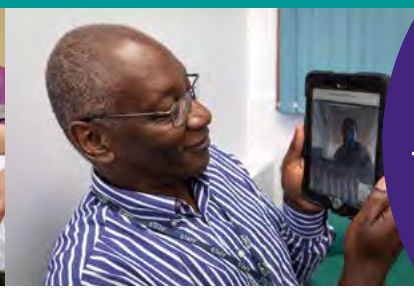
These developments signal our ambition to transform our hospital into a modern healthcare facility. This is a first step on a longer journey, which I hope will see us being able to significantly rebuild our ageing estate, modernising the hospital and maximising its sustainability.

We are also focused on developments within our community teams this year. These teams play a vital role in keeping people out of hospital and treating them at home, prioritising personalisation of care so that the individual's wishes are accommodated as much as possible. The care personalisation agenda is incredibly important to me, and our community teams lead on this for our organisation.

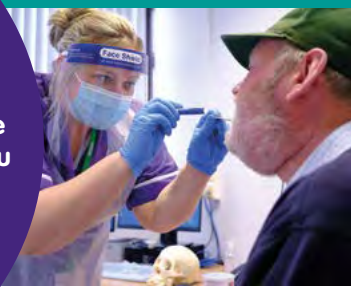
I am proud to have joined Team Airedale and look forward to the positive journey we will have together.

A message from our Chief Operating Officer and Deputy Chief Executive

Rob Aitchison



"Thank you: you have flexed with us as we have adapted our services in the light of emerging guidance; you have embraced old and new technologies for appointments; you have been unable to visit loved ones as frequently as you would have liked; you have come forward for your vaccinations in your thousands and you continue to support us with your unfailing generosity via our charities."



In April 2021 there was a level of optimism that the pandemic was becoming manageable, helped by the gradual easing of restrictions and the rollout of the Covid-19 vaccination programme. There was also an increasing energy at the Trust to push forward our reset and recovery programme. Managing Covid-19 alongside our 'business as usual' was key, and we spent a significant amount of time developing and managing our elective, inpatient and outpatient pathways in tandem with national guidance.

As the year progressed, restrictions eased further, shielding ended and visiting was opened up more widely than at any point since March 2020. During the spring and summer months we continued to issue regular communications to our staff about travel restrictions and Covid passes, guidance around testing and new variants, what to do if school bubbles burst and what to do if NHS Test and Trace were in contact.

Little did we know in autumn last year that the Omicron variant was around the corner. Combined with an influx of acutely unwell patients, on top of our usual winter pressures, it led to the most challenging period many of us could remember in the NHS thus far.

From mid-autumn onwards we saw rising Covid-19 cases alongside significant urgent care pressures, high levels of admissions and an ever-increasing community caseload. This has also been combined with significant staff absence, predominantly because of Omicron, caring for other family members and self-isolation. Even with reduced numbers, day after day our teams have stepped up and cared for our communities.

Words like resilience, commitment, dedication, professionalism are insufficient here. This has been a superlative team effort, from the frontline in our Emergency Department, to our wards, our operating theatres, our community services, our administrative and corporate support teams, our estates, facilities, and procurement teams – everyone has played their part.

Which makes it even more astonishing that, alongside all our work to balance Covid-19 with the day job and the most challenging winter the NHS has ever seen, our teams also managed to make some significant developments during the year. You can read about them in the **Our year** pages of this report.

We are proud to be at the heart of your community and privileged to care for you.

Our year

Vaccine centre

One of the outstanding successes of the year has been the opening of our Vaccine Centre. At first a staff-only service, it was soon expanded to become a community vaccination hub and continues to play a vital role in vaccinating local people. Towards the end of March 2022 they gave their 50,000th vaccination, an incredible feat.

The AGH Solutions catering team launched a delicious and innovative new range of menus for patients, with every element of nutrition being overseen by an expert dietitian. Malnutrition affects every system in the body and impacts on patient complications and the length of stay in hospital. It's important we make sure we are offering adequate nutrition for all our patients every day and provide a menu that sounds appealing and dishes that look and taste delicious.

Our Children's Services team launched their Sunshine Sensory Project, funded by Airedale Hospital & Community Charity, supporting children visiting hospital for surgery who have additional needs or sensory sensitivities. The team created a sensory pack full of products such as noise cancelling headphones, tactile and visually stimulating sensory toys and picture exchange communication system cards to help patients who are not able to communicate their needs verbally.

Hip fracture

We joined forces with five other NHS trusts to support hip fracture patients with a safety initiative that has been shown to save lives by introducing dedicated nutritional assistants on our acute trauma wards. Hip fracture is the most common serious injury in older people and dedicated nutritional support has been shown to have a significant impact on recovery. Good nutrition and hydration can reduce confusion, delirium and the risk of falling after an operation and it gives patients more energy for their physiotherapy.

Edible Airedale

We planted a new 'Edible Airedale' food forest of 2,650 trees, bringing with it an edible landscape for visitors, staff, and wildlife. Trees were planted around the hospital site, supporting wildlife and habitat creation and helping to improve wellbeing by reducing stress and nurturing mental health.

Theatres team

The theatres team were finalists in the prestigious Health Service Journal patient safety awards for their outstanding contribution to healthcare. The team have had a continued focus on improving communication amongst the team before, during and after surgery. Prior to the start of an operating list, the whole team discusses each patient's requirements for the entire perioperative period. At the end of the list, there is a collective debrief and a new, dedicated safety officer role has also been created. The team were recognised for their ambition, visionary spirit, and the demonstrable positive impact that their project has had on patient and staff experiences.

The Urology Department received a new state-of-the-art Lithotripter for the removal of kidney stones and bladder stones. The new system has great benefits for our patients, it means they can be treated sooner, and their treatment can take less time, so they are able to get home and back to their usual activities quicker.

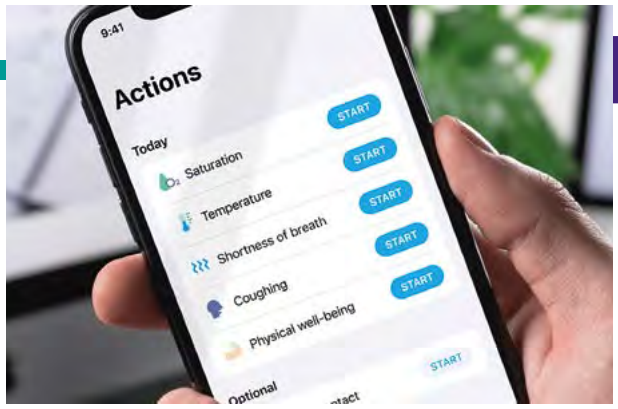
A new support service was launched for people recovering from Covid-19 across Bradford District and Craven. The service is available to those who continue to display 'post Covid' symptoms 12 weeks after they have should have recovered from the virus. Support includes advice on self-management, access to psychological services, through to therapy support.

Rainbow crossings

Four new rainbow crossings welcomed staff and patients to Airedale Hospital to represent the Trust's commitment to equality, diversity and inclusion, and show that it is an open and non-judgemental place for LGBT+ patients, staff and visitors.

Mobile cancer unit

We launched our Next Generation mobile cancer unit – adding to our fleet and taking cancer care and treatments to the patient in Airedale, Wharfedale and Craven five days a week. The Next Generation unit, provided by the charity Hope for Tomorrow, is a state-of-the-art fully mobile medical cancer care unit which revolutionises the way cancer care is delivered. A new feature is the hydraulic sides which move out to provide two clinic rooms, so providing a larger unit. It will visit communities to provide accessible clinics as well as cancer treatments including chemotherapy. Staffed by specialist oncology nursing teams and pharmacists the unit will allow cancer services to be delivered in the heart of the local community in venues including Skipton, Keighley, Bingley, Ilkley and Barnoldswick.



MyCare24

The 1000th patient registered with a new digital service where people with long-term respiratory conditions across Bradford District and Craven are given support through a remote monitoring app, transforming their care. The MyCare24 remote monitoring service is available 24 hours a day and is staffed by clinicians. The app enables people to enter their oxygen saturations and heart rate from the pulse oximeter readings – to help them use the 'Know Your Normal' tool and identify when they may need additional support.

Maternity team

Our maternity team were given a good report from new mums in the Care Quality Commission (CQC) maternity survey. The most positive results were of women's experiences of being cared for by maternity staff, particularly during labour and birth and at home after the birth, with high scores too for having confidence and trust in the staff, good communication throughout and mental health support after the birth. The maternity team have also been working on new developments including a new maternity website and online self-referral form that will improve how women are able to access services and how they get information.

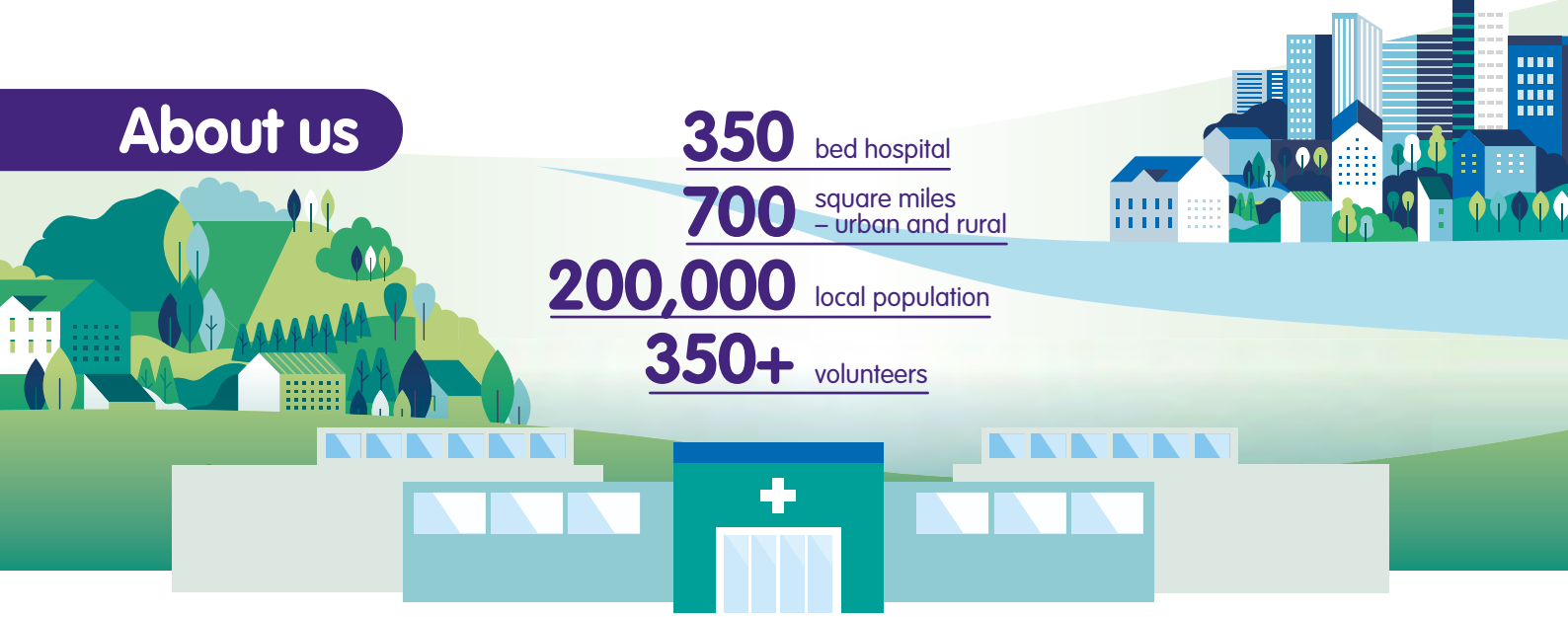
The development of our Covid Medicines Delivery Unit took just two weeks to plan and open in January. This means that clinically vulnerable patients who contract Covid-19 can receive antiviral and antimicrobial treatments quickly, to prevent more serious illness.

Photo: courtesy of Amina Abu-El Hawa

Emergency team

Our emergency team were Highly Commended at the NHS Parliamentary Awards, after being nominated by local MP Robbie Moore. 'Hearts in Little Hands' are a team from our Emergency Department who teach children, parents and carers CPR and basic lifesaving skills. The team, who before the pandemic visited primary schools across the area to share their expertise via demonstrations and songs, were Highly Commended in the Excellence in Urgent and Emergency Care Award Category. There are more than 30,000 cardiac arrests a year outside of hospitals where medical emergency services attempt resuscitation. Less than ten per cent survive, but if CPR can be started early, it can double the chances of survival.

About us



350 bed hospital

700 square miles – urban and rural

200,000 local population

350+ volunteers

Our activity

21,300 inpatient stays

95,000 community contacts

75,600 ED attendances

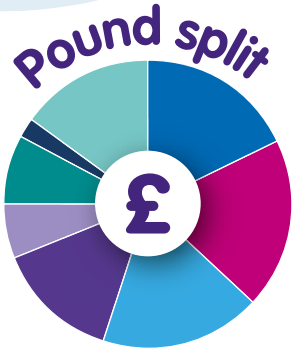
154,000 outpatient appointments

44,000 telemedicine contacts

1,900 births

£241m operating income

Clinical support staff: 18p
Medical staff: 19p
Nursing staff: 18p
Other staff: 14p
Drugs: 6p
Clinical supplies & services: 8p
Depreciation: 2p
Other operating costs: 15p



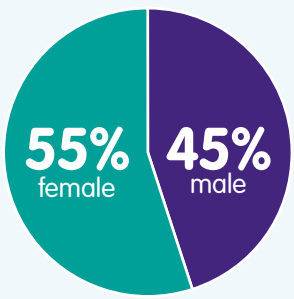
Trust team

3,244 staff

Scientific and Technical 73
Additional Clinical Services 812
Administrative and Clerical 664
Allied Health Professionals 266
Estates and Ancillary 5
Healthcare Scientists 132
Medical and Dental 379
Nursing and Midwifery 907
Students 6

AGH Solutions team

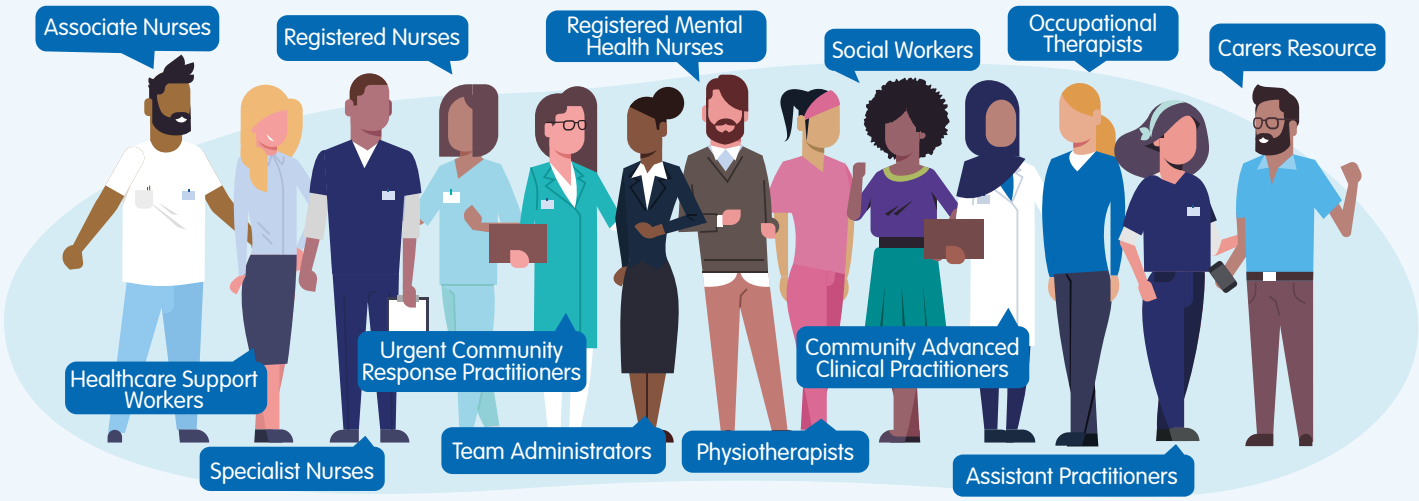
402 staff



Additional Clinical Services 2
Administrative and Clerical 78
Estates and Ancillary 316
Healthcare Scientists 6

Spotlight on Community Services

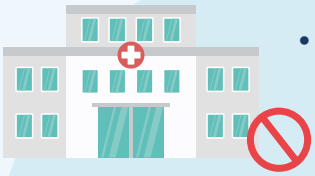
The community team of **150 staff** consists of:



The teams and what they do

- **Airedale Collaborative Care Team**
- **Craven Collaborative Care Team**
- **Craven District Nursing**
- **Specialist Nurses –** Respiratory, Heart Failure, Cardiac Rehab, Multiple Sclerosis, Parkinson's Disease and Neurology
- **Castleberg Hospital**
- **Community Service Delivery Team**

Collaborative Care Teams – what they do



- Aim to avoid admissions to hospital where it's safe and appropriate

- A multi-disciplinary Crisis Response and Intermediate Care Service that's responsive

- Supporting patients with a health related crisis at home

- Described as an outstanding example of community working in the CQC report

Our patch

Airedale, **Wharfedale** and **Craven** covers a **700 mile** radius with a population of **200,000** people.

- The furthest distance travelled for a visit is Wray – **64 mile round trip (2 hours)** from Skipton General Hospital, where many of our community teams are based.
- The most unpredictable driving route for a patient visit is **Oughtershaw** near Hawes – staff had to travel around the **Three Peaks** and are unable to attend in bad weather (three hour round trip from Skipton Hospital)
- One member of staff covered **900 miles** in just one month!

Collaborative Care Teams average:

1,250 clinical contacts per month

District Nurses average:

2,900 clinical contacts per month

The generosity of our communities

In 2021/22 our supporters and donors have helped us to raise nearly £500,000.

Since our re-launch in 2020, the Charity has gone from strength to strength, supporting both our patients and colleagues who work for the Trust, and working with our local communities. We have been overwhelmed by the continued contributions and generosity of local people, our patients, their families, and local businesses. With your help we have been able to fund a range of equipment, services, and wellbeing support which have made a real difference to our patients and to people who work across all areas of our hospital and community services.

The Charity aims to fund those things that provide that little extra to improve the experience of patients within our hospital, to bring innovation to the services we provide or to support the health and wellbeing of our staff.

Supporters have come from every corner of our community to take on challenges, make gifts in memory of a loved one and much more. Our community has gone the extra mile to care for Airedale.

Our Intensive Care for Airedale appeal raised more than £10k. We are proud that with the help of our local community we have been able to provide the added extras to make this fantastic space even more special for our patients and colleagues.

We 'Made a Splash' in 2021 by donating nearly £50,000 in funding to renovate the hydrotherapy pool at Airedale, a space which has helped provide treatment for thousands of patients over the years.

In September 2021 we took delivery of our Pacer train carriage. The Trust submitted a winning bid to receive one of three retired train carriages to use to create a positive environment for future generations. We are delighted to have partnered with local business, The Ultimate Group, who have committed time, energy, and resources to complete the refurbishment for our patients and local communities to benefit from. The project aims to be complete by the autumn of 2022.

The Trust itself made a significant donation to the Charity to fund wellbeing initiatives for all colleagues across the organisation. This includes psychological support, outdoor spaces, and rest facilities, and much more. We also plan to run a Grant Scheme to enable wards, departments, and teams to bid for funding to support patient experience and wellbeing schemes in their own areas.

Email: anhsft.charity@nhs.net
Tel: 01535 294870
@AiredaleCharity
www.airedalecharity.org

Looking forward, the refurbishment of our Haematology and Oncology Day Unit will start in the early summer of 2022 and this will be the biggest project that the Charity has undertaken to date with the full cost totalling more than £150k. The new unit will include an additional treatment room, upgraded technology and new chairs which will ensure patients are as comfortable as possible when undergoing chemotherapy.

We are truly astounded by the generosity of spirit and kindness that has been shown for our hospital and Charity over the last year. As we look forward to the many exciting plans in 2022/23 and beyond, please accept our wholehearted thanks for showing your love for Airedale.

Join us as a Foundation Trust member

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 of Airedale NHS Foundation Trust 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:

- 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 member events or information sessions
- receive regular information about the Trust
- vote for Council Governors
- stand for election as a Council Governor.

How to join

Find out more and join online via the Trust website, email us at anhsft.members@nhs.net, call us on 01535 294540 or write to the Membership Office at the address below.

Get in touch

Airedale NHS Foundation Trust, Skipton Road, Steeton, West Yorkshire, BD20 6TD
Tel: 01535 652511 @AiredaleNHSFT www.facebook.com/AiredaleNHSFT
www.airedale-trust.nhs.uk

Thriving people, healthy communities

Friends of Airedale Hospital

Email: admin@friendsofairedale.co.uk
Tel: 01535 292610
@friendairedale
www.friendsofairedale.co.uk

Airedale Hospital & Community Charity

Email: anhsft.charity@nhs.net
Tel: 01535 294870
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