

Our year in summary

2023-2024

Annual
Report



Improving care,
transforming lives...for a **better** Bolton



A message from our Chair and Chief Executive

It's difficult to put into words the scale of the activity that has happened over the last twelve months but I hope this summary of the year gives you a snapshot of some of the highlights.

When looking back on the past 12 months, we know that it has continued to be incredibly challenging for those working in NHS organisations, and, importantly, those receiving care from them.

Despite these extraordinary challenges, 2023/24 is a year that we can all be proud of.

The year has been a pivotal one for many reasons – one of which has been publishing a new strategy to help guide us towards where we need to be over the next five years. It has been developed based on the knowledge, experience and ambition we share across our teams and most importantly, based on what matters most to the people we serve – our patients, families, communities and staff. You can read more about this on pages 10-11.

It's no surprise to us that our staff have stepped up to the challenge and at times, against all odds, continued to deliver high quality care to our patients and communities.

We would like to thank every single person in

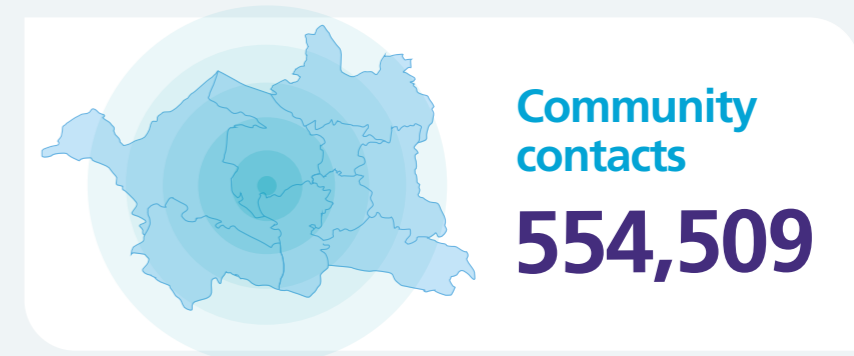
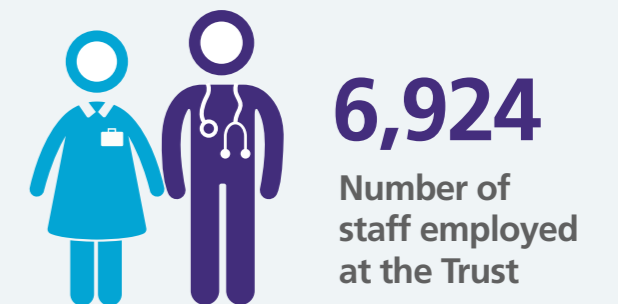
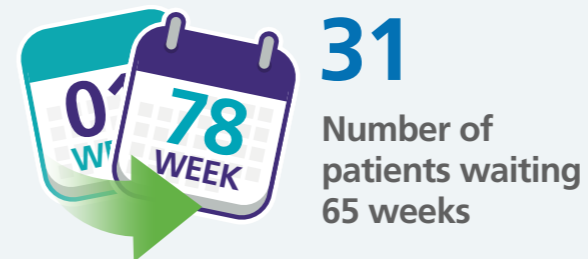
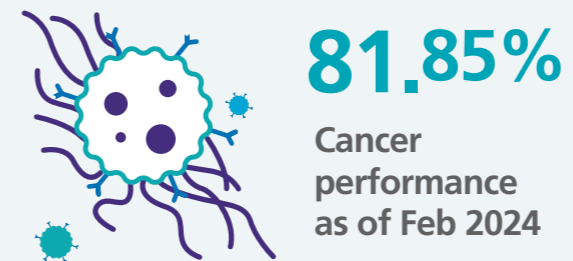
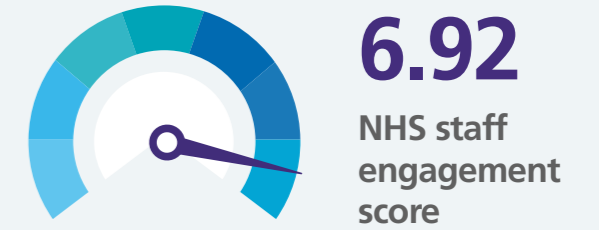
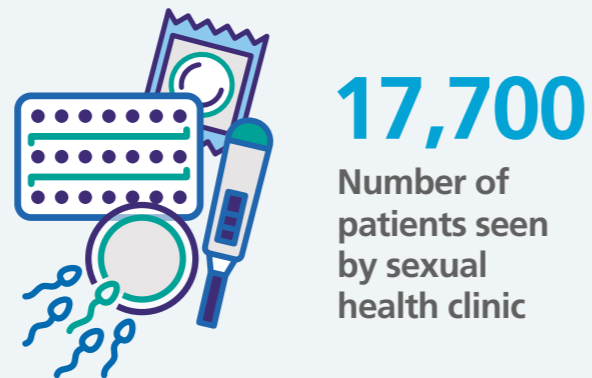
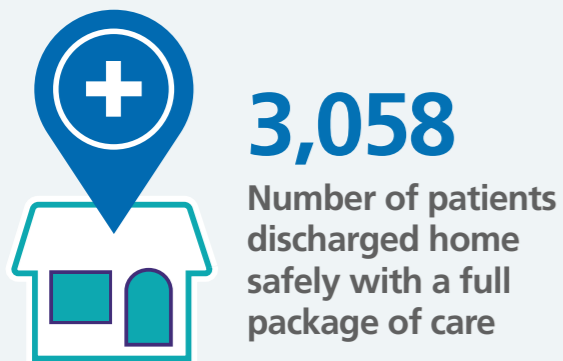
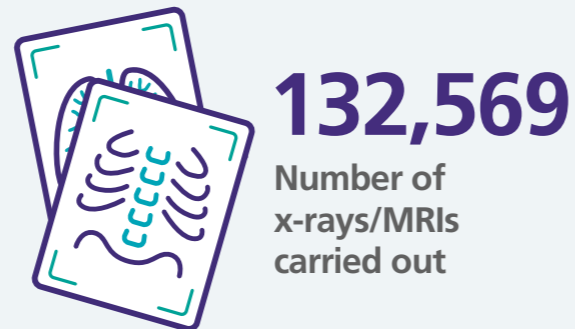
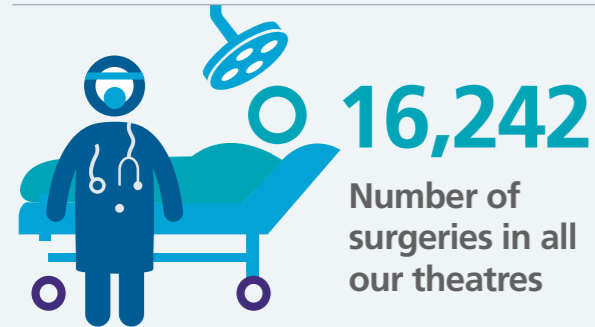
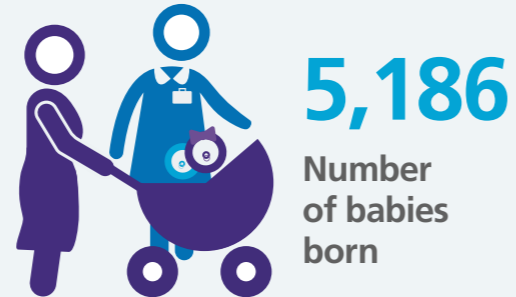
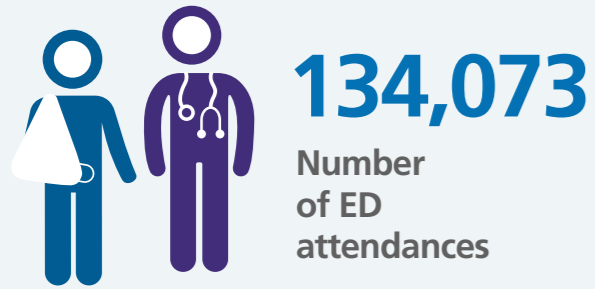
our organisation, who all play a key part in delivering our services. We are delighted to lead this team and look forward to working together over the next twelve months to provide the services that our patients, service users and their families deserve.

Fiona Noden
Chief Executive Officer

Dr Niruban Ratnarajah
Chair



Our year in numbers 2023-2024



Who we are and what we do

Our Board of Directors

Our Board of Directors are legally responsible for the management of the Trust. They are accountable for how we deliver our services, reaching our targets, and that we perform as we should. They are also responsible for developing and delivering our strategy, which you'll read more about later.

They have a collective duty to make sure that our services are safe and effective, and that we have the right structures in place to monitor and oversee this.

Our Board work hard to make sure that our members and the wider public understand who we are and what they can expect from us.

We work hard to make sure that our Board is best placed to serve our communities, and have the right balance of skills, experience, independence and knowledge to do this.

You can read more about the members of our Board of Directors on our [website](#).

Our Council of Governors

Our governors are volunteers from within Bolton communities and our partner organisations.

Their role is to represent the views of themselves and their members to the Board of Directors; they play a

part in the running of the Trust, but collectively work with the Board to understand how decisions are made.

Through the Council of Governors, they are the body which the Board explains and justifies their actions. It includes 34 governors and they meet in public every two months.

Our commitment to equality, diversity and inclusion

We are passionate about championing and celebrating diversity across our organisation. We support and nurture diverse talent, which supports our aim to reduce health inequalities for our communities, and provide high quality care for patients, their families and carers.

We support our staff by creating an inclusive working environment and culture, so that they are able to be at their best, to provide safe and fair health and care services for our patients.

We have a consciously inclusive approach to equality, diversity, and inclusion, to intentionally involve and empower those that have observed and experienced discrimination, to redesign systems and reinforcing our commitment to zero tolerance approach to bullying, harassment and discrimination towards people based on their 'protected characteristics'.

You can read more about our approach in our Equality, Diversity and Inclusion (EDI) plan and Equality Monitoring reports on our [website](#).

Our green plan

Since we published our Green Plan in 2022, we know much more about how we can measure and manage our impact on the environment.

Our plan balances the need to provide more sustainable healthcare, whilst improving the quality of the care we provide, and making sure we are fit for the future.

Our work will help us ensure we can do what we need to do now, without compromising the ability of future generations to meet their needs.

You can read more about our Green Plan on our [website](#).

Providing well-led services

In October, the conclusion of our CQC inspections saw our safety rating for children's services upgraded to 'good', while the rating for 'well-led' was downgraded to 'requires improvement', reflecting the challenges we had experienced in relation to governance, leadership, and relationships within the Board at that time.

An action plan to deliver the recommendations from the inspection is in place.

The overall rating for the Trust is 'good.'



Key highlights during 2023 - 2024

Improving the quality of our care

Making sure our patients are safe, and have the best experience possible when we are looking after them is the most important thing we do.

Every year we stop and look at how good our care has been over the last 12 months, and what we need to do to make it even better.

Our services are really good most of the time, but we don't always get it right. When we make mistakes, we take them very seriously and make sure we learn everything we can to prevent them from happening again.

We define quality improvement as the combined and unceasing efforts of everyone – health professionals, patients and other service users, commissioner, researchers and educators to make the changes that will lead to better patient outcomes, better system performance and better professional development.

Our quality agenda has progressed at pace this year, and less patients are having avoidable falls or category 3 and 4 pressure ulcers as a result of the work of our quality collaboratives.

As one of the initial seven sites for NHS England's Worry and Concern Collaborative, we have trialed the Worry and Concern initiative across

one surgical and one medical ward in our Trust through the utilisation of the developed illness and wellness trajectory and the roll-out of Martha's Rule.

How we're performing

Our urgent care services have remained under considerable pressure, and we have worked closely with system partners to alleviate these pressures wherever we can. Ongoing industrial action has impacted on our ability to provide care as usual, which has further added to these pressures.

However, the introduction of our urgent treatment centre and expansion of same day emergency care, means that the patients who need our help the most can get it faster. Thousands of patients are being triaged to these alternative areas to help reduce demands on the area where we treat the sickest patients.

Our community teams have continued to work hard to treat people safely so that they can remain in the place they call home, through the introduction of virtual wards, and expansion of admission avoidance services.

There are still thousands of people who are waiting for treatment that will improve the quality of their lives. To reduce these waits, we opened our new £19.6m Elective Care Centre in January, and its four theatres expect to treat around 5,000 patients each year.

In addition, our new Community Diagnostic Centre will provide around 80,000 diagnostic tests per year, increasing our capacity to find and treat illnesses.

Spending our money wisely

As across all of the NHS, the past year has seen our financial situation become more challenging, and as such, we have continued to focus on making efficiencies where possible without compromising on quality or safety. It is clear that in order to provide the best care, we must continue to look at what we can and should do differently with the resources that we have.

However, the age and condition of

our hospital estate continues to be challenging, and just before Christmas we identified RAAC (reinforced autoclaved aerated concrete) in some parts of the hospital site, which we are working with experts to address safely. Whilst we have done our best to avoid any negative impact, there has been some disruption caused to some of our teams.

We have been working to secure additional funding from NHS England to safely remove the RAAC in full.

If successful, this will allow us to continue the transformation of this area of our site, adding to the £100 million investment into our estates in the last five years.



Our new strategy

The Trust's new **strategy** for 2024-29 has now been published. Our five ambitions to guide us over the next five years are:

Improving care, transforming lives

We will deliver high quality care through a focus on safe and effective systems and processes, and make sure that everyone has a positive experience in our care. We will work to improve people's health, to transform the lives and outcomes of the people of Bolton.

Improving safety, effectiveness and experience

Innovating and collaborating for the future

Playing our part in improving health

A great place to work

We will invest in our staff and support them to develop their skills so they are able to provide the best care. Our workforce will feel a sense of belonging and be reflective of our communities.

Improving staff experience

Unlocking our potential

Reflecting our population

A high performing, productive organisation

We will make the best use of our resources and identify opportunities to innovate, develop research and continually evolve so that we can be the best we can possibly be, both now, and in the future.

Improving access to our services

Being efficient and productive

Delivering financial sustainability

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 will enable us to provide the best care. We will look for opportunities to reduce the impact we have on the environment.

Being digitally enabled and inclusive

Improving our estate

Proactively planning for the future

A positive partner

We will embrace and build on the partnerships we have with our communities and organisations in Bolton and across Greater Manchester, and to improve health and outcomes for our population.

Developing our neighbourhoods

Working as one team

Partnering for local benefit

Our Vision

To deliver exceptional care to improve the health and wellbeing of our communities

Our Values

Vision

Be Positive

Openness

Be Inclusive

Integrity

Be Honest

Compassion

Be Kind

Excellence

Be Bold

Both the summary and full versions of the strategy can be viewed on our [website](#).

Tell us about your experience of our care

We listen carefully to what our patients say about their care and encourage you to take the initiative and question anything you feel may affect your safety or wellbeing.

Our Patient Advice and Liaison Service (PALS) is our confidential service for people who would like to get more

information, comment or complain about any aspect of the services we provide.

We actively encourage our patients, service users and their families to feedback on their care, so that we can make sure that we're constantly improving in the areas that we need to.

We're always listening - tell us what you think



Speak to us

Speak to the person in charge of your care



Call PALS on

01204 390193



Email us

pals@boltonft.nhs.uk



Write to us

Chief Executive, Trust Headquarters, Royal Bolton Hospital, Minerva Road, Farnworth, Bolton, BL4 0JR

Keep in touch with us





↑ Clinical Decisions Unit
← Same Day Emergency Care
← Assessment Rooms
DVT Clinic →
Vascular Ultrasound →

Vision | Openness | Integrity | Compassion | Excellence



www.boltonft.nhs.uk

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