

Let's talk

Thursday 7 January 2016



Clive Kay,
Chief Executive

Celebrating our 'Year of Success'

THANK you for all your work in helping us to make a better NHS during 2015.

This is a special edition of *Let's Talk* which features a small selection of some key successes that we achieved working as a team last year.

As forward-thinking hospitals, it makes a change to be looking back. Yet it's important to remind ourselves of how your skills have created a strong platform on which to build in the next 12 months as

we enter one of the most important years in our history.

The opening of our new £28m hospital wing at Bradford Royal Infirmary and the launch of the Electronic Patient Record (EPR) initiative are just two of a raft of major developments that will signal the start of a new era in 2016 and beyond.

I look forward to sharing with all of you the next stages in our journey of improvement, as we accelerate our ambitions to be classed as

"outstanding" by the Care Quality Commission.

The first litmus test of our progress comes next week when we welcome the CQC as it carries out an inspection of our services.

As the pages that follow illustrate, we have many achievements of which to be proud. And while the year ahead will be busy and not without its challenges, we have created a forward momentum that enables all of us to enter it with both ambition and optimism. ■



IF there is one photo that illustrates what we are all about, it is this one. "Compassion" was the word chosen by the young people of Bradford to sum up how the city demonstrates "kindness in action" when they visited us on a fact-finding tour. For more information about this initiative, and a host of others, please see inside...

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A year of... being at the heart of the community



VIP visitor to flagship research project

THE Children's Commissioner for England toured our Born in Bradford project to gain a first-hand insight into how it is tracking thousands of children born in the district.

Anne Longfield OBE visited the Bradford Institute for Health Research to learn more about the project which is one of the UK's largest medical research programmes. She said it was an "amazing and fascinating project" the size and scale of which she had not come across before.

By Royal appointment... our groundbreaking employment project

HRH The Princess Royal helped to mark the success of an employment project designed to empower young people with learning disabilities to find work. Project SEARCH is a joint supported employment programme which is run in partnership by national learning disabilities charity Hft, Southfield School and Bradford Metropolitan District

Council and ourselves. The initiative offers students a nine month internship undertaking tasks in three different departments within Bradford Royal Infirmary and St Luke's Hospital. So far, 11 students have graduated and six have since gone on to secure employment in a range of areas such as catering, cleaning and maintenance. ■



Volunteers hit the right note

VOLUNTEER radio presenters hit the airwaves in a 30-hour non-stop music marathon.

The "radiothon" was organised by St Luke's Sound, which entertains patients and staff at St Luke's Hospital, in a bid to raise money for the station. ■



Blood donor campaign is sign of the times

THE Bradford Royal Infirmary sign has had the 'b', 'a' and 'o' in its name removed as part of an awareness campaign to encourage people to give blood.

Across the nation, street signs, shopfronts and brand labels all lost the letters of blood-types from their names to coincide with the NHS's drive to boost donor supplies during National Blood Week.

The NHS's 'Missing Type' campaign was aimed at highlighting the fact that if not enough new people donate, supplies of these blood 'types' could go missing in future. ■



Mayoral seal of approval for new £28m wing

BRADFORD'S Lord Mayor visited Bradford Royal Infirmary for a first-hand insight into the progress being made bringing our new £28m hospital wing to life.

Councillor Joanne Dodds chose Bradford Hospitals' Children's Charity as one of the good causes to receive funds from the Lord

Mayor's Appeal during her year in office.

The charity is playing an important role in adding an extra dimension by raising funds to buy innovative new equipment and home comforts in the flagship building for young patients and their families and carers. ■



Child's play as Born in Bradford sees double

BORN in Bradford artist-in-residence and well-known social documentary photographer, Ian Beesley, photographed some of the project's twins and triplets as part of an ongoing project to bring the initiative to life.

Since we started this project in 2009 we have photographed 77 of the sets of twins, many of whom return annually. Ian's photographs have been key to the success Born in Bradford has had in engaging the local community and attracting interest to the project by illuminating complex science and research through visual art. ■



Follow us on our Twitter campaign

NHS social media pioneer and nurse leader, Anne Cooper, spoke with staff and patient representatives about how social media can be used to communicate with and involve patients and the public.

Anne has a well-established following on twitter [@anniecoops](https://twitter.com/anniecoops) - where she tweets from the dual perspective of being a health professional and a patient with diabetes, advocating the use of a range of social media platforms.

Her work has also been widely recognised within the healthcare industry and she was recently voted one of the top 12 social pioneers in health by the *Health Service Journal* and named in the top 50 inspirational women in the NHS for 2014. ■



Capturing our “kindness in action”

COMPASSION – the one word which, in the eyes of our local community, sums up the “kindness in action” that we all show every day caring for others.

We played host to pupils from the One In A Million Alternative Education initiative, in community partnership with Bradford City Football Club.

The students, the future generation of Bradford, came to the Foundation Trust to take a photograph which would represent one of their core values - compassion.

The school has four core values at the heart of its interaction with young people: honesty, integrity, compassion and excellence. ■



Showcasing our skills to the community

OUR Annual General Meeting and Annual Members Meeting played

host to our biggest ever event showcasing the work of all wards and departments.

It featured a range of hospital teams, including diabetes, chaplaincy, physiotherapy, voluntary services and infection control.

The radiology team had an ultrasound machine at their stand and a workstation loaded with interesting and cutting edge technologies, such as a Cardiac CT and new MRI sequences with radiographers and sonographers offering demonstrations and answering any questions. ■

A year of... / propelling our work onto the national and international stage

World 'first' for cochlear implant team

OUR surgeons made history by performing the first cochlear implant on a pregnant patient in the UK.

Kimberley Ward, from Leeds, went through surgery at Bradford Royal Infirmary under local anaesthetic in a bid to hear her unborn baby's heartbeat for the first time. The 27-year-old business analyst lost her hearing as a teenager and was unaware a cochlear implant would benefit her. ■



Renal team puts transplant patient on top of the world

Renal transplant patient Michael Gibbons has a clutch of gold and silver medals to his name – the latest won at the recent World Transplant Games in Argentina.

But the accomplished squash player, who has been under the care of the dedicated renal team at St Luke's Hospital, says he has something even more precious – the gift of good health. Michael, aged 79, who lives near Skipton, is a strong advocate for organ transplantation, urging people to become donors and make a difference to the lives of others. ■



Adding extra dimension to nursing degree

AN innovative new project between Bradford Teaching Hospitals and Bradford University which introduces student nurses to the benefits of clinical research was shortlisted for a national award.

Our clinical research nurses and the University's Faculty of Health Studies secured a place in the prestigious *Nursing Times Awards* 2015 final after introducing the pioneering educational programme

into the BSc undergraduate nursing degree course. The team beat more than 100 other organisations across the country to make it to the final shortlist of 11. ■



Praise for EPR pioneer

CONSULTANT gastroenterologist and hepatologist, Dr Paul Southern, won national acclaim as one of the doctors who has done the most to promote the vital role of clinical staff in healthcare informatics.

Dr Southern was one of just four finalists for the Chief Clinical Information Officer (CCIO) Award for Clinical Informatics Leadership organised by the leading specialist online publication E-Health Insider. Dr Southern, who is also the Foundation Trust's Associate Medical Director for Informatics, is helping to drive the digital revolution currently underway at Bradford's two acute hospitals and four community hospitals as part of the landmark introduction of the Electronic Patient Record (EPR). ■

“Outstanding praise from patients” for macular team

MEMBERS of our eye clinic team were nominated for a national award after outstanding praise from patients. The clinic's macular service made the finals of the “Clinical Service of the Year” award as part of the Macular Society's Awards for Excellence.

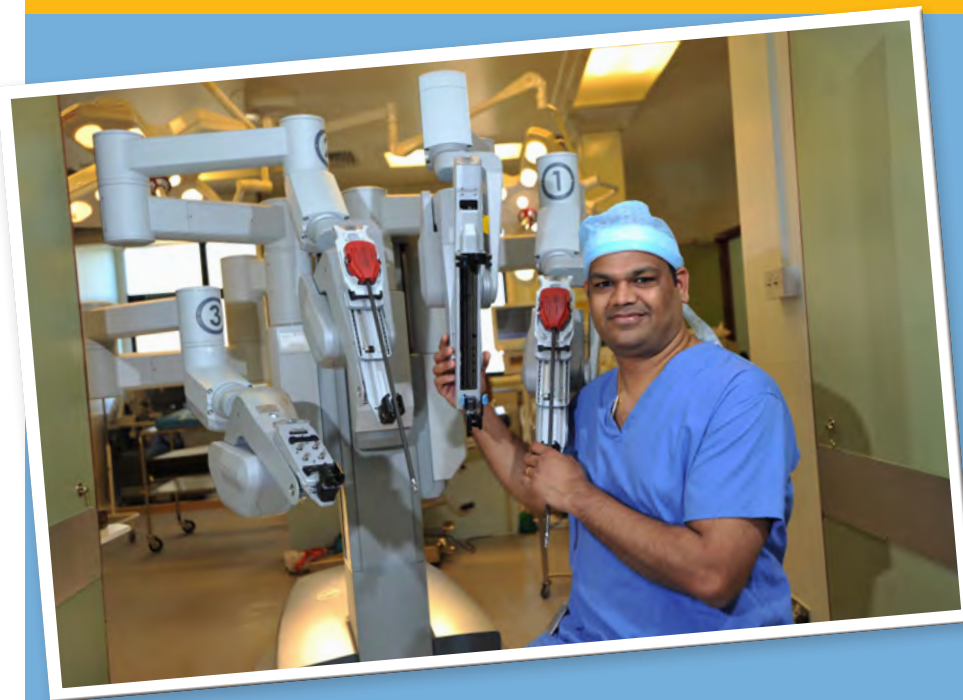
The nomination recognises its exceptionally good practice in the care of people with macular degeneration. Age-related macular degeneration (AMD) affects the central vision and is the most common cause of sight loss in the UK. More people are affected as our population ages. ■



Eye care service focuses on national honour

ONE of our hospital teams won a prestigious national award for the high quality treatment it provides to patients with learning difficulties. Bradford Learning Disability Eye Care Service - which is made up of specialists from Bradford Teaching Hospitals and Bradford District Care NHS Foundation Trust – scooped Vision 2020 UK's Astbury award for excellence for the care it offers across the city. One recent set of eye examinations took place in a minibus parked outside Bradford Royal Infirmary, as this location was the place where the patient felt most relaxed. ■





Library team makes own headlines

OUR health library staff wrote their own successful chapter after they were named Workplace Provider of the Year at the 4th annual Bradford Mental Health Awards.

The awards are organised by local mental health charity, The Cellar Trust, and this year expert government adviser on health and work, Dame Carol Black, presented prizes honouring the achievements of individuals who use the charity's services and the businesses who help them. Health library lead, Linda Kalinda, picked up the award on our behalf. ■

Championing wheelchair services

WE were chosen as one of just three regional centres for the launch of a new initiative championing improvements in wheelchair services around the country. It came after Baroness Tanni Grey-Thompson and the Wheelchair Leadership Alliance announced their new Wheelchair Charter which supports a first-class service for people who need access to wheelchairs. The ten-point charter lists the criteria wheelchair services should strive to fulfil in order to provide great care and the campaign aims to raise awareness of the vast differences in quality of wheelchair services across the country. ■

BRI clinches robotic surgery training centre accreditation

BRADFORD Royal Infirmary has become a robotic surgery training centre as it leads the way in this revolutionary procedure for patients with urological cancer.

The team - led by lead urology cancer surgeon, Mr Sanjai Addla – mentored its first team from the

Royal Blackburn Hospital in May. Minimally-invasive surgery using robots has become increasingly popular over recent years and we are delighted to help train neighbouring NHS colleagues who are coming on line with this innovative new procedure. ■

Spotlight on cancer during pregnancy

A TEAM whose care and compassion shone through when caring for a terminally-ill patient spoke of their experience during a national conference aimed at raising awareness of cancer during pregnancy.

The group from the Bradford Royal Infirmary's labour ward talked about the unique challenges they faced when working alongside the Trust's palliative care team to

support first-time mother, Nasreen Akhtar, 36, after she discovered she had terminal cancer. ■





MBE for cochlear implant pioneer

PIONEERING ENT consultant surgeon, Professor Chris Raine, was presented with his MBE medal by HRH The Princess Royal at Buckingham Palace. Chris spearheaded the creation of our £2.8m Listening for Life Centre, as well as being the founder of our Ear Trust charity, set up in the early 90s to buy cochlear implants for patients at a time when the NHS didn't provide them. ■



Maternity services set for crowning moment

MATERNITY services have been shortlisted for a prestigious, major, national award which recognises excellence. The nomination has come from the Royal College of Midwives (RCM) for the Midwifery

Service of the Year Award. The RCM Annual Midwifery Awards are aimed at rewarding, celebrating and sharing outstanding achievement in midwifery across the UK. ■

Liz acclaimed as MS champion

ONE of our specialist nurses has been named winner of the Outstanding Multiple Sclerosis (MS) Specialist Nurse of the Year.

Liz Watson scooped the top title in the first ever 2015 QuDoS Awards which highlight innovation and excellence in MS management and service delivery as well as recognising the valuable contribution of individuals and teams in improving the quality of life and experience of care for those with MS. ■

Wound care expert honoured by Queen

ONE of our most dedicated Nurse Consultants has been honoured in the 2016 Queen's New Year's Honours for her pioneering work in wound care.



Kathryn Vowden, Nurse Consultant for Acute and Chronic Wound Care, has been awarded the British Empire Medal (BEM) for services to the advancement

of wound management for patients (regional, national and international) suffering with chronic wounds. She is a tireless campaigner for the advancement of high quality patient care, with a special interest in service development innovation, leg ulcer management and advanced wound care therapy, and the subsequent implementation of the research into clinical practice for the benefit of patients. ■



A year of... unparalleled investment in new facilities and services



New £28m wing brought to life

WORK on Bradford Royal Infirmary's new multi-million pound hospital wing swung into action after the Board of Directors approved the £28m project.

The building, set to open within the next 12 months, will house our children's services on level 2, two adult medicine wards on level 1 and a purpose-built intensive care unit with state-of-the-art equipment on level 0. These improvements will form a major clinical step forward. ■

Birth of our new £2m neonatal unit

BRADFORD Royal Infirmary's new £2m neonatal unit (NNU) was officially opened by our Chairman, Lord Kamlesh Patel of Bradford.

Guests included the parents of babies who received treatment on the unit and were involved in its redesign, which includes more spacious clinical surroundings around each incubator, new family accommodation, a revamped counselling suite and dedicated room for mothers to express breast milk for their pre-term babies.

It is making a real difference to

the babies from across Bradford and further afield who are treated here, and the families and carers

who spend time in this first-class facility. ■





New unit exceeds expectations

OUR new ambulatory care unit welcomed its first patients during the summer. It is themed around the “Yorkshire Dales” and has created a very welcoming and calming environment for

patients, visitors and staff.

This is a brand new facility for us and is ideally located opposite the existing acute medical unit in the former pathology offices suite.

Staff have told me they are thrilled with the new department and that it has exceeded their expectations. *‘We are so pleased to have such a lovely department to treat patients in’,* one said. ■



Landmark patient record project goes live

THE year heralded the formal start of a major work programme that will deliver one of our most important projects – the launch of an internationally-recognised Electronic Patient Record (EPR).

Drawing upon the skills of those clinical and technical staff who have joined the delivery team, our investment will break new ground in the way it promotes standardised care and best practice in line with clinical guidelines.

Working in partnership with colleagues from Calderdale and Huddersfield NHS Foundation Trust, our system aims to deliver improvements in quality, safety and efficiency and is a foundation of our Transformation Programmes.

Set to go live towards the end of 2016, it will cover inpatient wards, the emergency department, and outpatients. ■

Delivering the “Perfect Week” of care

COLLEAGUES from across our hospitals aimed to deliver “a perfect week” of care as part of an initiative to improve the experience of patients.

The “Perfect Week”, which ran in April, saw clinicians and managers from health and social care across the district working together to solve problems and deliver a real improvement in patient quality and safety.

We used the project to test new ways of working to identify how we can improve the way that patients move through the various steps in the health and social care system, from the ambulance service and GPs, through the hospital and back out into the community. ■



Launch of new community midwifery service in Bradford

2015 heralded the launch of a new midwife-led project which aims to provide personalised, one-to-one maternity care to women living in some of the poorest areas of Bradford.

Around 400 women living in Bowling, Barkerend, Bradford Moor and Little Horton will benefit from

the new community partnership between ourselves and Bradford Trident, which is leading the Better Start Bradford (BSB) £49million Big Lottery Fund programme which aims to help parents give their children the best start in life.

Head of midwifery, Julie Walker, said: "Our new three-year pilot

programme will focus on offering enhanced antenatal and postnatal care with an emphasis on women knowing their named midwife. Our seven community midwives and maternity support worker will offer the very best, gold standard, one-to-one service out in the community." ■

Research centre gets £1.2m expansion boost

MORE of our patients will get the chance to participate in the development of new life-saving treatments, thanks to a £1.2m investment to extend the Bradford Institute for Health Research. The two-story building will increase the size of the current research facility by 287m² and will house researchers, alongside doctors and nurses, working together on the latest healthcare innovations. ■



A year of... marking key milestones

500th patient benefits from surgical robot

OUR revolutionary surgical robot has notched up a milestone, completing its successful 500th operation. The da Vinci robot is an innovative machine which acts as an extension of the surgeon's hands and fingers in miniature and enables advanced keyhole procedures which help eliminate potential human problems such as hand tremor. The 500th procedure has been carried out on a kidney cancer patient, by Mr Sanjai Addla, one of the team of consultant urological robotic surgeons, along

with Mr Rajindrah Singh and Mr Rohit Chahal, all of whom have been formally trained to use the da Vinci robot at Bradford

Royal Infirmary. Retired textiles worker, David Graystock is now fully recovered after undergoing treatment. ■



Celebrating a quarter of a century of life-changing surgery



PATIENTS young and old who have received the gift of hearing after life-changing surgery at Bradford Royal Infirmary gathered in August to celebrate the service's 25th anniversary. The Yorkshire Auditory Implant Service (YAIS) was set up by ear, nose and throat consultant surgeon, Professor Chris Raine MBE, after he learned of the benefits that cochlear implants could bring to patients with profound deafness. Since the service's inception in 1990, more than 940 people have received in excess of 1,000 implants at BRI. ■



Labour of love for birth centre

OUR Birth Centre at Bradford Royal Infirmary has welcomed the delivery of its 5,000th baby. Naila Naz, 33, from Heaton, made history by giving birth to her third child, a girl, weighing 6lb 14oz. The unit was opened in November 2012 to offer women increased choice about where to have their baby. The £1.2 million centre was officially opened by Bradford-born presenter, Anita Rani, in January 2013. ■

Many 'nappy' returns to Born in Bradford!

LAST year marked an important birthday in the life of Born in Bradford (BiB), one of the biggest and most important medical research studies undertaken in the UK. It is 10 years since the launch of the study, which is looking to answer questions about the city's health by tracking the lives of nearly 14,000 babies and their families. This will allow researchers to explore the causes of the high levels of illness experienced in Bradford and to come up with ways of addressing the problems and improving the health of this and future generations of Bradfordians. ■





Marking 1,000 years of NHS service

MEET the latest members of our millennium club!

At our awards evening, we took the opportunity to present long-service awards to 33 of our most familiar faces.

Between them, they have clocked up over 1,000 years of service - a wonderful achievement.

Congratulations to you all! ■

Celebrating our long-serving volunteers

THERE are more than 114,000 reasons why I would like to thank one special group of colleagues. Amazingly, that is how many hours of their own free time our team of 550 volunteers have given up in the past 12 months to improve the experience of our patients and make a real difference to our hospitals. Those who were celebrating 30 years' service were among those who collected long-service awards at a special presentation event. ■



A year of... / ground-breaking clinical research

Bradford handed key role in asthma study

WE all know someone whose life is affected by asthma so it was great news to learn that here in Bradford we are embarking on a world-first study into new treatments.

Dr Dinesh Saralaya, associate director at the Bradford Institute for Health Research, has been appointed lead investigator in the UK for the Arietta study, described as the first step towards “targeted

therapy” against the condition. We are one of just seven UK centres taking part in the one-year

research programme, which will involve around 1,200 patients from 55 countries across the globe. ■



Helping to prevent blindness

BRADFORD patients who are helping test ground-breaking new drugs – some of which could help prevent blindness – got together with doctors and nurses to celebrate another year of success. More than 50 patients and their carers were given an insight into how their participation in research trials is benefiting others as they joined together with the city’s leading eye research clinicians at a festive party at Bradford Royal Infirmary’s Listening for Life Centre. ■





Photo: Telegraph & Argus

Bradford newborn research to the fore in bid to improve child health

AS neonatal and maternity units across the NHS marked World Prematurity Day, research work by one of our colleagues to improve child health attracted national acclaim.

A study led by consultant neonatologist, Dr Sam Oddie, has revealed that more premature babies across England and Wales than originally thought may be missing out on vital health checks designed to spot serious disabilities early on.

NHS England says all babies born more than 10 weeks early should be offered assessments at about two years, to help identify intellectual and other developmental problems.

But Sam's study – which has again put our home-grown research expertise on the national map thanks to widespread media interest - indicates that as many as 46% miss these checks, or do not have them recorded. ■

Eczema project recruits first patients in Bradford

A NATIONWIDE ground-breaking study to look into the most effective treatment for chronic hand eczema has recruited its first patients - here in Bradford. Our researchers are taking part in the ALPHA research study, a national multi-centre trial funded by the National Institute for Health Research (NIHR). Dr Miriam Wittmann, Honorary Speciality Doctor in Dermatology at St Luke's Hospital, said: "We are really pleased to have recruited our first patients and I feel this is an indication that Bradford will be the lead centre for this research." ■

The benefits of green spaces during pregnancy

NEW research has unearthed a link between a healthy dose of nature and the positive wellbeing of mums-to-be. Depression is increasingly recognised during pregnancy and can impact on health but living in green spaces can alleviate symptoms and lead to happier and healthier mums and babies, the study has found. This research from the Born in Bradford (BiB) study is the first of its kind to show a beneficial relationship between green space and depressive symptoms in pregnant women, and is now published in the British Medical Journal (BMJ)-owned *Journal of Epidemiology and Community Health*. ■

A year of... / celebrating the home-grown skills of our staff

Praise for team that pioneered national 'first'

FROM humble beginnings, our Refractory Angina Service has developed into a national flagship – and a deserved joint winner of our Team of the Year accolade.

It was created in 2009 to provide treatment within West Yorkshire for patients suffering with Refractory Angina (RA). In its first year it saw 20 patients. Since then the service has grown and now provides a national and unique service.

Referrals have grown over five-fold and Bradford is now the leading Refractory Angina service in the country.

The team has also brought new technology to the Foundation Trust in the form of the Coronary Sinus Reducer, which is a novel stent implanted by only three UK centres.

This year, the team has launched a website for the service www.refractoryangina.uk which allows the service to be accessed from anywhere in the world and for consultations to be delivered in a variety of formats. ■



Judges reward Brian's "intelligent kindness"

BRIAN Holland, a health care assistant, was the winner of the Governors' Award rewarding care and compassion. Sister Samantha Bull praised Brian for espousing the values of caring and compassionate practice through the relationships he develops with all his patients and the wider outpatient team at St Luke's Hospital. "He consistently demonstrates an intelligent

kindness based on the values of empathy and respect," she told judges. "Not only is he kind and considerate to all his patients, Brian has the ability to quickly develop a special relationship by using his sense of humour and communication skills to engage with patients and their families. ■





“I cannot tell you how much her role means to our patients”

THIS year’s winner of the Chief Executive’s Clinical Award for promoting quality and safety was Sister Simerjit Thapar, a clinical nurse specialist on ward 22. Judges were impressed by her integral role in the development and delivery of the Refractory Angina Service. Dr Paul Sainsbury, consultant cardiologist, who nominated her, said: “Whilst the Refractory Angina Service involves a multi-disciplinary team (MDT) approach the lynchpin is Sister Thapar. She provides 24-hour contact to all our patients by phone, she sees patients at short notice on the ward or in her own clinic, she has written and delivers all the education sessions, she has carried out research and published data from the service and somehow finds time to organise regular social gatherings for all our patients. ■



Taking hip replacement care to new heights

SINCE 2012, in response to poor clinical outcomes, the hip fracture team has been addressing how to better care for these patients – and its success saw it crowned joint winner of our Team of the Year contest. There has been a switch from a geriatric liaison service on the orthopaedic ward, to the patients being cared for on Ward 30, a Care of the Elderly ward.

This has allowed better communication and team working with orthopaedic surgeons, anaesthetists, geriatricians, emergency department colleagues, nurses, therapists, trauma coordinators, theatre staff, patients and relatives – all of whom play their part in the complex patient journey of a hip fracture patient.

Among its stand-out achievements are:

- 82.8% of patients received surgery within 36hrs of admission compared to 77.8% in 2013 (first quartile nationally (national average 72.1%).
- 100% of patients had Bone Health assessment by a geriatrician (national average 65.1%)
- The use of femoral nerve blocks as the primary mode of analgesia has been revolutionary in reducing the requirements for opiates and so reducing the incidence of delirium particularly in patients with dementia.
- The introduction of surgical guidelines for high risk patients aims to reduce the risk of Bone Cement Implantation Syndrome, associated with high morbidity and mortality. ■



Kath crowned volunteer champion

MEET 72-year-old Kath Duree, crowned Bradford Teaching Hospitals' *Volunteer of the Year* for 2015.

A chaplaincy visitor on ward F6, Kath was praised for her "quiet, warm and friendly



manner" as she tends to people rehabilitating from stroke and neurology conditions, as well as elderly patients.

"It's a pleasure being a volunteer because I meet such lovely people. Many of them have suffered strokes and they are so brave and positive about their rehabilitation. I also work with dementia patients and I love reminiscing with them. The staff are all so supportive too," she said. ■

Promotion of a loving environment clinches top equality award

"WE all need an Arshad in our life!" – that is how colleague Shaheen Kauser described this year's winner of our Chairman's Award championing equality and diversity.

Mohammad Arshad has worked for

us for 16 years. In this time he has increased focus on the importance of hearing and seeking out different opinions; creating a buzz around more honest, challenging conversations, whilst removing conflict and difference. ■

Just reward for dementia champion Charlotte

THE compassion and drive to put herself forward as a dementia champion secured Charlotte Jones, a clerk on ward 3, first prize in the Chief Executive's Non-Clinical Award for promoting quality and safety.

Danielle Woods, lead nurse for dementia, nominated Charlotte for the award and revealed to the judging panel: "She realised the

value as a ward clerk in improving and enhancing care for patients and their carers affected by a dementia.

"She took the challenge face-on – championing dementia care, and helping to implement the *Forget-Me-Not* tool and two new *My Life* entertainment reminiscence units on a very busy and challenging environment." ■



Let's **talk** again next week – and in the meantime you can send your comments and anything you'd like to share with colleagues: lets.talk@bthft.nhs.uk

