Bradford Teaching Hospitals **NHS**

NHS Foundation Trust

Let's talk

Tuesday 26 July 2016



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Bradford invention leading the way for older people's care

I'M PLEASED to be able to tell you all about news of a Bradford invention that is today leading the way nationally in older people's primary care - so they can be directed to the best services to suit their needs.

The Bradford Electronic Frailty Index (eFI) helps to calculate an elderly person's risk of disability, impairment, falling, and complications of chronic diseases, as well as their diminishing independence and capability.

It is being used by an amazing 98% of all GPs across the country.

This important tool has great benefits for our hospitals in that it helps to avoid unnecessary admissions and keep people healthier for longer.

And it is also helping the NHS deliver new service models of care for people with frailty, as well as improving the quality of their life and reducing pressure on our health and social See p2 → care services.

Teams of our amazing staff took part in the colourful Dragon Boat Festival earlier this year - and have raised an astounding £43,000.



'A major advance in frailty care'

CONSULTANT Geriatrician, Andy Clegg told me this week how he and colleagues, Dr Tizzy Teale and Professor John Young, who was previously the Government's



Geriatrician, Andy Clegg

Frailty Tsar, have developed and refined the eFI programme. which started three years ago.

Andy explained: "Nationally

there has been a big push to identify frailty and give older

"The problem was that historically there were a number of tests looking at this care but they all took time and resource so our approach was to use the GPs' primary care records and identify frailty through these, and as you might expect, this was not a straightforward task."



people better services by keeping them at home for longer, improving the quality of their life and preventing admissions to care homes and hospitals.

"The problem was that historically there were a number of tests looking at this care but they all took time and resource so our approach was to use the GPs' primary care records and identify frailty through these, and as you might expect, this was not a straightforward task."

With the help of TPP, the company behind the SystmOne GP IT programme, the doctors established a massive research database covering six million patients.

From this data, they extracted

information covering an over-65s cohort which was narrowed down from 2.000 GP 'read' codes related to a patient's diagnosis, which are entered by GPs on the individual's electronic patient record, to 36 'deficits', which assess a person's clinical signs of frailty, including their symptoms, disease and disabilities, as well as their requirement for care.

Andy continued: "The eFI identifies older people who are fit as well as those with mild, moderate and severe frailty who are at increased risk of future nursing home admission, hospitalisation, longer length of hospital stay, and mortality.

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"It represents a major advance in frailty care because, for the first time, it identifies frailty using routinely available data. without the need for an additional clinical assessment."

→ "It represents a major advance in frailty care because, for the first time, it identifies frailty using routinely available data, without the need for an additional clinical assessment."

"By implementing eFI in routine primary care we are catching people early, before they reach crisis point, which, in turn, is enabling us to better target, evidence-based interventions.

"This not only improves planning within our health services but also helps us to create and develop more appropriate, proactive, goalorientated care pathways for older people with frailty."

It's anticipated that, in the coming months, the eFI will become official NICE guidance as Andy's presentation on the project's preliminary results have been warmly received by the organisation's multi-morbidity guidelines development group, of which he is a member.

And they have expressed interest

in recommending it as a goldstandard tool to the NHS.

So here we have it – a scheme invented in Bradford which has been adopted by the overwhelming majority of GPs across England which will soon be NICE policy.

Andy added: "It's been a very satisfying job, albeit complicated at times. It's been much more than an academic project, as it has crossed from academic into service development which has been an interesting step.

"Older people with frailty are at risk of disability, falls, cognitive impairment and dementia, complications of chronic diseases, as well as diminishing independence and capability.

"The understanding of frailty and its cumulative effect on older people is vital if services are to develop to support and care for vulnerable individuals living in the community."

This is a great example of innovation, collaboration and service improvement for the benefit of our patients, at its very best.

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- Activity limitation
- Anaemia & haematinic deficiency
- Arthritis
- Atrial fibrillation
- Cerebrovascular disease
- Chronic kidney disease
- Diabetes
- Dizziness
- Dyspnoea
- Falls
- Foot problems
- Fragility fracture
- Hearing impairment
- Heart failure
- Heart valve disease
- Housebound
- Hypertension
- Hypotension/syncope
- Ischaemic heart disease
- Memory & cognitive problems
- Mobility and transfer problems
- Osteoporosis
- Parkinsonism & tremor
- Peptic ulcer
- Peripheral vascular disease
- Polypharmacy
- Requirement for care
- Respiratory disease
- Skin ulcer
- Sleep disturbance
- Social vulnerability
- Thyroid disease
- Urinary incontinence
- Urinary system disease
- Visual impairment
- Weight loss & anorexia

How the eFI has been developed

The eFI was developed in a partnership between ourselves, the University of Leeds, TPP, the University of Birmingham and the University of Bradford. The work was funded by the National Institute for Health Research Collaboration for Leadership in Applied Health Research and Care (NIHR CLAHRC) programme. eFI was launched in July 2014 on the SystmOne EHR following internal validation and then in the EMISWeb EHR in April 2016 following independent external

The full report describing the development and validation of the eFI was published in the Age and Ageing Scientific Journal in March 2016. The report is available at http://bit.ly/2a5iCl6.



Congratulations also go to...

...the whole elderly care speciality, as in our recent CQC report inspectors found that the development of the frail older people pathway, using multidisciplinary team working and focusing on skills and training, had enabled the elderly care directorate to be "one of the highest performing in the country".

They also put us in the top 10% for hospitals for length of stay.



Examples of the interventions deployed in primary care after identifying people with frailty using the eFI include:

- Adding people with severe frailty to a GP practice top 2% at risk avoidable unplanned admissions register (NHS West Lincolnshire CCG)
- Medication reviews for people with severe frailty and care home residents (NHS Vale of York CCG)
- Proactive falls prevention interventions for people with moderate frailty (NHS Leeds South & East CCG)
- Nurse led frailty assessments for people with mild, moderate and severe frailty (NHS Hambleton, Richmondshire & Whitby CCG)

- Adding people with severe frailty to practice palliative/ Gold Standards Framework registers and offering advance care planning interventions (NHS Airedale, Wharfedale & Craven CCG)
- Identifying patients with moderate and severe frailty for geriatrician led frailty clinics or comprehensive geriatric assessment (CGA) clinics (NHS South Devon & Torbay CCG)
- Offering self-management support to people with mild frailty (NHS Bradford Districts CCG).

Awards at the double for Nurse Practitioner Helen

PLEASE join me this week in congratulating our Lead Tissue Viability Advanced Nurse Practitioner, Helen Fearnley, who has been awarded a Senior Healthcare Leadership Award.

It's been quite a month for Helen as she has also graduated with a Masters in Healthcare Leadership - with distinction no less!

Helen gained her awards as part of the most recent cohort of the NHS Leadership Academy's Elizabeth Garrett Anderson Programme.

The programme is for those colleagues who have team leadership experience and are looking to lead larger departments and more complex projects. It is fully accredited, leading to a Masters in Healthcare leadership and an NHS Leadership Academy Award in Senior Healthcare Leadership.

Helen told me: "I'm thrilled to have been given this award, while

"I cannot recommend this course highly enough... If anyone is thinking of attending this programme just go for it!"



achieving my Masters at the same time.

"The programme helped me to develop my theoretical knowledge and practical skills. I have also gained insights into my own leadership practice, as well as personal qualities and behaviours through the use of tools such as Healthcare Leadership Model 360 degree feedback.

"I am more appreciative of the impact of collaboration and diversity on high quality patient-centred care and it has also helped me to

develop confidence in my abilities.

"I cannot recommend this course highly enough. The blend of e-learning, action learning and taught sessions, along with the tutorial - and other participants' support has contributed to the success of the programme. If anyone is thinking of attending this programme just go for it!"

I am sure you will join me in saying that it is a fantastic achievement as I know how hard Helen has worked to achieve these honours.

Helen has kindly offered her services to anyone interested in finding out more about the Elizabeth Garrett Anderson Programme and you can contact her on 07815 713 061 or email Helen.Fearnley@bthft.nhs.uk. For more information on the scheme, go to http://bit.ly/29qzCOh.

Bradford Hospitals wins Representative Workforce Award

BUILDING a workforce that is truly representative of the community we serve is of vital importance to all of us here at our Foundation Trust.

Intensive work has been ongoing for some time now into ensuring that this happens - and I am delighted to let you know this week that our hard work and efforts have been rewarded nationally.

We have been named amongst the top organisations in the country for our inclusive and equal workplace practices at the recent Employers Network for **Equality and Inclusion (ENEI)** Awards.

The ENEI awards are designed to acknowledge and celebrate organisations with a commitment to good practice above and beyond legal compliance, using innovative approaches to inspire other employers.

We won the Representative Workforce Award while our Project Search scheme, which aims to help students with learning difficulties into employment, was highly commended in the Community Impact Award.

Project Search, now in its third year at the Foundation Trust, helps students develop their skills by finding them work experience



placements, as well as through classroom teaching. It was recognised after achieving a 66.7 per cent success rate last year when six out of its nine interns went on to secure employment after completing the programme.

Director for Human Resources, Patricia Campbell, told me: "In March 2015, 24.7% of our workforce and 7.6% of senior managers were from black

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→ and minority ethnic (BME) backgrounds.

"We are determined to turn the rhetoric of 'having a workforce that reflects the local population' into reality.

"We have re-focused our efforts to ensure that our employment position of BME staff, in relation to overall staffing, senior managers, promotion and staff turnover, is truly representative of our community here in Bradford.

"Should we maintain our current levels of progress, we will reach the 35% targets of having a workforce and senior management which reflects the local population by September 2025."

In the past 12 months, we have increased our overall BME workforce by over 1.5% to 26.8%. We have also increased our BME senior managers by 2.5%.

We are a major employer in the district and employ around 5,500 of you across all our sites at the Bradford Royal Infirmary, St. Luke's Hospital and our three community hospitals at Westwood Park, Westbourne Green, and Eccleshill.

As you can see here from the well-known names of other winners, we were in good company at the awards - and the only group of NHS hospitals to succeed.

ENEI Chief Executive, Denise Keating, said: "The ENEI annual awards recognise the commitment of organisations to achieving diverse and inclusive

workplaces, celebrating the teams and individuals who really are making a difference. We have been encouraged by the steps organisations have taken to promote equality and diversity, and hope this will encourage others to follow their lead.

"There were over 126 applications for the awards this year and we are delighted that so many organisations are prepared to publicly demonstrate best practice and have been publicly recognised



for the innovative work they are doina."

Congratulations to everyone involved and please keep up your good work.

Representative Workforce Award winners list

- Overall Winner 2016 Private Sector: Zurich Insurance
- Overall Winner 2016 Public Sector: The Civil Service
- Small Employer of the Year: CleanStart
- Gold Standard Award for Equality – Home Office, South East Coast Ambulance Service, Santander and Zurich Insurance
- Global Diversity Award: Sodexo UK and Ireland
- Inclusive Culture Award: The Civil Service
- Inclusive Communications Award: HM Revenue and Customs
- Employee Engagement Award: Zurich Insurance
- Inclusive Recruitment Award: Bank of England
- Employing Ex-Offenders Award: Joint winners: CleanStart and Freshfields Bruckhaus Deringer
- Excellence in Training Award: The Civil Service
- Flexible/Agile Working Award:

- ScottishPower
- Working Families Award: Pinsent Masons
- Tapping into Talent Award: Home Office
- Intergenerational Working Award: CA Technologies
- Advancing Social Mobility in the Workplace Award: EY
- Wellbeing at Work Award: Royal Mail Group
- Inclusive Procurement Award: Joint Winners: IBM and Minority Supplier Development UK
- Representative Workforce Award: Bradford Teaching Hospitals NHS Foundation
- Equality and Inclusion Champion of the Year: Lindsey Ambrose, St Andrew's Healthcare
- Team of the Year Award: Berwin Leighton Paisner
- Employee Network Group of the Year: Land Registry
- Community Impact Award: Paul J Watson Solicitor

Oar-some result for our Children's Charity

YOU will all remember that teams of our amazing staff took part in an oar-some challenge earlier this year in order to boost our very own Bradford Hospitals Children's Charity.

Well I'm pleased to reveal to you that the colourful Dragon Boat Festival - which was held in Roberts Park, Saltaire, in May and saw 45 teams battle it out on the water has raised an astounding £43,000.

And we will receive half of it!

The money will be divided between ourselves and a second charity, supported by Bradford's Lord Mayor, Councillor Joanne Dodds, the Spread a Smile Appeal.

Chairman of Bradford Hospitals Children's Charity, Beccy Bardgett, told Let's Talk: "This is a fantastic amount of money and we are so grateful to Cllr Joanne Dodds for choosing us as her charity and to those who organised and took part in the Dragon Boat Festival."

Teams signed up from our neonatal and paediatric departments as well as the Child Development Centre at St.

"This is a fantastic amount of money..."



Luke's – and we even had a team representing the Bradford Royal Infirmary's new wing.

With each team requiring 16 paddlers and a drummer, plus substitutes, this meant that around 160 of you committed to giving up your free time to support such a worthy cause.

And you must obviously have had some stamina as I understand that each team took part in three. timed, qualifying races covering a distance of 175 metres each of flat-out paddling.

So congratulations once again to the "Neonatal Ninjas", "Blazing Paddles" and "Great Expectations" - among others - for dipping your oars in the water and going into battle!

The money raised will make a huge difference in helping us provide all those special "little extras" which will make a stay in hospital as comfortable as possible for our young patients.

For example, the money will contribute to a multisensory room for children with complex needs, enhancing a multifunction room for dining and play, as well as adolescent rest facilities, and ensuring each bed station is as homely as possible.

If you are interested in organising an event or doing something to boost the funds of a fantastic charity, then please get in touch with Bradford Hospitals Children's Charity fundraiser, Hayley Collis on ext. 4809 or email charity@bthft. nhs.uk for more details.

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Farewell to Sanjai – and thank you

THIS week we say a fond farewell to a very valued and esteemed colleague.

The Foundation Trust has said goodbye to one of our consultant urological robotic surgeons, Sanjai Addla, who has returned to Hyderabad in India to look after his elderly parents, as well as continue his work there.

It goes without saying that we will miss Sanjai who, alongside his talented team, has been instrumental in some historymaking moments for us.

It was in November last year that the team notched up a milestone carrying out the 500th operation at the Bradford Royal Infirmary, using the revolutionary da Vinci robot.

As many of you will be aware, the 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.

"Cancer is a big problem in India and in Hyderabad alone, I will potentially have around four million patients on my radar so I am going to be busy!"



It was installed in the summer of 2012, making us only the second centre in the region to obtain a £2m revolutionary "surgical robot" to perform critical operations on our patients.

Sanjai was trained in urology in Manchester where he went on to do specialist oncology and robotic surgical training at the city's Christie Hospital, and was awarded a higher research degree (MD) from University of Manchester for undertaking research on stem cell origin of renal cell cancer.

He joined us in 2009, when he was appointed as a consultant urological surgeon with special interest in uro-oncology, going on to introduce robotic surgery to the Foundation Trust, leading the urooncology team and taking on the responsibility as our lead cancer clinician.

I am pleased to hear that he will carry on with his work when he and his family return to India. and there is no doubt that his skills as a surgeon will continue to make a positive difference to the lives of his patients there, just as they have here.

He told me: "Cancer is a big problem in India and in Hyderabad alone, I will potentially have around four million patients on my radar so I am going to be busy! My work will be very similar to here - urology and robotic cancer work. There are not many trained surgeons there so I am hoping to be a trainer as well as a provider.

"I hope to keep links with the UK though because I would like to be invited as a guest lecturer for the British National Conference and I would also like to be involved with

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→ getting Indian surgeons to come and work in the UK and vice versa.

"Bradford Royal Infirmary is a small enough hospital for everyone to know each other and that is what I will take away with me. It has been like working with one big family, and I will miss that the most."

Consultant Urological Surgeon and Divisional Clinical Director, John Bolton paid tribute to Sanjai, saying: "He's been an excellent colleague and without his outstanding efforts, work rate, and clinical acumen, I don't know how Alistair and I would have got through those difficult days when there were only three of us. He's taken the urology department further forward than I ever imagined we'd achieve."

I would like to echo those sentiments and add to them my thanks Sanjai for your dedication and skills. I wish all the very best to you - and your family - as you embark on this new chapter.

"Bradford Royal Infirmary is a small enough hospital for everyone to know each other and that is what I will take away with me. It has been like working with one big family, and I will miss that the most."



Paying our tribute to #hellomynameis inspiration

WE will all have been saddened by the news of Dr Kate Granger's death this weekend, following a courageous fight against cancer.

Kate was the inspirational Yorkshire doctor behind the #hellomynameis campaign, which has caught the imagination of so many of us here in Bradford as well as the wider NHS.

Many of you will have met Kate when she came to our hospitals to launch the initiative just over a year ago.

Since then, the campaign has proved hugely successful in adding an extra, personal dimension to the way we all provide compassionate care.

The most fitting way we can pay tribute to Kate is to continue to pledge our support to the #hellomynameis success story she created and:

Always introduce ourselves to patients and visitors and

encourage our peers to do the same:

- Treat patients as we would a member of our own family or friends:
- Always see the person behind the condition:
- Treat people with respect and dignity.

Kate's campaign for more personalised and compassionate care has been supported all over the world and 400,000 health workers across 90 organisations, including ours, are now backing the drive. A Consultant in Elderly Medicine at the Mid-Yorkshire Hospitals NHS Trust, she was recognised last year with an MBE, as well as a Special Achievement Award from the British Medical Journal. She also achieved her dying wish last week by hitting her £250,000 target of funds raised for cancer charities.

All aboard as our Children's Charity embarks on a new partnership journey

IT was full steam ahead at the weekend for 20 children from across our services and their families who were the first passengers on a special trip.

The young travellers were the first to board the new mall train which has been unveiled and is now chugging around The Broadway shopping centre in Bradford.

As I mentioned in a previous edition of Let's Talk, the owners of the busy mall, Westfield, have invited us to be the centre's partner charity, and this exciting battery-operated train, which gives rides to visitors, will boost funds for Bradford Hospitals Children's Charity.

Following the ride, the special guests visited Urban Chocolatier for a treat of delicious chocolate creations.

"It's incredibly important for us to give back to the community, and we could think of no better way to do that than to pledge our support to the Bradford Hospitals Children's Charity."



→ And I'm thrilled to say that the day was made even more special when The Broadway handed over a cheque to our charity for £1,000 to mark the train's launch.

Consultant paediatrician, Beccy Bardgett told me: "We are thrilled to be the chosen partner charity for the Broadway shopping centre and are very grateful not only for this generous donation, but also for providing a wonderful day out for some of our patients and their families.

"The children were absolutely delighted to be the first 'passengers' on the train and loved their Urban Chocolatier treat. This is a very exciting partnership for us and will help us to provide the very best facilities for the babies and children of Bradford and their families."

The Broadway's General Manager, lan Ward added: "It's incredibly important for us to give back to the community, and we could think of no better way to do that than to pledge our support to the Bradford Hospitals Children's Charity. The work of the charity is invaluable and we're very proud to be able to contribute to it.

"We were delighted to have the children in the centre and on-board the mall train for its debut journey around the centre. We hope the children and their families enjoyed their day and the sweet treats from Urban Chocolatier"

I'm sure the youngsters and their families had a wonderful time, and once again I'd like to express my gratitude for the very generous support we are receiving from The Broadway and Westfield.



Become an epr friend

HERE'S a quick reminder to you all that we have added more dates to the EPR Friends' training calendar.

They are taking place *all week until this Friday, 29 July* at Bradford Royal Infirmary and St. Luke's Hospital.



Clive Kay, Chief Executive EPR Friends get a full day of training which includes coaching skills and training on our EPR. As an EPR Friend you

will hold a position of responsibility in your department, giving you all of the skills and experience that come with it.

You can book at:

http://bit.ly/2aE2ij9

If you are interested in becoming an EPR Friend, please speak with your manager before booking your place. More information on being a Friend can be found at:

http://bit.ly/2a7RPvr. Thank you!

Word on the Tweet

Follow us: @bthft

IT was really heartening this week to see so many people take to Twitter and be so positive about our Annual General Meeting and Annual Members' Meeting on Thursday evening.

I would like to thank all of you who joined us for the event – twice as many of you attended this year than in 2014. It was great to welcome so many of you, from all wards and departments, to the meeting.

It is important to attract as many people as we can to our AGM and AMM, as it is an ideal opportunity to hear first-hand how we performed last year, as well as gain the inside track on what lies ahead of us in the next 12 months.

This included a special presentation on the new hospital wing at the Bradford Royal Infirmary, whose eagerly-anticipated opening is drawing ever closer.

For the first time this year, we staged the event in July rather than the traditional September date and hopefully this enabled more of you to attend.

I would very much welcome your thoughts about this year's event and suggestions about what further improvements we can explore ahead of next year's meeting. Please let me know your thoughts by emailing lets.talk@bthft.nhs.uk.

Meanwhile, here is a selection of this week's top tweets – about not just the AGM and AMM but the world of Bradford's hospitals in general.

@AlidaTowns

Having done my fair share of AGM's in my career, never thought I would actually enjoy one.

@BTHFT tonight changed my mind. I will be back!

@BfdChaplaincy

Great turn out and interaction on our stand @BTHFT @SallyaScales @bthft_voice @CSYORKS AGM

@shubly

At the @BTHFT Bradford Hospitals AGM to hear about their vision for future of health in Bradford.

@NHSBfdCityCCG @NHSBDCCG

@peopleofyorks

Huge thanks to LGI Ward 22 @LTHTrust & St Luke's physio team @BTHFT for taking such good care of me.

@peopleofyorks

@BTHFT I've a way to go yet, but I've every faith in the outpatients physiotherapy team - they're a great bunch :~)

@NHSEnglandNorth

Bradford hospital bosses hold first meeting in city mosque http://ow.ly/Vsm3302er4h @BTHFT

Aminah Rahman

The countdown is on to @BTHFT AGM and AMM July 21 from 6-7.30pm in the BRI's Sovereign Lecture Theatre. Free buffet from 5.15pm! #Bradford

@LorraineC99

Here representing @BTHFT at great event organised by Bradford District Assembly on inclusive mental health

@helenf28

Helen Fearnley Retweeted
NHSLeadershipAcademy:
@BTHFT fantastic course!
#andersonprog #leadership #NHS

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

