



**Bridgewater  
Community Healthcare**  
NHS Foundation Trust



**THANK YOU**

SUMMARY

**ANNUAL  
REPORT  
& ACCOUNTS  
2020 - 2021**



# TALK TO US

“

The care that I have been given has been fantastic.

The midwife has been amazing, whenever I am worried about anything she is there to answer my question and reassures me.

Would recommend so much!



*Lovely patient feedback for our Halton Community Midwifery Service*



“

# TALK TO US

Staff are so warm and friendly, answer all my questions.

I never feel rushed. It's a very welcoming place.

I genuinely feel that the health visitors care about me and my baby's wellbeing.

I'm very grateful for all their help and care.



*Lovely patient feedback for our Oldham Health Visiting Service*



“

**TALK TO US**

Both members of staff were very good. I didn't feel rushed at all.

I felt they had an interest in my problem and wanted to help find a solution.

I was a little concerned initially about how good phone/video consultation would be but was pleasantly surprised.

♥ *Lovely feedback for our Warrington OCATS service*



THANK YOU **NHS**  #TeamBridgewater



# Introduction

In a year of unprecedented challenge, we have had to change the way in which we do things and harness our knowledge of community to ensure the services most needed by our patients and their families have been available.

This resulted in the suspension of all non essential services, redeploying staff to support the frontline, investing in our community nursing teams to support the safe discharge of patients from hospitals into community settings.

Our increased use of technology has allowed us to continue to offer support to people within their own homes. Making sure people knew how to contact us when they needed us was hugely important. More and more we turned to social media to ensure our communities were kept up to date with all the latest developments.

It has been a period of significant change and challenge and one in which our staff have had to adapt to new ways and new places of working. We are indebted to them all for facing and embracing the challenges posed both on the frontline and behind the scenes where new and imaginative ways of working have supported the most vulnerable.

At the beginning of 2021, we joined the rest of the country in welcoming vaccines to protect us all against this deadly virus and we are delighted to report that

**89.5%**  
of our staff are  
fully vaccinated

The emergence of vaccines to protect our staff, families and patients has been the most significant breakthrough in our battle against Covid-19 and we applaud all those who supported this fantastic achievement.

Throughout the year we have been frequently humbled by acts of generosity and kindness from patients, their families, local and national businesses and people who simply stopped our staff in the street to say Thank You.

As Chair and chief Executive of Bridgewater Community Healthcare NHS Foundation Trust we are extremely proud of all that has been achieved. Our staff's understanding of the patients they care for has been invaluable in helping us to support people in their homes and other community settings.

Our value lies in our ability to respond and react to the situations the past 12 months have thrown up. Many of us could never have imagined the challenges of the past 12 months but we should all be enormously proud of how we have responded to those challenges.



**Colin Scales**  
Chief Executive



**Karen Bliss**  
Chair

Whilst the pandemic demanded speed and scale, it also demonstrated that success lies in working together and supporting each other. We have achieved some truly remarkable things this year and we are indebted to every single member of our staff that has demonstrated ingenuity, compassion and professionalism throughout some of the darkest of days in the history of the NHS.

We hope you enjoy reading about some of these achievements in our Summary Annual Review for 2020/21 and share with us our enormous sense of pride and humility.



# The year 2020/21 was extremely challenging for the NHS as a whole.

**The pandemic forced us to look at our business and make a number of significant changes to ensure we were able to meet the growing tide of demand for frontline nursing care in our communities. Meeting these demands required flexibility and agility on the part of our clinical teams. Whilst many strengthened their existing practice many other services were suspended and practitioners redeployed to support their community nursing colleagues.**

Our corporate teams were sent out of offices with laptops and mobile phones, daily team calls became the norm as we monitored and managed an ever changing situation and adapted existing working practices to meet the ever- changing need.

Working seven days a week, our essential services became the bedrock which supported the discharge of patients from acute settings into the community; community nursing staff and our community equipment stores worked alongside our social care colleagues to provide safe and appropriate care to some extremely frail and vulnerable patients.

Aprons, gowns, masks, gloves and visors became our new normal, signage re social distancing part of the everyday. Supporting these teams to do what needed to be done was the responsibility of our corporate staff.



**As the year progressed we remained mindful of the ever changing situation locally, regionally and nationally and needed to constantly adapt our working practices to reflect the restrictions many of our communities were facing.**

**In Oldham, our staff have provided invaluable help and support to many thousands of families across the borough.**

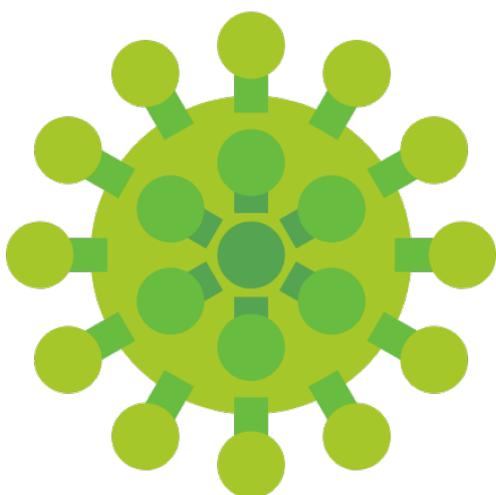
Their knowledge and understanding of the communities they serve has been invaluable in developing specialist packages of care in extremely challenging environments. Our staff work alongside a range of agencies to support the emotional and physical well - being of babies, children and families and they have used their imagination and innovation to ensure the needs of their families have continued to be met.

**In Warrington and Halton our focus has been on the provision of integrated services to support the vulnerable.**

We have worked with families to deliver care at particularly challenging times. Whether supporting expectant and new mums, families under pressure, families living in new and unknown surroundings and those supporting their loved ones to realise their wishes at end of life – all have marvelled at our ability to provide the care needed whilst demonstrating compassion and understanding.

**Our community dental network provides care to patients who might normally slip through the net.**

Our staff's knowledge and expertise in working with patients with learning difficulties is widely acknowledged and recognised. In September 2020, the Trust acquired community dental services in Oldham, Rochdale and Bury and this contract continues until September 2022. During the next 12 months, we intend to develop further our dental network into other parts of the North West.

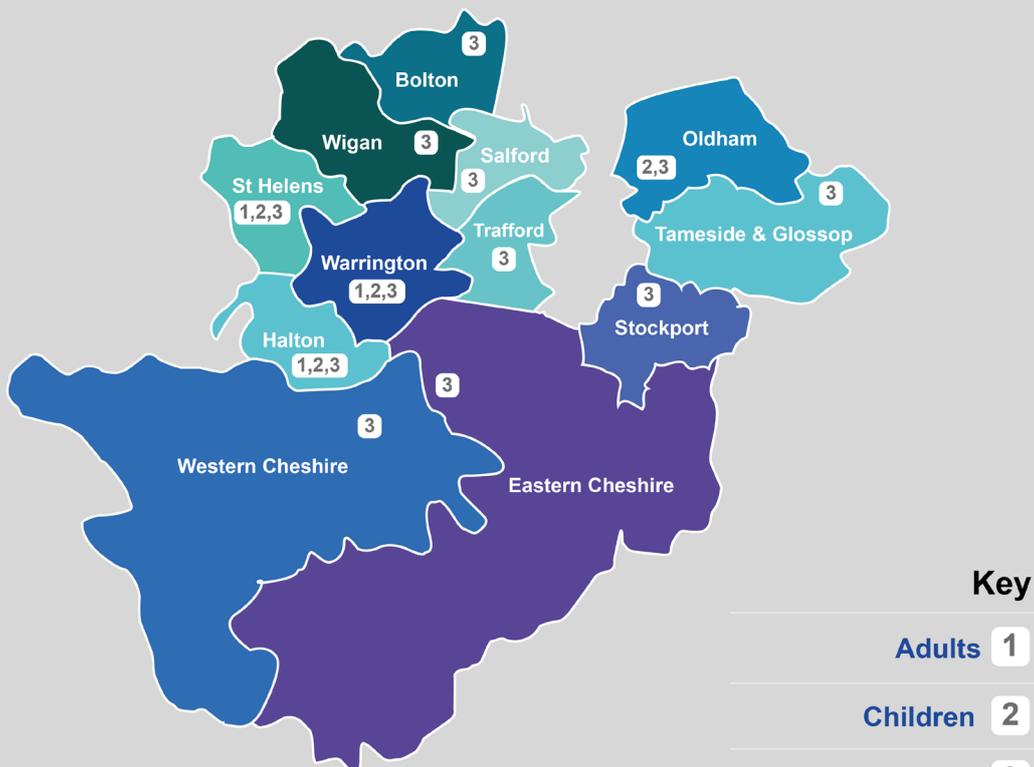


**The challenges of the pandemic has been well documented, the consequences will be felt for many years to come. We have showcased best practice and shared it widely, we have participated in national studies, participated in research and supported the delivery of the nationwide vaccination programme.**

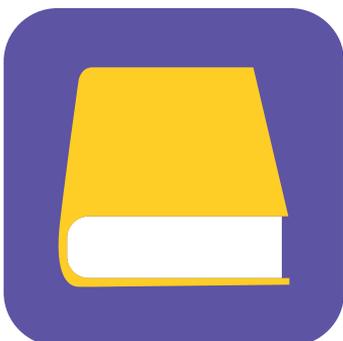
**Alongside this we have remained mindful of the need to protect the emotional and physical well-being of our staff. We are only too well aware that they have had to adapt their working practices, work in new and different environments to support their colleagues, create new systems and processes and respond to some harrowing and challenging situations .**

# Where we work

## Bridgewater Community Healthcare NHS Foundation Trust Map of Services



# Strategy



Our Quality & Place Strategy: Transforming Health Together sets out Bridgewater's plans for 2018-2023. It explains what we need to do and how we need to adapt to the challenges facing the health service and our local communities. The strategy set out in our mission - to improve local health and promote wellbeing in the communities that we serve – and the things we need to do to achieve that.

That's where our values come in. The values of our organisation have the ability to transform our quality & place strategy into reality. They guide how we work and underpin our culture and character- giving us a guide to what is expected of us and our behaviours .

# Values

We are Bridgewater...



PERSON  
CENTRED

ENCOURAGE  
INNOVATION

OPEN AND  
HONEST

PROFESSIONAL

LOCALLY  
LED

EFFICIENT



At Bridgewater, our PEOPLE values shape how we deliver our NHS services in your local community. They help us deliver our mission to improve local health and promote wellbeing in the communities we serve.

## Strategic Goals



**Innovation and collaboration**



**Quality**



**Sustainable**



**People**



**Equality, Diversity & Inclusion**

Our five year strategy Quality & Place was developed with the support of our community and local healthcare partners and places two key priorities at its heart – that the care we provide should be effective, should meet individual and community need and should be of the highest quality and that the design and delivery of services should have place, that is the needs of our diverse communities and the challenges facing our boroughs, firmly at the centre.

In 2019/20 we launched our Equality, Diversity & Inclusion Strategy 2019-2022, this placed equality and human rights at the centre of all trust business – everyone's every day.

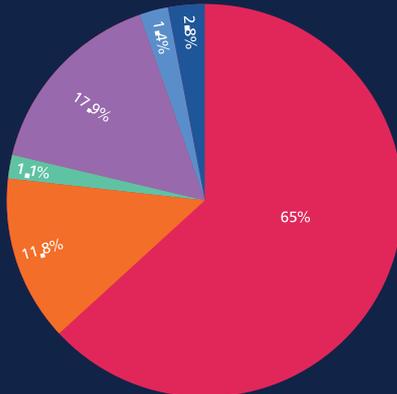


Our income for  
the year totalled

**£106.4  
MILLION**

In 2019 / 2020 our  
income totalled

**£106.4  
MILLION**

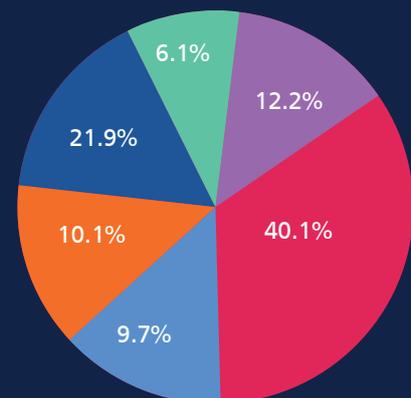


### Income

- CCG's and NHS England - £69.1m
- Covid-19 reimbursement and top up funding - £12.5m
- Foundation Trusts - £1.2m
- Local Authorities - £19m
- Education and Training - £1.5m
- Other Income - £3m

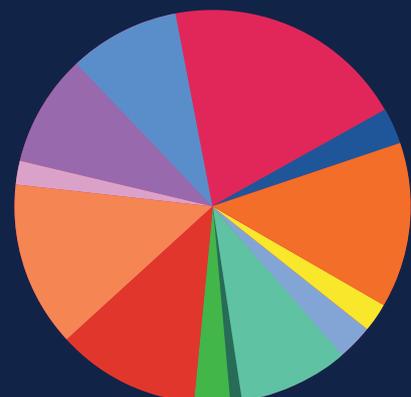
### Pay

- Medical and dental staff - £8.4m
- Qualified nursing and health visiting staff - £27.7m
- Scientific, therapeutic and technical staff - £1.2m
- Healthcare assistants and other support staff - £7m
- Administration and estates staff - £15.1m
- Other Including apprenticeship levy and provisions for flowers and GP costs - £4.2m



### Non pay

- Purchase of healthcare from other NHS organisations - £5.8m (14.7%)
- Purchase of healthcare from non NHS bodies - £1.6m (4.1%)
- Supplies and services - clinical - £6.6m (16.7%)
- Supplies and services - general - £1.2m (3%)
- Drug costs - £1.7m (4.3%)
- Establishment - £3.6m (9.1%)
- Transport - £0.1m (0.3%)
- Consultancy costs - £0.7m (1.8%)
- Premises - £4m (10.1%)
- Education and training - £0.4m (1%)
- Depreciation and amortisation - £2.9m (7.3%)
- Other expenditure - £3.5m (8.9%)
- Rental under operating leases, minimum lease payment £7.4m (18.7%)





4,084,000  
ITEMS OF PPE USED

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89.5%  
OF STAFF VACCINATED

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9 2 2

PUBLIC GOVERNERS

STAFF GOVERNERS

APPOINTED GOVERNERS

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1,932

STAFF MEMBERS



6,458

PUBLIC MEMBERS

 **Bridgewater Community Healthcare  
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**THANK YOU  #TeamBridgewater**