

# UHB

# 2023 to 2026 in 7 minutes

Jonathan Brotherton, Chief Executive

# UHB in numbers

**9,000 babies born**  
The largest maternity service in the West Midlands



**2,750 beds**  
The highest number of beds for a single trust in the country, with four hospital sites



**427,000 A&E attendances**  
The second highest number of A&E attendances with 3 major A&E departments



**470,000 inpatients**  
The third highest number of inpatient episodes in England



**£429m NHSE income**  
Delivering some of the most specialised services in the country

**1.9million outpatient appointments**  
The highest number of outpatients (in person, phone or video) in England



**60,000 members**  
A community of members, supporting our engagement with the local population



**26,000 permanent staff**  
The largest employer in the West Midlands



**£2.7bn annual turnover**  
The second largest trust in the country by turnover



**8,300 new patients involved in research studies**  
At the leading edge of innovation, with benefits for patients from participation in research studies

**2023**

**Crisis, scrutiny and  
a chance to reset**

**3 External Reviews:**

- 1. Culture**
- 2. Patient safety**
- 3. Well-led**

**Poor patient and  
staff experience**

**2023**

**Crisis, scrutiny and  
a chance to reset**

**3 External  
Reviews:**  
1. Culture  
2. Patient  
safety  
3. Well-led

**Poor patient  
and staff  
experience**

**2024**

**Establishing  
foundations**

**Extensive staff  
engagement**

**Culture transformation**

**Devolved operating model**

**New Board and strategy**

**2023**

**2024**

**2025**

**Crisis, scrutiny and a chance to reset**

**Establishing foundations**

**Building capability**

**3 External Reviews:  
1. Culture  
2. Patient safety  
3. Well-led**

**Poor patient and staff experience**

**Extensive staff engagement**

**Culture transformation**

**Devolved operating model**

**Developing the leadership community**

**New Board and strategy**

**Continuous quality improvement**

# Impact seen in 2025/26

## Cultural indicators

- Some of the worst NSS results nationally in 2023. Now close to, at, or exceeding, the national average
- Ranking improved by 39 places (115/122 to 76/122) for colleagues who would recommend UHB as a place to work
- CQC well-led rating improved from 'Inadequate' to 'Good'

# Impact seen in 2025/26

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## Patient indicators

- CQC ratings improved in 11 out of 12 services inspected
- RTT waiting list reduced by 16% (5% of national reduction)
- RTT performance improved by 18% to 68%
- An extra 10,300 1st O/P appointments during Q4 sprint (8.5%)
- RTT 52 week waits reduced by over 5,000 patients and now at 0.4%
- Cancer FDS improved by 10% to 86%
- Cancer 62-day standard improved by 17% to over 70% (highest since 2019)
- Ambulance average handover times improved by 55 mins

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## Financial indicators

- £121m (4.3%) CIP delivered (£82m recurrent)
- £20m deficit (0.7% of turnover) against a £4m deficit plan with no Deficit Support Funding
- Underlying deficit reduced by £40m / 25%

**2023**

**2024**

**2025**

**2026**

**Crisis, scrutiny and a chance to reset**

**Establishing foundations**

**Building capability**

**Empowerment**

**3 External Reviews:**  
1. Culture  
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**Extensive staff engagement**

**Extensive patient engagement**

**Culture transformation**

**Devolved operating model**

**Developing the leadership community**

**Transformation Programme**

**Poor patient and staff experience**

**New Board and strategy**

**Continuous quality improvement**

**Anchor organisation**

# Final reflections



**Culture:** worked hard to create the right environment so that people take responsibility, they add value and they feel valued



**Leadership:** clarity of purpose amongst the wider leadership community so that more people are pulling in same direction



**Delivery:** introduced a devolved operating model with clear lines of accountability