



Chief executive's report

Nick Hulme



TIME MATTERS

Everyone matters



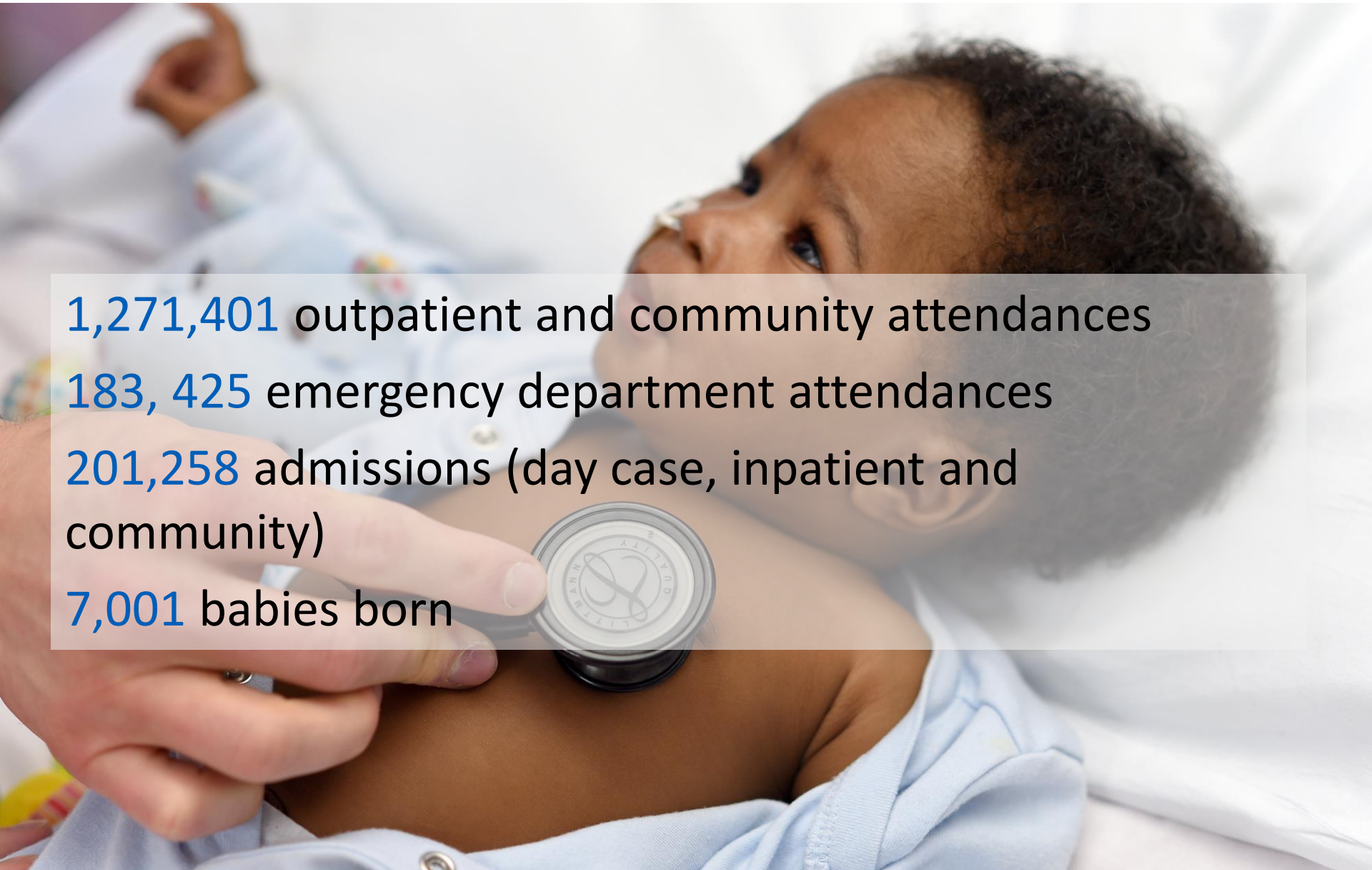
The year in numbers

1,271,401 outpatient and community attendances

183,425 emergency department attendances

201,258 admissions (day case, inpatient and community)

7,001 babies born



A once in lifetime chance...

£69.3m investment in emergency and planned care

The biggest opportunity we have ever been given to improve care for patients



A personal reflection...

- What will our legacy be from the pandemic?
- Be kind, be safe, be well