



GSK and Bradford Teaching Hospitals NHS Foundation Trust Collaborative Working Executive Summary

A Collaborative Working Agreement between GSK and Bradford Teaching Hospitals NHS Foundation Trust to assess and review the current COPD pathway and services to support the improvement of COPD care in Bradford.

Partner Organisations:

- Bradford Teaching Hospitals NHS Foundation Trust – Bradford Royal Infirmary, Duckworth Lane, Bradford, West Yorkshire, BD9 6RJ
- GSK – 79 New Oxford Street, London, UK, WC1A 1DG

Project Rationale:

Bradford Teaching Hospitals NHS Foundation Trust (Bradford Royal Infirmary or 'Bradford') and GSK are undertaking a Collaborative Working project together to map out and review the existing Chronic obstructive pulmonary disease (COPD) pathway and services in Bradford.

The aim of this project is to review the COPD pathway and services across Bradford through insight gathering, pathway mapping and subsequently co-designing an 'idealised' action plan for addressing bottlenecks in current service to support the effective management of patients with COPD.

Analysis of IQVIA's Hospital Episode Statistics (HES) data shows that, in 2024/25, COPD prevalence within West Yorkshire ICB was higher than the national average (2.1% compared with 1.9%). In the same year, 3,360 individuals had COPD recorded within secondary care at Bradford Teaching Hospitals NHS Foundation Trust. The burden of COPD on hospitals and the healthcare system in Bradford seems to be reflected in the significant increase in non-elective bed-day activity in both newly diagnosed patients and existing COPD patients with bed days rising from 1,901 to 4,003, and 21,926 to 26,345 respectively in 2024/25. Moreover, between April 2020 and March 2025, the average 30-day readmission rate for COPD patients was 15.2%, compared with a national average of 10.3%.¹ Together, these findings highlight Bradford Royal Infirmary as a Trust where targeted pathway redesign could provide opportunities to potentially reduce acute burden, shorten inpatient stays, and improve access to specialist care for COPD patients.

In this Collaborative Working project, a third-party service provider (IQVIA) has been contracted and funded by GSK to support the delivery of the agreed project activities.

A Summary of Outcomes Report will be published on the GSK website within six months of project completion. Bradford Teaching Hospitals NHS Foundation Trust may also publish or link to the summary, where appropriate.

Project Period:

The project is expected to run for 6 months from July 2026 to December 2026.



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Primary Project Objectives:

1. Analyse Trust-specific data on population with COPD and access to care to create an initial view of disease burden, service utilisation and variation across the pathway. All data collected will be anonymised, aggregate data with no Patient Identifiable information made available to GSK, the NHS will be the data controller for all data collected as part of this project.
2. Understand the current state by mapping the as-is COPD pathway (detection → referral → specialist assessment → monitoring/treatment) and confirm status quo pathway measures with key stakeholders to identify gaps and challenges through short surveys and semi-structured interviews.
3. Undertake a co-creation workshop with key stakeholders to co-develop an action plan with named owners and acceptance criteria with the aim of addressing gaps and challenges in order to achieve an agreed 'ideal' pathway. The NHS remain ultimate decision-makers for the implementation of any agreed actions.
4. Leave a sustained legacy by enabling clear view of current pathway and plan for service improvements as well as supporting best practice sharing to support scalable and sustainable COPD pathway implementation.

Project Contribution:

The project will involve a balance of contributions from all parties, with the pooling of skills, experience, and resources, with estimated costs outlined below:

GSK:

- £8,971 to support delivery of the project, comprising of GSK employee time and resource dedicated to project management and oversight, together with funding for IQVIA as a third-party provider to facilitate the agreed project activities (including data analysis, insight gathering, pathway mapping, drafting outputs).

Bradford Teaching Hospitals NHS Foundation Trust:

These contributions are not direct monetary contributions, but are a reflection of the estimated amount of hours that will be required to implement the project, and the value of that time.

- £6,084 for project co-ordination, engagement with the insights gathering process and providing relevant expertise, and participation in the workshop to co-develop, review and own the action plan.

Intended Benefits:

It should be noted that many of the benefits outlined below are dependent on Bradford reviewing, prioritising and implementing actions arising from the co-created action plan (as well as a range of other operational, clinical and system-level factors). As such, the benefits described represent potential outcomes rather than guaranteed benefits.

A key immediate benefit of this Collaborative Working project is to support Bradford Teaching Hospitals NHS Foundation Trust in gaining a better understanding of its current COPD pathway, identifying areas of variation, unmet need and opportunities for improvement through pathway mapping, stakeholder engagement and insight gathering. The development of a co-created action plan will enable them to target identified improvement opportunities and inform future

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service development. Subject to implementation of the action plan, this may contribute to the following potential benefits for patients and the NHS.

Patient:

- Consistent, timely and coordinated care through an end-to-end COPD pathway.
- Earlier identification and appropriate management of patients, reducing variation in care and unwarranted delays.
- Supports patient confidence and engagement through provision of clear referral routes, defined roles/responsibilities to support continuity of care and transition between levels of care/services.
- Supports identification of pathway barriers, delays and unwarranted variation that may impact patient experience.

Bradford Teaching Hospitals NHS Foundation Trust (NHS):

- Provides a structured understanding of the current Severe Asthma pathway, highlighting challenges, bottlenecks, variation and opportunities for improvement, and translating these insights into a stakeholder-owned Action Plan to support future service development.
- Supports maintenance and improvement of patient care by optimising existing COPD pathways, supporting appropriate identification, treatment and monitoring in the most suitable setting, in line with national and local guidance.
- Helps mitigate downstream clinical and cost consequences of sub-optimally controlled COPD.
- Supports early diagnosis, optimisation of treatment and ongoing proactive management, with the aim of reducing variation and enabling prompt intervention.
- Improves efficiency and consistency of care delivery, supporting better use of NHS resources through clear pathways, appropriate stratification of patients, and more predictable service demand over time.
- Enables shared learning and best practice across NHS organisations, supporting scalable and sustainable COPD pathway design and implementation.
- Supports with building system capability and business case creation based on the outcomes of this collaboration within Bradford Royal Infirmary, supporting wider adoption and alignment across ICBs, Federations, PCNs and practices.

GSK:

- Demonstrates the role of Collaborative Working in supporting NHS-led service improvement while maintaining patient care.
- Supports the delivery of sustainable pathway improvements aligned to NHS priorities, national/local guidance and patient needs.
- Leaves a practical legacy within Bradford Royal Infirmary through:
 - Established systems, tools and frameworks that support ongoing pathway optimisation.
 - Improved alignment within NHS teams to sustain and evolve COPD pathway improvements beyond the life of the project.



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- Supports appropriate prescribing of medicines which may include those of GSK and/or other companies.
- Reinforces GSK's commitment to being ambitious for patients by supporting NHS-led service improvement and access initiatives via defined contributions.

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References:

1. IQVIA Hospital Episode Statistics (HES) data