

## Statement of Purpose

### 1. Introduction

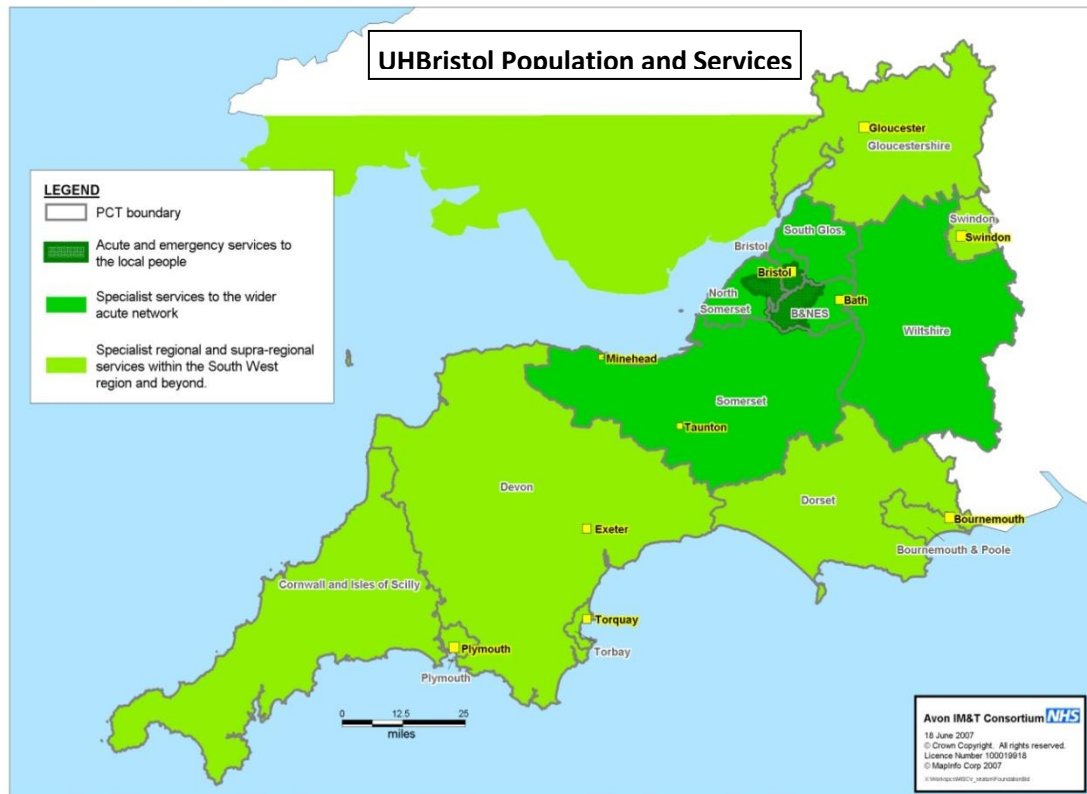
The University Hospitals Bristol NHS Foundation Trust is a dynamic and thriving group of general and specialist hospitals in the heart of Bristol. The Trust employs 7,102 staff (whole time equivalent) and is one of the country's largest acute NHS Trusts with a turnover of £500 million. The University Hospitals Bristol is the major medical research centre in the South West of England.

### 2. Population served

The Trust provides services to three distinct populations, as follows:

- Acute and emergency services to the local catchment population of around 300,000 in central and south Bristol.
- Specialist services to the wider acute network (comprising Bristol, North Somerset and South Gloucestershire PCTs, Bath and North East Somerset, Wiltshire and Somerset) with a 2.4 million population.
- Specialist regional and supra-regional services to the South West of England, South Wales and beyond - with a population of 5 million plus.

See Figure 1 below.



### 3. Mission and Strategic Aims

The Trust’s mission is to provide patient care, education and research of the highest quality. In pursuit of this mission we abide by the following values:

- Respecting everyone
- Working together
- Embracing change
- Recognising success

Our strategic aims cover the three core business areas of clinical services, research and teaching. Across these, a common set of strategic themes for our future development have been identified:

Strategic Themes	
<b>What we do</b>	<b>Secure</b> our existing secondary care referral base in the face of new competitors and with new commissioners, <b>develop</b> the range of community services we deliver in partnership with other providers, <b>increase</b> our market share of specialist services, <b>cease</b> to provide services that are duplicated and do not support our strategy, <b>create</b> new business opportunities for our innovations and support operations, <b>consolidate</b> our teaching role and <b>grow</b> our research portfolio in both breadth and depth, in conjunction with academic partners.
<b>Where we work</b>	We will further strengthen our ability to effectively work in <b>hub and spoke</b> models of care, supporting others to be effective spokes where ever possible; to deliver more of our non-specialist services <b>outside of hospital</b> and to deliver some of our services in the <b>premises of partners</b> to support better accessibility in areas where services are centralised.
<b>Quality at the heart of what we do</b>	Ensure that our services are <b>consistently</b> safe, deliver outcomes that match the best in Europe and offer an experience that is <b>perceived</b> by our patients and staff to be the best it possibly could be.
<b>Our role, influence and reputation</b>	<b>Develop</b> our role and position in local, regional and national contexts to ensure we proactively shape (rather than respond) to both policy and practice, thus controlling our own destiny to a greater extent. Strengthen our approach to building a positive brand and proactively managing our reputation.

We are aware that the success of our strategy will largely rest upon our ability to implement it in a complete and timely fashion. Our strategy therefore also sets out what needs to be in place to enable us to deliver our strategic objectives. We have grouped these **enablers** into six further strategic themes:

- **Rationalising and improving our estate** with the aim of not only improving the patient environment but explicitly to improve patient flow and the efficiency of our services;
- **Increasing our productivity and efficiency** of both clinical and non-clinical services;

- **Developing our workforce** to ensure we have the right number of staff, with the right skills and qualifications to implement our clinical model and strategy;
- **Improving our information systems and business processes** so that we understand what we do, how well we do it and have the capability to improve it;
- **Strengthening our organisational development and stakeholder management** to ensure we have the right leadership, culture and relationships to deliver our strategy;
- **Sustaining our financial health** to ensure we maintain a positive financial standing and enable us to continue to innovate during a time of economic constraint.

### Teaching and Learning Priorities

What we will do	What this will enable
We will have a Teaching and Learning strategy that will work in synergy with the Clinical Services Strategy and Research and Innovation Strategy, so that they are mutually supportive, and collectively, are the key drivers to supporting the delivery of the Trust mission.	This will enable us to be flexible to change and ensure the Teaching and Learning Service develops alongside the business for the benefit of patients and staff
We will provide high quality Teaching and Learning programmes to support the development of a diverse flexible workforce so we have the right people, with the right skill, in the right place at the right time through effective training needs analysis and appraisal processes enabling us to play a greater leadership role within the health system.	This will enable us to deliver against our workforce plans, embed skills for life, increase our Apprentice uptake, and ensure the skill mix changes of the future are managed seamlessly and any reduction in medical staff does not affect patient care in the future
We will develop transformational Leadership competencies to embrace the Trust Values, to drive our performance, and to deliver high quality patient care.	This will enable our Leaders to meet the challenges ahead with confidence, and with clear accountability. This will result in improved Leadership skill and organisational performance and a clear Talent Management plan for the future at all levels of the organisation
We will create appropriate structures and a strong governance culture within the Teaching and Learning service to ensure equity of opportunity, consistency of approach, and a measurable return on investment for all activity.	This will enable us to better manage and increase the profile of Teaching and Learning in the organisation and to support the delivery of the vision for Teaching and Learning through the creation of a life-long learning culture
We will ensure that our service budgets are managed equitably with a fair bidding process in order to deliver the Trust's Teaching and Learning outcomes alongside our need to deliver efficiency savings. We will draw down on all available external funding to support the delivery of a multi-	This will enable us to deploy our financial and human resources in the best possible way, delivering solutions that will have the most significant impact at the lowest cost.

professional Teaching and Learning Strategy.	
We will build on our teaching hospital status and endeavour to increase our income through the marketing of our Teaching and Learning services beyond the South West.	This will enable us to become an income generation service which will allow us to grow our Teaching and Learning portfolio and develop our services to shape the workforce of the future and attract new staff based on the reputation of the organisation
We will fully review practices and procedures within our Teaching and Learning services and implement a flexible structure solution capable of meeting the demands of the future.	This will enable us to respond to the needs of the organisation and allow shared best practice to be at the centre of our services
We will ensure the Education Centre is a 'Centre of Excellence', by developing innovative Teaching methods to ensure we maximise usage of the Education Centre and our Teaching and Learning services meet the on-going needs of the workforce.	This will enable us to improve our competitive advantage within the healthcare community and also to ensure our workforce are receiving the best possible Teaching and Learning experience
We will further develop our partnerships with North Bristol Trust, University of Bristol, and University of the West of England, Severn Deanery and the City of Bristol College.	This will enable us to market our Teaching Services and Teaching Hospital status by becoming the 'provider' of choice, which will extend to promoting our Teaching Hospital reputation and our ability to become the employer of choice beyond the South West
We will establish wide community links and networks to improve our communication and reputation beyond our health care partners.	This will enable us to market our Teaching Services, which will extend to promoting our Teaching Hospital reputation beyond the South West and sharing best practice as we grow our health community

### Research and Development Priorities

To improve patient health through our excellence in world-class translational and applied health services research and our culture of innovation.

What we will do	What this will enable
We will work with our BRIG-H and regional partners to align our research and clinical service strengths leading to the establishment of a Bristol Academic Health Science Centre.	This will enable seamless alignment of clinical services, teaching and research in our priority research areas and strengthen research teaching and clinical links across the Bristol Health Community
We will train, mentor and support all research-active staff in all roles in our priority areas of research.	This will enable staff to deliver high quality translational and applied health services research of direct patient benefit.
We will develop a culture in which research and innovation are core divisional business and research results are embedded in routine clinical	This will lead to demonstrable impact on patient care and or experience.

services	
We will focus on and foster our priority areas of high quality translational and applied health services research and innovation where we are, or have the potential to be, world-leading.	This will enable strategic allocation of resource.
We will increase our recruitment into NIHR portfolio trials by 15% year on year.	This will enable more patients to participate in high quality research, thus having access to new treatments and the creation of future evidence. The income from recruitment will enable us to invest in a sustainable high quality research workforce.
We will double our percentage share of flexibility and sustainability funds from 1.3% 2009/10 to 2.6% of total funds allocated nationally to NHS organisations by 2013/14.	This will enable us to invest strategically in building capacity to deliver more high quality research and provide for a secure and sustainable research workforce

#### 4. Registered Locations

The Trust is registered with the Care Quality Commission to provide healthcare services from five Locations:

<b>University Hospitals Bristol Main Site</b>	<p>This location consists of six hospitals in the centre of Bristol with a total 1,089 beds:</p> <p><b>Bristol Royal Infirmary, including the Bristol Heart Institute</b> 581 beds. Provides general and acute medicine and surgery, specialist surgery, critical care, trauma and orthopaedics and accident and emergency services. The Bristol Heart Institute is the centre for cardiothoracic services for the northern part of the South West region.</p> <p><b>Bristol Eye Hospital</b> 11 inpatient and 20 day case beds. The region's leading ophthalmology centre.</p> <p><b>Bristol Royal Hospital for Children</b> 160 beds. The only dedicated children's hospital in the South West. It is the regional centre for a wide range of specialist paediatric services and is the base for the internationally renowned bone marrow transplant unit. The intensive care unit provides the highest level of specialist paediatric critical care.</p> <p><b>Bristol Haematology and Oncology Centre</b> 107 beds. Provides inpatient and day case chemotherapy and radiotherapy, inpatient oncology, a full range of haematology services, including adult stem cell transplantation and a comprehensive care centre for haemophiliacs, and is a base for the Trust's palliative care team.</p>
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	<p><b>St Michael's Hospital</b> 144 beds. Provides obstetrics, gynaecology and neonatal intensive care and ear, nose and throat surgery. The hospital is a regional referral unit for high-risk pregnancies and for foetal medicine.</p> <p><b>University of Bristol Dental Hospital</b> 6 day case beds. Provides routine and specialist clinical dental services for the South West, as well as research and undergraduate and postgraduate teaching.</p>
<b>Bristol General Hospital</b>	60 beds. Cares for the elderly and is a centre for rehabilitation and intermediate care. The General Hospital will close in April 2012 and the majority of services will transfer to the new South Bristol NHS Community Hospital.
<b>Central Health Clinic, Tower Hill, Bristol</b>	Central Health Clinic (CHC) provides the Avon Breast Screening Service and the Integrated Sexual Health Service. CHC is registered with the CQC to carry out early medical terminations of pregnancy through its Pregnancy Advisory Service.
<b>Homeopathic Hospital</b>	Outpatient facilities only. The only homeopathic hospital in the region.
<b>Trust Headquarters</b>	As the registered address for the Trust's community services.
<b>South Bristol Community Hospital</b>	56 rehabilitation beds. The University Hospitals Bristol NHS Foundation Trust will be the lead provider of services at the South Bristol Community Hospital when it opens on 30 <sup>th</sup> March 2012. In addition to inpatient rehabilitation, the Trust will provide outpatient services (adult and paediatric), a day assessment unit, day surgery, dental services, endoscopy, and radiology and ultrasound facilities.

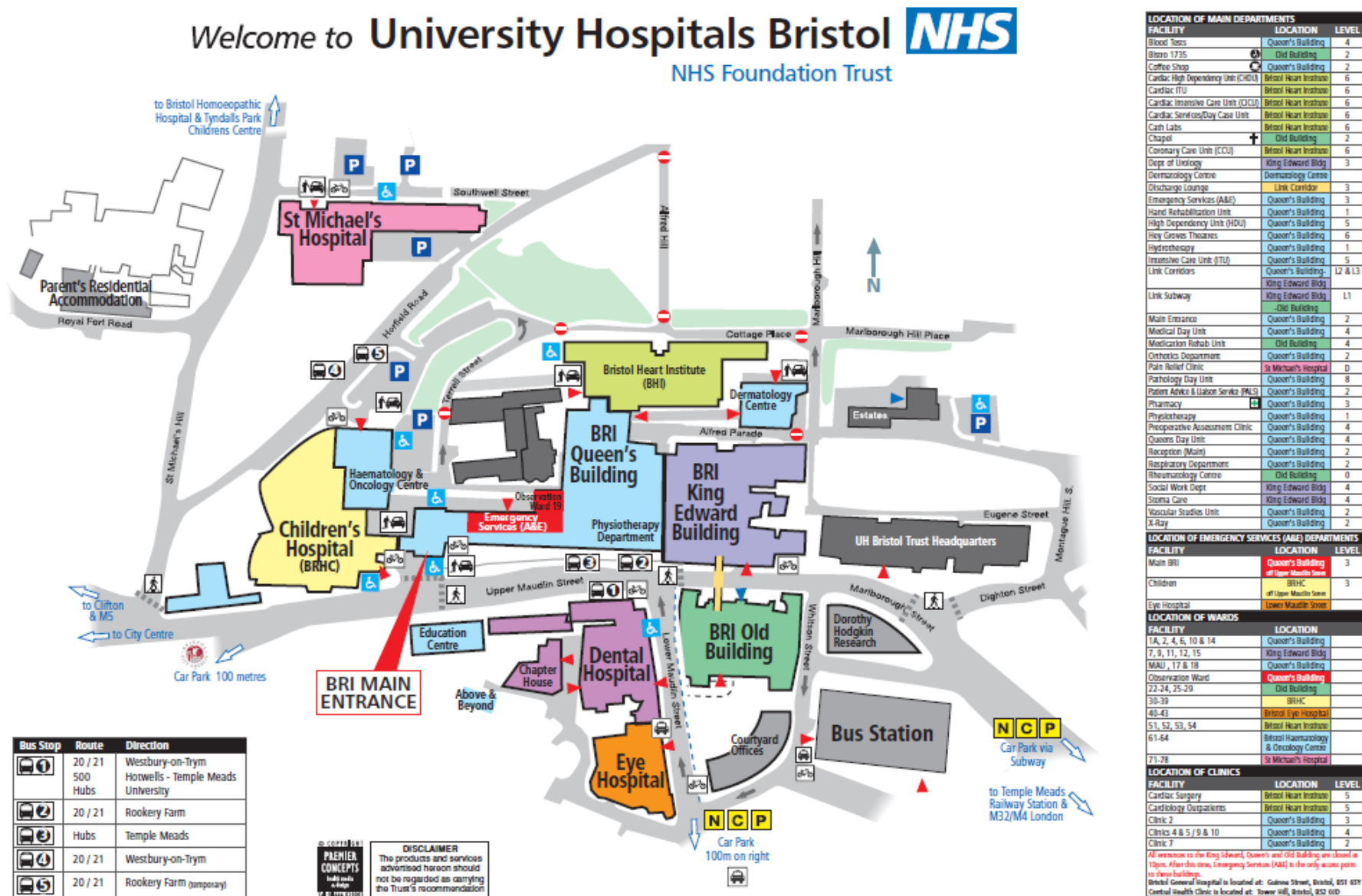
## 5. Organisational structure

Services to patients are delivered through five Clinical Divisions:

- Medicine
- Surgery Head & Neck
- Women's & Children's Services
- Specialised Services
- Diagnostic and Therapies

Corporate services, directly managed by Executive Directors, include Human Resources, Finance, Facilities and Estates, Information Management and Technology, Research and Development, Purchasing and Supply, Governance, Communications, Commissioning and Planning, and Strategic Development.

Figure 2: map of the University Hospitals Bristol Main Site:



## 6. Regulated Activities

The Trust is registered with the Care Quality Commission to provide the following Regulated Activities:

- Surgical procedures
- Diagnostic and screening procedures
- Maternity and midwifery services
- Termination of pregnancies
- Assessment or medical treatment for people detained under the Mental Health Act 1983
- Family Planning Services
- Management of supply of blood and blood-derived products
- Treatment of disease, disorder or injury
- Transport services, triage and medical advice provided remotely

The table below explains which Regulated Activities take place in which Locations:

<b>Activity</b>	Surgical procedures (SWOK)	Diagnostic and screening procedures (SWOK)	Maternity and midwifery services (AM)	Termination of pregnancies (SWOK)	Assessment or medical treatment for persons detained under the Mental Health Act 1983 (AM)	Family planning services (SWOK)	Management of supply of blood and blood derived products (SWOK)	Treatment of disease, disorder or injury (SWOK)	Transport services, triage and medical advice provided remotely (JR)
<b>Location</b>									
UHB Main Site									
Bristol General Hospital <i>(closing April 2012)</i>									
Bristol Homeopathic Hospital									
Central Health Clinic									
Trust Headquarters, <i>(community)</i>									
South Bristol NHS Community Hospital <i>(opening 30<sup>th</sup> March 2012)</i>									

The table below lists the services provided by the Trust which fall within the scope of each Regulated Activity.

Regulated Activities	Services provided		
	<i>Information according to the Mandatory Goods and Services Schedule of the Trust's Terms of Authorisation with Monitor.</i>		
		Inpatient	Outpatient
Surgical procedures	General surgery	√	√
	Urology	√	√
	Trauma and orthopaedics	√	√
	Ear, nose and throat (ENT)	√	√
	Ophthalmology	√	√
	Oral surgery	√	√
	Restorative dentistry	√	√
	Paediatric dentistry	√	√
	Orthodontics		√
	Oral and maxillo facial surgery	√	√
	Periodontics		√
	Prosthodontics		√
	Neurosurgery	√	
	Plastic surgery	√	
	Cardiothoracic surgery	√	√
Paediatric surgery	√	√	
Treatment of disease, disorder or injury	Accident and emergency (A&E)	√	
	Anaesthetics	√	√
	Critical care medicine	√	
	General medicine	√	√
	Gastroenterology	√	√
	Endocrinology		√
	Clinical genetics		√
	Clinical immunology and allergy		√
	Rehabilitation	√	
	Palliative medicine	√	√
	Cardiology	√	√
	Paediatric cardiology	√	√
	Dermatology	√	√
	Thoracic medicine	√	√
	Genito-urinary medicine		√
	Nephrology	√	√
	Medical oncology	√	√
	Neurology		√
	Rheumatology	√	√
	Paediatrics/Special Care Baby Unit	√	√
	Paediatric neurology	√	√
Geriatric medicine	√	√	
Dental medicine	√	√	



## 7. Nominated Individuals

The people in the Trust with overall responsibility for the Regulated Activities (referred to by the Care Quality Commission as the 'Nominated Individuals') are as follows:

Medical Director	Surgical procedures
	Treatment of disease, disorder or injury
	Diagnostic and screening procedures
	Management of supply of blood and blood-derived products
	Termination of pregnancies
	Family Planning service
Chief Nurse	Maternity and midwifery services
	Assessment or medical treatment for people detained under the Mental Health Act 1983
Chief Operating Officer	Transport services, triage and medical advice provided remotely

In accordance with the requirements of the Care Quality Commission, the Trust holds the following information about its Nominated Individuals:

- An enhanced Criminal Records Bureau check less than one year old
- Evidence of proof of identity
- Evidence of satisfactory conduct in relation to previous employment
- Documented evidence of relevant qualifications
- A full employment history

## 8. Respecting and involving people who use services

How the Trust ensures that promotion of equality, diversity and human rights influences our services and priority plans

The Trust's Single Equality Scheme (2008-2011), endorsed by the Trust Board, sets out the responsibilities of all staff, including senior managers and Heads of Division, to ensure that Equality, Diversity and Human Rights are integral to the Trust's service planning. The Scheme contains an action plan, which identifies areas and issues which must be addressed in order to ensure patient, relatives, carers and the public receive the highest quality care. The current Single Equality Scheme expires in early 2011 has been updated in the light of the Equality Act 2010. All HR policies have also been reviewed to reflect the extension of protection from discrimination in the Equality Act. The Trust's capacity has been significantly enhanced since the appointment of a dedicated post of Equality and Diversity Manager in 2010.

The Trust works closely with NHS Bristol and the other Primary Care Trusts in the locality to demonstrate how its services reflect the needs of Bristol and the surrounding areas' diverse needs. Trust representatives regularly attend the Bristol Equality Health Partnership Group, which consists of all healthcare providers including third sector and voluntary groups. This wide network enables the Trust to

listen to and hear the views and issues affecting a range of equality groups, and seek to work in partnership to resolve them.

The remit of UH Bristol's Equality and Diversity Steering Group is to promote equality and the understanding and appreciation of diversity throughout the Trust. The Group has been supported in its work by three Staff Groups – for Black and Minority Ethnic staff, for staff with physical and sensory impairments and for Lesbian, Gay, Bi-sexual and Transgender staff (jointly established jointly with five other local NHS Trusts. We welcome and involve our Staff Groups in major changes and redevelopment e.g. the design of the Bristol Heart Institute and re-development of the Bristol Royal Infirmary site.

The Trust has developed links with local community groups to enable us to actively respond to the needs of service users. Through the Race, Religions and Beliefs Group, the Bristol Council of Mosques visited the Bristol Heart Institute as part of healthy heart awareness and the Trust's approach to angioplasty. This partnership working has also included the Council's involvement in the development of the Trust's Bereavement policy, and work with local stakeholders to develop a Bristol-wide circumcision services.

In partnership with NHS Bristol, local communities and businesses, Trust clinicians delivered a Mid-Life Life Check for the Muslim community, in recognition that this community has a high incidence of cardiac disease. Heart health checks included a pulse check, blood pressure measurements and heart sounds were recorded. Advice was also given on nutrition, weight loss, low salt intake and smoking cessation. The event was very successful and Trust staff gave an evaluation presentation to local GPs. As a result the Trust's Service Development Group is currently considering how similar events could be run in future to meet the needs of other local community groups. The on-going review of Bristol's Maternity Services has also enabled the Trust to work with service users to improve the quality and range of services provided. Focus groups with local Somali women have enabled the Trust to review its care, encourage two-way communication and establish positive links with this growing community.

Following successful involvement in local community events, the Dietetics Department has embarked on a series of Weight Reduction seminars. These were held in community centres or sports facilities in some of the more socially deprived areas of Bristol and aimed to encourage members of all ethnic groups to eat healthily.

Following a successful engagement event (jointly with NHS Bristol) at Bristol's Gay Pride event work is now commencing with younger Transgender people aimed at identifying how NHS services can improve their response to this critical group. This is being led by the Trust's Young People Lead, based at Bristol Children's Hospital supported by the Equality and Diversity Manager.

Good working relationships with Bristol Links have ensured that recent reports from this group on Somali experience of maternity services and on visually impaired patients' use of hospital services have been taken up within the Trust and actions developed from these.

We will continue to use equality impact assessments as a key part of policy making and service developments, which will inevitably increase the influence of equality, diversity and human rights on all areas of service delivery. The Trust has fully participated in the Equality Delivery Council sponsored Equality Delivery System (EDS) since late 2010. The Trust currently leads a cluster of local NHS Trusts in implementation and planning for the EDS. across Bristol, North Somerset and South Gloucestershire.

Plans are well advanced for engagement activities in late 2011 and contact has been made with local LINKs and voluntary sector organizations to support this.

The Trust reviewed its complaints and patient advice and liaison service reporting in 2010, with data now being reported by the equality strands. This information will be reviewed by the relevant operational group, allowing action to be taken across the Trust. Strengthening the Trust's involvement with local equality groups will enable service users to contribute directly to the re-writing of the Trust's Single Equality Scheme 2011-2014. This process is currently underway, with members of the Bristol's Physical and Sensory Impairment Groups joining Trust Executives and senior managers to understand how the Trust can move the equality agenda forward in a meaningful way for its service users. A round of wider stakeholder consultation is planned in early 2011.

The Trust is committed to working in partnership with key, local stakeholders and with the Bristol Equality Health Partnership. The increasing partnership in relation to equality, diversity and human rights, with other health providers is encouraging. A quarterly newsletter reports widely on equality and diversity issues. The latest issue included a page in Easy Read for people with learning disabilities. It is anticipated that as these partnerships grow stronger, they will influence the planning and delivery of services across the city.

#### How the views and experiences of people who use services, their carers and representatives have influenced our service priorities and plans

The Trust engages with and involves a wide range of people throughout all levels of the organisation. This is reflected in its priority setting, planning and service development processes.

The Membership Council advises the Trust on its strategic direction, services and plans. Governors represent their members' interests: many are actively involved in corporate sub groups overseeing Strategy, Quality and Patient and Public Involvement. They are also involved in many operational groups across the Trust's Divisions. Public, Patient and Staff constituencies are represented on the Membership Council. The Trust is continually working to ensure that membership is representative of our local communities. However, non-membership of the Foundation Trust does not preclude involvement: many people take part and contribute to other activities outside of these constitutional arrangements.

We have established a process to gather patient feedback in a variety of ways including: monthly surveys, ward based comments boxes, bi-monthly ward-based surveys, focus groups and other discussion forums. This information is managed through the Trust's Patient Experience Group and informs the priorities of Divisional Patient Experience Action Plans. Patient and public engagement in our clinical services is generally topic-based, engaging a wide range of service users, informing service development and design work for new buildings or reconfiguration of services.

The Trust works closely with local groups and bodies such as Local Involvement Networks, and third sector organisations such as the Care Forum, West of England Centre for Integrated Living, the Bristol Council of Mosques, Alzheimer's Society, Action for Blind and others. We are working in partnership with Bristol Community Health to deliver a comprehensive PPI action plan to support the development of the South Bristol Community Hospital.

The engagement of service users in our processes supports our core values

The Trust is listening to and learning from the views and experiences of people who use our services. Some examples of this work are:

*Improving our care for patients with dementia*

We are involving carers and community based organisations in the planning and delivery of objectives derived from an audit of how we care for patients with dementia. This work will ensure that the care we provide, and the environment in which we provide it, are suited to the needs of the patient.

*Improving maternity services for the Somali community*

Our maternity service supports many women from different cultures and backgrounds. The growing Somali community were experiencing some issues with accessing the service. As a result of this we now meet with a local network of Somali women to talk about how we run the service and the needs they have. Some Somali women have joined Trust-based working groups; others have become ambassadors of the Trust in the community. We have made it easier for people to raise any issues they have, provided new ways to access prenatal care and attended a variety of community events to talk about who we are and what we offer. This engagement continues.

*Working with visually impaired patients*

We have involved visually impaired patients in our redevelopment work at the Bristol Eye Hospital, in our communications and information systems developments, and in the redevelopment of the Bristol Royal Infirmary.

*Involving patients in strategy development*

We have devised processes that engage patients and carers in the development of our Carer strategies to ensure that the principles behind the strategies are sound and will deliver change for these communities of interest.

*Involving patients in understanding what matters to them*

We have involved patients in determining what assurances they look for in our Histopathology services. These outcomes inform Trust developments and are shared within the health community locally to inform change.

*We Involve patients in understanding their experience with us*

We have established a bi-monthly in-patient survey whereby patients across the Trust take part in themed bedside interviews.

These examples give a flavour as to how the Trust learns from the people who use its services and makes changes to improve the patient experience.

The Trust is:

- Delivering its Patient and Public Involvement Strategy for 2010-12

- Continuing to develop its relationship with Local Involvement Networks, including welcoming LINK attendance at our Patient Experience Group. This will help ensure the involvement processes we use are appropriate and are making a difference.
- Supporting its Governors Members group in setting priorities and agendas
- Strengthening the role of Foundation Trust members, enabling them to take a more active role
- Developing and strengthening the role of members of the Youth Council in the planning and delivery of services at the Bristol Royal Hospital for Children, and as Trust Governors
- investing in customer survey feedback and using this to influence service change
- Enhancing the process by which we measure the impact of service user involvement on service development
- Finding new ways to involve seldom heard groups in the development of all our services

## 9. Making a complaint about our services

The Trust welcomes feedback about its services. We are grateful for people telling us when things go well. This is motivating for our staff and helps us share that good practice between departments and wards so that services can be improved.

If you wish to make a complaint, this can be done either in writing or by telephone.

**In writing:** please send a letter to:

Chief Executive  
 University Hospitals Bristol NHS Foundation Trust  
 Trust Headquarters  
 Marlborough Street  
 Bristol, BS1 3NU

**By telephone:** please call a member of the Patient Support and Complaints Team on 0117 342 3604 or text phone 0117 376 3808. You can either provide details of your complaint over the telephone, or arrange to meet with a member of the team who will take notes of your concerns (you will receive a copy of these).

You can also arrange to send your complaint via email to [pals@uhbristol.nhs.uk](mailto:pals@uhbristol.nhs.uk) if this is more convenient for you.