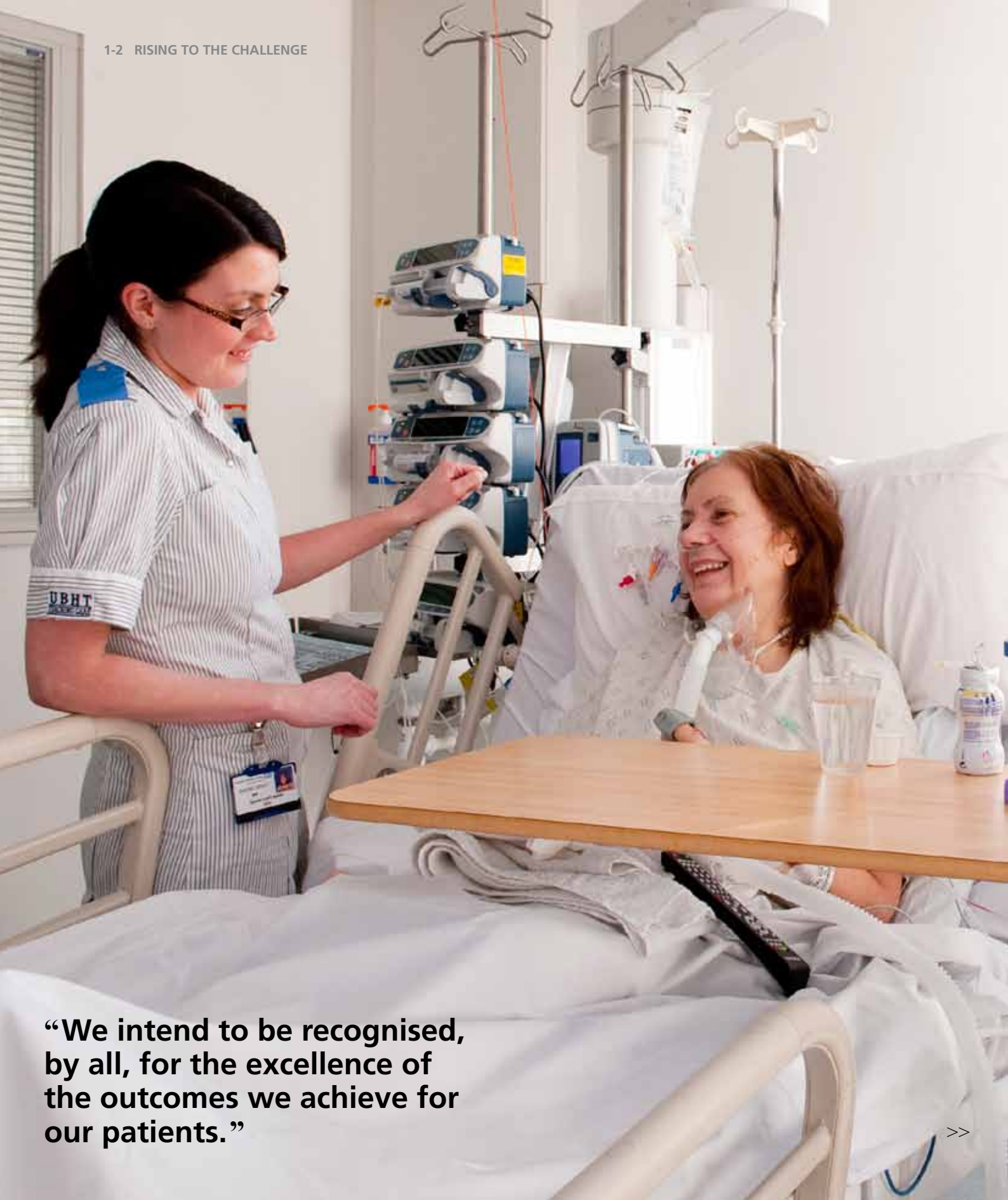


Rising to the challenge

A five-year strategic framework
for clinical services, 2010-15



Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.



“We intend to be recognised, by all, for the excellence of the outcomes we achieve for our patients.”

University Hospitals Bristol NHS Foundation Trust is a leading teaching hospital providing specialist and general services to the people of Bristol and the wider South West.

We are already recognised for the strength of our clinical services, teaching and research portfolio in cancer, cardiac and children services amongst others. We employ more than 7,000 staff and operate across eight hospital sites and throughout the community. We intend to be recognised, by all, for the excellence of the outcomes we achieve for our patients and notably the quality of their experience whilst under our care.

Set against the context of a changing external landscape, both economically and politically, and the need to ensure that during this time we continue to improve the quality and productivity of our services, the Board of University Hospitals Bristol launched a process in early 2010 to refresh the Trust's vision and strategy for its clinical services.

The explicit aim of this work was to formulate a clear strategic direction for the next 10 years that will ensure we not only survive the challenging economic times ahead but that our three core businesses of clinical services, research & innovation and teaching & learning continue to develop, and indeed thrive, through the formulation and adoption of appropriate strategies supported by their rigorous implementation.

Developing our strategy

The strategy development process consisted of four key phases comprising evidence gathering, analysis, synthesis and planning. These steps are described in detail in the full strategy document.

Flowing from the evidence and our analysis came a clear sense of strategic priorities but also a number of strategic choices facing the Trust. A number of these strategic options are not addressed in this framework and

require individual strategic option appraisals to be conducted. These include:

- The nature of our relationship with local partners, most notably North Bristol NHS Trust and Weston Area Health Trust.
- The extent to which we further extend our operations into the community, beyond the current strategic intention of offering our specialist expertise to community providers and partners.
- The future model for private patient service provision.
- Our role in the ongoing provision of pathology services given the national imperative to consolidate pathology provision and leverage economies of scale.
- Considering the future hosting arrangements for a number of services considered to be potentially non-core to the Trusts acute portfolio, these include homeopathy and sexual health services.

Our mission and values

We will achieve our aims by being clear, with ourselves, our partners and our staff about our mission, our vision and importantly our values. It is the understanding of what we are about by everyone

in the organisation, from Board to ward, that will ensure we succeed. We will ensure this by creating new, stronger linkages between our strategic goals and the way we manage and empower our workforce through appraisal and development planning.

Our mission is straightforward, to provide clinical services, teaching and research of the highest quality. Our values drive the approach we take to delivering the strategy and how we will develop our organisation and its culture over the next ten years. The values were developed with our staff and reflect the things that matter most to us and importantly we hope they will characterise how we will be seen by others; our values were refined and re-launched in June 2010.

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

Analysis to inform our strategy

In developing our strategy we have worked hard to better understand the environment within which we operate, the needs and aspirations of our patients and staff, the intentions of our major commissioners and the drivers that will shape our future. Our summary findings are presented in SWOT and PESTLE analyses included in the full strategy document. Further headlines from our market analysis are captured below.

UH Bristol operates predominantly in two core markets, these are the local health economy comprising Bristol, North Somerset and South Gloucestershire (BNSSG) where it is a major provider of local secondary care services and the South West regional economy where we are a key provider of specialist adult and children's services. Our key market position is summarised below:

- 30% of our income is derived from specialist service activity, the balance from secondary and community service provision
- 70% of our income is derived from the three BNSSG Primary Care Trusts.
- Of our 23 key specialities, 11 lost market share in the last two years and in summary reflect shifts in births away from UH Bristol to North Bristol Trust, shifts in oncology to Taunton and beyond and shifts in elective care to the independent treatment sector at Emersons Green and Shepton Mallet.
- Gaining specialities include gynaecology, colorectal, paediatrics (notably paediatric trauma & orthopaedic) and emergency medicine.
- Reference costs demonstrate a lower than average cost base at Trust level. Service line reporting indicates Surgery, Head & Neck, Diagnostics & Therapies, Specialised Services and Women's & Children to be profit making divisions with Medicine being a significant loss making division.
- Other key measures reveal, relative to benchmark peers, a high operating surplus, lower than average private patient income, high non-patient care income and low management costs.
- A diverse demographic represented by a 8.8 year gap in life expectancy between the best and worse off, almost one third of children living in poverty, 51%

“Deliver ‘more for less’ through excelling in service efficiency.”

of all deaths attributable to cancer or cardiovascular disease and a rapidly expanding population becoming more ethnically diverse in the coming years.

As a result of this analysis, we concluded that as UH Bristol develops over the next 10 years, we need to:

- Play a greater leadership role within the health system, be less reactive and become a stronger “shaper” of the changes that will be required across the whole health system.
- Deliver “more for less” through excelling in service efficiency and achieving at least upper quartile performance in all major productivity dimensions.
- Create a service infrastructure that is more flexible and thus more able to respond to changes in demand for services, be that the quantity or nature of the services we are asked to provide.
 - Exploit the market opportunities that future regional and national designations will afford and the opportunities that will be presented as other providers retreat from more specialist provision as quality standards become harder for them to achieve.
- Invest further in the development of our infrastructure to ensure we can continue to compete not only on our key strengths of clinical quality but also on patient experience and value for money.
- Work in greater collaboration with our partners in North Bristol Trust to ensure the right levels of access and quality to all services and also to ensure that we deliver services across the City that make best use of our combined estate and represent the greatest value for money to ourselves and our commissioners.
- Work more actively on promoting a positive reputation for our Trust and services.
- Transform our business processes and information systems to ensure that we can accessibly and accurately communicate with our patients and our workforce and deliver efficient, joined up services for the benefit of patients and their families.
- Understand more about the profitability of procedure and patient level care.

Our vision and strategy

Responding to our strengths, external opportunities and the risks that face us we have formulated both our vision and our strategy.

Our vision is aimed to convey the rich picture we have painted for ourselves of what we will look like before the decade is over.

Our vision is therefore to be the foremost provincial teaching hospital Trust in England, recognised for the excellence of our clinical services, the international standing of our research portfolio, the skills and dedication of our staff, the quality of our teaching and learning, our attention to the needs of individual patients and for our exemplary leadership and partnership in delivering the most effective possible health system for the people of Bristol and the South West of England.

This vision for the way our services will look and be experienced by others is supported by a statement of strategic intent which describes how our business will evolve over this decade.

Our business and service intent is to consolidate and grow our specialist, teaching and research portfolio, providing in hospital only the general acute care that cannot be provided in the community, extending the scope and scale of services we deliver outside of hospital and to do this increasingly in partnership with others.

This strategic intent reflects the Trust's assessment of where the business opportunities for growth will remain during the challenging period ahead. Our assessment is that the specialist portfolio is where our greatest opportunities for growth lie.

There are a number of drivers that support our belief in this opportunity and these include:

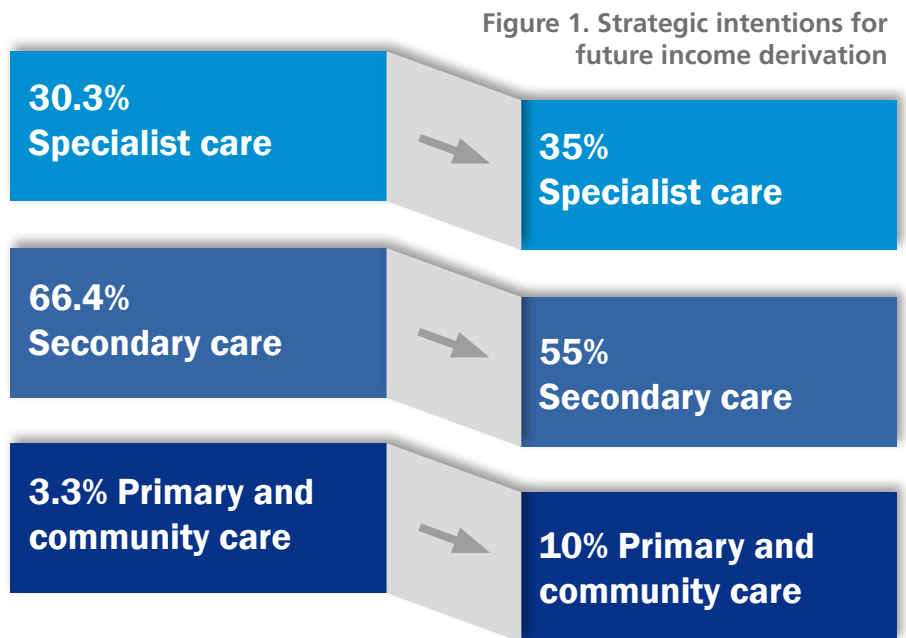
- Significant evidence that smaller, district general hospitals will be unable to achieve the standards

required by regional and national designation and that this work will flow away from them towards those providers who are well positioned to offer this care, such as UH Bristol.

- Advancements in technology and practice that are increasing the opportunities to offer specialist care and intervention to children and adults that would historically not have survived their illnesses.
- Limited opportunities to reduce demand for these services through transfers to primary or community providers and settings.
- Clear signals from current and future commissioners that they wish to see a reduction in the reliance of the system on acute care for the less complex patient with associated projected reductions in activity and Trust income.

Below is an expression of how we expect our service income to shift from the current pattern to our future intended business model. We believe this re-patterning of income will represent the least risk scenario in the context of a changed environment.

>>



Strategic themes

We have described in more detail where we are going and where we want to be under four strategic themes:

- **What we do:** how the service and business portfolio of the organisation will change.
- **Where we work:** how the geographical reach and location of the service portfolio will develop.
- **Service quality:** how we will ensure quality is seen as one of our defining characteristics and is at the heart of everything we do.

- **Our role, influence and reputation:** the part we will play in shaping our own future, the system we operate in and how, as a result, we are seen by others.

Our strategic themes therefore flow from these headings and are represented in specific, measurable objectives of success that will enable us to track our strategic journey towards delivery of our vision. These objectives are described in the full strategy document.

<p>What we do</p>	<p>Secure our existing secondary care referral base in the face of new competitors and with new commissioners, develop the range of community services we deliver in partnership with other providers, increase our market share of specialist services, cease to provide services that are duplicated and do not support our strategy, create new business opportunities for our innovations and support operations, consolidate our teaching role and grow our research portfolio in both breadth and depth, in conjunction with academic partners.</p>
<p>Where we work</p>	<p>We will further strengthen our ability to effectively work in hub and spoke models of care, supporting others to be effective spokes where ever possible; to deliver more of our non-specialist services outside of hospital and to deliver some of our services in the premises of partners to support better accessibility in areas where services are centralised.</p>
<p>Quality at the heart of what we do</p>	<p>Ensure that our services are consistently safe, deliver outcomes that match the best in Europe and offer an experience that is perceived by our patients and staff to be the best it possibly could be.</p>
<p>Our role, influence and reputation</p>	<p>Develop 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.</p>

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 and increasingly understanding the productivity of our workforce.
- **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 where it isn't good enough – we expect these system and process improvements to contribute significantly to a reduced cost base.
- **Strengthening our organisational development and stakeholder management** to ensure we have the right leadership, culture, organisational design and relationships to deliver our strategy.
- **Sustaining our financial health** to ensure we maintain a positive Monitor risk rating and importantly create headroom to enable us to continue to innovate during a time of constraint.

>>



Strategic outcomes

The final piece in our strategic jigsaw is to be clear about what success looks like, to always be clear about why we are pursuing our strategy. We have expressed this through looking at success through

the eyes of our most important stakeholders: our patients, present and future; our staff, public members and Board; our partners; and our regulators.

Benefits to patients	Benefits to staff/members/board
<ul style="list-style-type: none"> • Consistently high quality patient experience, characterised by care delivered with dignity, respect and excellent communication • Health outcomes as good as the best • No untoward events such as hospital acquired infections, pressure sores or falls • Services that are easy to access and simple to navigate • Excellent communication from hospital to GP 	<ul style="list-style-type: none"> • High levels of job satisfaction and clarity about what is expected • Job security with prospects for progression, for those that want it • Opportunities to participate and develop research and innovation in practice • Positive reputation • Financially sound
Benefits to partners	Benefits to regulators
<ul style="list-style-type: none"> • Services in the right places, without duplication • Services that represent value for money • Delivery closer to the patient and delivered in partnership with others • Consistent achievement of quality and performance standards • A “low maintenance” provider of services 	<ul style="list-style-type: none"> • Compliance with all CQC and Monitor requirements • Delivery of NICE guidance • Financial health and a positive risk rating • Reputationally sound

Conclusion

University Hospitals Bristol is a good hospital, with areas of excellence. This strategy will ensure we are consistently and comprehensively recognised as being the foremost hospital outside of London across our portfolio.

Most notably, we will achieve this by excelling at putting the patient’s needs and the experience they receive under our care at the centre of everything we do.

“Better a good strategy, well implemented than a great strategy never implemented” goes the saying. We believed we have developed a great strategy and are determined to drive through its successful implementation.

The full strategy document not only provides evidence and detail in support of the direction proposed in this summary but it describes the strategic objectives we have set for ourselves and the ways in which we will track our journey to success. The actions we are now embarking upon will be embedded in our planning process,

our risk assurance framework and monitored by our Trust board.

Finally, this strategy should not be seen purely as an endpoint. Equally importantly it describes a journey that may, from time to time, need to be revised to ensure we do not fail to reach our destination. It will therefore be reviewed annually and revised as deemed necessary. ●

For the full strategy document see Connect or contact Amy Rich on (0117) 342 3606.