

## Statement of Purpose

### 1. Introduction

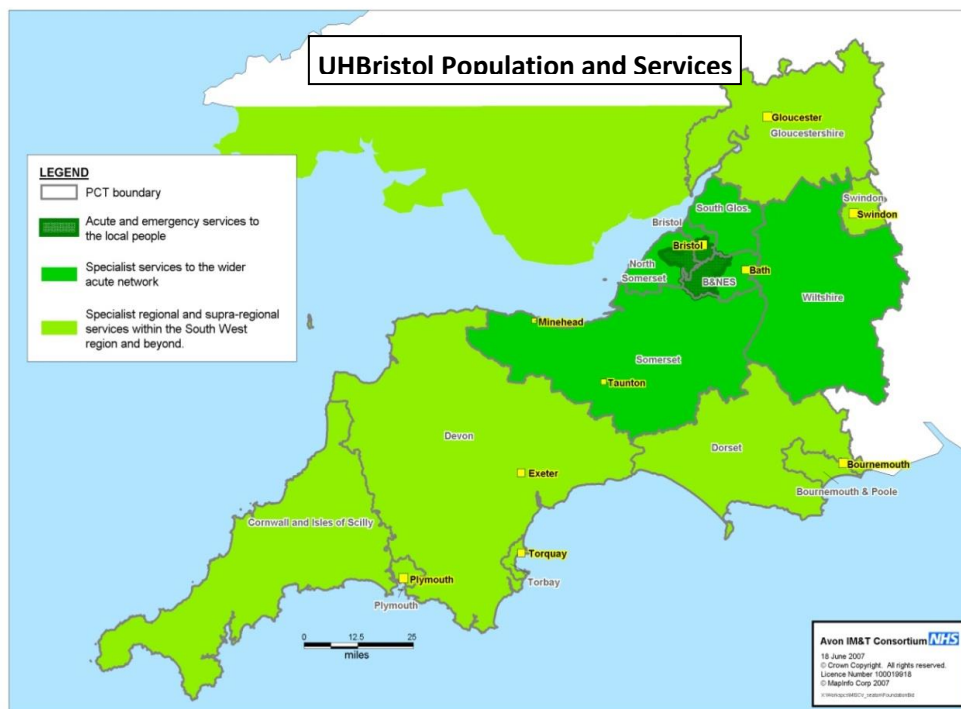
University Hospitals Bristol NHS Foundation Trust is a dynamic and thriving group of hospitals in the heart of Bristol, a vibrant and culturally diverse city. We have over 8,000 staff who deliver over 100 different clinical services across nine individual sites. With services from the neonatal intensive care unit to older people's care, we offer care to the people of Bristol and the South West from the very beginning of life to its later stages. We are one of the country's largest acute NHS Trusts with an annual income of £575m.

### 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 Clinical Commissioning Groups, Bath and North East Somerset, Wiltshire and Somerset) with a 2.2 million population.
- Specialist regional and supra-regional services to the South West of England, South Wales and beyond - with a population of around 6 million.

See Figure 1 below.



### 3. Mission and Strategic Aims

**Our Mission** as a Trust is to improve the health of the people we serve by delivering exceptional care, teaching and research, every day.

**Our Vision** is for Bristol, and our hospitals, to be among the best and safest places in the country to receive care.

We want to be characterised by:

- High quality individual care, delivered with compassion;
- A safe, friendly and modern environment;
- Employing the best and helping all our staff fulfil their potential;
- Pioneering and efficient practice, putting ourselves at the leading edge of research, innovation and transformation;
- Our commitment to partnership and the provision of leadership to the networks we are part of, for the benefit of the region and people we serve.

In pursuit of our mission we abide by the following **values**:

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

**Our strategic intent** is to provide excellent local, regional and tertiary services, and maximising the mutual benefit to our patients that comes from providing this range of services.

Our focus for development remains our specialist portfolio and we aim to expand this portfolio where we have the potential to deliver exceptional, affordable healthcare.

As a university teaching hospital, delivering the benefits that flow from combining teaching, research and care delivery will remain our key advantage. In order to retain this advantage, it is essential that we recruit, develop and retain exceptionally talented and engaged people.

We will do whatever it takes, within the resources available to us, to deliver exceptional healthcare to the people we serve and this includes working in partnership where it supports delivery of our goals, divesting or out sourcing services that others are better placed to provide and delivering new services where patients will be better served.

The Trust's role in community service provision will be focused upon supporting our partners to meet the needs of our patients in a timely way; however, where our patients' needs are not being met, the Trust will provide or directly commission such services.

Our patients – past, present and future - their families, their carers and other representatives, will be central to the way we design, deliver and evaluate our services. The success of our vision to provide “high quality individual care, delivered with compassion” will be judged by them.

The Trust’s tripartite mission is reflected in three distinct but aligned strategies for care, teaching and research, summarised in the recently approved strategic plan.

**Our strategic plan focuses on the medium term and is organised around five key strategic initiatives, which are outlined below.** These initiatives will provide the shape of planning activity for the Trust in the next few years as we firm up plans beyond the next two financial years. They represent the key areas of work for the Trust in strategic terms and describe where it is that we want to drive change and how.

### **Strategic Initiative 1 - Driving Engagement and Collaboration across the Local Health Economy**

The aim of this initiative is to deal with the challenges that we and others have identified at system – and not organisational - level. Our plans in this area include:

- Collaborating more ambitiously in operational terms in order to plan and operate the acute (hospital based) system – and Urgent Care in particular – in a collaborative way, and;
- Continuing to work together (with partners) more effectively to reduce the requirement for hospital services. Our focus for this work is the Better Care Fund.

### **Strategic Initiative 2 - Identifying and dealing with issues of sustainability**

The aim of this initiative is to address the risks we have identified to the sustainability of our key service areas (set out below) and to specific service lines. We also aim to use this opportunity to consider changes to our workforce model in the medium term. Our key service areas are;

- Children’s Services;
- Accident and Emergency (and Urgent Care);
- Older Peoples Care;
- Cancer Services;
- Cardiac Services;
- Maternity Services;
- Planned Care and Long Term Conditions;
- Diagnostics and Therapies;
- Critical Care.

### **Strategic Initiative 3 - Broader programmes of change**

This initiative sets out a series of broader change programmes to address the thematic challenges we have identified during our recent strategic review. They include:

- To review and refresh our approach to public engagement and patient and public involvement in the development and delivery of our services;
- Where necessary, review workforce models to ensure capacity is aligned with workforce;

- Developing a much more active approach to data and the way we use and share it.
- To re-examine the way we use technology and how we understand its benefits and to work on technology and innovation from a system or regional perspective.

#### **Strategic Initiative 4 – Our Estate Strategy**

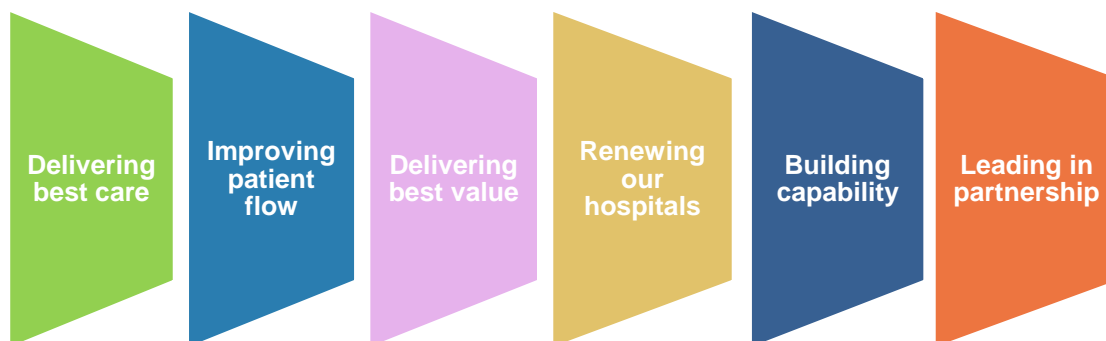
The Trust Estates Strategy builds on our current 2005-2015 strategy which is set to be concluded in March 2016 following completion of Phase IV of the Bristol Royal Infirmary development programme.

To date, strategy implementation has focused on the development and optimisation of core clinical facilities to significantly improve adjacencies and co-locations of key services and retire estate that is no longer fit for purpose. This approach has resulted in the expansion of core clinical accommodation, elimination of poor quality accommodation including nightingale ward environments, and improvements in the built environment of more than 50 services.

Notably, the current strategy has realised £200m of estate investment to improve facilities for our patients, visitors and staff, supporting the Trust in delivering its mission.

#### **Strategic Initiative 5 – Transforming Care**

Transforming Care is the Trust’s unifying strategy for improvement. It is the overarching programme of transformational change designed to drive us towards our vision for the Trust. Transforming Care is both a set of projects and a structured approach to support the organisation in making change happen and to enable all our staff to improve the services which our patients receive.



The programme is structured under the six “pillars” above, which provide focus on the areas we need to address in order to achieve our Vision.

The five strategic initiatives take account of the different but interdependent priorities for development of clinical services, teaching and research. The Trust’s specific priorities in the areas of teaching and learning and research and development are set out in the following tables.

## 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 Teaching and Learning 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-professional Teaching and Learning Strategy.	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.
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 and Research Centre is developed to undertake innovative Teaching methods to ensure we maximise usage of the Education and Research 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, City of Bristol College and Bristol Health Partners including Bristol City Council	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

What we will do	What this will enable
We will work with our regional partners (BHP, CLAHRCwest and WEAHSN) to align our research and clinical service strengths.	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 WEAHSN Health Community and beyond.
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 services	This will lead to demonstrable impact on patient care and or experience.
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 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. We will invest in a sustainable high quality research workforce using the recruitment income we receive.

#### 4. Registered Locations

The Trust is registered with the Care Quality Commission to provide healthcare services from four 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> 503 inpatient beds, 55 of which are for critical care, plus a further 45 day case beds and a 20-chaired Discharge Lounge. Provides general and acute medicine and surgery, specialist surgery, critical care, trauma and orthopedics and accident and emergency services. The Bristol Heart Institute is the centre for cardiac 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> 153 inpatient beds and 32 day case 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> 53 beds, supplemented by four acute care trolleys on Ward 61 with 78 treatment chairs (including community clinics). Provides inpatient and day case chemotherapy treatment and radiotherapy, inpatient oncology and day case oncology, a full range of haematology services (benign and malignant disease), including adult stem cell transplantation (with an on-site apheresis unit) and provides comprehensive care centre for haemophiliacs, as well as comprehensive palliative care based in the BHOC with outreach across the hospital.</p> <p><b>St Michael's Hospital</b> 135 beds (including 31 cots). Provides obstetrics, gynecology, neonatal intensive care, audiology (adult and children's), day surgery unit (additional 12 day care trolleys) and pain clinic.</p> <p>The hospital is a regional referral unit for high-risk pregnancies, surgical, cardiac and extreme premature neonatal care, 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>
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<b>South Bristol Community Hospital</b>	56 rehabilitation beds and 4 end of life/palliative care beds. The University Hospitals Bristol NHS Foundation Trust is the lead provider of services at the South Bristol Community Hospital (SBCH), which opened to patients on 30 <sup>th</sup> March 2012. Service provided at SBCH includes inpatient rehabilitation, outpatient services (adult and paediatric), day assessment, day surgery, dental services, homeopathy, plus radiology and ultrasound facilities.
<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>Trust Headquarters</b>	As the registered address for the Trust's community services.

## 5. Organisational structure

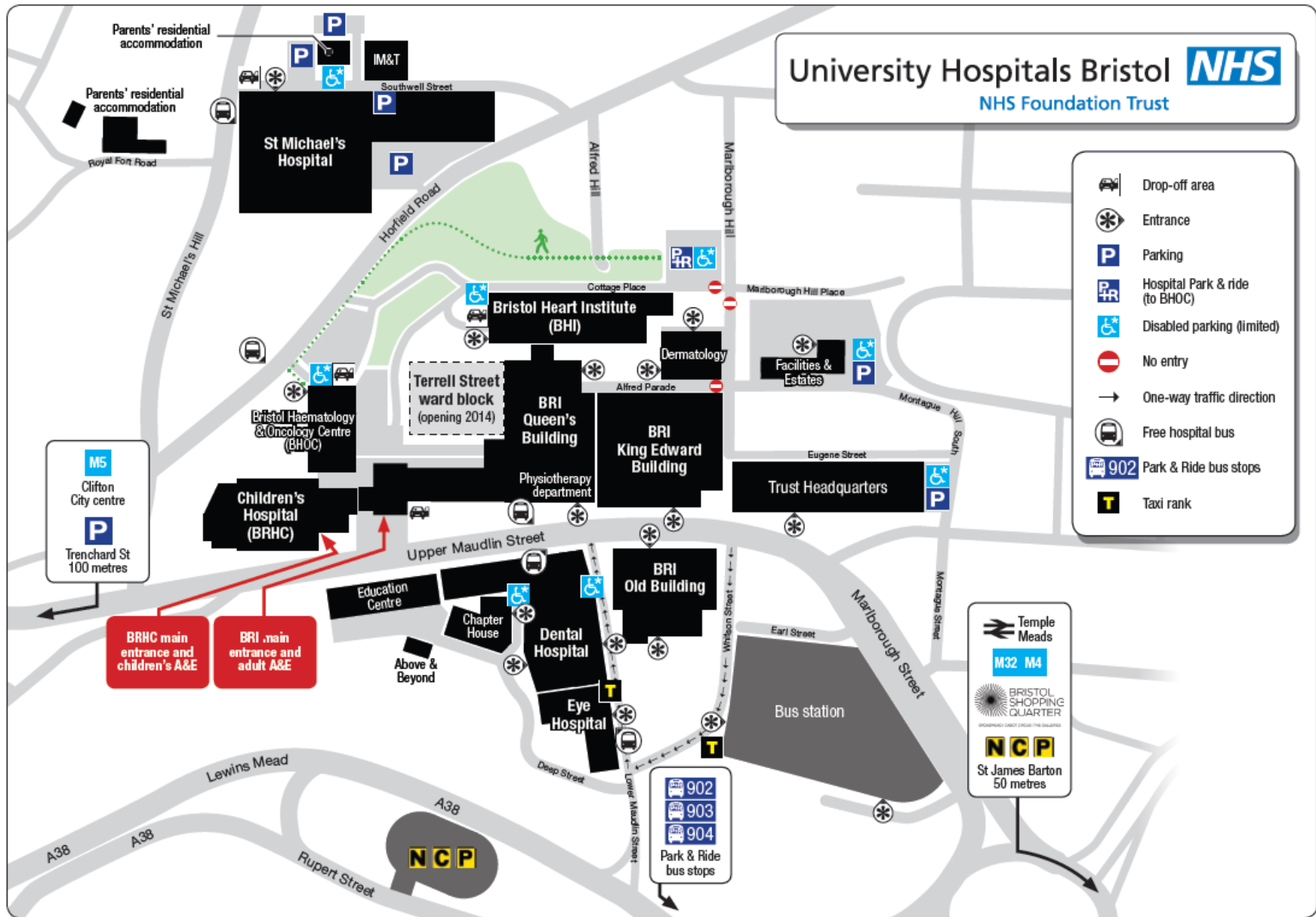
Services to patients are delivered through five Clinical Divisions:

- 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>									
UHBristol Main Site									
South Bristol Community Hospital									
Central Health Clinic									
Trust Headquarters, (community services)									

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

<b>Regulated Activities</b>	<b>Services provided</b>
Surgical procedures	General surgery Urology Trauma and orthopedics 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 Hepatobiliary surgery Obstetrics and gynecology surgery
Treatment of disease, disorder or injury	Accident and emergency (A&E) Anesthetics 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 Paediatric Medicine Geriatric medicine Dental medicine Obstetrics Gynecology Homeopathy

	<p>Blood And Marrow Transplantation  Well Babies  Cardiac High Dependency Unit  Adult ITU  Neonatal Intensive Care Unit  Paediatric Intensive Care Unit  Clinical oncology (Radiotherapy)  Clinical haematology  Orthotics  Neurophysiology  Vascular Studies  Physiotherapy  Dietetics  Speech and Language Therapy  Weight Management  Liaison psychiatry</p>
Diagnostic and screening procedures	<p>Clinical physiology  Audiological services  Chemical pathology  Haematology  Radiology  Diagnostic Imaging  Direct Access Pathology  Direct Access Radiology  Clinical pharmacology  Treatment of infectious diseases</p>
Maternity and midwifery services	<p>Midwifery  Special Care Baby Unit</p>
Termination of pregnancies	<p>A termination of pregnancy service is provided at St Michael's Hospital. An early medical termination of pregnancy service is provided at the Central Health Clinic.</p>
Family Planning Service	<p>Insertion of intra-uterine devices (IUDs) takes place at the Central Health Clinic, in community sexual health clinics, and at St Michael's Hospital (part of the Main Site)</p>
Management of supply of blood and blood-derived products	<p>The Trust has a formal agreement in place to provide blood to Emerson's Green Treatment Centre and St Mary's Hospital, Nuffield Health, Bristol covering emergency situations.</p>
Assessment or medical treatment for people detained under the Mental Health Act 1983	<p>As with all providers of acute hospital services, a situation may arise in any of our inpatient facilities whereby a patient is treated by the Trust whilst detained under the Mental Health Act.</p>
Transport services, triage and medical advice provided remotely	<p>The Trust provides a range of dedicated patient transport services, including a minibus which runs 10am to 6pm, Monday to Friday, according to patient needs across our registered locations.</p>

## 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 (as at August 2014)

The public sector equality duty (section 149 of the Equality Act, 2010) came into force on 5<sup>th</sup> April 2011. The Equality Duty supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.

Specific duties in the Equality Duty require public bodies to publish information demonstrating their compliance with the Equality Duty; and to set themselves equality objectives. The Trust meets these duties in a variety of ways as demonstrated below:

The Trust publishes a variety of monitoring information on the Equality and Diversity Section of the Trust's website, demonstrating compliance with the Public Sector Equality Duty. The Trust has also set itself two key strategic objectives: 1) To become an acknowledged regional leader in equality and diversity outcomes both for our patients and staff, and 2) To become a national exemplar for the NHS Equality Delivery System.

In order to meet these objectives the Trust has an Equality and Diversity/Health and Well Being Steering Group, which has the remit to promote equality, diversity and well-being across the Trust; and undertake work relating to the Trust's equality objectives. The Trust works closely with its staff side colleagues who are represented on the group and participate in the review of employment policies, equality data and equality analysis.

The Trust's Living the Values sessions for staff support the overall promotion of equality and diversity, and human rights. The session is regularly reviewed and new resources added to reflect feedback e.g. from the staff from the staff survey. The sessions focus on aspects of Equality and Diversity and Bullying and Harassment and their effects on colleagues, patients and their care.

The Trust also provides a range of training for clinical staff which directly and indirectly relate to the protected characteristics. Examples include dementia training and learning disabilities training.

The Trust has a well-established Black and Minority Ethnic Workers Forum which has recently implemented a pilot 'Reverse Mentoring' scheme which has enabled managers in the Trust to gain a different perspective on the staff experience and how this impacts on patient care.

The Trust is committed the Equality Delivery System (EDS) and is in the process of implementing the revised EDS2. As part of a new approach, the Trust is working with five other local NHS organisations to collaborate on the engagement and the assessment process of the new system. The group and the Trust have supported the training of volunteer members of the public. This network provides a co-ordinated approach and effective use of time and support from a range of individuals and stakeholders.

The Trust's Patient Experience Lead (Engagement and Involvement) also runs various engagement events including groups on patient access, maternity services, and working with our specialist nurses on dementia care and learning disabilities.

#### How the views and experiences of people who use services, their carers and representatives have influenced our service priorities and plans (as at August 2014)

The engagement of service users in our processes supports our core values. 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 groups overseeing strategy, Quality and Patient and Public Involvement. 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 systems to gather patient feedback in a variety of ways including: monthly surveys ward based comments boxes, the Friends and Family Test, bi-monthly ward-based surveys, focus groups

and other discussion forums. This information is managed through the Trust's Patient Experience Group and informs patient experience priorities in our clinical Divisions. Patient and public involvement 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 HealthWatch and the Bristol Physical Access Chain. We engage with third sector and community based organisations such as the Bristol Council of Mosques, Alzheimer's Society, Action for Blind and others. We are working in partnership with other providers, the voluntary sector, community organisations and the private sector to deliver a comprehensive patient and public involvement action plan to support the work of South Bristol Community Hospital.

The Trust is consistently 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 people using our maternity services*

We are continuing to use service user feedback to inform workshops with staff involved in the delivery of our maternity services to build a vision for the patient experience in that service.

*Working with patients who experience physical and sensory impairments*

We continue to involve members of the Bristol Physical Access Chain in the planning and design stages of our capital re-development projects.

*Involving patients in strategy development*

We are delivering a process that engages 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. This is supported by the Trust's Patient Experience and Involvement Strategy for 2012-15.

*Involving patients in understanding what matters to them*

We have involved service users in determining what good care means to them and assurances they look for in our services in order that planned changes to care reflect the needs of the patients who use the service. For example, 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; sharing and discussing patient experience feedback with Governors. The Trust has also strengthened the role of Foundation Trust members, enabling them to take a more active role.

*Involving patients in understanding their experience with us*

We continue to develop our Trust-wide Face to Face in-patient survey whereby patients across the Trust take part in themed bedside interviews. The Trust has invested in its customer survey feedback and using this to influence service change. For example, we collect patient feedback about our outpatient services and have launched the Friends and Family Test in two Emergency departments, adult wards and in our maternity services. The Trust values the working relationship with HealthWatch who also attend our Patient Experience Group.

## **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. 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.