

ANNUAL REVIEW

2015/16

Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.



University Hospitals Bristol NHS Foundation Trust

We have over 8,000 staff who deliver over 100 clinical services across nine different sites. With services from the neonatal intensive care unit to care of the elderly, we provide care to the people of Bristol and the South West from the very beginning of life to the later stages. We're one of the country's largest acute NHS trusts with an annual income of over half a billion pounds.

Our **vision**

For Bristol, and our hospitals, to be among the best and safest places in the country to receive care.

A woman with curly hair, wearing a blue NHS uniform, is looking down at a patient's arm. She is holding the patient's hand. The background is a clinical setting with a white wall and a clock.

Our **mission**

To improve the health of the people we serve by delivering exceptional care, teaching and research every day.

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.



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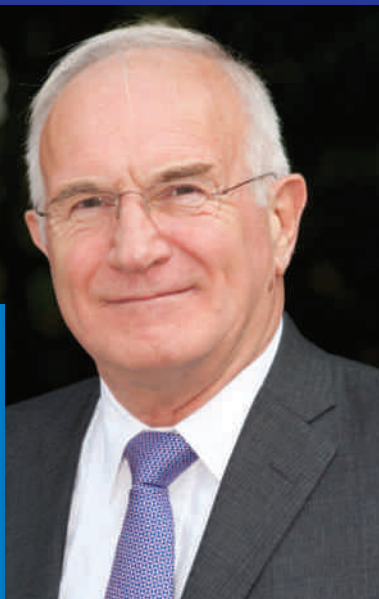
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Introduction from the Chairman



In another challenging year for the NHS across England, University Hospitals Bristol NHS Foundation Trust (UH Bristol) has done well and I must begin by thanking on behalf of the Trust Board the dedicated staff, volunteers, charitable partners, governors and community support groups for all their hard work and commitment.

We are all united by our mission to improve the health of the people we serve by delivering exceptional care, teaching and research every day. Our vision for Bristol, and our hospitals, to be among the best and safest places in the country to receive care is equally compelling.

Two years ago, we saw the publication of the NHS Five Year Forward View, setting out the major challenges facing the service and showing how a university teaching hospital trust like ours fits into the wider landscape of health locally and nationally. In Bristol, North Somerset and South Gloucestershire, health and social care organisations are working on a sustainability and transformation plan to address the challenges of rising demand for services and UH Bristol is playing a leading role in this with our chief executive Robert Woolley as the lead for this work.

Within our Trust, our focus is unrelentingly on delivering best care and ensuring our patients' need are at the heart of all that we do. In order to lead and run a successful organisation, we also need to ensure that patient flow through our hospitals is efficient, that we deliver best value, that we build the capability of our staff members, and that we play a leading, partnership role in health and care delivery. Getting these things right enables us to improve the quality of our service and do the right thing for patients.

One example that we have seen unfold before our eyes is the redevelopment of our hospitals. Through careful planning we have created facilities which support and enable improvements in care. We built the new Bristol Royal Infirmary (BRI) ward block, created a new Welcome Centre for the BRI, and redeveloped the Bristol Haematology and Oncology Centre. Moving clinical activities from the BRI Old Building to more modern facilities was another milestone in the Trust's redevelopment plans. These building developments, and others, have placed us in a good position to continue providing high quality care over the next ten years.

Similarly, improving the flow of patients through our hospitals is essential for us to ensure patients have good access to our services and that we work efficiently. Importantly, by ensuring treatment and care is given when clinically appropriate and not delayed, we give our patients the best care.

As we work together to meet the challenges of 2016/17, let us remind ourselves of the values we share inside the Trust. By Respecting Everybody, Embracing Change, Recognising Success and Working Together we put ourselves in the best possible position to meet the challenges of the future.

Canon Doctor John Savage CBE
Chairman



Delivering best care

Delivering best care, ensuring that our patients receive excellent quality treatment at the appropriate time and setting, and are discharged from hospital at an appropriate time when they are well enough, is one of our key objectives.

We aim to deliver the best evidence-based care we can with care and compassion, benchmark our practice in order to learn, and listen to what our patients tell us, involving them in their care and how we develop services in the future.

In 2015/16 we made an early commitment to a new national campaign – Sign up to Safety – that aims to make the NHS in England the safest healthcare system in the world and to halve avoidable harm in the NHS. As part of this we worked to understand and develop our patient safety culture, asking every staff member who has contact with patients to provide insights and information.

We led work to introduce improved services for our patients. In September 2015 we launched a new transport service for critically ill children in the South West of England and South Wales. The new combined service called WATCH – Wales and West Acute Transport for Children – retrieves children who are critically ill or injured from district general hospitals without paediatric intensive care facilities. The service is run by Bristol Royal Hospital for Children (BRCH), and is a collaboration between the paediatric transport teams from BRCH and the Noah's Ark Children's Hospital for Wales (CHfW). The regional service concentrates expertise and serves as a single point of contact for immediate advice, information on an appropriate intensive care bed and access to a specialist clinical team.

UH Bristol successfully led a collaborative bid on behalf of 17 organisations to establish a genomics medicine centre in the West of England. NHS providers in Bristol, Bath, Cheltenham and Gloucester, the universities of Bristol, Bath and the West of England, the Academic Health Science Network, commissioners, Health Education South West, NHS England South West, Avon and Wiltshire Mental Health Partnership NHS Trust and West of England Clinical Research Network established

the partnership to develop genomic medicine to help patients who have a rare disease or cancer. This is a new frontier in medical care, as genomics has the potential to develop a more tailored individualised approach to patient care and future patients in the West of England will benefit from these advancements.

During the year our Trust was selected by NHS England to evaluate two innovative new treatments. The Bristol Haematology and Oncology Centre (BHOC) is one of 17 centres nationwide to participate in NHS England's commissioning through evaluation of stereotactic ablative body radiotherapy (SABR). This is a modern, more precise delivery technique for radiotherapy, which delivers high doses of radiation while causing less damage to surrounding healthy tissue than conventional radiotherapy. Similarly the Bristol Heart Institute (BHI) was selected as an evaluation centre to offer an innovative new treatment for people with severe cardiac problems. The MitraClip procedure benefits patients who suffer from breathlessness and tiredness who have a leak in their mitral valve, which helps control blood flow through the heart. The procedure enables cardiologists and surgeons to repair the leak through keyhole surgery.

Finally, despite the demand for services in the winter of 2015/16, patients consistently rated our care as good and our performance against many quality standards, including the incidence of falls and pressure ulcers, also remained strong. This is credit to everyone who works in the Trust and evidence of their commitment to deliver best care.





Improving patient flow

The flow of patients through our hospitals is integral to ensuring that they receive excellent care. We worked hard to improve patient flow and made some good progress.

In autumn 2014/15 we reviewed the way in which we manage demand for our services. We launched our “managed beds” protocol to ensure that patients coming in for both planned and unplanned care are not cancelled or unnecessarily delayed - and our hard work yielded results.

In the first month, there was only one cancellation in the Bristol Royal Infirmary (BRI) because a bed was not available, utilisation of operating theatres improved from 88 percent in September to 92 percent in October, and the number of surgical cases through the main BRI operating theatres increased by over 10 percent. This good work was recognised nationally this year when it was shortlisted in the Health Service Journal’s Value in Healthcare Award and, more importantly, it continued to yield good results alongside other improvements, for example the co-location of the different discharge teams from the BRI, Bristol Community Health and Bristol Social Services. Our ability to discharge patients appropriately and efficiently has an enormous impact on the flow of patients through our hospitals and it is essential that we manage this closely.

A number of times we successfully employed the ways of working that we first used in a Breaking the Cycle initiative in 2014/15. During these weeks of action all members of staff focus on solving and unblocking the things that get in the way of good patient care. During 2015/16 we successfully used these ways of working three times to focus on improving patient flow through our hospitals and quality of care. We have also improved ward processes to improve patients’ experience of leaving hospital and to ensure discharges are safe, efficient and timely.

After the difficulties that the NHS experienced in the winter of 2014/15 we planned in detail for last winter, both within our hospitals and with our partners in health and social care. We invested over £3 million in additional beds and staff in the BRI, an extra paediatric intensive care bed in the children’s hospital, radiology and therapy staffing on Saturdays and theatre staff to enable us to operate more frequently on weekends. Despite our careful preparations, an extended period of high demand for hospital services meant that, while our staff worked exceptionally hard to we keep all patients safe, their experience was not uniformly good.



It is important to recognise our improvements and successes as well as the areas in which we need to improve. During the year we significantly reduced the number of patients waiting longer than 18 weeks. We set ourselves a plan for the year and monitored our progress against it. As a result, Monitor restored the Trust's governance rating to green, reflecting the progress we made to meet these national standards for patient access and their confidence in our ability to sustain this good work. In March 2016 the Trust recovered its performance in relation to the national Referral to Treatment (RTT) Standard, with a minimum of 92 percent of patients being treated within 18 weeks of their initial referral.



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Delivering best value

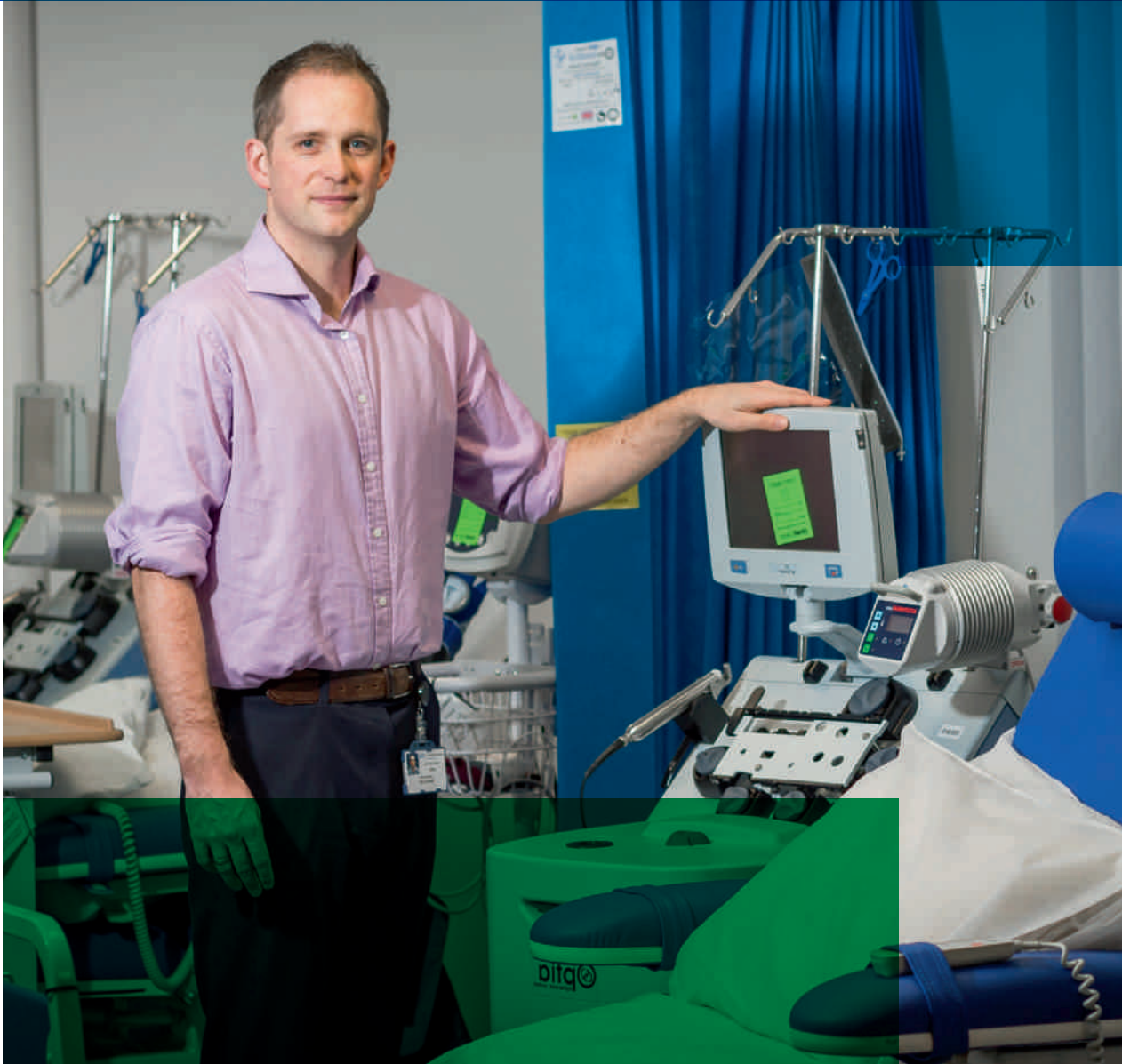
Good financial management and strong governance provide the foundation for the delivery of high quality health services and we celebrate our staff's contribution towards this.

Our ability to make efficiency savings for more than a decade has enabled us to invest in our hospital infrastructure that puts us in a good position to continue improving the care we provide into the future.

We are particularly pleased that, working together, we delivered a healthy financial outturn for 2015/16. This is a good result, the thirteenth year the Trust has achieved break-even or better and the eighth year of our financial strategy as a foundation trust.

UH Bristol's financial performance for 2015/16 was strong given the challenging financial position the NHS finds itself in nationally. During the year the Trust achieved an income and expenditure surplus of £3.46m before technical items, efficiency savings of £16.44m, a year-end cash position of £74.011m and we have a strong balance sheet resulting in a Continuity of Services risk rating of four from regulator Monitor.

In summary, we achieved a good result in 2015/16 but we still have a lot of work to do in 2016/17 and thereafter to ensure we can continue to deliver strong financial results in a difficult national environment. It is essential that we deliver our savings programme and the care that we are contracted to deliver. The effective recruitment and retention of staff including reduced staff absence is a pre-requisite if we are to achieve our mission to improve the health of the people we serve by delivering exceptional care, teaching and research every day.





Renewing our hospitals

We have been progressing plans to renew our hospitals over the last decade, ensuring we can provide a physical environment that matches the quality of care we deliver and that enables us to implement new care pathways and more efficient ways of working.

During 2014/15 we saw many of these new facilities and care pathways come to fruition. We moved specialist children's services from Frenchay Hospital following the completion of a £31 million extension to the children's hospital; inpatient wards from the Bristol Royal Infirmary (BRI) Old Building into the newly-built BRI ward block; and we launched a new generation linear accelerator (linac) machine at the Bristol Haematology and Oncology Centre (BHOC).

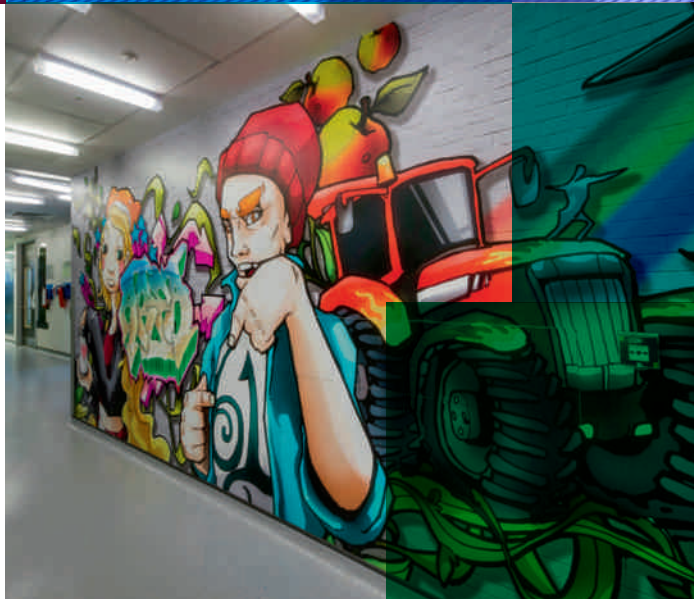
Last year was not without significant milestones as well:

- We sold the BRI Old Building, which was built in 1735 and has provided care to the citizens of Bristol for the past 280 years. After nearly three centuries' service it is no longer an appropriate environment in which to deliver modern healthcare.
- We opened the new pre-operative department in the BRI, bringing together for the first time the surgical admissions suite and pre-operative assessment clinic. These departments are now ideally located alongside surgical care, critical care and trauma on level 6 of the BRI and the number of assessment rooms has increased from nine to 15, which will enable us to increase capacity and theatre efficiency.
- The therapeutic apheresis unit, run by NHS Blood and Transplant and based in the BHOC, also opened during 2015/16. This was the final part of the £16 million redevelopment of the BHOC to transform care for cancer patients. The unit, which is one of six of its kind in England, provides life-saving and life-enhancing therapies for patients with rare blood disorders. At the opening of the unit patients



described the skill, dedication and compassion of the nursing staff, who work closely with colleagues in our bone marrow transplantation service. The unit relocated last year from the Blood Donor Centre at Southmead into a brand new space at the BHOC, meaning that most patients no longer need to travel across Bristol. This service is a great example of team working, partnership and joint ambition in the cause of patient care.

- Very importantly we also opened the new DeliMarché staff and visitor restaurant on level 9 of the BRI. Finally, we have a place in the heart of the BRI where staff can relax in pleasant surroundings, meet colleagues, enjoy a bite to eat and one of the best views of the city.



Our staff are our greatest asset and it is essential that we attract and nurture a strong workforce, support their development, create a culture of motivation, recognise them for their good work and retain their expertise within our services. Our shared values – Respecting Everyone, Embracing Change, Recognising Success and Working Together – form the basis for this.



Building capability

Our focus across the Trust is to ensure that staff feel engaged with the services in which they work, are involved in decisions that affect their working life and feel their suggestions for improvements are listened to. Trustwide programmes are underway to support this and we are also focussing on our leaders which we know has a measurable effect on how engaged staff feel.

The results of the NHS Staff Survey show that we have made good progress but there is still work to do. More than 3,500 staff responded and told us that overall they feel more engaged as a member of staff than they did in 2014; that more of them would recommend the Trust as a place to work or receive treatment but that there are still areas where the Trust has work to do to improve their experience as a member of staff.





These improvements are borne out by results of the Staff Friends and Family test that asks staff whether they would recommend the Trust as a place to work and receive treatment. Results in early 2016, show an increase of five percent in staff recommending the organisation as a place to work and an increase of seven percent in staff recommending the organisation as a place to receive treatment.

We are committed to education, learning and development to enable our staff to deliver exceptional patient care. As one of the UK's leading teaching hospital trusts, we are closely linked to academic institutions and have a successful history of developing clinical skills and careers. We are increasing apprenticeship opportunities extensively to support the Health Education England: Widening Participation (Band 1-4) and Talent for Care Strategies. This, along with the Qualifications Credit Framework and our long standing internal training and development programmes results in the Trust providing a wide range of training and learning opportunities for all staff groups.

As we work to further develop a culture of continual learning and improvement it is also important that we recognise success. Divisions have plans in place to engage with

staff including local recognition initiatives. As a Trust we have our annual celebration which recognises the contribution of individuals, teams and volunteers across our services with a range of schemes to reward excellence from all staff groups.



The Trust does not work in isolation. As a major specialist centre, providing tertiary services for seven million people across South West England and South Wales, we recognise that we have a responsibility to lead networks of care across the region.



Leading in partnership



We also recognise the importance of working in partnership to help design and operate the most effective health system for the people of Bristol, North Somerset and South Gloucestershire. As the pressure on our hospital services has grown, it is essential that we work ever more closely with all health and social care partners to find long-term solutions.

As part of the NHS's response to the Five Year Forward View, local areas have begun to develop bold ideas for sustainability and transformation to meet a range of health, quality and financial challenges. UH Bristol is leading this collaborative work for Bristol, North Somerset and South Gloucestershire.

Part of this planning will include the NHS working with local people and stakeholders to develop recommendations for a new sustainable service model for Weston General Hospital. Weston plays a vital part in the health system supporting the residents of North Somerset, many of whom also receive specialist care here in our hospitals. We value the significant clinical service links we already have with Weston and we are committed to developing these further for the benefit of patients.

We lead in partnership in the vital area of clinical research in the full knowledge that today's research delivers tomorrow's improvements in diagnosis and treatment. With two National Institute for Health Research (NIHR) Biomedical Research Units, and as host to the NIHR's Collaboration for Leadership in Applied Health Research and Care in the West of England and the NIHR local Clinical Research Network (CRN), we are playing a leading role in this essential area. During 2015/16 we worked with the CRN to support research across the West of England. We also hosted a successful bid to Genomics England to establish a Genomic Medicine Centre in the West of England, which has already started to recruit patients to this exciting field of molecular medicine.

2015 saw Bristol become European Green Capital. UH Bristol contributed towards the year in many ways. We are working to reduce our environmental impact, in particular our carbon footprint, and in turn reduce our contribution to climate change. Our ambitions are documented in *Care without Costing the Earth: Our vision of sustainable healthcare 2015 – 2020*, which includes development of sustainable models of care, energy and water supply, travel, procurement and waste.



**Join our Foundation Trust and help us
improve care for patients**

Have your say in how we run our hospitals

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Become part of a focus group

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Vote for governors

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Receive invitations to member events

.....
Stand for election to be a governor

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Join our youth council

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Receive our community magazine

.....
Membership is free and gives you the opportunity
to help us improve care for patients. For more
information please contact the membership
office on (0117) 342 3764, by post to Freepost,
UH Bristol FT office, Bristol, BS1 3NU or email
foundationtrust@uhbristol.nhs.uk

If you need this annual review in a different format, contact
the communications team on (0117) 342 3629.

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