



# Annual Review

## April 2011 – March 2012



Respecting everyone  
Embracing change  
Recognising success  
Working together  
**Our hospitals.**

# Chairman's introduction 2011 / 2012

Welcome to the annual review for University Hospitals Bristol NHS Foundation Trust, looking back over the year from April 2011 to March 2012.

This review is in addition to the annual report, a full copy of our annual report can be obtained by contacting **0117 342 3678** or reviewed online at **www.uhbristol.nhs.uk**.

This year the redevelopment plans for the Bristol Royal Hospital for Children and the Bristol Royal Infirmary have continued apace and further work, including a new reception and welcome centre for the BRI and the redevelopment of the Bristol Haematology and Oncology Centre, which has now received planning permission. These redevelopments are central to our plans to rationalise the Trust estate and ensure that facilities match the excellent and compassionate care provided by staff.

You can read more about these exciting developments on page 6 of this review.

The Trust Board was delighted to welcome Dr Sean O'Kelly as Medical Director in April 2011 and James Rimmer as Chief Operating Officer in July 2011. We were sorry to say goodbye to Steve Aumayer, Director of Organisational Development and Human Resources, who left the Trust to take up a post in healthcare in Qatar; the board has been well supported by his deputy Claire Buchanan, since Steve's departure.

In these difficult economic times we are increasingly grateful for the support given by our many charitable partners, whose on-going fundraising is invaluable to patients and staff. Special thanks are due to Above & Beyond for their support in the refurbishment at the Bristol Eye Hospital and help in the closure of the Bristol General Hospital and the opening of South Bristol Community Hospital. We are also grateful to The Grand Appeal for its Cots for Tots Appeal at the neonatal Unit in St Michael's Hospital, which raised over £1 million.

Finally, we remain thankful for the efforts of all those others who support and challenge us in striving to provide the best of care, from governors and Foundation Trust members to colleagues across the wider health community, as we seek to work in greater partnership through initiatives such as Bristol Health Partners and our partnership agreement with colleagues at North Bristol NHS Trust.

If you are interested in becoming a member of our Trust, we would be delighted to hear from you. Call us on **0117 342 3764** or email **foundationtrust@uhbristol.nhs.uk**.



**John Savage CBE**  
Chairman

## Statistics

**nine**

The Trust manages nine hospitals offering a wide variety of services.

More than...

**7,000**

People work for the Trust.

**70,000**

In 2011 / 2012 the Trust cared for over 70,000 inpatients, completed over 55,000 day case procedures and provided just under half a million outpatient appointments.

Just over...

**114,000**

People were cared for in our three emergency departments.

Over...

**5,000**

Babies were born in our care.

**£533 million**

The Trust's turnover was £533 million and we achieved savings of £21 million.



1. Dr John Savage CBE 2, 3 & 4. Staff and patients at UH Bristol 5. Dr Sean O'Kelly, Medical Director 6. James Rimmer, Chief Operating Officer

# Transforming care

Transforming Care is about improving the quality of our services in all areas – clinical and non-clinical – and brings together all the change programmes happening across the Trust.

Linked closely to the Trust's values, it recognises the excellent work that is going on in teams and departments. Transforming Care helps staff improve quality, reduce waste and inefficiency, redesign or reconfigure services and where possible, generate savings to invest elsewhere.

What should the care we provide look like? That's the question facing the newly restructured adult therapy services, who are 18 months into a programme of change that will lead to better ways of working and even better patient care.

It started in April 2011 with a review of the way adult therapy services (physiotherapy, occupational therapy, speech and language and dietetics) were provided. The review was broad and looked at all aspects of the service, from every perspective. This led to one overall strategy for patient care and one senior leader across all therapy services.

Jayne Weare, who was appointed to the role, explained: "The services were completely restructured, in consultation with staff, so that we mirrored the divisional structure of the Trust and could better support patients. Each Division now has a dedicated therapies team fully embedded into their area. My role is to ensure we deliver a patient-focused service across all of the Divisions and the different therapy services. Some functions were, or are still in the process of, being centralised, such as senior management and administration, but this is not at the expense of clinical services."

Jayne added: "The prime motivator was improving the services for our patients and we've also saved some money."

April this year signalled the start of the second phase looking at quality. Jayne said: "We're challenging assumptions, looking at how we can support patient flow, assessing when and where the demand for our services is, and aiming to better co-ordinate processes. We're also looking at our IT systems and how we use them."

The review of care pathways is due to be complete this autumn, after which they will be rewritten and implemented across the Trust.

"It has been a long and at times difficult process to get this far," admitted Jayne, "but thanks to all the hard work of the staff we know it will benefit patients – so that's our motivation."



We have a prominent poster campaign featuring a wide variety of staff to communicate the Trust values across all of our hospitals.

# Embracing change

This year saw many changes to both how we care for our patients and the environment in which we care for them.

We are proud of the quality of care that we provide for our patients but recognise that some of our buildings are not of the same high standard. We are committed to ensuring that our patients benefit from what we understand to be best practice and that our buildings, as well as our staff, enable us to embrace and implement change.

Through our Building a Better Bristol programme we have closed the Bristol General Hospital (BGH) and opened South Bristol Community Hospital (SBCH), as well as starting the long awaited developments to Bristol Royal Infirmary (BRI), an extension to the Bristol Royal Hospital for Children (BRHC) and a significant extension to the Bristol Haematology and Oncology Centre (BHOC).

The closure of the BGH and the opening of SBCH gave us an opportunity to review and redesign the way in which we deliver rehabilitation services for patients from a modern, purpose-built hospital to ensure that we have a service that will meet the needs of a growing number of patients who want to get back to living independently as soon as possible.

We were also able to introduce a new community dental service in the facility. Dr Louise Nash, Clinical Lead for the service, said: "I've been involved in developing a new dental service for patients at South Bristol Community Hospital. The new hospital, right in the heart of the community, will transform care for the local population. By supporting and managing the students who will provide this service, I've been able to ensure it reflects the changing face of dentistry, meets the needs of patients, improves quality and provides a better service for everyone. It's a really exciting project to be part of."

Embracing change isn't always driven by our buildings; this year the Trust launched a new service to ensure cancer patients get the best possible care when they feel unwell due to their treatments. Rather than coming to the Emergency Department, patients can phone a dedicated number and receive advice on the phone to manage their symptoms or come to the BHOC for assessment.



1 & 2. Bristol General Hospital 3. South Bristol Community Hospital 4 & 5. Building a Better Bristol 6. Dr Louise Nash, Clinical Lead (Dental) 7. Improved care for cancer patients

# Recognising success



1. Dr Rob Pitcher was appointed Clinical Lead for cellular pathology at both Bristol Trusts 2. Matt Cardle visited to celebrate ten years of the new Bristol Royal Hospital for Children 3. Emma Vance, of the award-winning legal team 4, 5, 6 & 7. Joshua, Rueben, Samuel and Zachary; quads born at St Michaels' on the 14 February 2012 8. Carly Hall and Jo Witherstone both won scholarships at Nurses' Day 2011 named in honour of Sybil Davison, who trained and worked at our hospitals between 1934 and 1975 9. Nurses from across the Trust were honoured for their hard work and dedication at the Nurses' Day celebrations

10, 11 & 12. Visitors, past patients and staff all enjoyed the Bristol General Hospital open day 13. The Cots for Tots campaign reached its £1,000,000 target 14. Dr Simon Croxton was named diabetes champion for older people in Southern England 15. Jancis Kinsman was named UK radiographer of the year 16. Isabella enjoyed the Bristol Eye Hospital open day held to celebrate 200 years of the hospital 17. Dr Amit Bahl, Lead Clinician for the Bristol Haematology and Oncology Centre 18. New equipment on show at the BEH open day

# Respecting everyone

In 2011 / 2012 the Trust continued its work to improve the experience for all patients receiving our services – and focused particularly on improving experience for people with dementia.

*"This is Me"*, a booklet that's either completed when patients with dementia are admitted to hospital or by a carer or family member beforehand, is being used across the Trust.

The booklet, produced by Alzheimer's Society, is aimed at helping hospital staff better understand the needs of people with dementia. It gives an insight into the person's world beyond the diagnosis including life history and family background, so staff have a fuller picture of the individual they are looking after.

The Trust also became the first acute hospital in the South West to erect a 1950s pop-up reminiscence room on a ward. The room, complete with newspapers and films from the 1950s, helps patients with dementia. The pop-up room and other equipment such as clocks and calendars were made possible by a donation of £175,000 from the Women's Royal Voluntary Service (WRVS).

In December 2011, the Trust and North Bristol NHS Trust signed a new charter that aims to promote the role carers play within hospitals. The charter sets out a number of commitments, including ensuring that carers are involved in the planning and delivery of services. The Trust continues to develop its own carers' strategy, in addition there will be a new case worker to support carers in the Trust and new information for carers will be provided.



We continued to work to improve the experience of all our patients, focussing in particular on those with dementia, with the addition of a 1950s pop-up reminiscence room.

# Working together

In 2011 / 2012 the Trust continued to strengthen its relationships with research and healthcare partners with the aim of improving outcomes for patients.

The Trust and the University of Bristol were awarded £11.5 million to fund research into cardiovascular disease and nutrition, diet and lifestyle.

The funds were awarded by the National Institute for Health Research for two biomedical research units (BRUs) to develop and translate new scientific discoveries into ground-breaking medicines, treatments and better care for NHS patients. We welcomed Professor Dame Sally Davies to officially open the cardiovascular BRU in April 2011.

Professor Andrew Dick, of the Bristol Eye Hospital, played a key role in the application with Moorfields Eye Hospital NHS Foundation Trust and University College London Institute of Ophthalmology for a biomedical research centre for ophthalmology, which was supported by the award of £26.5 million over five years. Professor Dick will lead the inflammation and immunotherapeutics theme, one of six major strands in the bid, bringing significant new investment in ophthalmology research to Bristol.

Professor Lord Robert Winston officially opened Bristol's new Clinical Research and Imaging Centre (CRIC Bristol) in September 2011. This £6.6 million state-of-the-art clinical research and imaging centre is a unique collaboration between the University of Bristol and the Trust and will allow people in Bristol and the South West to benefit from the latest, high-quality, cutting-edge research being conducted locally.

In May 2011, UH Bristol and North Bristol NHS Trust jointly appointed a clinical lead for cellular pathology to work across both Trusts to further develop histopathology services in Bristol.

We continue to work together with North Bristol NHS Trust to further improve patient care by ensuring the most appropriate configuration of clinical services. The Partnership Programme Board continues to oversee the joint working between the two Trusts.



1.



2.



3.



4.



5.

1. CRIC Bristol logo 2. Professor Lord Robert Winston officially opens CRIC Bristol, watched by Professor Eric Thomas, Vice Chancellor at the University of Bristol, and Trust Chairman Dr John Savage 3. Professor Andrew Dick 4. Professor Dame Sally Davies, Chief Medical Officer and Chief Scientific Advisor to the Department of Health and the NHS, pictured with Professor Gianni Angelini, officially opened the Bristol Biomedical Research Unit in Cardiovascular Disease at the Bristol Heart Institute 5. Staff from North Bristol NHS Trust visited the Bristol Royal Hospital for Children to look around the new extension

# Looking to the future

There are some difficult challenges ahead. The NHS is in a major transition; significant savings must be made to keep pace with rising costs and the demands of an ageing population; public expectations around service quality are rightly growing all the time.

We are taking active steps to prepare ourselves. We have put in place the Transforming Care programme across the Trust to help our clinical leaders redesign services with the explicit goal of delivering the best care in the most efficient ways possible, knowing that is the way to deliver the best value to taxpayers.

One strand of Transforming Care is working in closer partnership with colleagues in healthcare, education and research. A clear example of that is the creation of Bristol Health Partners, a collaboration with the University of Bristol and the University of the West of England along with NHS Bristol, Avon and Wiltshire Mental Health Partnership NHS Trust and North Bristol NHS Trust.

The partnership has the express intention of helping academics and clinicians to work together to improve health outcomes for the population of Bristol and the surrounding area through integrating research, innovation, education, training and healthcare provision across all care sectors.

A further example of partnership is our agreement with North Bristol NHS Trust to look at the potential integration of the two Trusts and whether that would make sense for the future of acute hospital services locally. We will undertake this review over the next 12 months.

Another important strand of Transforming Care is our plans to renew the infrastructure of our hospitals, both to improve the environment for patients and staff but also to allow us to introduce new ways of working which will themselves improve the care we give to patients. Redevelopment works at the Bristol Royal Infirmary and the Bristol Royal Hospital for Children will be completed in Spring 2014 with a new extension to the Bristol Haematology and Oncology Centre following shortly afterwards.

Despite the challenges, we remain wholly committed to our mission of delivering clinical services, teaching and research of the highest quality for the people of Bristol and beyond.



**Robert Woolley**  
Chief Executive

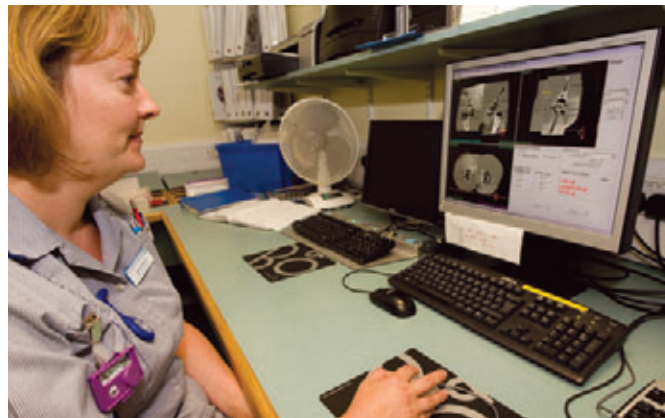


1. The creation of Bristol Health Partners 2. Robert Woolley, Chief Executive 3. The building work to transform our facilities are some of the ways in which we are preparing for future challenges 4. Staff from across the Trust are committed to delivering clinical services, teaching and research of the highest quality 5. Contractors Laing O'Rourke working to Build a Better Bristol





Trust Headquarters  
Marlborough Street  
Bristol, BS1 3NU  
Tel: (0117) 923 0000  
[www.uhbristol.nhs.uk](http://www.uhbristol.nhs.uk)



If you would like any more information about working with us, please visit [www.uhbristol.nhs.uk](http://www.uhbristol.nhs.uk). If you need this Annual Review in another format contact the communications team on (0117) 342 3678

### Join UH Bristol Foundation Trust

Membership is free and gives you the opportunity to help us improve our patient care. For more information please contact the membership office on (0117) 342 3763 or email [foundationtrust@uhbristol.nhs.uk](mailto:foundationtrust@uhbristol.nhs.uk)