

ANNUAL REVIEW

2013/14

Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

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

We are notable because:

University Hospitals Bristol NHS Foundation Trust (UH Bristol) has over 8,000 staff who deliver over 100 different clinical services from 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 its later stages.

UH Bristol is one of the country's largest acute NHS Trusts with an annual income of half a billion pounds. We provide general hospital services to the population of central and south Bristol and the north of North Somerset - a population of about 350,000 patients. The Trust provides specialist services to a wider population throughout the South West and beyond, serving populations typically between one and five million people.

As a university teaching trust, we place great importance on teaching and research. The Trust has strong links with both of the city's universities and teaches students from medicine, nursing and other professions allied to health. Research is a core activity and the Trust is a member of a number of research partnerships including Bristol Health Partners, and the West of England Academic Health Science Network, and also hosts the recently established Collaboration for Leadership in Applied Health Research for the West of England.

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;

Providing leadership to the networks we are part of, for the benefit of the region and people we serve.



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Introduction from the Chairman

Welcome to the annual review for University Hospitals Bristol NHS Foundation Trust (UH Bristol). In these pages we look back at the challenges and successes of 2013/14 and explain how we worked together to improve the health of the people we serve by delivering exceptional care, teaching and research every day.

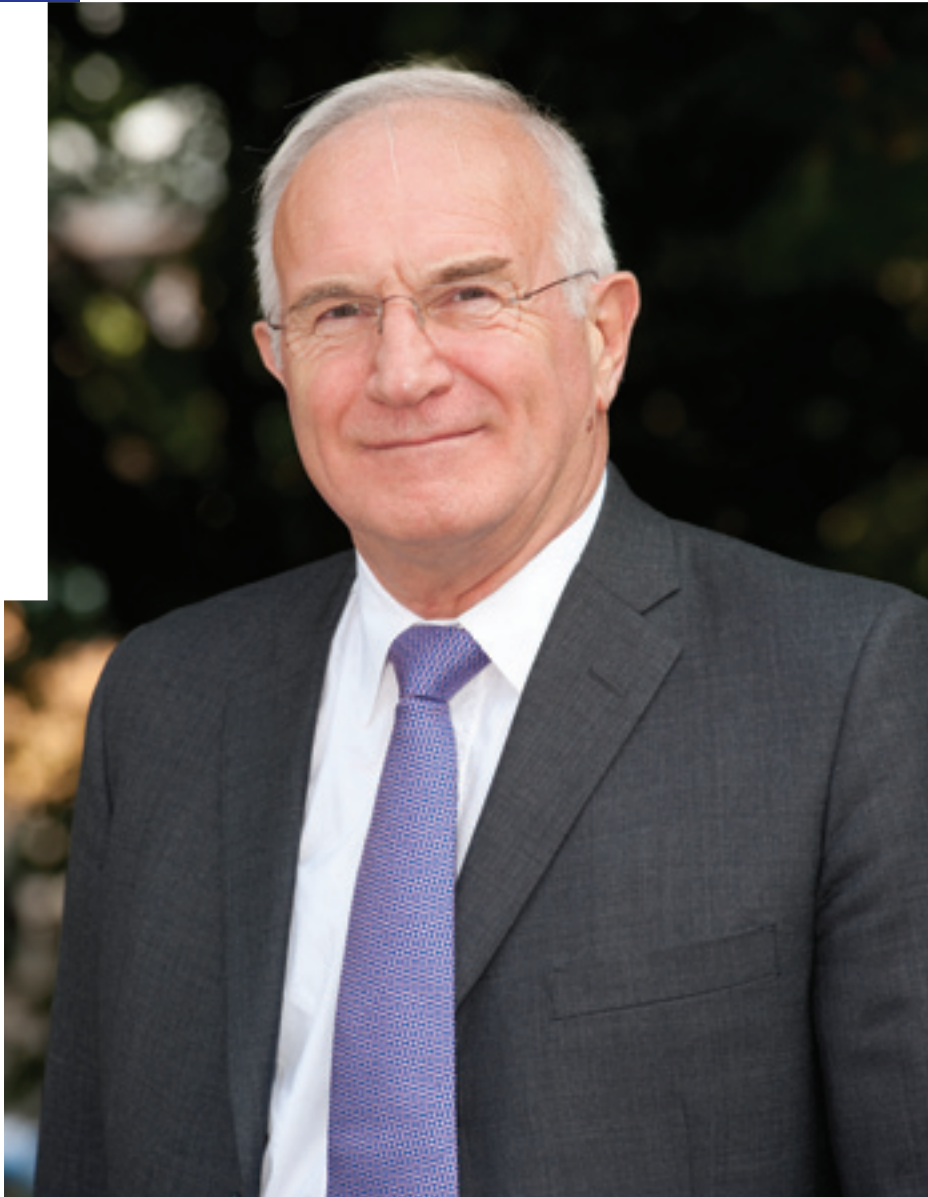
Quality of care and patient safety in the NHS have rightly been a national focus following the events at Mid Staffordshire NHS Trust and it is essential that we critically examine processes and how we work. Over the summer of 2013 we asked staff for their views on what we could do to ensure that we always put our patients first. The information they gave us formed the basis of our continuing efforts to ensure we have a supportive and safety-conscious culture across the Trust.

Much has also been written about the overall financial challenge faced by the NHS, coupled with the increased demand for NHS services. We know that austerity within public services will continue and, even though health spending is protected, this does not account for increases in health costs caused by things such as the advances in treatments, increasing drug costs and the growing demand from a burgeoning elderly population. This Trust is not immune from these pressures and we are working with our NHS and social care partners to address these challenges.

Significantly the architecture of the NHS changed on 1 April 2013, when Clinical Commissioning Groups (CCGs) replaced Primary Care Trusts as the lead commissioner for many of our services. The even greater involvement of clinicians in the commissioning of services is a welcome development.

The Health and Social Care Act 2012 also expanded the role of the Council of Governors, and this is something that we have invested a significant effort preparing for, to ensure we were ready to fulfil our duty of equipping our governors with the skills and knowledge they need to enable them to fulfil their new statutory duties which include holding the non-executive directors to account for the performance of the Board, and to represent the interests of their members and wider public.

During 2013/14 we engaged with governors, staff, services and partners to develop a strategy that will take us up to 2020. Our renewed mission is to improve the health of the people we serve by delivering exceptional



care, teaching and research every day and our vision is for Bristol, and our hospitals, to be among the best and safest places in the country to receive care. In these pages, and in the full annual report, you can read about how we approached this challenge in 2013/14.

I would like to end by paying tribute to all of our Trust staff, to welcome new Board members and thank our charitable partners for their ongoing support. During the year we welcomed Alison Ryan and David Armstrong to the Board as Non-executive Directors; Jill Youds and Julian Dennis were recruited as Non-executive Observers (non-voting); and, Sue

Donaldson and Carolyn Mills were appointed as voting Executive Directors to the portfolios of Director of Workforce and Organisational Development and Chief Nurse respectively. Our staff are our greatest asset and our charitable partners work tirelessly to support our endeavours. The progress you will read about in the following pages is a result of their hard work and support.

With best wishes,

John Savage CBE
Chairman



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Delivering best care

Delivering the very best care that we can is central to our mission to improve the health of the people we serve and our vision for both Bristol and our hospitals, to be among the best and safest places in the country to receive care. We also believe that by providing the best care, we will also provide efficient services that deliver best value for the NHS and taxpayer.

One of our key initiatives for delivering best care is our adult patient safety programme and the Trust made a number of safety improvements in 2013/14. Progress is measured using a five point scale and external assessors have confirmed that we are edging closer to the maximum score of 5.0, having moved from 3.5 in April 2013 to 4.5 in November 2013 and maintained this level for the following two quarters.

Our focus on the quality of our services and the safety of patients is unrelenting. Caring for a million people every year, it is imperative that we use all the information available to us so that we can make improvements where these are necessary.

During 2013/14, Dr Foster Intelligence released mortality data for the period July 2012 to June

2013, which showed that the Trust delivers effective care. For that period, we have a lower than expected hospital standardised mortality ratio (HSMR) and emergency weekday HSMR. In other categories (emergency weekend HSMR and death in low risk diagnosis groups), we are performing within the expected range. Very simply put, this indicates that our patients overall do well and this is testament to the care that clinical staff are giving every day.

In addition, the Care Quality Commission assessed the Trust in October 2013 and gave us the lowest risk rating in its first Intelligence Monitoring Report, confirming our strong safety profile. The Trust achieved an overall risk score of 3 out of a possible 162. Just 37 of the 161 acute and specialist trusts included in the report achieved this rating and only three other trusts in the South West.



During the year we opened new facilities where we had identified we could improve services to patients. In June actress Lynda Bellingham helped us celebrate the opening of the new midwifery led birthing unit at St Michael's Hospital.

We also opened the Bristol Gamma Knife Centre at the Bristol Haematology and Oncology Centre. The new facility is the first of its kind outside London and the North of England and will transform care for patients in our region with acoustic neuroma, meningioma, pituitary tumours, brain metastases, trigeminal neuralgia and vascular abnormalities, many of whom currently need to travel to Sheffield for this treatment.





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Improving patient flow

Ensuring that patients move in a clinically appropriate manner through our hospitals, receiving care and treatment when they need it, where they need it, is fundamental to our aim of delivering the best care to our patients and our ability to deliver the planned, unplanned and specialist care we are committed to provide.





During 2013/14, our work to improve the flow of patients through our hospitals was essential as we coped with operational pressures that had a negative impact on patient flow and on the experience of our patients.

We opened a discharge lounge on level 5 of the Bristol Royal Infirmary (BRI), next to the entrance to the Bristol Heart Institute (BHI). Its purpose was to improve patient flow through our hospitals by taking around 150 patients a week from wards in the BRI and BHI. This facility is pivotal to our work to increase the early discharge of patients from our wards to ensure that new patients needing a bed can be admitted to the right ward, from the onset of their care.

We also opened an Older Persons Admissions Unit to improve care for older patients with acute needs and to help the flow of patients through our hospitals. The 38 bedded unit has been created in response to this growing need. Since 2011/12, an average of 26 more older people per month (between ages of 75 and 89) have been admitted to the BRI. For patients aged 90 plus the increase over the same period has been an average of 24 patients per month.

Patients being cared for on the unit are assessed on admission by specialists in elderly



care and are supported by social workers, occupational therapists, physiotherapists and pharmacists. In addition to improving outcomes for older patients and reducing the amount of time they need to spend in hospital, this model of care should reduce the number of inappropriate patient transfers, which is important, especially for those patients with dementia.

Of course, moving patients who are medically fit for discharge into appropriate environments is essential and this year we looked at out-of-hospital capacity both in nursing homes and in other settings to help us with operational pressures. Working with our partners we secured funding from the Bristol Clinical Commissioning Group and top-level sign-up from Bristol Community Health and social services for this extra capacity. We had an opportunity to share our work more widely when Earl Howe, Parliamentary Under Secretary of State for Quality at the Department of Health, visited Bristol.



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Delivering best value

As a publically funded organisation, we are very aware of our duty to ensure that we work efficiently and make best use of the public funds at our disposal. The Trust earns its money from a number of different sources primarily in three areas - patient care, education and research. In 2013/14 we earned £554.4 million and maintained a healthy financial position and a strong balance sheet for the financial year.



redevelopment of the Bristol Haematology and Oncology Centre, and the extension to the children's hospital - will cost around £130m. The surpluses we have made over recent years have enabled us to save £30.6m of our own money to put into these schemes. Last financial year we spent £64.986m on capital schemes.

The year-on-year surpluses we have achieved means the 'mortgage' we have taken out is much smaller than it might otherwise have been at £75m. Of course, the money borrowed must be paid back, and so going forward surpluses will need to continue to be made to pay the mortgage as well as building up funds to support the ongoing refurbishment of the parts of our estate that will not be touched by the four major building schemes underway.

Good financial management and strong governance provide the foundation for the delivery of high quality health services and the contribution of staff in these areas should be celebrated.



We were particularly pleased to achieve an income and expenditure surplus of £6.188m before technical items, efficiency savings of £16.855m, and a healthy cash position of £47.535m. This resulted in the best possible rating from our regulator, Monitor.

The Trust deliberately plans to achieve a surplus each year to enable us to make significant, strategic investments in our future including new buildings, state-of-the-art medical equipment and developments such as modern clinical IT systems.

Our current buildings programme – which includes the redevelopment of the BRI,

The results for 2013/14 confirm we delivered the sixth year of our financial strategy as a Foundation Trust. In summary, we achieved a good result but have a lot of work to do in 2014/15, particularly on the savings and service transformation programme to ensure the Trust's strategic objectives continue to be progressed.





Renewing our hospitals

We want to provide facilities that match the high quality of our services, and we have worked hard to make financial surpluses each year to enable us to make these vital investments in our building infrastructure. As the year has progressed, visitors, patients and staff cannot have failed to notice the progress as buildings have been transformed and new facilities have opened to patients.

One of the most noticeable changes from the outside has been the opening of the new Welcome Centre, which has transformed the entrance to the Bristol Royal Infirmary (BRI) by providing a bright, spacious area for the benefit of patients, visitors and staff. Facilities include an outpatient booking service, patient support and complaints service, smart new reception and waiting area, and retail outlets.

We have long recognised that the external appearance of the BRI does not match the quality of care provided within. Once voted "one of the ugliest buildings in Bristol", we got Bristol talking when we embarked upon a project to dramatically improve the building's appearance. At the end of 2012, we selected six international artists and architects to develop concept designs for the redevelopment of the front of the BRI and encouraged comment on them. Three designs were shortlisted and a winning design chosen – "Veil" by Nieto Sobejano, the Madrid-based architectural firm. This design was further developed and planning permission has now been granted.

The redevelopment of the BRI continued at pace throughout the year and the focus is moving now from the development and fit out of the extension to how it will work as a hospital providing excellent quality care. Staff are working together to plan the delivery of services and ensure we are prepared as the new facilities started to open in August this year.

The £16 million redevelopment of the Bristol Haematology and Oncology Centre (BHOC) continued throughout the year and some new facilities are now open to patients. The new haematology day unit and the region's first adult bone marrow transplant unit, which will enable seriously ill patients who often require very long and intensive courses of treatment to have all their care delivered in one place, have both opened as has the new dedicated unit for teenagers and young adults with cancer. Work to replace the two radiotherapy bunkers is also now complete. This will enable us to offer the most up to date treatment available when new state-of-the-art radiotherapy equipment is installed.

It has long been our aim to centralise all specialist paediatric services at the Bristol Royal Hospital for Children. After years of



working together to plan this move, including extending, reconfiguring and equipping the children's hospital, familiarisation and induction for transferring staff and rehearsing how new and changed services will operate, the Trust welcomed new colleagues from specialist paediatric services at North Bristol NHS Trust to the children's hospital in early May 2014. The children's hospital also became a paediatric major trauma centre serving both the Peninsula and Severn Trauma Networks.

None of these developments would be possible without the support of our charitable partners – Above & Beyond, The Grand Appeal, Friends of BHOC and Teenage Cancer Trust. We were highly gratified and impressed as they launched innovative and high profile fundraising appeals and we celebrated with them as they reached fundraising milestones.

Only by developing leadership and improvement skills at every level of the organisation can we fulfil our mission to improve the health of the people we serve by delivering exceptional care, teaching and research every day, and our vision for Bristol, and our hospitals, to be among the best and safest places in the country to receive care.

Engagement with our staff is a constant priority, and we recognise that there is always more that can be done to embed this way of working in a meaningful way. The Trust values set out what is important and how staff are expected to behave towards patients, relatives, carers, visitors and each other. The values are embedded at recruitment and induction

stages and within the subsequent leadership and management development programmes that staff access. Living the Values training began in May 2012 and over 5,000 staff have now been trained. A comprehensive staff experience and engagement action plan has been developed. Actions in the plan are closely linked to findings from the National Staff Survey



6

Building capability



and include the approaches being taken to improve the health and wellbeing of staff. There has been a great deal of focus on leadership development. The Trust's programmes build on the foundation of the values training to ensure our transformational leadership agenda supports leaders to use the platform of the values to influence real cultural change within their areas for the benefit of their teams and patients.

In 2013/14, essential training was simplified across the Trust to make it easier for staff in all areas to understand what essential training they need to do and to keep up to date. As part of the improvements, mandatory staff training was consolidated into a single update for most staff.

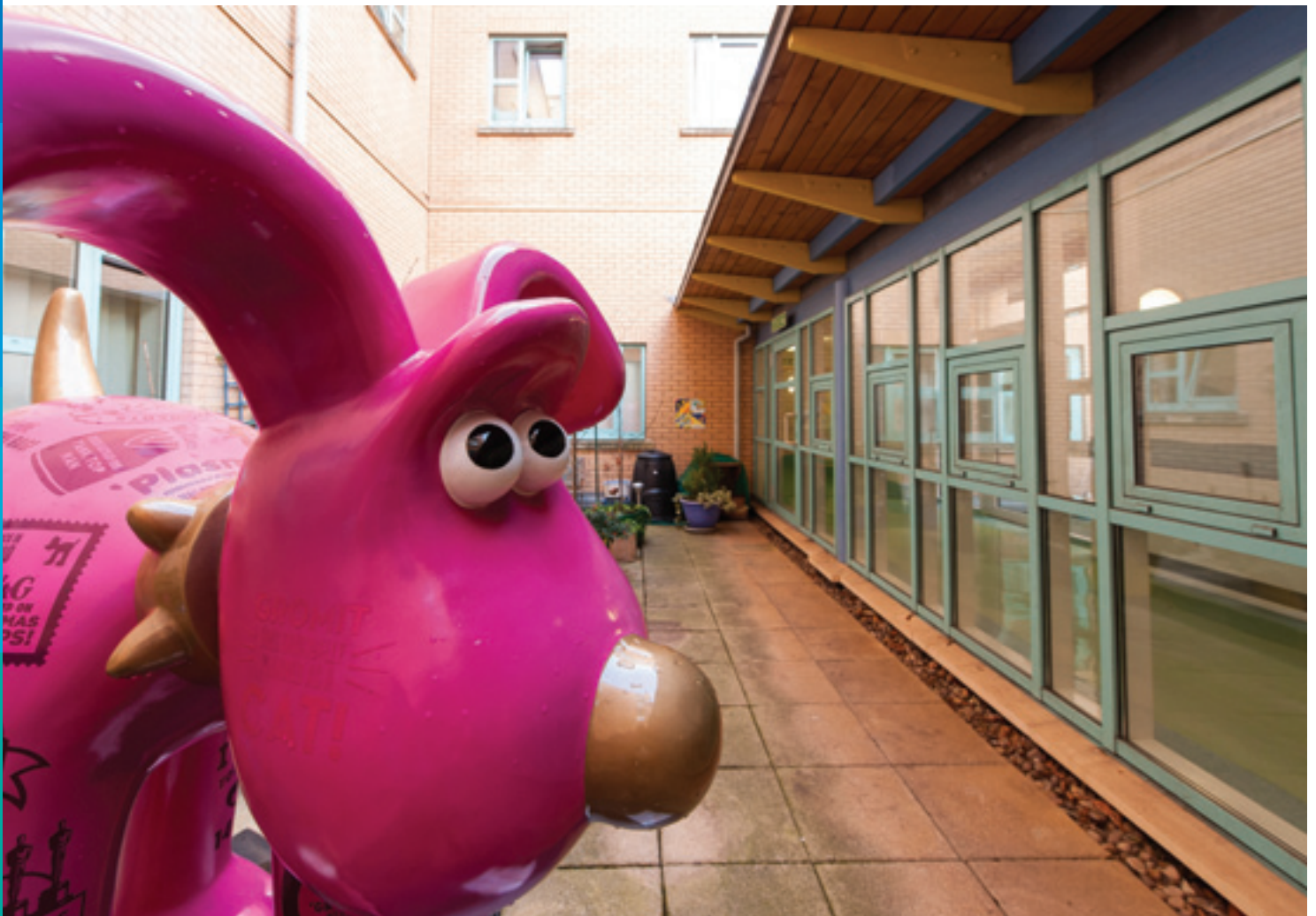
We made an appointment in the vital area of medical education. Consultant anaesthetist Dr Rebecca Aspinall was appointed to the role of Director of Medical Education for the Trust. Rebecca has a long standing interest in medical education, is a former Foundation Programme Director and last year won a Recognising Success Award for Excellence in Teaching, Learning and Research for her work to transform training and education in very practical ways for junior doctors, focusing on patient safety.

Part of building capability is also recognising and celebrating successes and, for the second

year, the Trust held its Recognising Success Awards programme, generously sponsored by Above & Beyond. Recognising success is one of the Trust's values - it is there because in the complex, multifaceted work of our hospitals, it is critical that we all know what good looks like and we take the time and trouble to acknowledge those individuals and teams who go the extra mile for patients or for each other. Recognising success is also about sharing the learning to see if the same recipe for success can be applied to other areas.



The Trust has a central role to play, working in partnership with other organisations locally and further afield, to design and operate the most effective health system for greater Bristol.



7 Leading in partnership



As part of this we continued our work with healthcare partners in this area to identify what changes are needed to ensure that hospital services deliver high quality, safe and accessible care to patients for the long term. The Bristol Acute Services Review shone a spotlight on the importance of delivering services in more integrated ways – bringing the different sectors in health together, with partners in social care, to improve services for patients. One of the key aims of this approach to working is to ensure that increasingly patients are able to be cared for at home rather than be admitted to hospital and for those that are admitted, ensuring they are discharged as soon as they are ready to leave hospital.

University Hospitals Bristol NHS Foundation Trust is playing a leading role in research. During the year it was announced that the Trust would host both the West of England Collaboration for Leadership in Applied Health Research and Care (CLAHRC West) and the new West of England Clinical Research Network (CRN - WE). As we know, research today will provide more effective treatments for patients tomorrow, so it is significant that the Trust is playing this important leadership role.

CLAHRC West, hosted by this Trust, has been awarded £9 million to focus on improving health and healthcare for local people. It will do this by conducting the highest quality and most relevant health-related research through Health Integration Teams (HITs) made up of public health and NHS specialists working

with applied health scientists, commissioners and patients. Health Integration Teams have already been established across the city to tackle important issues in public health, such as reducing childhood injuries and infections, creating healthier environments, and improving care for chronic health conditions, such as dementia, painful joints and eyesight problems.

Our clinical colleagues are also taking on national roles. Dr Jackie Cornish has been appointed National Clinical Director for Children and Young People and Transition to Adulthood and Professor Jonathan Benger has been appointed National Clinical Director for Urgent Care. These appointments are recognition of the professional standing of the two individuals and they reflect very positively on the Trust – the Board offered many congratulations to them both.

Of course the Trust also plays a major role in the life of Bristol and you cannot have been in the city last summer without noticing Gromit Unleashed. The much-anticipated public arts trail saw 80 individually decorated giant sculptures of the much-loved Aardman character populate the city for ten weeks. After the trail closed the sculptures were auctioned to the highest bidders in aid of Wallace & Gromit's Grand Appeal, which has pledged to raise an initial £4.8 million for the Bristol Royal Hospital for Children. This really was a tremendous event and it was humbling to see the extent to which individuals and families from far and wide pulled together to support the children's hospital.

**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

.....
Vote for governors

.....
Receive invitations to member events

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

.....
Join our youth council

.....
Receive our regular newsletter

.....
Membership is free and gives you the opportunity
to help us improve care for patients. For more
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