

Inspected and rated

Outstanding 



University Hospitals Bristol  
NHS Foundation Trust



# Annual Review

---

## 2016/17



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





# University Hospitals Bristol NHS Foundation Trust

We have over 9,000 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 mission** 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.



6

Chairman's  
welcome

8

Delivering  
best care

10

Improving  
patient flow

12

Delivering  
best value



14

Renewing our  
hospitals



16

Building  
capability

18

Leading in  
partnership







# Chairman's welcome

---



Canon Dr John Savage CBE  
Chairman

I must begin by paying tribute to every member of staff, to our governors, volunteers, our academic partners and all our charitable supporters for the hard work and dedication that resulted in our 'Outstanding' rating from the Care Quality Commission (CQC). We are one of only six acute trusts in England to be rated 'Outstanding' and the only trust to have gone from 'Requires Improvement' to 'Outstanding' in one step. We achieved this because of their dedication, caring, compassion and commitment to learning and improvement.

At UH Bristol 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 and our vision for Bristol, and our hospitals, to be among the best and safest places in the country to receive care. Our shared Trust values provide a blueprint for how we interact with patients and with each other.

Much has been written about the operational and financial pressures facing the NHS. We are not immune from those pressures and the urgent need to critically assess and improve patient services both in our region and within our own hospitals in order to improve patient care and design resilient, high quality and cost effective services for the future.

However, as we grapple with this challenge, it is important that we take time to recognise our successes, and in 2016/17 we celebrated some fantastic achievements that will help to ensure we continue improving patient care.

Research in Bristol was given a real boost when the Trust was awarded a National Institute for Health Research Biomedical Research Centre grant of £21 million over the next five years, working with the University of Bristol and its other research partners. This doubled our funding for translational research and will bring tangible benefits for the patients of the future.

We were also among 16 acute trusts in the UK designated as 'global digital exemplars', trialling the next generation of information technology to drive radical improvement in the care of patients. With the associated additional funding, we can also focus on systems that cross organisational boundaries and work with our NHS partners to join up care for patients in our area.



In these pages you can read about our approach to providing best care to our patients both now and in the future. By ensuring services within our hospitals are efficient, by taking care of what we spend so that we can continue to invest, by improving our facilities, investing in staff and taking a leadership role across our region we will continue to provide best care to our patients.

I want to end by reflecting my pride in the Trust. We are successful despite the many challenges we face, because of the commitment and dedication of our staff, our volunteers, partners, governors and charities, all of whom are determined to deliver best care to our patients. This dedication and commitment is reflected in our Trust film that we made during the year, very aptly titled 'We are proud to care'.



**Canon Dr 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 appropriately discharged from hospital, is the golden thread that runs through all our work. Wherever we work in the Trust and whatever our role, we are all united in this shared aim to deliver the best care we can to patients.

It is testimony to our staff that the CQC commented on the compassionate, sensitive and respectful way that our staff cared for patients and highlighted many areas of best practice. This feedback from the CQC chimes with what adult inpatients said in the 2016 national survey of adult inpatients. The results placed us in the top ten trusts for patient experience in the country and one of only two general acute trusts in the top ten.

Despite these very positive indications, we know that we have more work to do and we have therefore challenged everybody in the Trust to think about how to consistently deliver great customer service to our patients and their families.

This year we renewed our quality strategy, setting out our road map for how we will improve the quality of care we provide to patients over the next four years. Our patients, staff and governors have told us that we cannot separate quality of care from the time they wait to access our services and therefore our strategy now includes a commitment to cancel fewer operations, reduce patient waiting times, improve the safety of patients by reducing avoidable harm and strengthen our patient safety culture. Our quality objectives we have set ourselves for 2017/18 reflect this broader focus.







In addition to the research funding and the designation as a 'global digital exemplar', which will help us to improve patient care in the future, there were a number of significant improvements in 2016/17 which included:

- The West of England Genomic Medicine Centre, hosted by this Trust, enrolled its first patients. This national initiative was launched in 2012 and aims to sequence 100,000 genomes from around 70,000 people with a rare disease, their families, and from people with cancer. Genomics has the potential to provide prompt and accurate diagnoses and may also provide screening and targeted treatments for common conditions such as diabetes, cancer and heart disease in the future.
- UH Bristol was appointed to manage sexual health services across Bristol and the surrounding region, working with a range of NHS and voluntary sector partners. The new service will provide the region's first fully integrated sexual health service, including the prevention and treatment of infections, unplanned pregnancies and other aspects of sexual health.
- Two of our patient transport teams – Wales and West Acute Transport for Children (WATCH) and the Newborn Emergency Stabilisation and Transfer Team (NEST) – teamed up with the Children's Air Ambulance to help save the lives of children in the South West. Teaming up with the Children's Air Ambulance will not only enable WATCH and NEST to complete some transfers up to four times faster than by land ambulance, but will also free up valuable time for clinicians.
- We opened a new unit for expectant mothers who suffer extreme vomiting during their pregnancy. The unit is specially designed to treat patients with hyperemesis without the need for a long stay in hospital.

# Improving patient flow

---

Ensuring that patients flow through our hospitals efficiently, receive their care in a timely fashion, and are appropriately discharged when they are medically fit to leave hospital, is an essential part of ensuring we deliver best care to our patients.

Our new quality strategy recognises that we cannot divorce access to services from quality of care, and we now have quality objectives that look at how quickly our patients can access services.

Ensuring the efficient flow of patients through our hospitals has continued to be one of our greatest challenges, especially in the winter months, when we care for a larger proportion of patients who are more seriously ill and spend longer in hospital, and it can be more difficult to discharge patients when they are medically fit. This inevitably leads to more pressure on hospital beds.

We are working on a number of projects to improve our efficiency and made good progress during 2016/17. For example, our 'Ward Processes and Real Time' project is working with multi-disciplinary teams from wards in all our hospitals to streamline processes and make them more efficient. As a result of this work we have become better at ensuring patients are discharged in a timely fashion, using an 'expected date of discharge' for patients to ensure we plan well for their discharge from hospital, making better use of our discharge lounge for adult patients, and making improvements in team working and in how we share information across clinical areas.

We held three flow 'reset events'. During these initiatives we provide additional support to ward teams to help address barriers to patient flow, but also use the opportunity to learn about these barriers and plan further improvements.

Our operating theatres and the safe and efficient flow of patients through theatres is also critical to our hospitals' efficiency. During the spring of 2016 we held a 'Theatres Quality and Culture Week' to recognise the safe and high quality care staff provide and to support them to identify the barriers which they regularly encounter. Alongside this, theatres have adopted the Bluespier Theatre Management System, which has improved the capture and sharing of information in planning and delivering care in theatres, and introduced new tools for planning the treatment of emergency surgical patients.

In the Bristol Royal Hospital for Children the more efficient ways of working that were identified in 2015/16 have become widely adopted in 2016/17. As a result, staff were able to conduct more operations and fewer were cancelled or postponed. Staff are now working on further measures to reduce delays during busy periods, for example improving procedures and communications which support children being transferred in from other hospitals and developing our use of technology which enables real-time communication between clinical teams throughout the hospital buildings.







# Delivering best value

---

We have good financial management and governance processes in place to ensure that we manage our public finances well and can continue to invest in the care we deliver to patients.

2016/17 was a challenging year for Trust finances but, thanks to the efforts of staff in all areas, the Trust delivered a surplus or breakeven position for the 14th year in a row.

Despite the increasing demand for hospital services, we delivered a surplus of £16.606 million excluding technical items. This included receipt of £11.050 million Sustainability and Transformation core funding. Excluding Sustainability and Transformation core funding, this means we achieved a surplus of £5.556 million, which is more than our planned surplus of £4.850 million.

Our ability to deliver efficiency savings and control costs for more than a decade has enabled us to deliver major investments in our hospital infrastructure which puts us in an excellent position to continue improving the care we provide into the future. In 2016/17, we delivered efficiency savings of £13.189 million and we invested £29.894 million into the Trust's buildings, equipment and information technology infrastructure.

The Trust's financial performance is also measured using a rating established by the Trust's regulator, NHS Improvement. The Use of Resources Rating reflects the degree of financial concern NHS Improvement has about a provider, with scoring from 1, the lowest risk, to 4, the highest risk. As of 31 March 2017, the Trust achieved a Use of Resources Rating of 1.

In summary, the 2016/17 result represents the efforts of all staff and highlights the importance of effective recruitment and retention of staff in 2017/18. Maintaining the strong financial track record of the last 14 years will require a lot of work again on the part of all staff. We will need to carry out the clinical activity we are contracted to deliver whilst maintaining our financial discipline and achieving our savings programme. Achieving the 2017/18 financial plan is essential 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

---

For over a decade we have planned and worked to renew our hospitals, providing a physical environment that matches the quality of care we give to patients.

Our new modern environment, designed for 21st century healthcare, has enabled us to implement new care pathways and more efficient ways of working, supporting us to continue improving the care we provide. Improvements in the efficiency of how we deliver services and the support of our charitable partners have allowed us to make these significant investments – an approach we plan to continue into the future.

In previous years we have shared large milestones as we completed a £92 million redevelopment of the Bristol Royal Infirmary (BRI) that includes a new ward block, housing new wards and an intensive care unit; a £16 million redevelopment of the Bristol Haematology and Oncology Unit that aimed to improve outcomes for patients, extend life and enhance quality of life; and the £31 million extension of the Bristol Royal Hospital for Children, that enabled us to centralise specialist children's services at the children's hospital.

This year we completed work on the facade of the BRI, creating a sleek, modern and energy-efficient exterior in the centre of the city and a welcoming interior for patients, visitors and staff alike. Our Trust touches the lives of so many people and this year we also left our mark on the cityscape of Bristol. The facade of the BRI was once voted one of the ugliest buildings in Bristol. Now we have a modern design that was chosen as a result of a public vote.

Fittingly, as we made such a visible mark on Bristol's cityscape, we also paid tribute to the citizens of the past when we celebrated the life of the 18th century BRI Old Building, which was founded on the pledges of 78 Bristol citizens who each gave between two and six guineas, to be used 'to benefit the poor sick'. As we ended our association with the bricks and mortar of the Old Building, and our services moved into much more appropriate modern accommodation, it is only right that we celebrated the part the Old Building played in the healthcare of this city.









# Building capability

Staff are the life-blood of our Trust, our hospitals and services. We aim to support them in their roles, ensure they feel engaged in how our services are run, and are supported to maintain their health and wellbeing. By ensuring that we attract and employ staff who have the opportunity to develop their skills and are positive about their work, we will deliver best care to patients now and into the future.

In the last few years we have worked hard to improve our staff members' experience. In 2016/17 this was reflected in the results of the annual NHS Staff Survey and the Staff Friends and Family Test.

Staff told us that they feel more engaged and actively involved in what happens within their teams, their hospitals and the Trust; they believe that care of patients and staff is the Trust's top priority and therefore they would recommend us as an employer and a place to receive treatment; and they feel empowered to continue developing in their roles. The areas where we still need to improve include improving motivation and staff feeling pressure to come to work when feeling unwell.

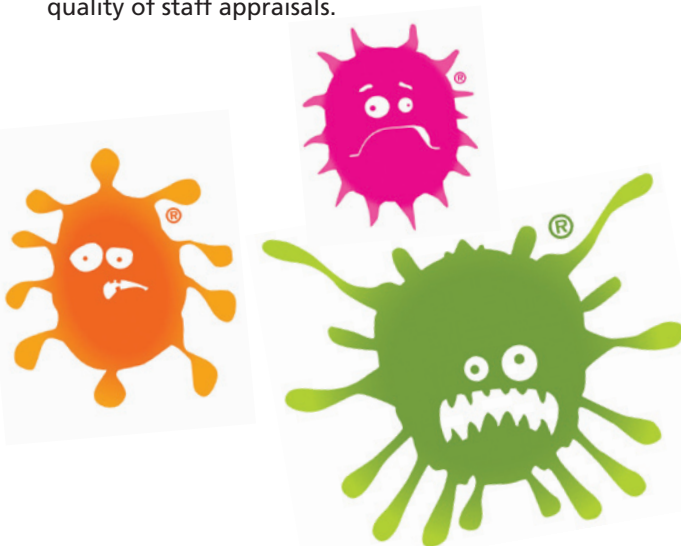
Every year the results of these surveys give us valuable information to work with and, as a result of feedback from previous year's surveys, we have introduced an e-appraisal system that will help to improve the quality of staff appraisals.

As the NHS faces ever greater challenges, we want to foster innovation and give our staff the tools they need to develop other ideas. To support them to do this we are developing a quality improvement academy and look forward to updating you on this in next year's annual review.

As one of the UK's leading teaching hospital trusts, the Trust has close links with academic institutions locally, nationally and worldwide, and a track record of successfully developing clinical skills and careers. We support a range of undergraduate and postgraduate education placements and encourage postgraduate study and research for nursing, allied health care professionals, health care scientists, medical and dental staff. Now we are developing and implementing an apprenticeship programme for staff in Agenda for Change bands 1-4 which will widen the training and learning opportunities we offer for staff in non-clinical roles.



We also want to support our staff to maintain their health and wellbeing and have a range of initiatives to do this. One example is the annual flu vaccine that is offered to all staff as a way of protecting themselves, their families and patients from flu. This year we put considerable effort into our campaign and were thrilled to vaccinate approximately 78% of staff.







Staff are our eyes and ears on the ground and we want to foster effective working and communication at all levels of the Trust. The 'Happy App' developed by two Trust consultants Mr Andy Hollowood and Dr Anne Frampton is helping us to do just that. It is an innovative website which allows staff to provide feedback about their mood and what is going right and wrong in their areas. It has been rolled out to many areas across the Trust and went on to win the Staff Engagement category at the Health Service Journal Awards.



# Leading in partnership

UH Bristol does not work in isolation, but, 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.

We also recognise how important it is to work in partnership to 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.

UH Bristol is actively supporting the regional process to create a five-year plan for Bristol, North Somerset and South Gloucestershire, with chief executive Robert Woolley, leading the Sustainability and Transformation Partnership (STP) for our area. This partnership is grappling with the challenge of improving health and the quality of local services and doing so cost effectively across the whole area. To achieve this it has set out a vision for a dramatic upgrade in disease prevention and public health, much greater integration between family doctors and community services, between physical and mental health, and between health and social care.

Achieving this vision will also inevitably mean hospital trusts working more closely together and we are doing this too. We have a good relationship and a long-standing partnership agreement with North Bristol NHS Trust, and during the year we developed a closer working relationship with Weston Area Health NHS Trust (WAHT).

In February we agreed to establish a formal partnership to increase joint working between WAHT and UH Bristol. Both trusts are now looking at what more we need to do to ensure we provide good care to patients, which is cost effective and resilient for the future. A close working relationship already exists between the two trusts. For example, the Head of Midwifery provides leadership for maternity staff in Bristol and in Weston; UH Bristol clinicians see patients in Weston General Hospital; and WAHT clinicians support on-call within UH Bristol services.

We also host important partnerships focused on advancing care through clinical research, including Bristol Health Partners, the West of England Clinical Research Network, Collaborations for Leadership in Applied Health Research and Care, and Genomic Medicine Centre. We were delighted when our partnership with the University of Bristol resulted in the award of Biomedical Research Centre status from the National Institute for Health Research from April 2017.



As an NHS organisation we also have an obligation to work in a way that has a positive effect on our communities. Sustainability involves spending public money well, making efficient use of natural resources and building healthy, resilient communities. UH Bristol has a sustainability development management plan 'Big Green Scheme Vision and Strategy 2020'. Having a strategy agreed by our Trust Board and supported by staff ensures that we properly consider sustainability while providing best care to patients.









# University Hospitals Bristol

NHS Foundation Trust

Join our Foundation Trust and help us improve care for patients. By joining you can:

- have your say in how we run our hospitals
- 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 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.

**Telephone:** (0117) 342 3764

**By post:**

University Hospitals NHS Bristol Foundation Trust office  
Marlborough Street  
Bristol BS1 3NU

**Email:** [foundationtrust@uhbristol.nhs.uk](mailto:foundationtrust@uhbristol.nhs.uk)

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



University Hospitals Bristol NHS Foundation Trust

Bristol Royal Hospital for Children



@UHBristolNHS



University Hospitals Bristol NHS Foundation Trust

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