



Bristol Royal Hospital
For Children



University Hospitals Bristol
NHS Foundation Trust



Bristol Royal Hospital for Children

Annual Review 2017/18

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Welcome and introduction

We are delighted to present the annual review 2017/18 for the Bristol Royal Hospital for Children. This annual review gives us the opportunity to share with you some of our key highlights and achievements during the year. We hope you will enjoy reading it and will share our sense of pride in what has been achieved by our dedicated and passionate staff and our families.

One of our key priorities is to listen to our children, young people and their families and, where we can, to act upon what they say. We received excellent feedback from the National Children's survey by the Care Quality Commission, and we were delighted to achieve one of the very best parent experience ratings nationally. We have launched our new orientation videos of our wards introduced by children for children, which alongside our excellent 'A Little Deep Sleep' film, have helped many families prepare for their stay in hospital.

Our main charity, The Grand Appeal, has reached an important milestone in raising over £50 million for the hospital. The extra added value it brings, whether in accommodation for parents far away from home, innovative equipment, life-changing research or music therapy and arts and play programmes is immeasurable. We are extremely grateful to our charity partners and fundraisers that make such a difference to children and their families. Their fundraising enables us to provide that extra special support such as the videos above, state of the art equipment, and research to give care of the highest quality.

We are proud of our leading edge research, which is an integral part of the children's hospital and helps us deliver the best care possible to our patients and to improve the care we give in the future. Ground-breaking research from Bristol is changing children's lives in the UK and internationally. An example of this is the 2017 National Institute of Health Research and Arthritis Research UK-funded Bristol-led SYCAMORE trial in paediatric rheumatology. The drug used in the trial has been licensed and approved by the European Medicines Agency and the US Food and Drug Administration and is having an impact on tens of thousands of children across more than 35 countries.

Our clinical services continue to deliver outstanding results. In particular, the major trauma service exemplifies many of the services we have. This brings together our regional hospitals, transport services by ambulance or helicopter, and multiple teams in the hospital and community rehabilitation, all working towards the same goal of getting a child home again as well and as fit as possible.

However, we know that we don't get things right every single time. We are very committed to ensuring that we learn from when things happen, to support patients and families and staff to ensure that as a hospital we continue to listen and reflect and share any learning more widely when needed.

Our workforce is crucial to the experience and care our children receive. We are rising to the challenges that the NHS faces in supporting its staff. In 2017/18 we have been innovative in recruitment and ways to help the wellbeing of our staff. We are pleased with the better scores in the staff survey this year. We are brilliantly supported by our teams behind the scenes, those unsung heroes that keep the wards clean, the lights on and

the water flowing. Thank you to our staff this year who went the extra mile, whether literally through the snow drifts in the winter, or by giving exceptional care.

We would also like to thank our Trust Board, who have gone above and beyond at times to support our services and champion the voice of the child with our commissioners and other NHS leaders.

Bryony Strachan, Clinical Chair, Women and Children's Division

Ian Barrington, Divisional Director, Women and Children's Division

Carolyn Mills, Chief Nurse and Executive Lead for Women and Children's Division

Who we are and what we do

The Bristol Royal Hospital for Children (BRHC) is one of the major specialist children's hospitals in the country and forms part of University Hospitals Bristol NHS Foundation Trust. We provide local services for the children of Bristol and



the surrounding area and have a partnership with Weston Area Health NHS Trust for the children of North Somerset. We are a large specialist care centre for the South West of England and cover a population of 933,000 children. Our region extends over 200 miles from Cheltenham in the North to Truro in the South, and Swindon in the East. We are the designated Paediatric Major Trauma Centre for the South West. We also provide vital renal transplantation and congenital heart disease care for paediatric patients from South Wales and work collaboratively with our partners in Cardiff.

We have 74 different specialities, 10 inpatient wards, five day case wards, an emergency department, nine theatres, a paediatric intensive care unit and 37 outpatient clinic rooms. We employ over 1,380 staff.

Our Paediatric Intensive Care Unit (PICU) is the lead centre for paediatric intensive care in the South West and also hosts the Wales and West Acute Transport for Children service (WATCh), which is a collaborative, centralised paediatric transport service serving South Wales and the South West of England.

Clinical networks

The children's hospital is part of a number of paediatric clinical networks including the Congenital Heart Disease Network, Neurosciences Network, Paediatric Intensive Care Network and the Major Trauma Network. These clinical networks bring together clinicians from secondary and tertiary care to work in a co-ordinated way and to ensure equitable provision of high quality clinically effective services for patients.



Child and Family Support Service

The Child and Family Support Service is a skilful multi-service team who work together to maximise the support offered to patients and families. It ensures families are aware of the right services to meet their needs and supports activities that help reduce the impact of the stress that a hospital visit or stay can bring. Find out more on page 10.

Research and education

The children's hospital is a leading organisation for healthcare research and education and has a considerable reputation for innovative research and development.

Our supporters

We are fortunate to have some fantastic charities that support us, including Above and Beyond, The Grand Appeal and Guild of Friends, who work each tirelessly to support the children's hospital in many ways to care for our patients and their families in a way we are proud of.

Our history

The first children's hospital in Bristol was opened in 1866 as the "Bristol Hospital for Sick Children and Outdoor Treatment of Women" on Royal Fort Road. It was a nine bed hospital founded by the philanthropist Mark Whitnell with the core principle that any child, no matter how poor, would be admitted as long as there was room. It treated children and women but in 1941 it became exclusively for children.



In 2001 a brand new children's hospital, costing around £30 million, was opened by Prince Charles, the Prince of Wales. This was the first children's hospital in Europe designed wholly around children.

In 2014 a major expansion project was undertaken at the children's hospital and paediatric services were transferred from North Bristol NHS Trust, to bring together all major acute paediatric services onto one site.

Our mission, vision and values

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 the people we serve.

Our highlights 2017/18

In 2017/18 we continued to be united in our mission to improve the health of the children we look after, to deliver exceptional care, teaching and research every day, to engage with our families to understand what we could do differently and to aim to be among the best and safest places in the country to receive care. We are delighted to share some of our accomplishments in 2017/18, made possible by the continuing commitment and dedication of our staff, our families, our volunteers, our partners and our charities.

- **95% of our children were seen within four hours** in our emergency department, meeting the national performance target. This was a **4% improvement** on 2016/17 despite a 2% increase in total attendances. Find out more about how we achieved this on page 15.
- The children's hospital fully achieved the **delivery of the actions to address the recommendations from the Independent Review of Children's Cardiac Services in Bristol**. Although the review focussed on children's cardiac services, the children's hospital, where possible, has implemented learning and service changes throughout the organisation, recognising the benefits this will bring to patients and their families. Our strategy is one of continual improvement, recognising that there are always more improvements and work that can be done, and to not recognise this would be complacent.



- We refurbished our **Patient Resuscitation Unit** in our Emergency Department.
- We **successfully appointed to a number of key roles** including a clinical director for surgery, nurse recruitment lead, a consultant in paediatric endocrinology to support the diabetes and obesity service and a paediatric high dependency unit (HDU) consultant in PICU.
- We have developed **ward orientation videos** for patients and families. Each film is presented by an ex-patient from the unit concerned and their family to help new patients better understand what to expect when they attend or visit our hospital.
- We continued to **strengthen our international links** with our consultant neurosurgeon and paediatric cardiac surgeon presenting at the international conference at Hunan Children's Hospital in China. Our ketogenic service, which is the largest in the UK, has been invited to present at a conference in South Korea, and we planned a trip to the Mercy James Institute for Paediatric Surgery and Intensive Care (MJIPSIC) in Malawi to help support the setup of an education programme for high dependency and intensive care nursing.
- The South Wales and South West Congenital Heart Disease (CHD) Network launched a regional **lifespanspecialist psychology service** for CHD patients which includes access to 24/7 support information online through to specialist 1:1 support for those



with the greatest need. In addition the network launched a new **network website** (www.swswhd.co.uk), which was designed with the needs of patients and their families at heart.

- The first **deep brain stimulation case** was conducted in the hospital.
- We agreed to participate and be a pilot site for NHS England's 111 clinical hub model to support urgent care pathways.
- John Moppett, consultant paediatric haematologist, has been appointed as the UK clinical lead for the next acute lymphoblastic leukaemia, ALL (ALLTogether) trial due to open early 2020. The trial will involve over 7,000 patients from 13 countries.
- The first meeting of the **South West Acquired Brain Injury Neurorehabilitation Network (SWANN)** was held and was well attended from across the region.
- Our children's cancer unit has been developing a national **Chemotherapy Passport for nurses**. The passport, which will have a nationally agreed and recognised set of competencies for nurses in administering chemo, will enable consistent training across the country. Once nurses have their passport training they can then move freely between employers.
- **CHEMOCARE**, an electronic chemotherapy prescribing system Introduction of across the region that improves communication regarding treatment decisions between the children's hospital and local centres.
- We continued our work to improve the pathway for children moving to adult services (transition); this included strengthening the links between the learning disability service in the children's hospital and the adult service.
- We developed a "Red-Amber-Green" rating system for our outreach teams to prioritise any children on their active list of patients with a

graphic indicator that highlights whether a child is improving, deteriorating, and staying the same.

- We brought the community paediatric service for the area under the management of our dietetic team at the children's hospital, with the agreement and support of community dietetic providers and North Bristol NHS trust. This will ensure a **more sustainable dietetic service in the community** as well as clearer pathways and interface with hospital services.
- WATCH has implemented nurse **delivered high dependency transports** which has increased flexibility and capacity within the busy WATCH workload. Nurses are supported to develop advanced clinical assessment skills through formal education at the local University and supervised transport episodes.
- The Children's Emergency Department has improved the speed it takes for children with with suspected sepsis to be given antibiotics (currently around 80% within one hour). The department has also developed a neuroradiology pathway for imaging in cases of suspected intracranial pathology, and also developed a clear patient pathway to safely manage febrile neutropenia patients, and patients with bleeding disorders.
- We safely introduced **criteria-led discharges** on our observation ward, which has resulted in patients needing to stay in hospital for fewer days. This work won an award for quality improvement, and was presented at national conference.
- We launched '**You Got This**', a programme designed and started by our staff consisting of activities, support, innovations and resources to formally strengthen our team and our wellbeing. As a team we



have decided to invest our energies in interventions that make us feel good and keep us well.

- The hospital has been recognised as a **Centre of Excellence within the European Reference Network (ERN) for rare endocrine conditions**. The multi-disciplinary team is working with other ERN centres and patient engagement groups across Europe to improve care for children with rare endocrine conditions.
- We were successful in being commissioned as a Tier 3 Paediatric Obesity service which has enabled us to expand the service including appointing to specialist roles in nursing, dietetics, psychology and social work. This service is leading nationally in its effectiveness in managing childhood complex obesity.
- The paediatric diabetes team has demonstrated excellent compliance with the standards of care described in the paediatric diabetes best practice tariff and an improved performance in the National Paediatric Diabetes Audit and clinical outcomes for its patients.
- Paediatric rheumatology has led some **ground-breaking research** leading to the approval to use adalimumab in children with uveitis.
- BBC Points West highlighted the fantastic **ketogenic service** at the hospital which supports patients who are resistant to drugs to manage and control their epilepsy.
- Our Paediatric Palliative Care and Bereavement Support Team supports the delivery of high quality paediatric palliative care and bereavement support to families. In 2017/18 we held a **special afternoon of remembrance** with readings, music and reflections, for all families whose child had died at BRHC in the last year. Each family received a



natural stone memory pebble engraved with the name of their child. Feedback from those attending was that it was a comforting and healing experience.

- Ongoing nursing team recruitment in theatres has improved sufficiently to support the **introduction of a second on-site theatre practitioner overnight**. This initiative was in line with specific staff well-being requests, as well as improved safety and productivity standards.
- We continued our **excellent response to the theatre requirements of the Paediatric Major Trauma Service** throughout the year, with nationally recognised results in transfer to theatre time (that means the time it takes for a patient to have their operation) for this patient group.

We also have many highlights to share with you specifically about;

- Our Child and Family Support Services (page 9)
- Care we delivered (page 12)
- Our finances (page 15)
- Our patients and families (page 17)
- Our staff (page 25)
- Our supporters (page 32)
- Patient Safety (page 35)
- Research (page 36)
- Education (page 38)

Child and Family Support Services- Our services & our highlights 2017/18

Chaplaincy and Friends for Parents

The Department of Spiritual and Pastoral Care (Chaplaincy) enables and provides spiritual, religious and pastoral care to the patients, staff, relatives and carers who come in contact with our Trust.



Our highlights: Gillian Wilding who heads up our 'Friends for Parent' service was awarded a Prime Minister's Point of Light Award for her services to the NHS.

Psychology



We work with families on psychological responses to illness, provide therapeutic groups, teach and train around the country, publish in books and journals and hold patient participation and Involvement events to find out what would really help.

Our highlight: Our team won the Innovation Excellence Award at the Macmillan Professionals Awards for the multi-professional development of an IAM on line Portal aimed at improving the cancer journey for teenagers and young people by making their voices more central to their care.

Play Services



The play team provide patients with development support through fun and familiar activities, help meet their social, emotional and cultural needs and offer preparation support for procedures.

Our highlight: Our play service has increased in size and now includes a sensory play practitioner.

Music therapy

The Grand Appeal music therapists deliver a service five days per week,



covering wards at the children's hospital and the Neonatal Intensive Care Unit (NICU) at St Michael's Hospital.

Our highlight: During 2017, we carried out a service evaluation collecting data from 50 patients and families, and then produced a poster describing this work to present at the British Association for Music Therapy national conference in London. The poster was seen by over 400 delegates and received the runner-up prize from the scientific committee.

Child and Family Support Services- Our services & our highlights 2017/18

LIAISE

The LIAISE team, which includes the family support team, provides a range of support services to patients and families within BRHC and NICU, including supporting local resolution for worries or concerns, providing information and encouraging engagement and involvement work within the team.



Our highlight: We introduced a reduced price laundry service, supported by the Grand Appeal, and developed a referral system for the local Food Bank to allow families in difficulty to access support.

Family Support

The Family Support service sits within LIAISE and is funded by the Grand Appeal, working with long stay patients and families who do not have dedicated social work support within their service.



Our highlight: The service to the neonatal intensive care unit was successfully expanded, working within the developing model of Family Integrated Care.

Paediatric Liaison Team



Our Paediatric Liaison team help with children's mental health needs during an inpatient stay. They get in touch with services outside of the hospital to line up care after discharge.

Our highlight: We have expanded the

Young People's Involvement

The young person's involvement worker is part of the LIAISE team and ensures



that voices of young people are heard within the Trust. This included running the Youth Involvement Group and supporting our Young Governors

Our highlight: Some of our members attended the membership strategy

Hospital School



The hospital school is funded by the Local Authority to provide schoolroom and bedside educations for patients and siblings to support their existing studies. This can include working towards and sitting exams.

Social workers



Dedicated social workers sit within the multi-disciplinary teams for cystic fibrosis, renal, osteogenesis imperfecta and obesity, and within oncology funded by CLIC Sargent.

Our highlight: Together with the family support workers, we set up a peer

<p>service with two part time mental health practitioners and additional psychiatric time.</p>	<p>event to contribute to discussions about what the Trust should be focusing on in the next few years.</p>	<p>Our highlight: Over the course of the school year, the team taught 778 children, running 4,984 teaching sessions.</p>	<p>support group to help them work together more effectively, discuss more challenging aspects of their roles and mutually support each other.</p>
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Our year in numbers

Outpatients

31,252 new appointments

40,384 follow ups

8.1% patients did not arrive for their appointments

795 peripheral clinics held in 16 different hospitals across South West & Wales

Theatres

8,753 operations performed

98.7% patients had operations on their surgery date as planned

Admissions

Elective day case- 9,170

Elective inpatient- 3,425

Emergency- 10,667

Non-elective- 365

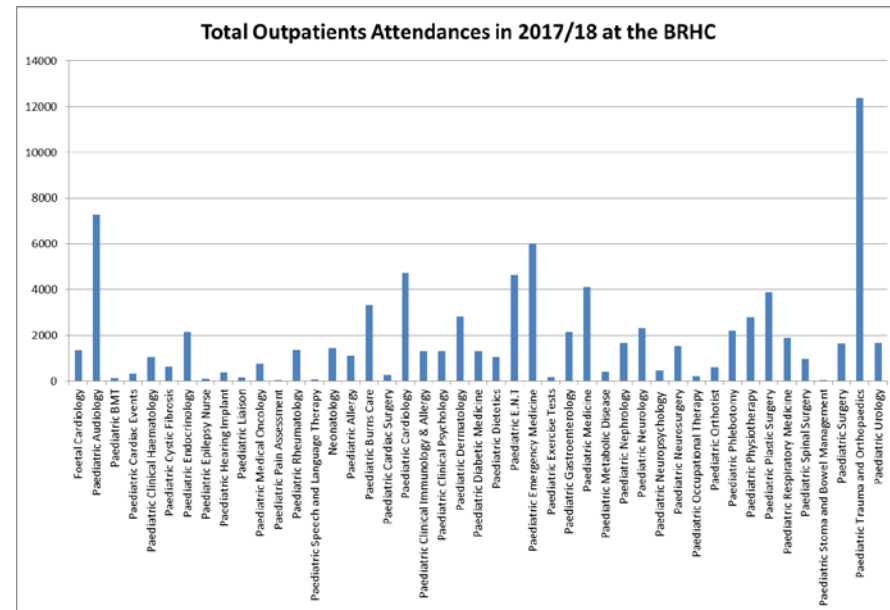
Emergency Department

Emergency Department attendances- 41,068

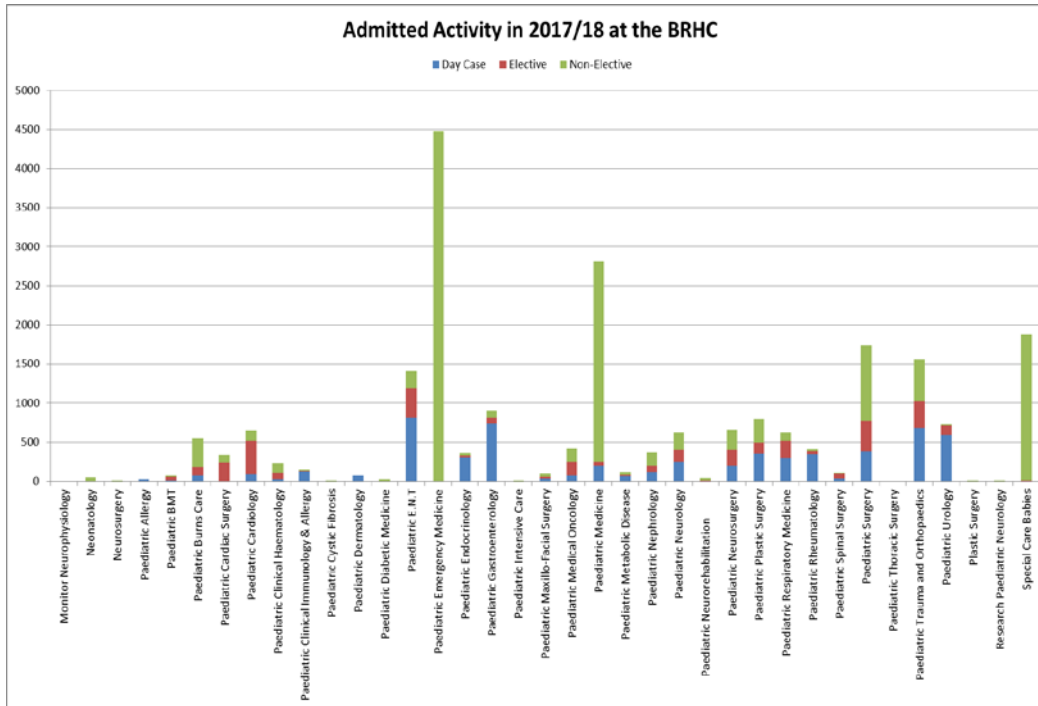
95% patients seen within four hours

Care delivered 2017/18

In 2017/18 we had over 70,000 attendances at our outpatient clinics in 2017/18. Paediatric trauma and orthopaedics ran the largest outpatient service equating to 16% of all outpatient attendances.



We had over 23,600 admissions to our hospital. 45% of these were emergency admissions. 84% of patients referred to our services for planned care had treatment in less than 18 weeks.



Our Emergency Department in numbers

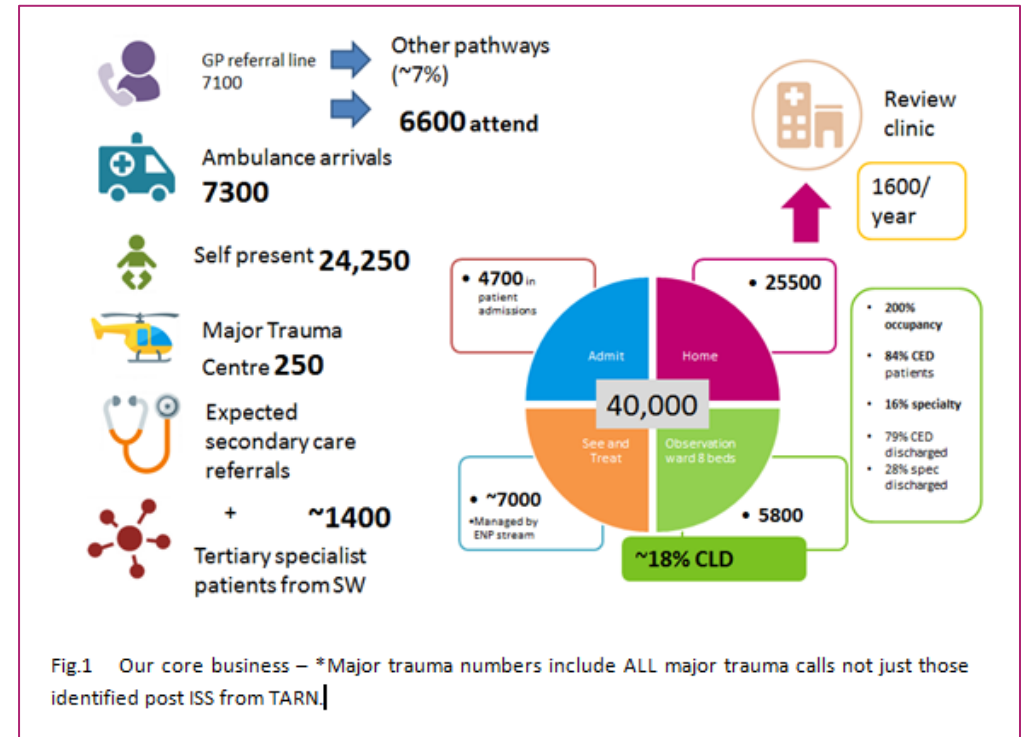


Fig.1 Our core business – *Major trauma numbers include ALL major trauma calls not just those identified post ISS from TARN.

Our Improving patient care 2017/18- Patient flow project

One of our highlights in 2017/18 has been the improvements made to how our patients flow through our hospital, from when they arrive at our emergency department through to when they are discharged. This has led to an increase in the numbers of patients being seen within the four hour target for emergency care and has also reduced the number of patients cancelled on the day of their admission due to a lack of beds.

Why improve patient flow?

Over the last few years, we have seen a significant increase in the number of emergency attendances at the Children's Emergency Department and an increase in the number of patients requiring emergency admission.

In winter, the hospital sees extremely high numbers of patients compared to other times in the year. During winter, we know we have less capacity than there is demand to admit both emergency patients and those needing elective or pre-planned care. This results in delays in patient care and impacts on the quality of patient care patients receive.

What we did:

- We held a **winter planning workshop** in June 2017 to review impact of last year's plans to support improved care through winter peaks and agree changes for the coming winter, which teams felt would have the greatest impact.
- We set up a **daily hospital-wide meeting** to gather information on discharges for next 48 hours, as well as staffing to support flow.
- We have improved the use of the Clinical Investigation Unit as an ambulatory care unit, and we also now offer a **Discharge Waiting Area** service to allow beds to be freed up on inpatient wards.
- We have developed standards to improve and standardise how we book patients for admission.
- We have improved communication between hospital teams about patients outside of Bristol in the wider region or at home awaiting admission.
- We have developed '**Think Discharge**' which is an initiative that we have implemented to support teams in planning discharges more effectively, we have provided guidance on roles and responsibilities which has been developed along with a booklet for patients and families to support and empower them.

What have we achieved?

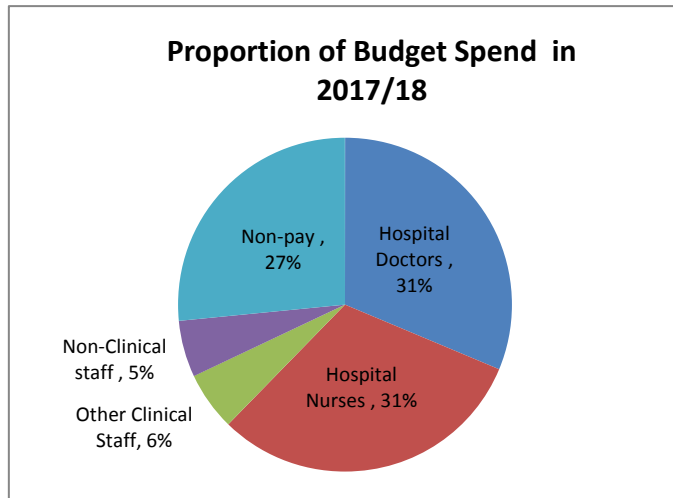
- **95%** of all patients seen and discharged/admitted within four hours, the first time since 2014 despite a significant increase in attendances.
- We have reduced the number of admissions we cancel last minute.



Finance and Resources

Our budget in 2017/18 was £93.2 million, with a cost improvement target of £2 million, approximately 2% of overall turnover. A cost improvement target is a target NHS services are set that challenges them to save money by doing things more innovatively or efficiently.

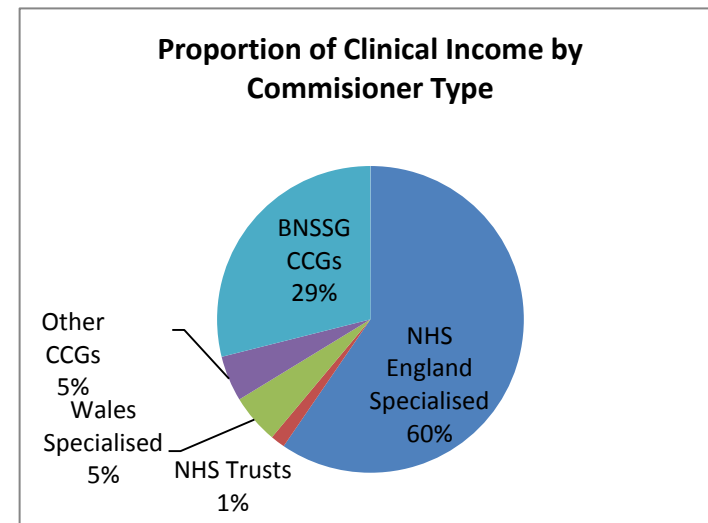
In total 73% of the money we spend relates to paying staff as illustrated in the graph below.



At the end of the 2017/18 financial year, we overspent its budget by £2.2 million. The main areas of overspend related to higher than expected pay

costs for doctors, nurses and midwives. The increased cost was linked to patients having higher care needs and therefore required greater input from clinical staff leading to increased costs.

We achieved our cost improvement target through a mixture of increased income generated through higher than planned levels of activity and obtaining better value for money through reduced purchasing costs. The chart identifies the sources of divisional income by purchaser. The majority of income is generated through delivery of specialist commissioned services to both the local population, but also across the South West of England, Wales and in some areas, nationally.

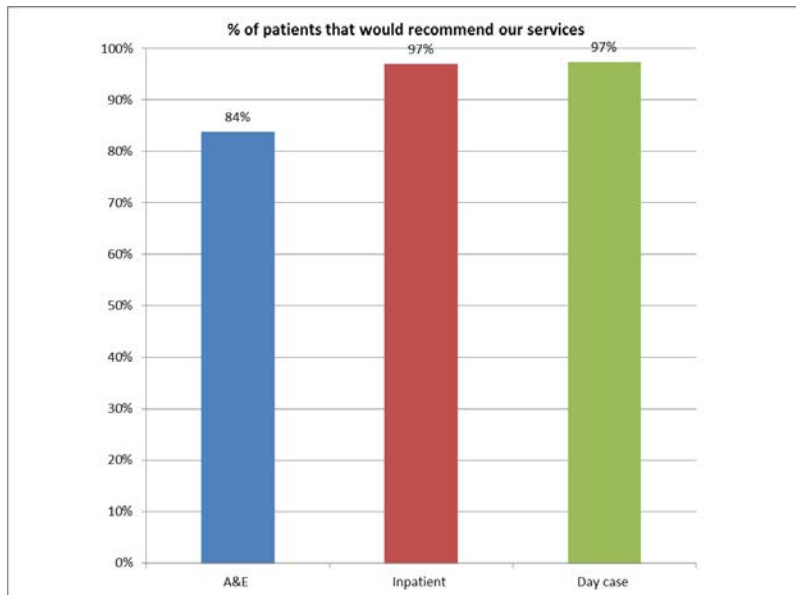


In terms of overall income and spend for our services, provisional financial figures for 2017/18 indicate that we generated a surplus of income over spend of 2.8%, which is a positive performance in today's NHS health environment and is a good measure of sustainability and efficiency.

Listening to our patients and families

We regularly ask our patients and their families about their experience with us, and what we could do to improve. We have a number of ways families can give their feedback including via our Facebook site, Friends and Family test cards, text messaging and touchscreens in the department and participating in feedback surveys. We also encourage families to be involved in helping us improve with a number of different family engagement and involvement activities.

Our scores in the Friends and Family test show that in our inpatient and day case areas 97% of our patients would recommend our services to friends and family while in our ED this is 84%.





Bristol Royal Hospital
For Children



University Hospitals Bristol
NHS Foundation Trust



Our themes – #Conversations 2018
24-29 September 2018

Looking after you

The wellbeing of patients, families and staff is very important to us.

As part of #conversations, we wanted to explore what we can do to help patients, staff and families cope with the day-to-day stresses of hospital life and offer them time and space to think about how they can better help themselves, whilst having some fun at the same time.

Please drop in to one of our sessions on Monday 24 September (staff) or Tuesday 25 September (families) to find out what the hospital can offer in support, take part in some fun activities and graze on our selection of healthy snacks and naughty treats while browsing our information stands for everything from back care advice to mindfulness classes.

For staff, the Care First team will be with us on 25 September, running their brilliant stress awareness sessions.

Look out for our wellbeing programme posters for more details of what's on.

But if cake is more your thing... Stop press – Bake off news!

We know we have some of the most talented bakers in the Trust right here in the children's hospital so what better way to celebrate than with a hospital wide bake off!

We're looking for our budding bake off contestants to help us bake for our Thursday tea party. So if you've ever fancied yourself as the next Nadiya Hussain or Edd Kimber, why not put your skills to the test?

Register to enter by emailing bchinfo@UHBristol.nhs.uk and bring your bake to the Activity Centre on Level 5 on Thursday 28 September at 1.30pm, ready for scrutiny by the hospital's very own versions of Paul and Prue.

The winner will receive the coveted children's hospital Bake Off wooden spoon – yours to keep for ever!

And if cake eating is more your thing, please join us for the tea party to make up your own minds about whose bake is best. Party bags will be provided for those who can't attend!

We've still got room for more volunteers!

Can you offer us an hour to run a roadshow, staff our reception stand or help with one of our other activities.

It's a great opportunity to visit different areas and meet other colleagues and families – you may even pick up some bright ideas to take back to your own team!

If you'd like to know more, please contact the LIAISE team at bchinfo@UHBristol.nhs.uk or call us on 0117 342 8065.



The GRAND APPEAL
THE BRISTOL CHILDREN'S HOSPITAL CHARITY

September edition

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The most recent **National Children's Survey** was conducted in 2016 as part of the Care Quality Commission's national patient survey programme. The children's hospital received a very positive set of results with 11 out of 28 scores for parents of children aged 0-15 years were classed as being better than the national average to a statistically significant degree. This included:

- An overall experience rating among the top three trusts nationally
- Within the sub-group of parents of children aged 0-7 years, the children's hospital achieved the joint top score nationally on the survey question relating to whether parents felt that they were treated with respect and dignity
- Of the 18 questions completed by children, three children's hospitals scores were classed as being better than the national average to a statistically significant degree
- All of the remaining scores in the survey were in line with the national average
- The Trust was recognised by the Care Quality Commission as achieving among the **very best parent experience ratings nationally in this survey¹**.

¹ http://www.cqc.org.uk/sites/default/files/20171128_cyp16_outliers.pdf

This improvement in performance has been driven by a **strategy of engagement with children, young people, families and staff over the last three years**. In particular:

- Embedding “you said, we did” ward surveys and the Family and Friends Test to generate timely feedback
- Developing a menu of options to listen to and plan service developments with families, including surveys, listening events and co-design projects
- Holding the #conversations week, which facilitated staff and patient engagement around the themes of service improvement
- The development of the “Partnership Charter”, which details what families can expect from our hospital, and what staff can expect of families
- Launching a Facebook page to facilitate communication and family feedback and conversations
- Working with charity partners to provide accommodation and facilities for families, especially those far from home
- Listening to families in the Cardiac Review to ensure that we learn from their experiences
- Ensuring that a cohesive staff engagement plan is in place at the children's hospital, to ensure there is an understanding of what staff need to deliver best care for patients and families
- Increasing resources in the LIAISE patient and family support service.

Being Involved- Nicola Morris, children's hospital parent representative

"My involvement with the children's hospital began just over 12 years ago when our son Calum was born in February 2006 with Congenital Heart Disease (CHD). His heart condition has meant that he has already had four open heart surgeries and numerous other cardiac and other procedures which have all take place at the children's hospital.



I have always been incredibly impressed with the care Calum and we, as a family, have received from the hospital so I was keen to give something back. My involvement as a parent began by attending 'listening events' run by the cardiac service to obtain feedback from families on their

experiences of using the service. From these events, new leaflets and information for families has been produced and I have been involved in reading this to check it is family/parent focused.

Following the publication of the Independent Review of Children's Cardiac Services (IRCCS) report in June 2016, I became a parent representative on the Trust's IRCCS Steering Group. This group was set up to ensure the implementation of the recommendations from the review. My role was to ensure the Trust was being open and transparent and making appropriate changes that also met the needs of families. These meetings involved senior management from the Trust but as a parent representative I always felt my views and those of the other parents were valued and acted upon. At the end of the process I was invited to speak at the Trust Board meeting where I shared Calum's story and talked about my involvement in the IRCCS Steering Group.

More recently I have been working with the cardiac ward and The Grand Appeal to look at developing a stronger parent support group for families affected by CHD. Having a child with a heart condition is extremely scary and isolating, so providing support from the point of diagnosis and through their child's cardiac journey is something I feel passionately about."

Engaging patients and families at all levels

At a national level

We collaborated with NHS England and organised a cardiac and critical care event for patients and young people which was linked to the national critical care review.

At a Board level:

Two of our Young Governors form part of the Trust's Membership Governing Body. They have been recruited from the Young Persons Involvement Group which meets monthly at the hospital to review and comment on developments and resources which will have an impact on young people.

Parent carers have shared their stories as part of our public Trust Board to ensure that the experiences of paediatric patients and their families are heard at the highest level.

At a service level:

Parent carers formed part of the Independent Cardiac Review Steering Group which concluded its activity this



Patient Engagement and Involvement

In 2017, the Trust's Women's and Children's Division, who manage the children's hospital, consolidated a number of the activities from previous plans to significantly increase the amount of engagement and involvement activity taking place, and to raise the profile of existing activity to widen awareness and share good practice.

Many teams within the Bristol Royal Hospital for Children are now using effective Patient and Public Involvement to improve and develop their services.

Teams are encouraged to take a 'menu' style approach to their engagement activity, choosing a style and format which suits the subject and the staff and families involved.

A part of the operating plan for 2018/19, the division has committed to expanding the existing mechanisms for managing, supporting and reporting on this work to ensure that we continue to develop opportunities to work in partnership with families and learn from their experiences.

Events and activities

Tree of Life:

The psychology service has developed a Tree of Life programme which offers cardiac patients the opportunity to meet others of the same age who are in similar situations. The aim is to help children to think about life beyond their heart condition.

Major Trauma Family Day:

The major trauma team invited patients and families who had received care back to the unit to meet with the team under less stressful circumstances. This gave staff and patients the opportunity to 'close the loop' on their experience and celebrate their recovery.

Memorial service:

The palliative, end of life and bereavement support team have re-established the annual memorial service for families who have lost a child, which took place at Woodlands. All families who had lost a child within the last 12 months received a memorial pebble.

<p>year. Parent carers and patient representatives now sit on the South West and South Wales Congenital Cardiac Network to continue this work.</p> <p>Parent Carer representatives sit on the Children’s Disability and Special Educational Needs (SEN) operational group and feed back to their members regarding progress against the group workplan</p> <p>Recruitment and retention: Young people have participated in several interview processes for recruitment of staff for the children’s hospital.</p>		<p>Up the Pace: The children’s cardiac physiology team held their annual ‘Up the Pace’ event which invites children with pacemakers and Implantable Cardiac Defibrillator (ICD) devices to get together to share their experiences and create an opportunity for peer support.</p> <p>Osteogenesis Imperfecta (OI) Family Day: The OI team held a family day at the Watershed in Bristol which included information sessions for patients and parents as well as group activities.</p>
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Young Peoples Voices

Young Governors:

Our Young Governor spoke at a Trustwide Health Matters session about her views on young people in healthcare and their needs.

Young Minds Matter:

The Youth Involvement Group and Trust Young Members designed and delivered a fantastic event which included information stalls for youth support services, advice on health and fitness, and opportunities for fun including mindfulness activities, yoga and the Trust smoothie bike. As an event by young people for young people, we have been able to share this model with local schools and colleges to widen engagement.

Orientation videos:

This year we filmed four of 18 videos to introduce patients and families to the Seahorse Intensive Care Unit, Dolphin Ward (cardiac), Apollo 35 (adolescent), Lighthouse (renal) and Starlight (oncology and bone marrow and stem cell transplantation). Each film is presented by an ex-patient from the unit concerned and their family to help new patients better understand what to expect.

15 steps:

The Youth Involvement Group have

#conversations

In its second year, **#conversations** at the children's hospital focused on discharge, allowing staff and families to comment on the systems and resources being developed to support the process.

We reshared our Partnership Charter, created as part of #conversations 2016, and also reminded families how to ask for a clinical review of their child if they have concerns.

We also received a huge amount of positive feedback through the 'Big Thank You' project, which was also featured on our Facebook page.

The graphic is titled 'Our Partnership Charter' and features logos for Bristol Royal Hospital For Children, University Hospitals Bristol and Foundation Trust, and NHS. It contains the following text:

As members of the hospital community we all agree to treat each other with kindness, respect, openness and good humour, putting the patient at the centre of all of our actions.

As patients and families we would like staff to...

- Treat us as part of the team including shared decision making, good two way communication and regular reviews of our child's care.
- Listen to us and see us as experts in the individual needs of our child.
- Answer our questions promptly and honestly in a way that we can understand and be supported in sharing information with our child.
- Care for our child for in a safe and comfortable environment with access to stimulating and fun activities which are right for their age and needs.
- Agree with us how the wider needs of our child and our family can best be supported, including patients or parents with disabilities and additional needs.
- Support us through the difficult times and allow us to talk openly about concerns and worries.
- Give us good quality information about our child's condition and treatment options, including any choices.

As a hospital we would like patients and families to...

- Help us understand the part you would like to play in your child's care and let us know when that changes.
- Talk to us when you are worried or have questions and to trust that we will answer you as quickly and honestly as possible.
- Understand that sometimes we may need to share information or ask you questions that are uncomfortable or difficult.
- See that staff wish to offer the best care possible to your child and will always do their best to meet your needs.
- Accept that our resources are not unlimited and we may not always be able to meet your needs exactly as you would wish.
- Give helpful feedback on our services, not only at discharge but as part of your stay to help us better understand and meet your needs.
- Understand that the needs of our patients change day to day and this may mean wider changes of plan which may affect your child.
- Respect the hospital environment and the needs of other patients and families who are there.

If you would like to give us any feedback please speak to your child's clinical team, or contact the LIAISE team

0117 342 8065 | LIAISE Office, Level 2, 10am to 4pm. Monday to Friday | bchinfo@UHBristol.nhs.uk

Parents and Carers

Parent Carer group:

The LIAISE team regularly attend Bristol Parent Carers Annual General meeting and work closely with them throughout the year. They also link with parent carer groups across the South West.

Cardiac listening events:

In 2017, we changed the model for our Listening Events to work with parent carer groups, holding sessions in evenings or weekends at venues in the community. This significantly increased engagement.

Soft spaces from children with complex needs, mental health needs and special educational needs:

The Emergency Department held two focus groups and continues to work with parents of children with disabilities to create a softer space for clinical examinations, to include sensory distraction provision (lots of nice things for children to look at and be distracted by) and a more adaptable environment.

Afternoon tea:

PICU launched an afternoon tea project encouraging parents of

assessed Meadow Ward (short stay surgery) and Bluebell Ward (neurosciences) using the '15 steps' tool which considers what the ward looks and feels like from a young person's perspective.

Wayfinding project:

Our nursing team worked with patients and families and our involvement group to help plan our new signage for our hospital, following the renumbering of all wards as part of the Trust wayfinding project. Patients and ward teams made the decision on the new name for the ward, based on the existing theme of their floor. New artwork is being installed in public areas this year to enhance this project further.



patients on the unit to spend some social time together, supported by staff, allowing experiences to be shared in a less formal way and building a sense of community. This has been very well received by families and staff alike.

Sharing the positives:

Positive feedback and reviews continue to be received via the hospital Facebook page which provided staff with an opportunity to see how patients are progressing following discharge and also offers a source of positive experiences for prospective patients and families.

We changed our name

In 2018 as a result of feedback from the Local Authority Special Educational Needs (SEN) and Disability Inspection and from families, we changed our name to explicitly include reference to SEN and rewrote our Terms of Reference, which is a document that outlines the roles and responsibilities in of the group. Key members of the group include:



- Paediatric disability specialist
- Matron lead for disability and SEN
- Complex discharge co-ordinator
- Sensory play specialist
- Music therapy
- Psychology
- LIAISE
- Parent carer representatives
- Allied Health Professionals representative
- Community child health representatives – nursing and medical
- Local authority representative

Children's Disability and Special Educational Needs (SEN) Working Group

The Children's Disability and SEN Working Group (formerly the Disabled Children's Working Group) was established to support the children's hospital in meeting the needs of children and young people with disabilities or special educational needs within the hospital setting, including transitions to and from community services for acute care and their ultimate transition to adult services.

The group hold multi-disciplinary advisory meetings on a quarterly basis which feed into a monthly operational group. All activity is reviewed and plans for the following year are developed at the annual fun day which takes place during the autumn.

All of our meetings are open to parent carers and to representatives from charities whose core business relates to supporting children and young people with disabilities and special educational needs

We ran two advisory meetings and our annual family fun day

Our advisory group meetings finalised changes to the hospital passport, which is a identifying document that all patients receive when they are admitted to our hospital and took an initial look at transition to feed into the work plan for this coming year.



Our annual fun day focussed on the senses – what the patient might experience through sight, sound, taste, touch and smell in hospital and how they might respond, as well as offering fun seasonal craft activities.

In response to the feedback we received on the day, we have been able to make the following improvements:

- Offer a separate space for music therapy so they could run throughout the day
- Improve our changing space facilities
- Reduce the numbers of attendees in the early slots to improve the experience for children with sensory overload issues.

Our staff

We are incredibly proud of our staff. We know how important our staff are to the experience and care our children and young adults receive. This year, our teams have gone the extra mile, whether literally through the snow drifts in the winter or by being with our families and giving exceptional care every day.



There are current challenges in the NHS to recruit clinical staff and we are rising to these challenges at the children's hospital. In 2017/18 we have been innovative in recruitment; the open days for nursing in particular have been a real success. There are a number of initiatives to support the wellbeing of our staff and we have a number of ways that staff can let us know how they are doing and how we can get things right for them. The 'Happy App', for example, is an online and anonymous staff engagement tool used to collect and respond to staff feedback in real time.

We will ensure that staff are involved and supported as best we can. We worked with our junior doctors to bring in their new national job contract and will continue to work with them to ensure they have the



right education, experience and support to give the brilliant care they do.

We were pleased to achieve an improvement in our NHS staff survey results and are committed to listening to and acting on the staff voice about their experience of working in the children's hospital, through informal channels as well as through the Happy App, Friends and Family Test and the national staff survey. The 2017 survey scores showed 3.91 for staff engagement, slightly higher than the national average for acute trusts of 3.80 (on a scale of 1-5). The overall key finding on whether staff are willing to recommend the organisation as a place to work or be treated increased from 3.95 to 4.00, compared to the national average of 3.64. A total of 90% of respondents to the staff survey reported they felt the learning and development they had received kept them up to date with professional requirements.



The work of the Faculty of Nurse Education is described elsewhere in this review. Alongside other developments (such as locally delivered people management training, leadership development training and continued investment in clinical skills facilitation), this provides a strong package of learning and development for staff and line managers.

In terms of the health and wellbeing of the workforce, 93% of staff reported they believed the organisation takes positive action on health and wellbeing. Divisional activities to support this include our ongoing contract with Care First, an employee assistance programme,

Care first
employee assistance solutions

who as well as telephone and face-to-face counselling, offer a great variety of online support and resources and attend twice yearly to support staff with stress awareness sessions. Uptake of the Care First sessions have increased significantly in 2017/18 with a 78% increase in face-to-face sessions and 25% increase in telephone sessions. We have built a strong network of wellbeing advocates across Children's Services, who are key to disseminating information to teams locally and being a point of contact for staff in their work area.

Staff engagement covers a broad spectrum of activities and measures, but a key part of this is whether staff feel able to contribute to improvements at work. The staff survey told us 76% of respondents felt they are able to contribute to improvements at work and this is seen through the hospital in quality improvement projects, local team-based improvements, many of which have been recognised locally, Trust-wide, and in many cases regionally and nationally.

Nurse recruitment and retention - a new approach

Recruitment and retention of nursing staff is an ongoing national challenge, and is a particular challenge for paediatric services. At the children's hospital, we were determined to use innovative ideas to try and address this challenge. We recognised that the new generation of nurses want opportunities for development and progression, to feel listened to, to have their voices heard, to feel engaged and that their contribution really matters and makes a difference.

We wanted to change the face of recruitment moving from a corporate approach to a more personalised approach. We dedicated a matron post to act as the recruitment lead for the hospital. This senior outward-facing role promoted not only our hospital as a fantastic place to work in, but also Bristol, our city, as a wonderful place to live in, recognising that for potential staff it is about the place they will be living in as well working in. All the recruitment open days were organised for potential staff to meet with many receptive and positive current multi-disciplinary staff from the hospital, giving them a good flavour of what it is like to work in the hospital. By being the face of recruitment for potential new staff and being directly available for any queries, the recruitment lead has, and continues to, successfully put that "personal touch" into recruitment at the children's hospital.



There also has been great work done in raising the profile of recruitment at the children's hospital both nationally and internationally. We have improved our recruitment campaigns and adverts, using social media and branding, ensuring they are consistent, engaging and attractive to potential staff. We also have developed recruitment videos for children's nursing and theatre practitioners that are available on our website and via social media.



One of the key attractions of working in the children's hospital is the opportunities we offer for education. The Faculty of Nurse Education has been established for the past five years and is instrumental in enabling nurses to continue with their professional development and further their careers. The High Dependency Unit (HDU) rotation is another great opportunity set up for staff development. This initiative enables staff who have been qualified for a year to apply for, and if successful, rotate through three different HDU units in the hospital – cardiac, medical and neurosciences. They are supported by specific "Rotation Champions" and also study to attain a HDU qualification delivered by our Faculty of Nurse Education.

All of the positive focus on improving nurse recruitment and retention at the children's hospital has really made a difference. At the start of this work there was a large vacancy rate across the entire hospital.

Implementing these improvements has meant that from September 2018 we have successfully recruited to fill all our vacancies, including some extra to allow for turnover, across the entire hospital. We have also attracted more experienced nurses to join our hospital than any other year. This success is due to a culture and attitude change within the whole hospital; by having a key group of professions championing good practice, good candidate experience, a streamlined approach and potentially most importantly, broadcasting that we are proud of the excellent work we are doing.

Awards and recognition

We are incredibly proud of the amazing achievements of our staff. It is fantastic to see their hard work and commitment to care recognised in awards ranging from our local nursing and recognising success awards to national awards. Here are some examples of the awards our staff have successfully achieved:


- Our **play specialists Jo Caseley and Tom Lonsdale** were nominated and won an award at the Avon & Somerset Police & Crime Commissioners Pride Awards. The purpose of these awards was to recognise the silent stars that achieve great things or go above and beyond what is expected. These awards give communities the chance to highlight those working tirelessly within their organisations. The text from the nomination read: *“The CLIC Sargent play team are excellent, caring, kind, understanding, great listeners and over all fantastic... They look after me every time I’m admitted into the hospital for my treatment of ALL (Acute Lymphoblastic Lymphoma) Childhood Cancer... I cannot thank them enough and they make our stay so much fun and worthwhile and all the children and parents are all first priorities.”*



- Our **Children’s Emergency Department** received recognition for the fantastic work it does, both at the Bristol Post Health and Care Awards, winning “Healthcare Team of the Year” category, as well as being awarded third place for “Best Emergency Department for Training”, which is an amazing achievement considering they were judged against departments from all over the UK.



- The **IAM Portal Project (Integrated Assessment Mapping)** received a Macmillan Innovation Excellence Award. The portal is aimed at delivering emotional and clinical support to teenage and young adult (TYA) cancer patients.
- Our **Starlight Ward nurses** received an award for the best nursing poster at European Society for Blood and Marrow Transplantation conference.
- Helen Morris**, Matron for Starlight ward, won best nursing poster about the development and roll out of a telephone triage tool, at the **International** Oncology conference.

- **Bristol's OI (Osteogenesis Imperfecta) Service** was awarded a Health Excellence Award at the Houses of Parliament in June 2018. This national award recognises the quality work of the multidisciplinary team to improve the lives of children with OI and their families. Several team members attended Westminster to receive this award on behalf of the children's hospital from the Brittle Bone Society.
- 
- Our **Cell Bank** received the UK Clinical Research Collaboration Year Award 2017.
 - Our **Cardiac Services** were awarded **national recognition from SOFT UK** for the care of children born with Trisomy's.
 - **Lisa Cooke**, Head of Paediatric Dietetics, was awarded an **IBEX award** from the British Dietetic Association for sustained contributions to the profession.
 - At the **Trust Nursing Awards**, the children's hospital had several members of staff and teams who were nominated in all categories, and recognised as "Highly Commended" in their particular category. We had two overall winners from the children's hospital;
 - **Sarah Johnson**, Ward Sister for Apollo 35 Ward was awarded the winner of the "Inspirational Leader" category for the whole Trust.

- **Graham Tarling**, Nursing Assistant on Meadow Ward, was awarded the Winner in the Nursing Assistant category for the whole Trust.
- At the **Trust's Recognising Success Awards**, we had over 50 nominations in the 11 categories with six winners, two highly commended and two shortlisted;
 - **Childrens Emergency Department**- winner of the "Clinical Team of the Year"
 - **Tom Winchester**, Above and Beyond Volunteer, - winner of the Volunteer of the Year raising funds via Above & Beyond for the children's hospital
 - **Andrea Bennett**, nursing assistant in outpatients- winner of the Unsung Hero in a clinical role
 - **Carrie Hemming**, nurse on Apollo 35 ward, **Charlie Maloney**, Porter and **Rachel Cox**, Consultant Paediatric Oncologist- individual winners in the Patient Star Awards.

Thank you to all of our supporters

We are very fortunate at the children's hospital to have a large number of great charities, organisations and people that generously support our individual services and specialisms without which many of the great improvements for families and the service would not be possible. We would like to take this opportunity to thank them for their continued commitment to supporting the children's hospital.

Here are a few examples of some of the great charities that work with us here at the children's hospital

Above & Beyond

In 2017/18 the money kindly raised by Above and Beyond was used to help support children, their families and staff in the children's hospital.



Here are just a few examples of the positive impact this fundraising has had.

Bristol to Paris Cycle Challenge raised over £119,000

80 cyclists, including hospital staff, family and friends of patients, pedalled 430km from Bristol to Paris, raising over £119,000 for the Major Trauma and Rehabilitation Unit in the children's hospital. Building work has now started on a new and inspiring rehabilitation environment.



Kiddimoto launched a helmet design competition in the children's hospital. The winning design now on the 'Above & Beyond' helmet it is available to buy from major cycle shops and the Kiddimoto website with £5 of every sale going to the children's hospital

Magic Carpet arrives

Children on Dolphin Ward are now enjoying hundreds of digital games on a magic carpet. It helps to get children moving and out of bed post-surgery.

Sensory area

Staff in **Carousel Outpatients** fundraised for a new sensory zone in the waiting area to help those with complex needs like autism better cope with their hospital experience.

Childhood leukaemia research

The J&M Britton Charitable Trust gave £7,000 in support of our hospitals. £5,000 helped fund Dr John Moppett's, consultant paediatric haematologist, new research into childhood leukaemia.

Above & Beyond is the official charity for all nine city centre hospitals within the University Hospitals Bristol NHS Foundation Trust. Our work touches the lives of over 974,000 patients, the millions of families and friends who visit them and the 8,000 NHS staff who treat them.

Registered Charity No. 1170973. Company Number 10394287.

Guild of Friends

For the past 70 years The Guild of Friends of the Bristol Royal Hospital for Children has supported the hospital with the aim of improving the lives of the children for whom it cares and their families. Each month The Guild gives funds to the hospital which provides subsistence support to low income families whose children are undergoing treatment at the hospital. It also funds monthly visits from professional entertainers and magicians to bring fun and laughter to the wards. The Guild supports the play department providing creative and education activities for the patients and their siblings. It also helps fund essential medical equipment.





In partnership with
Bristol Royal Hospital
For Children

The Grand Appeal is proud to be the dedicated Bristol Children's Hospital Charity, providing 360 degree support for the hospital for over 20 years. The charity works in partnership with the hospital to support the amazing patients and their families, and the staff that care for them 24 hours a day, 365 days a year.

The charity raises funds for pioneering and lifesaving medical equipment; funding research into new and better treatments to improve childhood health; providing family accommodation and family support to parents and siblings; as well as funding a wide-ranging arts, music, play and entertainment programme for patients, ensuring the hospital is a vibrant and child-friendly environment for all.

Over the next year, the charity will continue to work together with the expert teams at the hospital to create a revolutionary 3D Cardiac Bio-Printing Service for children, a new patient hotel, a wide ranging programme of ground-breaking research as well as expanding its family accommodation provision.



Pioneering, lifesaving medical equipment



Family accommodation for the Neonatal and Paediatric Intensive Care Units



Arts, music and play for patients



Medical research and new developments to improve childhood health

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Patient safety

At the children's hospital we take patient safety very seriously. Patient safety is about avoiding harm, improving quality of care and learning from when things go wrong. A highly skilled multidisciplinary team including clinicians and managers make up the Quality and Patient Safety Team and they meet weekly to evaluate care throughout the hospital and consider ways to improve. The responsibilities of the Quality and Patient Safety team are threefold. They have a duty to respond to all safety concerns, to learn from their investigations and to embed processes and systems which will make a difference to the safety of patients and the quality of care they receive. A core safety team continues this focus on a day-to-day basis.

Our well-structured programme of improvement aligns with our three year Trust plan for patient safety improvement and the national Sign up to Safety Programme. The focus of our programme in the children's hospital includes improving our systems of escalation (i.e. how and when we highlight something to senior staff), communication, staff induction, management of the deteriorating patient and sepsis.

We strive to support our clinical and non-clinical leaders to carry out their functions as ambassadors of safety. In 2017/2018 we have encouraged the timely and efficient management of patient safety concerns. We take every opportunity to encourage openness, honesty and team working. Our aim is not to blame but to learn from mistakes to improve our services. Our programme of staff education includes:

- Patient safety team attendance at the mandatory nurse training days

- Individual and ad hoc face-to-face teaching
- A 'train the trainer' programme
- A planned morning of patient safety training for senior clinicians of all disciplines
- An ongoing project which aims to develop the role of junior doctors in patient safety.

The Quality and Patient Safety Team are sharing weekly Patient Safety Messages, in the form of eye catching drawings, keeping the wording accompanying the drawing simple. The aim for these messages is to share the learning from serious incidents and themes of incidents in an innovative manner. The messages have been well received with staff appreciating the different approach that delivers the important messages in a format that is quick and easy to interpret.



Research in the children's hospital

The children's hospital and the research active staff within it ensure that patients under their care can access research studies and trials, both locally and regionally. Much of this work is supported and directly delivered in partnership with the Women's and Children's Division Research Unit, the Biomedical Research Centre and as part of collaborations with the NIHR (National Institute for Health Research), Bristol University, University of the West of England and in collaboration with national and international research groups.

2017-2018 has seen the continued delivery of research in complex trials across multiple clinical children's specialities within the hospital and community settings.

Within 2017-2018 there were 1,310 participants recruited to studies in multiple clinical specialities

Complex bone disorders: The children's hospital hosts the nationally commissioned Highly Specialised Osteogenesis Imperfecta Service and has significant research activity in this area.

Neurosciences: The current neurosciences portfolio has now expanded to include research in neuromuscular research, in particular in Duchenne Muscular Dystrophy (DMD). In 2017 early phase clinical trials in DMD began.

Infection and immunity: The speciality is consistently research active and delivers both in hospital and community-based studies including being a lead UK site for vaccine research.

Rheumatology: The team at the children's hospital are leaders in commercial and non-commercial clinical trials in rare rheumatic diseases. Professor A.V. Ramanan was awarded the Royal College of Physicians/NIHR CRN Consultant award for 2018 for outstanding contribution to research.

Nephrology: The ongoing partnership between the renal unit at the children's hospital and the Bristol Renal group at the University of Bristol aims to achieve excellence in research whilst continuously striving to develop novel therapeutic approaches to benefit patients.

Respiratory: The children's hospital was awarded funding and status as a Clinical Trials Accelerator Platform centre funded by the Cystic Fibrosis Trust. The aim is to increase the delivery and support of trials in cystic fibrosis.

Paediatric intensive care, neonatal intensive care and emergency care: Research in PICU is increasing and supported by the welcome addition of two research nurses based in the unit within the last year. Research based in the neonatal intensive care unit (NICU) is starting to increase and this expansion will continue into 2018-2019. The children's emergency department (ED) remain research active and is amongst the highest recruiters nationally to the multi-centre ED based studies.

Burns: The Children's Burns Research Centre is part of the Burns Collective, a research initiative from The Scar Free Foundation which aims to improve burns and scald care in the UK. The clinical centre is based at the South West Children's Burns Service at BRHC and has links with university partners at Bristol, West of England, Cardiff and Bath as well as the adult service at North Bristol NHS Trust.

Oncology, haematology and BMT: The children's hospital is the Principal Treatment Centre for the Paediatric Oncology Shared Care Network across the South West. It is also one of 11 Paediatric Centres in the Experimental Cancer Medicine Centres Network, which runs early phase clinical trials in children and young people with cancer.

For a full copy of the BRHC's oncology annual report please contact Sarah Kidd, Trial Coordinator (Sarah.Kidd@UH Bristol.nhs.uk).

Cardiac: The Cardiac Research Team works alongside the divisional Research Team but is managed by the Clinical Trials & Evaluation Unit. The team is part of the cardiovascular theme within the National Institute for Research Biomedical Research Centre.

Clinical Research Facility: The designated Clinical Research Facility (CRF) beds within the Clinical Investigations Unit provide a resource for the team to be able to care for and review children who are participating in research studies. Future plans are committed to the potential expansion of the CRF to enable the team to meet the growing portfolio of research.

Patient and Public Involvement

The Women's and Children's Division Research Unit supports the running of the Young Person's Advisory Group (YPAG). Researchers come to YPAG to get a young person's or young service user's view into the design and delivery of their research. For more information please see: <http://generationr.org.uk/about/>

Patient and Public Involvement (PPI) Cardiac: PPI in research is around involving members of the public in advising about what research should

be funded and helping to design research studies. The Cardiac team works closely with the PPI lead for the NIHR Bristol Biomedical Research Centre to ensure that PPI is developed, facilitated and supported appropriately throughout the course of the research projects. Further details can be found here: <http://cteu.bristol.ac.uk/ppi/news-and-events/>

Allied Health Professionals

Within the children's hospital there is a significant interest and research output from Allied Health Professionals either as leads for studies in their own right or delivering specialist interventions usually as part of clinical drug trials.

Significant achievements

Children's hospital-led research has influenced changes in clinical care. An example of this is the SYCAMORE trial in paediatric rheumatology which took place in 2017. The drug used in the trial has been licensed and approved by European Medicines Agency and is having an impact on around 15,000 children across 35 countries worldwide.

Clinical research nurses within the team have been selected by commercial sponsors to act as consultants for new trials programmes and to contribute their nursing expertise to patient-centred and focussed protocol developments.

For the full Annual Report for the Women's and Children's Division Research Unit, please contact Teresa.duerr@uhbristol.nhs.uk

Education in the children's hospital

As a regional children's hospital we are actively involved in teaching and training across the whole workforce including:

- Undergraduate medical training
- Major paediatrics training centre for Severn Deanery, the body responsible for post-graduate medical education in the area, as well as speciality training centre for the whole South West
- Advanced nurse practitioners in post and in training across a wide range of specialities including critical care and neurosciences
- Student and post-graduate training posts with nursing and allied health professionals/healthcare scientists
- The Bristol Paediatric Simulation Centre has both a national and interventional reputation for paediatric simulation. Simulation is a way of modelling something as close to real life as possible as a method of teaching. Courses are run from its own specialist facility in the Education Centre and also an active outreach programme.

The **Faculty of Children's Nurse Education (FCNE)** is now in its fifth year. The faculty team continues to provide a variety of courses and study events for nurses working both within the children's hospital, the South West region and beyond. Provision of continual professional development opportunities is essential for staff development, recruitment and retention.

Feedback for all events facilitated by the FCNE is very positive and indicates that the content the team delivers helps practitioners improve their knowledge and skills, thereby increasing the quality of care

delivered to the children and families within the children's hospital. Nurses working with children with congenital heart disease made the following comments after a cardiac course they had completed: *"I have a better understanding of why we do things"* and *'I am better able to explain things to families'*.

The **paediatric neurosciences course** will be one of the first in the country and is being developed in collaboration with our Operational Delivery Network partners in Southampton and Oxford. The first pilot course for BRHC nurses will run in autumn 2018. A three centre advanced course is planned for 2019 where nurses from all three specialist neuroscience centres within the network will learn together.

Similarly the paediatric pain course facilitated by the children's pain team and overseen by the FCNE is unique and following a successful pilot last year has its first group of students including non-BRHC nurses this autumn.

Additionally, the number of ward-based clinical skills facilitators (CSFs) has grown, so now the majority of wards and departments within the children's hospital have a CSF in post supporting nurses in clinical practice. The FCNE team support the development of CSFs with biannual study days.

Our priorities for 2018/19

At the children's hospital for 2018/19 we are focussing on the following top priorities:

- Put **patient experience at the heart** of everything we do
- Creating the right environment for **staff to flourish**.
- Develop **sustainable workforce models** through improved engagement and innovative solutions to delivering care
- Return to a **sustainable financial position** by delivering 2.5% savings and eliminating our underlying deficit.
- Innovate **new ways of delivering care** to improve productivity and efficiency i.e. virtual clinics and Patient Initiated Follow Ups (PIFU)
- Adopt a **quality improvement approach** to improve efficiency and productivity in our surgical services.
- Move towards models of **networked care** wherever possible.
- Develop an **educational strategy** for the division that directly aligns with quality management and the safety of patients as well as delivering core training requirements for all staff.
- Support the next phase in the development for the women's and children's research strategy including the development of a **clinical research facility**.

Some other exciting developments and focus for 2018/19 include:

- Progression of the **children's hospital expansion plan** to full business case. This expansion proposal focuses on the emergency department, inpatient bed base, outpatients, neuro-rehabilitation and PICU. The case also sets out the need for a redesign of spaces to deliver increased storage space and improved family and staff facilities.

- **Noise@Night project** is being launched in the hospital in the autumn 2018/19, promoting awareness of the importance of rest and sleep for patients in our hospitals.
- Another **#conversations week**, one of our patient and family engagement events, was held in September 2018, with fun activities for patients, families and staff. This year, we have been asking what people think about digital technology and how it can help us work more efficiently and effectively, and what is important in our five year strategy.
- We hope to roll out a positive reporting system called **GREATix**. This system, currently in use in children's emergency department, focusses on the positives, enabling something to be reported for being excellent rather than something negative. Through investigation and sharing of Excellence Reports a number of changes in practice and improvement can take place.
- **A new volunteer "buddy" role** is being recruited to. These 'buddies' will spend time with children and young people who are often bored, lonely or feel isolated. They will provide valuable social interaction with patients by reading stories, chatting, playing games, providing companionship, and for some young patients a cuddle may just be what they need. We hope our buddies can help 'normalise' a patient's time in hospital and also give parents and carers a much needed break.



Looking to the future – 2025

As we conclude our annual report, we are turning our thoughts to the future. As we anticipate the next NHS ten year plan, we are asking:

- What would great health care for children, young people and families look like in 2025 so we can make the right plans going forward?
- How will our digital revolution and use of technology help us to change the care we give for the better?
- What innovations and new treatments will there be - and how will we afford them?

- Which roles will be in our workforce and how will they be trained and supported?

What we do know is that it is only by continuing to work together that we will face the challenges of the next few years and build further on our successes as a leading children's hospital delivering exceptional care every day.

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