

Voices



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UH Bristol's estates team - keeping our hospitals running **p15**

Helping to deliver high quality research and change patient care **p19**

Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

Get involved:



Inspected and rated

Outstanding ☆





Welcome to the May/June edition of Voices magazine.

You'll see from this edition that it's an exciting time for UH Bristol. We have recently launched our five-year plan which outlines an ambitious new vision for the organisation and how we plan to get there.

On page 13 you can read about how staff in our emergency department and security have driven forward a new zero tolerance policy to help protect staff across the organisation from violence and aggression. On pages 10-12 you can read about our Nurses' Day awards and how we recently celebrated our Bristol Heart Institute turning 10 years old. On page 19 you can read about how our women's research team in St Michael's Hospital played a vital part in a study that has significantly improved outcomes for pregnant women with suspected pre-eclampsia and their babies.

I hope you enjoy this edition.

T. Warr

Tasmeen Warr
Internal communications manager

Chat to us:

@UHBristolNHS using our hashtag #ProudToCare
University Hospitals Bristol NHS Foundation Trust

Paul Weston @PabloWesty
Huge shout out to the staff in @UHBristolNHS Bristol BRI A&E department last night. They had such a myriad of patients to deal with and they looked after my Mum superbly. #amazingnhs #heros #bristolbri #thankyou

Jeremy Banning @jbanningww1
Huge thanks to the staff at Bristol Royal Hospital for Children @UHBristolNHS for their excellent care last week, esp. all on Caterpillar Ward. And enormous gratitude to the paediatric diabetes nurses who have been so brilliantly supportive & will continue to be there for us

LLF @lizzyfreundel
How amazing is the #nhs that they phone to find out your special needs child's interests (obsessions) and then draw them everywhere she goes on anaesthetic day. @UHBristolNHS rocked cats, dinosaurs, fire engines #lovethenhs #bristolchildrenshospital



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UH Bristol named one of the best hospitals in the UK

UH Bristol has been named one of the best hospitals in the UK by Newsweek, a US based news publication.

UH Bristol, under the name of the Bristol Royal Infirmary, was ranked as the eleventh best hospital in the UK.

The list was compiled by Newsweek and Statista Inc., a global market research and consumer data company, and was

published on the Newsweek website. To generate the list, they collated data from three main sources including recommendations from medical experts, results from patient surveys, and performance against key medical performance indicators.



In brief

Patients' choice following successful pilot

Patients at all of UH Bristol's hospitals will have the choice to receive their appointment letters by email rather than post, following successful pilots in three departments.

Sending appointment letters by email is quicker, accessible and often more convenient for patients. One of the patients who has already signed up said receiving the appointment by email is "quicker than waiting for post and better for the environment".

Reception teams at our hospitals and booking coordinators on the phone will now be actively adding patients' email addresses to their records, if patients wish to receive appointment letters via email.



If you are a patient at our hospitals and wish to receive your appointment letters by email, please speak to a receptionist or visit uhbristol.nhs.uk/patients-and-visitors/mailed-appointment-letters to find out more.

The Grand Appeal expands its family accommodation services



As soon as a child is admitted to Bristol children's hospital, The Grand Appeal is there for them and for their family. From family accommodation and specialist support staff to pioneering medical equipment and a whole heap of arts, crafts and music programmes, we put patients and families at the heart of everything we do.

Our two home-from-homes, Cots for Tots House and Paul's House, are situated just moments from the neonatal intensive care unit (NICU) at St Michael's Hospital and the children's hospital and have been home to nearly 2,000 families from across the South West, South Wales and beyond. With more families travelling from further afield than ever before, we are now planning our third home-from-home to help even more families.

Located on Southwell Street, just a stone's throw away from St Michael's Hospital, our new family accommodation will offer a further nine rooms to families going through the toughest of times.

Donate today and help us be there for families: <http://bit.ly/HelpFamiliesToday>

New catering outlets open at city centre hospitals

New catering outlets offering a range of light meals and snacks have opened at some of our hospitals. The outlets, called **Brewnels**, offer hot jacket potatoes and paninis, a range of hot and cold drinks, sandwiches and snacks, including a variety of healthy options.

UH Bristol's facilities department is running the outlets, which were previously run by the Royal Voluntary Service. Carolyn Mills, chief nurse, said: "We value the

incredible support of the Royal Voluntary Service, their staff and volunteers and continue to work in partnership with them in other areas of their work."



The new outlets offer a range of hot and cold drinks, sandwiches and snacks, including healthy options.

Outlets now open...

Bristol Royal Hospital for Children	Mon-Fri Sat-Sun	7am-6pm 9am-4pm
St Michael's Hospital	Mon-Fri Sat-Sun	7am-6pm 9am-4pm
The King Edward Building at the Bristol Royal Infirmary	Mon-Fri Sat-Sun	7am-6pm 9am-4pm

Opening soon...

Bristol Haematology and Oncology Centre	Mon-Fri Sat-Sun	7am-6pm 9am-4pm
Bristol Heart Institute by early summer 2019	Mon-Fri Sat-Sun	7am-6pm 9am-4pm
Bristol Eye Hospital by early summer 2019	Mon-Fri	8am-3pm



From the chair

It is my responsibility as chairman of the Trust to ensure we have a clear strategic direction and to do this it is essential that we listen to what people have to say. That is why a lot of work has gone into the production of our new five year plan in trying to capture the views of staff, patients, carers and other key stakeholders.

I have been hugely impressed with the final result and hopefully you will have had a chance to see the commitments set out in the leaflets that have been distributed. However, a strategy means very little if the commitments set out in it are not delivered.

We have spent considerable time as a Board meeting with our counterparts in North Bristol NHS Trust and Weston Area Health NHS Trust to ensure we are more aligned, our relationships are strengthened, and that we are trying to ensure we are reducing duplication of effort across the three acute providers. We still have a way to go on this, but there is certainly an air of positivity about the way we are moving forward.

As your chairman, I have continued to try and engage at all levels inside and outside the Trust to build up trusting relationships, and to see and hear first-hand what works well and what doesn't. Some of you will have seen me walking the floor with the porters again, and I am grateful for their patience in showing me the ropes.

This allows me to see the Trust through a different lens and experience first-hand the contributions you are making. I have also met with the police to ensure we are more joined-up in the way we deal with violence towards our staff, which should never be tolerated.

I have paid particular attention to our new Workforce Diversity and Inclusion Strategy which was launched at our staff networks day in May. This is at the heart of how we demonstrate our understanding of our staff and communities and it is something that will be monitored closely by the Board. I also had the opportunity to sit in on the senior leaders' forum recently in which there was a really productive discussion about tackling bullying and harassment in the Trust. Each of the clinical chairs left with the intention of developing a specific action plan for how they would deal with this, and I will be looking forward to seeing how this progresses.

I had the pleasure in presenting this year's nursing and midwifery awards as part of the International Nurses' Day celebrations. This year, we presented the awards to staff in front of their teams, meaning winners and those that were highly commended could share their success with the people they work with every day. I would like to thank everyone that took the time to submit nominations. This is often a challenge when we are all busy, but it means so much.

Our purpose as a Trust remains the same in providing the best possible quality of care we can and this is underpinned by a consistent set of Trust values, but what has changed is a greater commitment towards research, education, staff wellbeing and working as a leader in the health system to deliver a more integrated model of care.

Finally, we have recently had elections for Trust Governors which will mean nine new Governors joining us. I am extremely grateful for the time, energy and commitment of those Governors that will be leaving us and look forward to meeting our new Governors when they arrive.

Jeff Farrar, Trust chair

Making ourselves fit for the future

UH Bristol has unveiled its new five-year strategy, setting out an exciting vision for the future.

A new strategy has been developed for Bristol's city centre hospitals to outline how the Trust will operate for the next five years and adapt to the changing needs of our population and the current challenges facing the NHS.

We have called this strategic plan *Embracing Change, Proud to Care*.

The strategy was developed over 14 months with staff, patients, their families and carers, governors, local people, and partners. Our staff, who are central to delivering our plans, will be developed and supported to do so.

On the following pages, you can read about how we plan to deliver our vision for 2025.



Building on the achievements of the Trust in the past ten years:

Receiving national recognition for many areas of innovation and service development.

Achieving Global Digital Exemplar status for our work to transform healthcare through better use of digital technology.

Recognition from our regulator, the Care Quality Commission, which rated the Trust, the services and care we provide as **'outstanding'**. We couldn't have achieved this without the fantastic 11,450 people who go above and beyond to make UH Bristol a safe and caring place for our patients and their families.

Investing over £200 million in new or expanded hospital facilities, including in the Bristol Heart Institute, Bristol Royal Infirmary, Bristol Royal Hospital for Children and the Bristol Haematology and Oncology Centre, helping us provide more patients with the vital treatment they need closer to home.

Being a **founding member of Bristol Health Partners** and working with NHS organisations, Bristol City Council and universities to bring research findings into real practice, offer the newest treatments for local people and bring extra funding into Bristol.

Our vision for UH Bristol for 2025 describes how we plan to:

- **grow our specialist hospital services** and our position as a leading provider in south west England and beyond
- **become a beacon for outstanding education and research** and our culture of innovation
- **work more closely with our health and care partners** to provide more joined-up local healthcare services and support the improvement of the health and wellbeing of our communities.



A leading provider of specialist services in the South West and beyond



Delivering high-quality specialist hospital services to patients in need is truly where our passion, expertise and experience lies. UH Bristol's new vision for 2025 sets out how we will build on our position as a leading provider of specialist healthcare services in the South West and beyond.

This means growing our existing specialist services, investing more in our staff and hospital buildings, and collaborating with our health and care partners in other hospitals, GPs and community, mental health and social care providers.

The people we serve need us to adapt to their needs. Our population is growing and getting older and while advances in healthcare mean many people live longer, we are also seeing increasingly complex health needs. Expanding our services will mean we can respond to this need and enable people in the South West to be treated closer to home rather than having to travel to London, Birmingham or elsewhere for treatment.

Our ambition is to continue to build clinical academic centres of excellence for cancer, children's cardiovascular and other services and to help shape the

future of medicine through our Genomics Medical Centre.

We plan to expand our cancer services in the Bristol Haematology and Oncology Centre (BHOC), including the introduction of new immune effector cell treatments and increased clinical research trials. We also plan to offer more complex cancer surgery, which we will do by expanding our intensive care unit capacity.

We will also focus on developing our existing cardiac expertise which we will deliver by expanding our Bristol Heart Institute (BHI) hospital facilities, including the development of an additional cardiac catheter lab to treat patients and more space to carry our clinical research.

Our ambition is for our dermatology service to become a centre of excellence and to expand the dermatology research we conduct. Our children's hospital

is already a centre of excellence, but we will be seeking to develop our services for children particularly in obesity, craniofacial and brain tumour surgery.

Our aim for all of our hospitals is to provide an environment that promotes the health and wellbeing of our patients and staff. Over the next five years, we will make a number of improvements including continuing our arts and culture programme and upgrading areas such as the ground floor of our Bristol Eye Hospital.

As well as growing our services, we need to make the best use of resources, not just in our hospitals but across all the health and care services that we work with. By working in collaboration with our partners, like our neighbouring acute trusts and community services, we can work together to join up our services and improve the healthcare system as a whole for the people of Bristol.

Working in partnership



The future lies in collaboration, not in competition. Our vision sets out how we will work more closely with health and care partners in and around Bristol and beyond to provide more joined-up health and care services that better meet people's overall health and wellbeing needs, not just their immediate health issues.

The needs of our population are changing and our patients have more complicated needs and health conditions. The challenges we face in the NHS mean that we must take the opportunity to work together with other hospitals and community, primary and social care providers, to build a system that works effectively and efficiently for the health of our whole population, not just those that walk through our hospital doors. Our ambitions to expand our specialist acute services cannot happen unless we work differently.

We will work together with our partners towards a target of reducing outpatient appointments in our hospitals by 30% over the next five years, as outlined by

the NHS Long Term Plan. To achieve this, we will work with community health providers to redesign outpatient services so our patients can access specialist expertise outside of our hospitals. We will increase the advice and guidance we provide to GPs and enable a shift to non-face-to-face outpatient appointments, using technology as much as possible to provide appointments remotely.

Collaborating with our acute partners to make best use of the collective expertise of our people and our physical resources will be essential to secure the best outcomes for patients. As we pursue our merger with our acute partner Weston Area Health NHS Trust, we will continue to support and improve the resilience of its services

and provide all the support that our people in Weston and Bristol will need to come together and develop a positive working culture that we will all share.

We will continue to develop our digital systems in our hospitals with the aim of having a network of truly joined-up systems across Bristol, North Somerset and South Gloucestershire, so that clinicians in the community can see the same information in real-time as clinicians in hospital. In the future we also want to give patients access to their own health records with the ability to update their own information for our teams to see. As a Global Digital Exemplar site, we have access to additional funding and support from national teams to make all of this happen.

A beacon for outstanding education and research

Research and education is essential for delivering outstanding care. We already have strong partnerships with University of Bristol and University of the West of England, and together we provide excellent teaching and conduct leading research, but we want to do better.

Our new vision for 2025 outlines how we want to be recognised for our expertise in research and education, attracting the brightest minds to our hospitals to provide the best quality care and to help to transform research findings into new treatments for our patients. We have a lot of work planned which will help us to achieve our vision.

We will host an innovative National Institute for Health Research (NIHR) Applied Research Centre, which will help us to turn research findings into real practice, as well as growing our existing NIHR Biomedical Research Centre with a continued focus on cardiovascular, nutrition, mental health, perinatal and reproductive health research. In 2021, we look forward to bidding for and securing an NIHR clinical research facility, which will mean we can deliver even more ground-breaking research and clinical trials.

We will continue with our Digital Hospital Programme to drive improvement within our hospitals – we will explore the use

of diagnostic and artificial intelligence technologies, patient communication tools and new clinical devices. In order to do all of this, we need to keep developing a culture of improvement within our Trust, supporting our staff to use their talent for innovation, which we will do in various ways including the development of a Quality Improvement Gold programme.

We want to develop exceptional people for exceptional careers at UH Bristol. We will increase investment and support for our internal education programmes so that we can develop the workforce that we need for the future. We are already working to develop a number of new clinical roles which will create more opportunities for our staff to develop and become experts in their clinical service.

We also need to ensure that the general culture of this organisation works for every one of our staff and that UH Bristol is a great place to work. You will see on a later page that we have just launched our new diversity and inclusion plan, which

outlines how we plan to combat bullying and harassment of staff with protected characteristics within our hospitals.

These are just some of our plans for the next five years, which you can read more about on our website. These plans are already becoming a reality with key actions built into our 2019/20 operating plans. We look forward to continuing with our mission to deliver exceptional care, teaching and research, every day, and to working with colleagues inside and outside the Trust to achieve our vision for 2025. We are confident success lies in working together - *Embracing Change, Proud to Care.*

To find out more about our five year plan, please visit our website: uhbristol.nhs.uk

Celebrating our nurses and midwives on Nurses' Day

International Nurses' Day has been celebrated on 12 May, Florence Nightingale's birthday, since 1965. There are hundreds of nurses and midwives providing exceptional care to patients and their families across all of UH Bristol's hospitals. Nurses' Day is a great opportunity to thank our nurses and midwives, and celebrate the care and work they provide day in, day out.

Team Award

The children's emergency nurse practitioner team at Bristol Royal Hospital for Children

The team is a hugely valued resource in the children's emergency department, exhibiting all the characteristics of a high-performing team and delivering safe, high-quality care. Patients and families frequently recognise the team's great work through compliments in the friends and family test. The team continually works to extend their scope of practice, with some team members now instructing on internationally-recognised life support courses.

Highly Commended – Ward A522 nursing team; the outpatient department, Bristol Heart Institute.

Nursing/Midwifery Assistant of the year

Dawn Peacock, nursing assistant, ward A400, older persons assessment unit.

Dawn is a kind and supportive nursing assistant, who respects everyone; welcoming new team members and providing extra support wherever it is needed. As a nursing assistant, the patients see Dawn most frequently and nothing is too much trouble for her. Dawn puts everyone before herself and is committed to helping with every task – whether that's cleaning a patient's glasses or helping them on the commode – she goes above and beyond all expectations.

Highly Commended – Adriana Kozyra, nursing assistant, ward A609; Jose Emler, nursing assistant, Lighthouse Ward, Bristol Royal Hospital for Children.

Rising star

Joanna Barnes, staff nurse on the Caterpillar Ward at Bristol Royal Hospital for Children.

Jo has a dual role on the Caterpillar Ward – for the last 18 months, she has been embracing her new role as clinical skills facilitator. She continually finds new ways of working, aiming to evolve the way the ward teaches staff. Jo has also used social media to develop the team and help to spread a positive message about things that are happening in the NHS.

Highly Commended – Victoria Stacey, staff nurse, outpatients department, Bristol Eye Hospital; Samantha Burgess, Clinical endoscopy manager, Queens' Day Unit.

This year, UH Bristol marked International Nurses' Day and International Day of the Midwife on Friday 10 May. Nurses and midwives celebrated their achievements over the last year with tea, coffee and cake, sharing their successes in quality improvement, practice development, education, research and local initiatives to improve patient care

At the celebration, we shared a short film featuring nurses and midwives from across the Trust, who told stories of their time in the profession. The video was also shared on UH Bristol's social

media channels, bringing our nurses' words to a wider audience.

As part of the celebrations, UH Bristol recognised individual and team achievements through the awarding of the Trust's annual nursing and midwifery awards. The awards were presented by the Trust's chairman, Jeff Farrar, and Helen Morgan, deputy chief nurse. The winners were presented with their awards in their work place, surrounded by their teams – allowing them to share their success with their multi-disciplinary team colleagues.

Congratulations to all those who received awards and thank you to you and your colleagues for your hard work, dedication and continuous commitment to delivering high quality, compassionate care for patients and their families every day.

Carolyn Mills, chief nurse

Inspirational leader of the year

Bethany Shirt, ward sister, Meadow Ward, Bristol Royal Hospital for Children.

Bethany encompasses all the qualities required to develop, motivate and drive a team to provide great care in their roles. She is an inspirational leader, who motivates her team to develop and improve under her direction – this is reflected in the number of nominations she received. Bethany embraces the skills of true leadership, listening and supporting her staff, encouraging and rewarding their practice and skills.

Highly Commended – Belinda Kerr, ward sister, ward A602; Angela Bezer and Johanna Lloyd Rees, matrons, adult emergency department.

Bank nurse of the year

Jo Durbin

Jo has worked at the Trust for more than 30 years, and has been a loyal member of bank staff for over seven years. She is a reliable, flexible member of staff who continually acts as a role model and adapts to change. Jo has recently spent several months working on ward A512, and has received positive feedback on a number of occasions from patients and staff about her professionalism and her helpful, supportive attitude.

Registered nurse/midwife of the year

Elizabeth Allison, clinical nurse specialist, Bristol Haematology and Oncology Centre.

Liz is an exemplary professional, work colleague and advocate for her patients. She demonstrates all that one would want when supporting a group of patients; dedication, professionalism, humour, empathy and advocacy. Liz ensures that all her patients are supported and cared for expertly with compassion.

Highly Commended – Karli Knowles, senior staff nurse, Lighthouse Ward, Bristol Royal Hospital for Children; Tracey Bungay, midwife, St Michael's Hospital.





Bristol Heart Institute celebrates 10 years

The Bristol Heart Institute (BHI) opened in 2009, bringing all the Trust's cardiac services under one roof. As a joint initiative between UH Bristol and the University of Bristol, the BHI provides a dedicated service for people with heart conditions across Bristol and the South West.

159,000
Outpatient patient appointments since 2009

53,000
Cardiology inpatients

1,500
Heart operations per year

5,975
Patients treated through our catheterisation lab in 2018

compared to...

3,732
in 2009

In the ten years since the BHI opened, clinical practice has changed significantly. Alan Bryan, consultant cardiac surgeon, explained some of the changes: "Many of the surgical procedures we perform now are minimally invasive in comparison to 2009. Procedures such as transcatheter aortic valve implantation (TAVI) enable us to insert a new valve into the heart via a catheter inserted into the groin. This is a less traumatic approach to valve replacement, which allows for a much faster recovery time than open heart surgery."

Dr Julian Strange, consultant cardiologist, reflected on the changes to cardiology services: "All of our cardiac services at the BHI have grown over the last 10 years. We now have one of the largest heart attack and cardiac arrest services in the UK, and a cardiac devices and arrhythmia service that is second to none, providing interventions for the whole South West region. We also have a fantastic army of specialist cardiac nurses delivering care, expertise and cutting-edge research."

"We are the only cardiac unit in the South West that has access to cardiac assist devices that temporarily support the heart's function. These specialist devices allow us to safely perform some of the most challenging and complex procedures which would have been unimaginable 10 years ago. It is fantastic that we are able to transform the

outlook and quality of life of so many more patients."

In 2014, the BHI opened a fourth catheter lab, and there are plans to open a fifth. Ismay Summers, cardiac admissions manager, said: "When we opened in 2009, we treated 3,732 patients through our catheter lab, compared to 5,975 in 2018. With the increased number of patients, it's important we keep up with demand and continue to provide the best service to patients from across the South West."

There are also plans to expand the research space at the BHI, in line with UH Bristol's new five-year strategy. Alan added: "We have a long association with innovation, adoption of new techniques and clinical research. That theme has continued over the last ten years and will continue, supported by plans to build a new research centre in 2020-21 – a collaboration between the University of Bristol, UH Bristol and the British Heart Foundation."

Hayley Bullock was one of the first surgical patients in the new building, receiving an aortic valve replacement with replacement of part of her aorta in May 2009. Hayley said: "All the nurses were so reassuring as they could see I was nervous. That's what I remember most – the kindness of the staff. Once I had recovered I had much more energy."

UH Bristol to launch zero tolerance policy against violence and aggression

UH Bristol is launching a Trust-wide Zero Tolerance policy for incidents of violence and aggression against staff. Matt Thackray spoke to colleagues behind the policy to find out what this means.

"The key thing about this policy is that it acknowledges that each situation is different and it is designed to help staff respond holistically and appropriately," said Ian Britton, head of security at UH Bristol.

"Often, violence or aggression towards staff is due to circumstances outside of the individual's control such as dementia, learning difficulties, or an adverse reaction to medication or treatment. However, if somebody is being deliberately aggressive towards staff then we will absolutely take the necessary action to stop this from happening."

"The policy includes various methods for how we can do that, including a yellow/red card system to warn individuals about their behaviour, working with the police and judiciary system to prosecute individuals and, only when absolutely necessary and following consultation with other healthcare providers in the area, restricting people's access to the site."

Johanna Lloyd-Rees, matron for front-door services, and her colleagues in the

emergency department at Bristol Royal Infirmary, have been instrumental in driving the policy.

She said: "The impact that violence has on employee health, wellbeing and wider staff morale cannot be underestimated. We realise that there are instances, especially in emergencies, where somebody may react aggressively to their circumstances but staff need to be protected against the lasting impact this can have."

Ian agrees: "The most important thing for us to consider in these situations is the wellbeing of those affected. The policy addresses this by ensuring that following an incident staff and, where necessary, patients will go through a thorough debrief and have access to all the medical, emotional, or psychological support they need."

Talking about the wider issue of violence and aggression in the NHS, Ian said: "Knowing about the extent of the issue is essential to tackling it but there is evidence to suggest that across the entire NHS many instances of violence and aggression go

unreported. This policy will encourage staff to speak up and be confident that they will be listened to."

Johanna adds: "This issue doesn't just affect the emergency department. It can happen anywhere. Staff need to know that it's okay to say 'this is not okay' when talking about violence and aggression. This policy will provide staff all across the Trust with the support and the structures they need to work together and to embrace this change."

The policy has been developed and will launch ahead of the Autumn.

"Nobody should have to deal with violence and aggression at work. The zero tolerance policy is a formal promise to our staff to say that, as a Trust, we will not accept violence against them, and will support them 100% when these situations do occur."

Matt Joint, director of people



Reflecting on nine years as a governor

As the 2019 governor elections draw to a close, one of our longest-serving governors, Pauline Beddoes, shares her reflections of her time in office.

Pauline put herself forward for election as a public governor in 2010 when she retired from a long career in nursing. She said: "I had worked at Southmead Hospital and other parts of the NHS but I didn't have a great deal of knowledge about Bristol Royal Infirmary (BRI). We had a lot of support and training to help guide us into the role, and I built up a good rapport with the other governors."

"I was so encouraged that there was strong support for nursing staff among governors - it has helped us to keep patient care as our main focus."

As a public governor for South Gloucestershire, Pauline saw part of her role as helping to break down perceptions of UH Bristol in her area. She said: "Many people in South Gloucestershire need to attend the Bristol Eye Hospital and so on, but getting there was sometimes a bit of a challenge and it was good to be able to reassure them. There is now a bus going to the BRI from Thornbury regularly which is a great improvement."

The highlights of the role for Pauline were the occasions on which she could

see practical change for patients and staff. She said: "I was particularly pleased to support the liaison psychiatry unit when they were refurbishing their clinic. It helped to raise the profile of an area that had not at that point seen much investment."

Pauline will step down as governor on 31 May having served the maximum term of nine years. Her last task before leaving was, somewhat fittingly, to sit on the judging panel for the Trust's 2019 nursing and midwifery awards.

Pauline is one of a number of governors stepping down on 31 May. The Trust thanks all who gave their time so willingly over the years, and welcome to new governors who will take up office on 1 June.

Following changes made to membership structures and governor numbers this year, the Trust now has 29 governors - 17 elected by our public members, six elected by our staff and six appointed by our partners.

Find out who they all are on our website: uhbristol.nhs.uk/about-us/how-we-are-managed/governors/meet-the-governors/

"I've enjoyed my time as a governor - it's given me a different outlook. People don't realise all the work that goes on behind closed doors at the Trust."



Updates | Upcoming events

Trust members and members of the public are invited to our upcoming events to find out more about what's happening around our hospitals. Not a member? Join for free today: uhbristol.nhs.uk/membership or call the membership team on 0117 342 3764.

Children's Trauma	Thurs 20 Jun	6-7.30pm	Exploring the role of Bristol Royal Hospital for Children as a major trauma centre.
Stroke Services	Tues 16 July	6-7.30pm	Talk on the causes and symptoms of strokes.
Annual Members Meeting/AGM	Thurs 19 Sept	5-7pm	Hear from our Board and governors about the highlights of the past year and plans for the next.

UH Bristol's estates team

The estates team is responsible for keeping UH Bristol's hospitals running 24 hours a day, 365 days a year. The team plays a key role in ensuring that the patient environment is of the highest possible standard. They support day-to-day operations by providing a working environment for staff that has sustainability and well-being at its heart.



UH Bristol's estates team attended to 26,978 job requests in 2018 – an average of 74 job requests carried out every day.



There are 71 lifts across the Trust, covering 21 buildings. Passenger lifts are serviced on a monthly basis and service lifts every quarter. This means 764 estates visits for lift maintenance alone.



The Trust has the equivalent flooring area of 25 Wembley football pitches – all maintained by estates.



The team looks after all of the Trust's 23 underground service tunnels which contain steam pipework, medical gases, the air tube system and electrical cables. The deepest point is 15 metres below ground level.



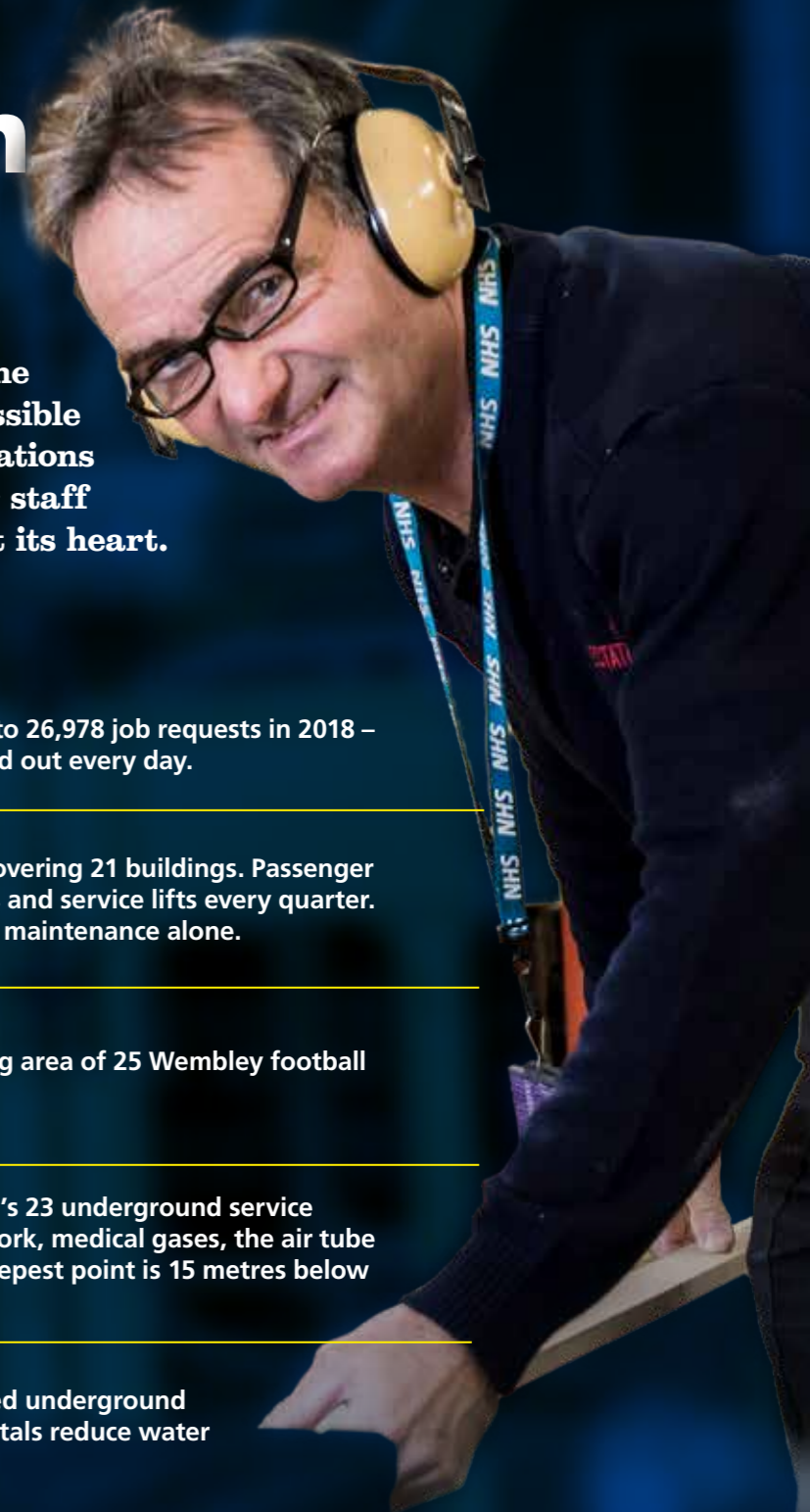
Estates maintains the Trust's recycled underground spring water, which helps our hospitals reduce water consumption.



Every year, the team services 5,347 medical gas outlets throughout the Trust. These provide essential medical gases to patients.



The team looks after UH Bristol's helideck, which opened on 7 May 2014. Over the last five years, the team has received 550 flights and transferred 403 patients.



How our support has helped your hospitals

You've achieved some incredible things across all nine of University Hospitals Bristol's sites. Here are just a few examples...

Caterpillar Ward

Recently a number of trusts and foundations have donated to the Caterpillar Ward at Bristol Royal Hospital for Children.

Caterpillar Ward is a medical ward that cares for children from newborn to 18 years with a variety of medical needs and illnesses.

The generous donations have funded chairs, a hoist and a refurbishment of the ward.

Sarah Harper, the ward sister, said: "These chairs have made a real difference on the ward. They are much more comfortable and nicer looking than the old ones and we want to try and get some more in the future."



Comfort for patients on the stroke ward

Specialist equipment has been funded to ensure patients on ward A515, the acute stroke unit, at the Bristol Royal Infirmary receive the very best care.

The family of a patient treated in the unit was so impressed by the dedication, compassion and devotion of the staff that they made a generous donation towards the

equipment. It funded positioning cushions, a wheelchair and a ReTurn, which is a standing aid.

Karen Martyn Jones, a physiotherapist on the stroke unit, said: "The new equipment has been key in improving the comfort and care of complex stroke patients on the ward. Thank you for the generous donation."

Educational films

Educational films have been funded to help prevent pressure injuries. The films are a valuable tool for nurses to utilise with their patients.

Nurses can play the films on their phones or laptops at a visit or provide details for patients to watch it another time online. A member of staff said: "The film is an easy-to-understand tool which is great for a wide range of patients of different ages and backgrounds."



Bristol's hospital heroes

Our fundraisers build a community that strives to go above and beyond for your hospitals, the staff, and patients and their loved ones.

D603 Dream Team

A staff team from Bristol Haematology and Oncology Centre (BHOC) are taking on the national Three Peaks Challenge to raise funds for our D603 Appeal, which aims to raise £1.53million to refurbish the ward.

Hayley Long, Sophie Baugh, Gav Hitchman, Charlotte Nicol and Ben Trumper are all taking on the 24-hour challenge with their partners on 28 and 29 July. The challenge will see them climbing Ben Nevis, Scarfell Pike and Snowdon - all within 24 hours.

Ben Trumper, matron on ward D603, said: "The fabulous staff provide amazing, compassionate care to patients, some of who may be in the last year of their life, and we think both patients and staff deserve to have a ward environment that matches the high standard of care delivered."



If you're interested in becoming a #BristolHospitalHero get in touch with our team on fundraise@aboveandbeyond.org.uk or visit our website.

Harry Coomber



Harry Coomber, eight, learned to ride a bike especially to take on a fundraising challenge to raise money for the Bristol Heart Institute (BHI).

His grandpa Richard was treated at the hospital last year when he had a number of silent heart attacks. After severe complications the family were told he would not survive the hour, but eight weeks later he had beaten all the odds.

On 8 April Harry cycled 15 miles of the Camel Trail in Cornwall. He's raised more than £700 for the BHI.

Harry said: "It was very hard work but enjoyable and great to be able to raise money for the hospital that saved my grandpa's life. The ice cream at the end was delicious!"

To sponsor Harry search 'Harry's Happy Hearts' on Just Giving.

Tracey Arthur

Tracey Arthur is a nurse at BHOC. This year she's taking on our Bristol to Paris Cycle Challenge for the second time.

"I've had relatives that have received treatment in many of Bristol's hospitals, but the BHOC is where my heart lies," said Tracey. "Without them I wouldn't have a job and also wouldn't have my

mum around." Tracey first took on the challenge in 2017 and has returned this year to celebrate the fifth anniversary.

She said: "When I think back to when I did it I always feel quite emotional. I was so proud cycling past the BRI." Visit our website to find out more about taking part in a challenge event.



Committed to inclusion in everything we do



The Trust's three staff forums have come together for a network event to raise awareness of their work. Opened by Trust Chairman Jeff Farrar, the event recognised that a diverse, inclusive and engaged workforce will be one of the organisation's main drivers for change, particularly as the event also marked the launch of the Trust's new five-year Workforce Diversity and Inclusion Strategy.

Leading for change was the theme of the national Staff Networks Day on 8 May, a topic that was particularly relevant to the Trust's three forums gathering in the Bristol Heart Institute's Atrium to celebrate the occasion.

The Trust arranged its own event to mark the day. It enabled our staff forums – the Black, Asian and Minority Ethnic (BAME) Workers Forum, the Living and Working with Disability, Illness or Impairment group (LAWDII), and the Lesbian, Gay, Bisexual and Transgender (LGBT) group – to show colleagues and visitors how they have been leading change for the good in the workforce. Members of the forums were there to talk to colleagues about their work and to encourage staff to get involved and make a difference.

Teresa Sullivan, diversity and inclusion officer, who helped organise the event, said: "It was a great opportunity to promote the work that has been done by the forums, so much so that we plan to make it an annual event.

"It also provided the perfect platform to launch our new Workforce Diversity and Inclusion Strategy. All our staff forums contributed to this strategy and their valuable input is also helping to shape other strands of work, such as the Trust's approach to the Workforce Race Equality Standard and the Workforce Disability Equality Standard."

Key themes from the new strategy include leadership and cultural transformation, positive action and practical support, and accountability and assurance. These will help to deliver our vision of being "committed to inclusion in everything we do".

Jeanette Jones, Trust lead for LAWDII, said the network event was a great way to talk about how the group can help people with visible and non-visible disabilities. She said: "We are always looking for opportunities to raise awareness of disabilities, particularly those disabilities that are not visible, for example dyslexia. The network event

was a chance to show people how we can help and champion campaigns for better facilities and workplace adaptations."

Andy Hole, LGBT Forum chair person, said: "We're currently a small group, so networks day helped us to reach out to more LGBT+ staff. We had the chance to talk about how we are working with the Trust towards being listed in the Stonewall index of top 100 LGBT+ supportive employers and how we are also working with the patient inclusion and diversity group regarding transgender patient involvement and experiences of the Trust."

Everton Barclay, chairman of the BAME Workers Forum, said: "This was a great opportunity to raise awareness of the forum and to encourage more staff to join. The forum is open to all staff from black, Asian and minority ethnic groups – including people from other European countries and further afield."

Helping to deliver high quality research and change patient care

The results of a new study involving clinicians from St Michael's Hospital, and published in *The Lancet*, has found that a common and potentially fatal pregnancy complication can be accurately diagnosed with a simple blood test.

The study, which was funded by the National Institute for Health Research (NIHR) and sponsored by Guy's and St Thomas' NHS Foundation Trust, involved teams from 11 sites across the country and examined over 1,000 women with suspected pre-eclampsia. The women's research team at the women's and children's research unit in St Michael's Hospital recruited 85 patients and delivered the study at UH Bristol.

The results showed that by measuring the concentration of placental growth factor (PIGF) in a woman's blood, doctors were able to diagnose pre-eclampsia on average two days sooner. This was associated with significant improvements in outcomes for women without causing health problems for babies.

Women were randomly assigned to two groups. One had their PIGF test results made available to their clinical team, the other did not. PIGF testing was shown to reduce the average time to pre-eclampsia diagnosis from 4.1 days to 1.9 days and serious complications before birth (such as eclampsia, stroke, cortical blindness and maternal death) from 5% to 4%.

Pre-eclampsia is suspected in approximately 10% of pregnancies. The causes are unknown but it's thought to occur when there is a problem with the placenta. In extreme cases it can lead to severe complications and can be potentially life-threatening and the earlier it is diagnosed, the easier it is to treat.

Since the results of the study were published, it has been announced that PIGF testing will be made more widely available to women on the NHS.

Dr Rachna Bahl, who was the principal investigator of the study at St Michael's



Hospital, said: "As clinicians our sole aim is to provide the best possible care to our patients. Current pre-eclampsia diagnosis methods are relatively imprecise and can be quite subjective. We knew that monitoring PIGF was an effective way of testing the condition but making this tool available to clinicians is a major leap forward in how we can care for women in vital stages of their pregnancy."

Dr Melanie Griffin, consultant obstetrician at UH Bristol, who was involved in the design of the study agrees with Rachna and said: "The news that PIGF testing will be made more widely available is extremely positive and Dr Bahl and I are both delighted that women cared for at St Michael's Hospital will be amongst the first in the country to benefit from this in practice."

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As a research-active teaching Trust, one of our aims is to enable researchers like Dr Bahl to deliver high quality research that will change patient care. I'm delighted that the PIGF study will have an impact on the services we provide in Bristol, and more widely across the NHS.
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Diana Benton,
deputy director of research at UH Bristol



Yanna Dandalou

Speciality manager for the Division of Medicine

How long have you been in your role?

I've been in this role for four years, before that I worked for a short while in acute services, and in the Avon, Somerset and Wiltshire cancer services. For twelve years before that, I managed council access services for deaf and hard of hearing people, and speakers of limited English, in London.

What does your role involve?

My role is focused on the integrated discharge service (IDS); I'm also the business lead for ward clerks and the diversity and inclusion liaison for the division of Medicine.

For the IDS, I have to ensure that we have the processes and systems in place to do our work correctly as well as to capture and verify the data we provide to the clinical commissioning groups. Everything needs to be set up so we can run the integrated care bureau in collaboration with our partners. We make sure that every patient that needs care outside

of hospital has it. It's a very person-centric approach and we work closely with partner agencies to achieve that. It could be that we signpost somebody to a voluntary group, or we arrange inpatient rehabilitation for them in another hospital.

This year, we have simplified processes by introducing a central navigation meeting every day. The wards have to supply information about their patients and their out-of-hospital needs, and we run a navigation meeting to decide where the patients should go, to expedite their discharge.

As part of my equality and inclusion role I'm looking forward to helping implement the new diversity and inclusion strategy, which will complement the Trust's vision of being committed to inclusion in everything we do.

What's the best thing about your job?

I really like my work with the ward clerks, and I hope I help make them

feel valued. They're the backbone of every ward, and they need to be celebrated for everything they do.

What's been your proudest moment?

One of my proudest moments was when the integrated care bureau navigation was implemented back in October 2018. All front and back-office processes, internally and externally, went smoothly. It's making a big difference to the way we deal with patients who may need assessment and support post-discharge.

What is something that people don't know about you?

I'm a qualified translator for movies, and I work for Netflix and Disney. It's why I work part-time here; my first degree was in English literature and I've also worked in translation services.

What do you enjoy doing outside of work?

I love reading, spending time with my son, walking and socialising.