

# Annual Review



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

Inspected and rated









Outstanding



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Annual Review  
**2018  
2019**

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# About University Hospitals Bristol NHS Foundation Trust



We have around 11,500 staff who deliver over 100 clinical services across nine different sites. From neonatal intensive care to care of the elderly, we provide services to the people of Bristol and the South West from the very beginning of life to the later stages. We're one of the country's largest acute NHS trusts with an annual income of over half a billion pounds.



## Our Mission

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



## Our Vision for 2025

- Grow our specialist hospital services and our position as a leading provider in south west England and beyond.
- 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.
- Become a beacon for outstanding education and research and our culture of innovation.



We have identified six strategic priorities which will help us to deliver our vision. These are:



### Our patients:

We will excel in consistent high quality, patient centred care, delivered with compassion.



### Our people:

We will invest in our staff and their wellbeing, supporting them to care with pride and skill, educating and developing the workforce of the future.



### Our portfolio:

We will consolidate and grow our specialist clinical services and improve how we manage demand for our general acute services, focusing on core areas of excellence and pursuing appropriate, effective out-of-hospital solutions.



### Our partners:

We will lead, collaborate and co-create sustainable integrated models of care with our partners to improve the health of the communities we serve.



### Our potential:

We will be at the leading edge of research and transformation that is translated rapidly into exceptional clinical care and embrace innovation.



### Our performance:

We will deliver financial sustainability for the Trust and contribute to the financial recovery of our health system to safeguard the quality of our services for the future.

# Chair's welcome

I'm incredibly proud and honoured to be chair of University Hospitals Bristol NHS Foundation Trust (UH Bristol) and have been privileged to meet and work alongside so many people who are committed to providing exceptional care to our patients.



**Our services are complex and delivered from many departments and hospitals, but despite this our outstanding staff remain patient-focused every single day and continue to innovate with forward-thinking ideas to improve healthcare.**

A key part of this innovation is the digitisation of our hospitals with new technologies being used to bring improvements to patients and staff. These include mobile devices to record patient observations and an app which allows our doctors and nurses to communicate securely about a patient's care wherever they are in our hospitals.

Last year I said one of our central aims going forward had to be working towards the concept of one public service and continuing to build our relationships – nationally, regionally and locally – with other health and social care providers.

This is still the case. Working together in a more effective and integrated way will be pivotal to ensuring we provide the best healthcare going forward and stay patient- and public-focused.

This is not just about improving the way we work across services and from department-to-department within our hospitals, but also about working more effectively with partners in health and social care outside of our hospitals.

During 2018/19 we continued to strengthen our partnership with Weston Area Health NHS Trust (WAHT) with colleagues from both organisations working more closely together, and this is something we will continue to build on as we work towards our proposed organisational merger in April 2020.

Our amazing staff are central to everything we do and the priority over the past 12 months has been a focus on our staff's wellbeing, personal development and engaging with them.

We've made some positive progress on this and have seen an increase in the number of staff completing their staff survey, but there's much more to do.

I'm committed to ensuring all our staff have a voice, feel engaged with and receive the best support for their development and wellbeing. This means that our commitment and drive towards fairness, diversity and inclusion has to be at the centre of everything we do.

During the year we were also proud to help mark the 70th anniversary of the National Health Service with events at our hospitals to thank staff and celebrate all of the amazing work that they do for our patients each and every day.

As I write this we've already had a really positive start to 2019/20, not

least being rated as Outstanding by the Care Quality Commission (CQC) for the second time in a row. We are one of only seven trusts in the country to have been rated Outstanding twice, and one of only three general acute trusts to achieve this. This is a fantastic achievement and is testament to the amazing job our staff do every day to provide the best possible care for our patients.

We have also launched our new five year strategy which sets out our vision for where we want to be in 2025. It's a really ambitious vision that builds on everything we've achieved whilst recognising the evolving challenges we, and the wider NHS, face. There's more information about both our CQC rating and our new vision, *Embracing Change, Proud to Care*, on our website.

Finally, I'd like to thank everyone who has provided, and will continue to provide outstanding care to our communities.

Jeff Farrar, Trust chair

“Our amazing staff are central to everything we do and the priority over the past 12 months has been a focus on our staff's wellbeing, personal development and engaging with them.”



# Delivering best care

Delivering best care, ensuring that our patients receive high quality treatment at the appropriate time and setting, and are appropriately discharged from hospital, is the golden thread that runs through all our work. Wherever we work in the Trust and whatever our role, we are all united in this shared aim to deliver the best care we can to our patients. Our first priority is to consistently deliver high quality individual care, with compassion.



## Our aim is to deliver high quality care that is:



**Safe**, where people are protected from avoidable harm and abuse and when mistakes occur, lessons are learned.



**Effective**, where the treatment and care people receive achieves consistently excellent outcomes, promotes quality of life, and is based on the best available evidence.



**Caring**, where patients are treated with compassion, dignity and respect, and are equal partners in their care.



**Equitable**, where patients receive high quality care regardless of their gender, race, disability, age, sexual orientation and religion.

**O**ur work to deliver outstanding care is guided by our Quality Strategy and underpinned by the annual quality objectives that we set. In our strategy, we recognise that access to services is integral to patient experience and that great patient experience happens when staff feel valued, supported and motivated.

During 2018/19 we continued to deliver high quality care that met this aim, with a number of key successes.

We completed our three-year Sign up to Safety programme with some excellent achievements, including a 50 per cent reduction in the number of adverse events in the Trust.

Working with partners in the West of England Academic Health Science Network, we also contributed to a major reduction in the number of

deaths attributable to sepsis across the south west of England.

We aim not only to keep patients safe while they are in hospital but to do so while demonstrating the highest levels of care and compassion. During the year, we launched our new customer service principles, which were developed in collaboration with staff and are designed to ensure that everyone who comes into our hospitals has a consistently positive experience.

We also started to install new, real-time feedback points for patients and visitors, as part of a new programme called 'Here to Help'. These enable patients to let us know how their visit was at the time they are in our hospitals so that we can constantly learn from their experiences and make positive changes.

During 2018/19, we received the best overall hospital experience score of all general acute Trusts in the CQC's National Adult Inpatient Survey. This is the second time in the last three surveys that UH Bristol has achieved this top ranking. We were delighted that in 2019/20 we retained our 'Outstanding' rating from the CQC, which also rated us as 'Outstanding' for caring. The CQC report and findings of the National Adult Inpatient Survey are a testament to everyone at UH Bristol for their hard work and dedication.

Despite these achievements, we know there is always more we can do, and we will continue to do all we can to offer the best possible service to all of our patients. Our renewed Trust strategy *Embracing Change, Proud to Care*, launched in May 2019, makes clear our continued commitment to maintaining our focus on the quality of care we provide.

# Improving patient flow

It is essential that we ensure patients flow through our hospitals efficiently, receive their care in a timely fashion, and are appropriately discharged when they are medically fit to leave hospital, to help ensure we deliver best care to everyone. We also understand and recognise that access to services is an integral part of our patients' experience.



**D**uring 2018/19, demand for services continued to grow across the country, and Bristol was no different. One of our key leadership priorities for the year was to plan better and earlier for the challenges that winter, in particular, always brings.

Our preparations included recruiting additional staff, providing a small number of extra beds and reviewing the way that different clinical teams work together.

Despite unprecedented levels of urgent and emergency demand on the Trust over the 2018/19 winter, our preparations meant that we saw more medical patients being treated on the most appropriate ward for their condition and fewer cancellations of planned surgery.

We also made significant improvements in our performance against key access targets, particularly referral to treatment times, but we know we have

more work to do to improve on our performance further, and this remains a priority for 2019/20.






During the year we continued to see the benefits of using Clinical Utilisation Review (CUR) which provides incredibly useful information to help ensure our patients are in the right place at the right time to receive their care.

The digital tool has been in place for a year and is now in use on wards across the Trust.

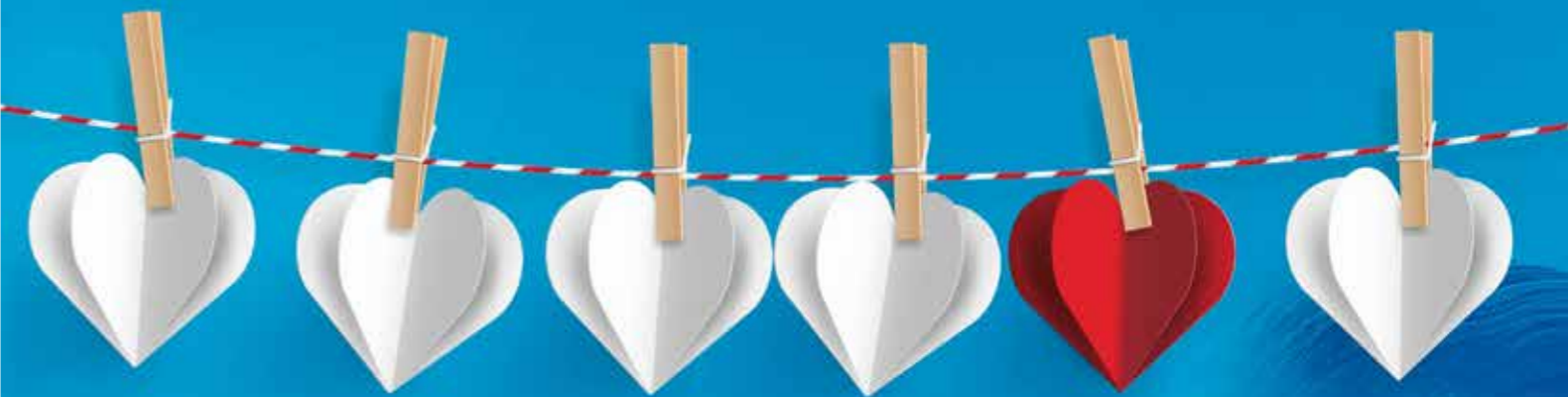
It provides a large amount of quality data that helps our staff identify any issues that need solving to help our patients continue their care and treatment journey.

Across the Trust, teams have also been looking at ways they can work smarter – eliminating waste and delays – and this also brought benefits to the flow of patients through our hospitals.

Examples of how our teams are working smarter include:

-  Improvements to the flow of emergency patients.
-  Optimising our use of diagnostics.
-  Increasing the number of CT (computerised tomography) scans for cardiac patients.
-  Improvements to orders for medication for TTAs (known as To Take Away medication for patients to take when they are discharged from hospital).
-  Introducing a streamlined antenatal booking system for mothers-to-be.

Looking ahead to 2019/20 we'll continue to look at ways to improve flow through our hospitals, work smarter and further improve our performance.



“ Our preparations included recruiting additional staff, providing a small number of extra beds and reviewing the way that different clinical teams work together. ”



# Delivering best value

There is a direct correlation between delivering best care to our patients and managing finances well. Having good financial management and governance processes in place enables us to keep control of our money and to continue investing for the benefit of our patients and staff.

**D**espite the significant challenges we faced during the year, including increasing demand for services, we delivered a financial surplus in 2018/19 for the 16th year in a row while maintaining our focus on staff wellbeing and the quality of our care. This fantastic result was thanks to the hard work of all staff across the Trust.

Our financial surplus for the year was £29.8 million, excluding technical items. This included receipt of provider sustainability funding of £25.3 million.

Excluding the provider sustainability funding, the surplus was £4.4 million, compared to the planned surplus of £3 million.

Our ability to continually deliver financial improvements has enabled us to commit to major investments in our hospital infrastructure, which puts us in an excellent position to continue improving the care we provide in the future. In 2018/19 we delivered further efficiency improvements of £25.9 million to bridge the gap between

the amount of money needed to run our services and the income we could expect to receive. During the year we invested £25.6 million into the Trust's buildings, equipment and information technology infrastructure.

In 2018/19 we committed to invest £237 million of capital over the next four years to help us develop our specialist clinical services and to renew and upgrade our medical equipment, IT and estates infrastructure to improve facilities for our staff and patients.

The investment will help us to achieve the ambition of our new five year strategy, *Embracing Change, Proud to Care*.

The Trust's financial performance is also measured using a set of rating metrics established by NHS Improvement. The Use of Resources Rating ranges from one (the lowest risk) to four (the highest risk). The rating is designed to reflect the degree of financial concern NHS Improvement has about a provider and the level of regulatory intervention required. At the end of March 2019, the Trust had a risk rating of one.



## Our 2018/19 finances at a glance:

Full details in our Annual Report 2018-19 available at [www.uhbristol.nhs.uk/about-us/key-publications/](http://www.uhbristol.nhs.uk/about-us/key-publications/)

Our financial surplus for the year*:	<b>£29.8 million</b>
Committed to invest capital over the next four years:	<b>£237 million</b>
Investment into our buildings, equipment and information technology infrastructure:	<b>£25.6 million</b>

\*excluding technical items

# Renewing our hospitals

We set out over the last decade to renew our hospital infrastructure to ensure our physical environment matches the quality of the care we give to patients. During this period we have invested over £200 million in new or expanded hospital facilities, including the Bristol Royal Infirmary, Bristol Heart Institute, Bristol Royal Hospital for Children and the Bristol Haematology and Oncology Centre.



**T**his investment will help us to deliver our new five year strategy, *Embracing Change, Proud to Care*. The capital investment will support us to grow the specialist services we provide, particularly in areas such as cancer, cardiac, dermatology and children's services. This will mean that in the future even more patients will be able to receive the treatment they need in Bristol rather than having to wait longer or travel further.

A great example of this is the plans we are developing to grow our regional specialist cardiac services at the Bristol Heart Institute (BHI) so that more patients can benefit from them.

At the BHI we propose to increase the number of beds, expand the cath lab (where the arteries and chambers of the heart are examined to identify problems), and create a new leading edge cardiac research unit.

We will continue to develop these plans over the next few years, whilst investment will also continue in other areas of our estate.

Our investment isn't just about the physical buildings, it's also about investing in equipment and in digital technologies to provide 21st century healthcare.

In 2016 we were proud to be chosen as one of 16 English acute trusts to become digital exemplars, leading the way in using technology to benefit our patients and improve our working practices.

In the past three years we have used this opportunity to introduce more technologies to improve patient care and the working lives of our staff.

For example, we now have an electronic system on a number of

our wards, allowing nurses to record patient observations in real-time using a portable device, and making it much easier for all the professionals involved in a patient's care to act on the most up-to-date information about their condition.

More than 1,500 doctors and nurses at the Trust are also using an app, similar to social media messaging apps, which allows them to co-ordinate patient care securely on mobile devices.

By sharing data electronically, we know that doctors, nurses and other healthcare staff – both inside and outside our hospitals – will find it easier and faster to share information, helping to reduce delays in treatment, improve the safety of our care and ensure that patients need to give us their personal details once, and once only.



## 2018/19– four year investment:

In 2018/19 we committed to invest £237 million of capital over the next four years with the aim of:



Supporting the development of specialist clinical services that can only be delivered in a hospital environment.



Continuing to renew and upgrade our medical equipment, IT and estates infrastructure to improve facilities for our staff and patients and provide a nurturing environment.



# Building capability

Our staff are at the heart of the services we provide to patients and their families. We want to improve the experience of staff at work and support them to do their roles to the best of their ability and to stay well and healthy. Our training and development activity, health and wellbeing programmes, leadership development and quality improvement programmes support us to do that against the backdrop of our shared Trust Values.



**With staff being vital to everything we do, we were encouraged to see the number of responses to the NHS Staff Survey rising significantly to 4,500 employees and even more pleased to see that our staff engagement score had increased for the fifth year running.**

To stay responsive to the needs of our staff, we held a number of 'You said, we did' weeks to share how we had listened to their feedback and we also introduced a new, improved version of our innovative Happy App, which allows staff to register their mood at any time and share matters of pride or concern. The new version of the Happy App allows senior divisional managers to monitor how well and how promptly local leaders are responding to the issues raised by their teams.

During the year we also continued efforts to improve the quality of leadership across the Trust, building on the introduction of 'leadership behaviours' based on our organisational values which were launched two years ago. In 2018/19 we introduced new leadership and management training, which is compulsory for all new

managers and will cover all existing managers in time.

Ensuring we're an organisation that works equally for all staff, irrespective of race, gender, sexual orientation or disability, is a major commitment of the Trust Board. During the year, we continued our involvement in the Bristol Race Equality Manifesto Leadership Group and we sought advice from the race equality implementation team at NHS England about our own potential to make faster progress, which has fed directly into our new plan for improving diversity and inclusion inside the Trust.

As one of the UK's leading teaching hospital trusts, closely linked to academic institutions locally, nationally and worldwide, we have an extremely successful history of developing clinical skills and careers. The Trust supports a range of undergraduate and postgraduate education placements such as medical, dental, nursing and healthcare scientists, and positively encourages postgraduate study and research for nursing, allied healthcare professionals, healthcare scientists, medical and dental staff.

Education is a major focus for the Trust with our new five year strategy outlining how we want to become a beacon for outstanding education and research and our culture of innovation.

During 2018/19 we continued to develop apprenticeships, traineeships and work experience opportunities to help develop the workforce of the future and to support staff to gain more skills and experience to help with their careers.

During the year we continued our Quality Improvement (QI) Academy, with 345 people undertaking the 'Bronze' programme which provides training in basic QI methods and tools. A further 45 took part in the more advanced 'Silver' programme, which delivered 29 improvement projects. In 2019/20 we will be launching a QI 'Gold' programme focusing on larger, longer-term improvement and transformation projects.

As we move into 2019/20, support and development of our staff remains one of our key priorities, ensuring we attract, retain, develop and support staff to provide high quality care for our patients.

# Leading in partnership

UH Bristol does not work in isolation. We recognise that, in our role as a major specialist centre for the south west and a key provider of local acute services in central and south Bristol, it is essential that we work in collaboration with other health and care organisations and that we are prepared to help design and lead new partnership and networking arrangements for the benefit of our patients and the population we serve.

**L**ocal areas across England have developed bold plans to meet the challenges of increasing demand and an ageing population. Throughout 2018/19, UH Bristol continued to take a leading role in 'Healthier Together', the Sustainability and Transformation Partnership for Bristol, North Somerset and South Gloucestershire (BNSSG). Robert Woolley, our chief executive, continues to lead Healthier Together, jointly with Julia Ross, the chief executive of the BNSSG Clinical Commissioning Group (CCG).

This partnership has set out a vision for enabling people to stay healthy and

independent in their local communities, supported by resilient and accessible general practice, greater disease prevention and support for self-care, and significant integration between physical and mental health services, and between health and social care.

With the engagement and support of external partners, as well as extensive input from our own staff, we conducted a major review of the Trust's five-year strategy, which has now launched and outlines our vision for 2025.

This vision reflects our view that it is critical for the Trust to work with

colleagues in primary and community services to manage the health of the local population as proactively and as close to home as possible. This is better for our patients and the environment and ensures that hospital capacity and specialist services are available for those who need them locally and beyond.

During the year, we also strengthened our partnership with Weston Area Health NHS Trust (WAHT), following a joint announcement in January 2018 of our intention to merge the Trusts.

We have seen lots of excellent examples of teams collaborating and working more closely together to benefit our patients and our staff.

In June 2019 maternity staff at Weston formally joined the UH Bristol workforce, strengthening the maternity service in North Somerset and building on the great partnership working of recent years.

This has brought benefits to the service, helping us to recruit more midwives, providing development opportunities for staff to work in different types of maternity settings and helping to further sustain the service.

Ahead of the proposed merger, a Full Business Case, which will outline the plans and provide all the information that the decision-makers will need to consider our merger proposal, will be developed for consideration by both Trust Boards in November 2019. This is with a view to the merger taking place in April 2020.



“ We have seen lots of excellent examples of teams collaborating and working more closely together to benefit our patients and our staff. ”

# How you can get involved with the Trust

Becoming a member of University Hospitals Bristol NHS Foundation Trust is a great way to support, find out more, or get involved in the work of our nine sites.

It's free to join and how much you choose to get involved is up to you. You can:

- Have a say in how we develop our services
- Come along to our health matters events
- Receive regular e-news updates
- Stand as a governor
- Receive discounts from many brands

You can join online at:

[www.uhbristol.nhs.uk/membership](http://www.uhbristol.nhs.uk/membership)

For more information please contact the membership office:

Telephone: (0117) 342 3764

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

Post: University Hospitals NHS Bristol Foundation Trust Membership office, Marlborough Street, Bristol, BS1 3NU

Get involved:



University Hospitals Bristol NHS Foundation Trust



Bristol Royal Hospital for Children



@UHBristolNHS



University Hospitals Bristol NHS Foundation Trust

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



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