

RW/JK/yq

3 May 2019

Dear Colleagues,

### ***Embracing Change, Proud to Care – Our 2025 vision***

We are proud to share our new five-year strategy setting out our ambition for University Hospitals Bristol for 2025, which describes our vision to:

- 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.

Our mission remains the same – to deliver exceptional care, teaching and research, every day. The quality of care we provide remains our highest priority and we will increase our focus on teaching and research as a means to maintain that quality.

Our strategy, which we have called Embracing Change, Proud to Care, was developed over 14 months with our staff; our patients, their families and carers; our governors; local people; and our organisational partners who helped us shape the vision for how we want University Hospitals Bristol to look and feel in 2025.

These plans are firmly grounded in our achievements, our learning and an understanding of the challenges we face now and in the future and seek to ensure we are as well placed to deliver great care over the next five years as we have been in the past.

Over the past 10 years we have achieved a lot that we can be proud of including:

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

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

We are in a good position and can demonstrate a strong track record of setting ambitious plans and delivering them with our skilled and dedicated staff but the world around us continues to change, putting increased pressure on our services and our people.

To build on our strengths and be fit to meet the future needs of the people we serve, we must think differently about where and how we provide healthcare and support our staff to continue to deliver outstanding care.

Over the next five years we will:

- Maintain our focus on the quality of care we provide, which remains our top priority. We will seek out and listen to what matters to our patients, staff and the wider population, using this feedback to keep improving. We will focus on providing a healthy, healing environment in our hospitals and using digital technology to improve access to our services. Continuing our focus on getting the best value from every pound of public money we spend will ensure we can keep investing into our services and our staff.
- Continue to grow the specialist services we provide, particularly in areas such as cancer, cardiac, dermatology and children's services. We will build on our partnerships with local Universities to bring experts into Bristol to deliver these services and teach the experts of tomorrow. Our plans to invest in the physical expansion and modernisation of our hospitals will mean in the future even more patients can receive the treatment they need here rather than having to wait longer or travel further for treatment.
- Play our part in improving the health and wellbeing of the communities we serve, helping people keep healthy and independent as well as providing outstanding treatment and care when this is needed. We will work in collaboration with our local health and care partners in other hospitals and with GPs, community, mental health, social care and community providers to improve how we join up the ways we work. This will mean that over the next few years some services will be provided outside of our hospitals, meaning that more people can receive the care and information they need without having to travel into Bristol - better for our environment, better for us all. We will also continue building on our partnership with Weston Area Health NHS Trust and are committed to delivering a formal merger of the two Trusts.
- Grow our culture of learning and improvement, investing in and caring for all of our staff, supporting them to care with pride and skill. We want to be known as a place that provides outstanding education, embraces learning and encourages innovation, which inspires our staff for the benefit of patient care. We will focus on improving the diversity and inclusion of our staff and our services, providing a safe working environment and being a great place to build a great career.
- Focus on making the best use we can of research, information and medical technology to drive improvement in our services. We want to be at the cutting edge of healthcare, making the best use of new technologies like artificial intelligence and attracting the brightest minds to our Trust to provide care, carry out research and continue transforming ideas into new treatments for our patients.

We look forward 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 and proud to care.

To find out more information about our five year plan Embracing Change, Proud to Care, please visit our website at <http://www.uhbristol.nhs.uk/about-us/our-mission,-vision-and-values/vision2025/>

Yours sincerely,



**Robert Woolley**  
**Chief Executive**