



Rising to the challenge

• our 2020 vision •

Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

Introduction

University Hospitals Bristol NHS Foundation Trust is a dynamic and thriving group of hospitals in the heart of Bristol, a vibrant and culturally diverse city. We have over 8,000 staff who deliver over 100 different clinical services from nine individual sites. With services from the neonatal intensive care unit to older people's care, we offer care to the people of Bristol and the South West from the very beginning of life to its later stages. We are one of the country's largest acute NHS Trusts with an annual income of £575m.

- This document summarises our new Trust strategy, which will guide us through the next five years as we continue to provide and develop the very best care and support to those we serve, in Bristol and beyond including providing regional and tertiary services to a population of over five million across the geographically and economically diverse South West region of England.
- Whilst the region has some of the best life expectancy in England, there is also a mixed picture of health in Bristol and the wider region, where the health of the population, in deprived areas, is poor.
- Bristol has one of the fastest growing populations of the English Core Cities, including a higher than average rate of growth in the child population.
- Life expectancy is increasing, and Bristol will see a 9% growth in the elderly population to 2020, and whilst this is lower than the national projection of 23%, neighbouring areas outside the city are seeing growth in the elderly population above the national rate.
- Death rates in Bristol show that cancer, stroke and heart disease remain the highest causes of early deaths; early death rates from cancer remain significantly higher in Bristol than the national average. Smoking, alcohol and drug abuse account for a larger proportion of deaths and long hospital stays in Bristol than the national average.

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

Our Vision is for Bristol, and our hospitals, to be among the best and safest places in the country to receive care.

We want to be characterised by:

- High quality individual care, delivered with compassion
- A safe, friendly and modern environment
- Employing the best and helping all our staff fulfil their potential
- Pioneering and efficient practice, putting ourselves at the leading edge of research, innovation and transformation
- Our commitment to partnership and the provision of leadership to the networks we are part of, for the benefit of the region and people we serve.



How we developed our strategy

We set out our strategy and direction as a Trust in 2010 in our 'Rising to the Challenge' document, and following a number of years of change in our health system, the time has come to re-look at our plans for the future.

We have spent a year doing this work. We engaged a broad range of people in the process, and in particular sought significant input from our clinical teams.

We also worked with our partners across Bristol's health community – and ran a number of events to help us develop our strategic plans. These focused on helping us to understand what it is about our organisation and our services that our patients and public value, what it is that we should preserve or change – including specific consideration of what it is that we mean by 'hospital' and how we might need to think differently about the settings in which we deliver our care, support or advice.

Having sought this range of views, we developed our new strategy as a way to address the challenges that we and others face – which are summarised in this booklet. We would like to thank all those who have helped us develop this new strategy and we hope that it will enable us to create real benefits over the next five years for those that we serve.

Responding to challenges

As an organisation, our key challenge is to maintain and develop the quality of our services, whilst managing with fewer available resources. We recognise the need to make strategic choices that directly address this and have developed a strategic intent that sets out the Trust's position with regard to the key choices we face. This is included on the next page of this plan.

Crucially, we operate as part of a wider health and care community and we have also considered challenges faced by us and others who are part of our local health community. We believe these to be:

- Changing the way in which the whole health and care system works, not just the individual organisations within it. We are clear that we will need to think in new ways about how resources are allocated across the health and care system.
- We need to work together more effectively to reduce the reliance on hospital services, by eliminating unnecessary admissions to hospital and working better together to ensure that people do not stay longer in hospital than is necessary.
- We must avoid becoming fixed by physical location. What we refer to now as a hospital is one component

of a broader network – physical and virtual – that makes up the health and care system. We need to find ways of improving all aspects of this system – not just the bricks and mortar but also the networks of support, advice and information that matter so much to people.

- Technology will have a huge part to play in supporting new ways of working, connecting providers involved in single pathways and supporting the vision of a single electronic patient record, accessible by all health and social care providers. We are working towards this, and also focused on 'patient activation' – helping patients to manage their own conditions better and to link with others with similar conditions.

In summary, the challenges of the next five years demand that we work more effectively across the local health economy to address operational and financial challenges. We are already working with commissioners at both local and regional level as they define their future priorities – but we are also working to broaden the scope of our collaboration in the next two years in particular, including with local authorities and others via the Better Care Fund.



Our strategic intent

Responding to the challenges of the environment in which we and others operate, our strategic intent is to provide excellent local, regional and tertiary services, and maximise the benefit to our patients that comes from providing this range of services.

We want to develop and expand in those areas where we have the potential to deliver exceptional, affordable healthcare. As a university teaching hospital, delivering the benefits that flow from combining teaching, research and care delivery remains our key advantage. In order to retain this advantage, it is essential that we recruit, develop and retain exceptionally talented and engaged people.

We will strive, within the resources available to us, to deliver exceptional healthcare to the people we serve and this includes working in partnership where it supports delivery of our goals, divesting or out sourcing services that others are better placed to provide and delivering new services where this will benefit patients.

The Trust's role in community service provision will focus on supporting our partners to meet the needs of our patients in a timely way. However, when our patients' needs are not being met, the Trust will provide or directly commission community services.

Our patients – past, present and future – their families, their carers and other representatives, will be central to the way we design, deliver and evaluate our services. The success of our vision to provide 'high quality individual care, delivered with compassion' will be judged by them.

We are committed to addressing the aspects of care that matter most to our patients. They have described them to us as:

- Keeping them safe.
- Minimising how long they wait for hospital appointments.
- Being treated as individuals by all who care for them.
- Being fully involved in decisions about their care.
- Being cared for in a clean and calm environment.
- Receiving appetising and healthy food.
- Achieving the very best clinical outcomes possible for them.

The events and subsequent learning from Mid-Staffordshire (the Francis Report), Berwick Report and Keogh Reviews have shaped our approach to quality and to how we listen and engage with our staff and our patients. We have published our response to the Francis and other reports, and in the process of working on this we identified issues that we are also addressing, including: perceived variation in attitudes to openness and sharing across the Trust, listening and learning more effectively throughout the Trust following incidents, and becoming a learning organisation.



Our strategic themes

Driving engagement and collaboration across the local health economy

We are committed to dealing with the challenges that we and others have identified at system level – not organisational level. Our plans in this area involve:

- Greater collaboration across the healthcare environment with partner organisations particularly in the acute setting.
- Reducing the cost of care whilst improving quality again by further integration between acute, community and social care sectors.
- Continuing to work together more effectively to reduce the requirement for hospital services, eliminating unnecessary admissions to hospital and working to ensure the shortest possible hospital stays. Our focus for this work is the Better Care Fund.

Clinical strategy

The sustainability of our services is crucial. We have analysed all those aspects that underpin the successful delivery of our services and identified where our ability to deliver those services at the right location, quality and cost is at risk. Our clinical strategy is a summary of how we address these issues. We have nine key services areas. They are:

- Children's services
- Accident and Emergency (and urgent care)
- Older people's care
- Cancer services
- Cardiac services
- Maternity services
- Planned care and long term conditions
- Diagnostics and therapies
- Critical care.

Our clinical strategy sets out – by service area – how we will address the issues we have identified in each of these areas. You can find this document on our website. In more general terms though, our plans are to:

- Continue to focus on 'right-sizing' our services so that they match demand and make sure the costs for providing them remain competitive.
- Re-examine the services delivered at South Bristol Community Hospital.
- Address any risk to the sustainability of key service areas (shown above).

Teaching and learning strategy

Our vision is to develop a culture of lifelong learning across all staff groups; ensuring teaching is aligned with our values, synonymous with quality, reduced cost, better performance and the delivery of high quality individual care with compassion. We want to be the premier provider of multi-professional student and staff education, teaching and learning to deliver the best clinical care. We work closely with our academic partners, University of Bristol, University of the West of England and other higher education institutions to achieve this.

Our teaching and learning strategic objectives are:

- To expand and develop our multi-professional education and training strategy to ensure we integrate teaching fully with research and clinical care.
- Develop a culture in which education and training are embedded in clinical practice to ensure optimal quality patient care.
- Through teaching, generate a workforce that is able to deliver services to the broader health community.
- Work with our local and regional hospitals, higher education and other educational institutions to provide and deliver robust, evidence-based training and education for all health care professionals.
- To develop innovative and creative strategies for generating new income to reinvest in University Hospitals Bristol NHS Foundation Trust teaching and learning services.

The key enablers

To support our mission we have also developed strategies focused on driving our continued focus on quality, developing our workforce, information management and technology, financial plans and estate. In particular we will be continuing with our ambitious programme to develop our estate, building on our current 2005-2015 strategy, which saw the Trust invest £200m in improvements to clinical facilities. Our plans include:

- Evaluating the options for the future use of the Old Building site.
- Considering plans for the redevelopment of land at Marlborough Hill (including parking provision).

Research and innovation strategy

This strategy focuses on improving patient health through excellence in world-class translational and applied health services research and promoting a culture of innovation in our organisation. Specifically, our research and innovation strategic objectives are to:

- Focus on and foster our priority areas of high quality translational and applied health services research and innovation where we are, or have the potential to be, world-leading.

- Train, mentor and support research-active staff to deliver high quality translational and applied health services research of direct patient benefit.
- Develop a culture in which research and innovation are embedded in routine clinical services leading to improvements in patient care.
- Work with our regional partners to align our research and clinical strengths strategically and operationally and support the aims of our Health Integration Teams (HITs).

Other programmes of change

We are committed to making changes in a number of broad areas. Our plans include:

- To review and refresh our approach to public engagement and patient and public involvement in the development and delivery of our services.
- Review workforce models, with a particular focus on using our non-medical workforce more effectively.
- Developing a much more active approach to data and the way we use and share it – including making data social (open and not proprietary) in a way that we have not done before, whilst still complying with our obligations in terms of confidentiality and information governance.
- To re-examine the way we use technology and how we understand its benefits – specifically to consider how technology facilitates access to our services and advice as well as how it allows us to deliver those services more effectively and efficiently.
- Working on technology and innovation from a system or regional perspective – through organisations such as the Academic Health Science Network.

With regard to information management and technology, we have accepted the challenge set by the Department of Health to become paperless by 2018 – by rolling out a series of programmes which will make the way in which we deliver services quicker, safer and easier. The next phase of this work is to give clinicians access to an up to date, unified patient record that is available anytime, anywhere. A range of projects, including an Electronic Document Management System, will support this broader objective. We are also part of a broader 'Connecting Care' project that will see similar work being done right across our local health system.

Changes to our information and supporting IT systems will be some of the greatest changes in our organisation in the next few years. We have been building up to the development of electronic document management by scanning 200 million documents over the last 20 years, and the programme to deliver electronic document management is now underway (initiated summer 2014).

Transforming Care

The programme is structured under the six 'pillars' below, which focus on the areas we need to address in order to achieve our vision.



Transforming Care is the Trust's unifying strategy for improvement. It is the overarching programme of transformational change designed to drive us towards our vision for the Trust. Transforming Care is both a set of projects and a structured approach to support the organisation in making change happen and to enable all our staff to improve the services which our patients receive.

Summary of benefits and conclusion

This five year strategic plan, for the period 2014-2019, describes how we will ensure a sustainable and thriving organisation for the future - it sets out the challenges we and others face, our response to those challenges, and where we are going to focus.

The plan has been informed by strategic analysis of the current and likely future context within which the Trust will be operating and to which any strategy must respond. This work has included both market analysis (including an assessment of the threats and opportunities in the external environment) alongside consideration of the Trust's current strengths and weaknesses. The response to these findings has been developed through a nine month review and refresh of the Trust's strategies for clinical, teaching and research activities and has involved Board, staff and stakeholders from across the local health economy.

We remain an organisation with a tripartite focus on clinical service, research and teaching – our mission is to improve the health of the people we serve by delivering exceptional care, teaching and research, every day.

Our vision is one for our health community as much as it is one for our own organisation – for Bristol, and our hospitals, to be among the best and safest places in the country to receive care.

In that context, we want to be characterised by:

- High quality individual care, delivered with compassion.
- A safe, friendly and modern environment.
- Employing the best and helping all our staff fulfil their potential.
- Pioneering and efficient practice, putting ourselves at the leading edge of research, innovation and transformation.
- Our commitment to partnership and the provision of leadership to the networks we are part of, for the benefit of the region and people we serve.

We have acknowledged that our ability to continue to serve the people who rely on our services, care, and advice over the next five years will be determined in large part by our ability to work with others on addressing challenges that affect all aspects of our health system and community.

We have developed our focus on the sustainability of our services and are putting in place a strategy that will ensure that we are still able to provide services, care and support over the next decade as well as over the next year. We are now developing the strategic implementation plan 'Vision into Action' which will turn our ideas into reality.

Ultimately what matters is that we provide safe and effective care to our patients and fulfilling careers to our staff. We would like to hear your views and ideas about the strategy we have presented here and about how – together – we can bring it to life. If you would like to share your ideas – or know more about the detailed plans that sit behind this summary, please get in touch via 2020@uhbristol.nhs.uk or call 0117 342 3721.

