

# ANNUAL REVIEW

# 2014/15

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



## University Hospitals Bristol NHS Foundation Trust

We have over 8,000 staff who deliver over 100 different clinical services across nine different sites. With services from the neonatal intensive care unit to care of the elderly, we provide care to the people of Bristol and the South West from the very beginning of life to its later stages. We're one of the country's largest acute NHS Trusts with an annual income of half a billion pounds.

### Our **mission**

To improve the health of the people we serve by delivering exceptional care, teaching and research every day.

### Our **vision**

To put Bristol, and our hospitals, among the best and safest places in the country to receive care.

# 1

## Introduction from the Chairman

The quality of care that our staff provide is our overriding priority and the common purpose that brings us all together, no matter what roles we do and where we work. We want to be characterised by the following qualities:

# 2

### Delivering best care

High quality individual care, delivered with compassion



# 3

### Improving patient flow

Patients are cared for in the ward best suited to their needs



# 4

### Delivering best value

Pioneering and efficient practice, putting ourselves at the leading edge of research, innovation and transformation



# 5

### Renewing our hospitals

A safe, friendly and modern environment



# 6

### Building capability

Employing the best and helping all our staff to fulfil their potential



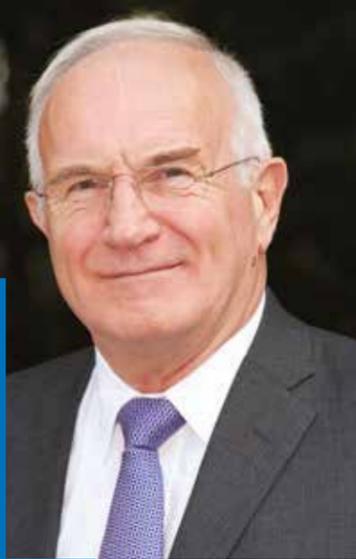
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### Leading in partnership

Providing leadership to the networks we are part of, for the benefit of the region and the people we serve.



## Introduction from the Chairman



Welcome to the annual review for University Hospitals Bristol NHS Foundation Trust (UH Bristol). It has again been a challenging year for the National Health Service with increasing demand for most provision. The Trust is not immune from the national challenges, but our transformational way of working is yielding positive results.

There can be no doubt that many challenges remain, but our dedicated staff have done wonderful work and I begin by paying tribute to them on behalf of the whole Board.

The quality of care provided is our overriding priority and the common purpose that brings us all together, no matter what roles we do and where we work. In September 2014 the Care Quality Commission (CQC) inspected the Trust. This was a unique opportunity for staff to showcase the things they are proud of and I think all were particularly pleased that the inspectors found every service at UH Bristol to be caring, with staff providing kind and compassionate care and treatment, involving patients in the process and treating them with dignity and respect. It was a great achievement also to be judged good across the board for end of life care and outstanding for aspects of children's and maternity care. Finally it was equally pleasing to have secured 'good' ratings overall at South Bristol Community Hospital and the Central Health Clinic.

This first inspection in the new regime was a chance to hear from the CQC about the areas in which we are doing well but also where we need to improve. The flow of patients through our hospitals and beyond is something that the CQC rightly highlighted as needing improvement and this is something to which we have devoted considerable energy and effort over the past year.

It is vital that we have a realistic strategy for achieving our mission and vision and in 2014/15 we worked hard to develop this, engaging a broad

range of our stakeholders in the process, with particular input from our clinical teams and our partners in the health community. This work continues as the demands on the NHS grow and change.

Governors continue to play an important role in the Trust, guiding the development of services, holding our directors to account, and representing the views of members and the public while acting as guardians for the Trust's values and standards. Following the election of a number of new governors in 2014/15, we look forward to working with existing and newly appointed colleagues to deliver our shared mission to improve the health of the people we serve by delivering exceptional care, teaching and research every day.

Finally, I would like to thank everyone – staff, volunteers, members, governors, charities, and our partners – who have worked with us to deliver improvements in care, new facilities and transformed services in 2014/15. It has been another momentous year in the life of our Trust and the Board looks forward to working with you again in 2015/16 to achieve our joint vision and goals.

With best wishes,

**Canon Dr John Savage CBE**  
Chairman





## Delivering best care

Delivering the very best care that we can is central to our mission to improve the health of the people we serve and our vision for both Bristol and our hospitals, to be among the best and safest places in the country to receive care. By providing the best care, with no delays, we will also provide efficient services that make the best use of public funds.

Every year we set ourselves quality objectives against which we measure our progress. These objectives measure and assess the safety of our services, the experience patients receive and the clinical outcomes we deliver.

In September 2014 the Trust was inspected by the Care Quality Commission (CQC) for the first time under the new inspection regime. The CQC examined all areas of UH Bristol. Of the 56 ratings, UH Bristol scored 'good' or 'outstanding' in 44 areas and no service or domain was rated as being inadequate. Twelve of the ratings were judged as 'requiring improvement', leaving UH Bristol overall with a 'requires improvement' rating.

The CQC also visited South Bristol Community Hospital and the Central Health Clinic and judged these services to be delivering good care in every domain. The Trust was also judged to be caring in all areas, and children's services, maternity services and end of life care were rated as good or outstanding.

Of course, the quality of care we deliver needs to be judged not only against our internal quality measures, and the views of our regulators, but also by how our patients experience the care they receive. In 2014/15, we were pleased to achieve scores for both

the inpatient and emergency department Friends and Family Test which were consistently better than the national average.

Over 26,500 patients gave us feedback via the Friends and Family Test survey during 2014/15, with 94% saying that they would be likely to recommend the care at UH Bristol based on their experience. Similarly, in our postal survey programme, 97% of inpatients and parents of 0-11 year olds rated the care they received here as excellent, very good, or good. However our performance in the national cancer patient experience survey was disappointing and we have been working closely with the Patients' Association and others to gain greater insights into how we can provide a better experience for those affected by cancer, both patients and their families.





## Improving patient flow

Ensuring that patients are cared for in the ward which is best suited to meeting their individual needs is fundamental to our aim of delivering the best care to our patients. In other words, the flow of patients through our hospitals is integral to ensuring that they receive excellent care from the outset of their admission or as soon as possible thereafter. All areas of the Trust recognised this and worked hard to improve patient flow in 2014/15.

We began the year with an important initiative in partnership with social and community services that affirmed our shared commitment to quality care and timely discharge. During an initiative called "Breaking the Cycle Together" staff from across the Trust, and from partner agencies, volunteered on our wards for a week, resolving the everyday problems that get in the way of patient flow and providing excellent care – with the aim of fixing them for good.

This focus had a significant effect, with the flow of patients through our hospitals improving dramatically, ensuring that patients received appropriate care in a timely way and were also discharged without delays. We repeated the initiative with equally good results separately in adult and children's services and did so again at the start of 2015/16. Each time we run the initiative, the results are dramatic and

our focus now is to see how we can sustain these ways of working through the rest of the year.

A significant milestone in the year was the transformation work within planned care which aims to ensure the right patient, is in the right bed at the right time and that cancelled operations become an infrequent event as a result. Although the work has been led by the Division of Surgery, Head and Neck all Divisions have contributed to the programme with some significant early wins.

In the first month following implementation, there was only one cancellation in the BRI for lack of an available ward bed compared to an average of 11 in the same period last year and this success has been maintained, utilisation of operating theatres improved from 88% in September 2014 to 92% in October 2014 with

the number of surgical cases through the main BRI operating theatres increased by over 10% while the number of patients whose discharge from intensive care was delayed dropped from 14 in the previous quarter to just two in the most recent.

Patient flow will remain a key focus for us in 2015/16 working within the Trust to improve flow through our

hospitals and working with partners to ensure we are able to discharge patients as soon as they are ready to return home and only admit those who need hospital based care.





## Delivering best value



As a publicly funded organisation, it is essential that we work efficiently and make best use of the public funds at our disposal.

From 1 April 2013 all NHS foundation trusts have needed a provider licence from Monitor, the independent regulator. The licence stipulates the specific conditions foundation trusts must meet to operate, including financial governance and managing finances in a way that is economic, efficient and effective. The Trust's financial standing and financial sustainability are fundamental not only to the continuity of existing high quality services but also to allow the investment in, and development of, services in line with the Trust's clinical strategy.

We are particularly pleased that the Trust delivered a healthy financial outturn for 2014/15, achieving an income and expenditure surplus of £6.3m before technical items. This is a good result and the twelfth year the Trust has achieved

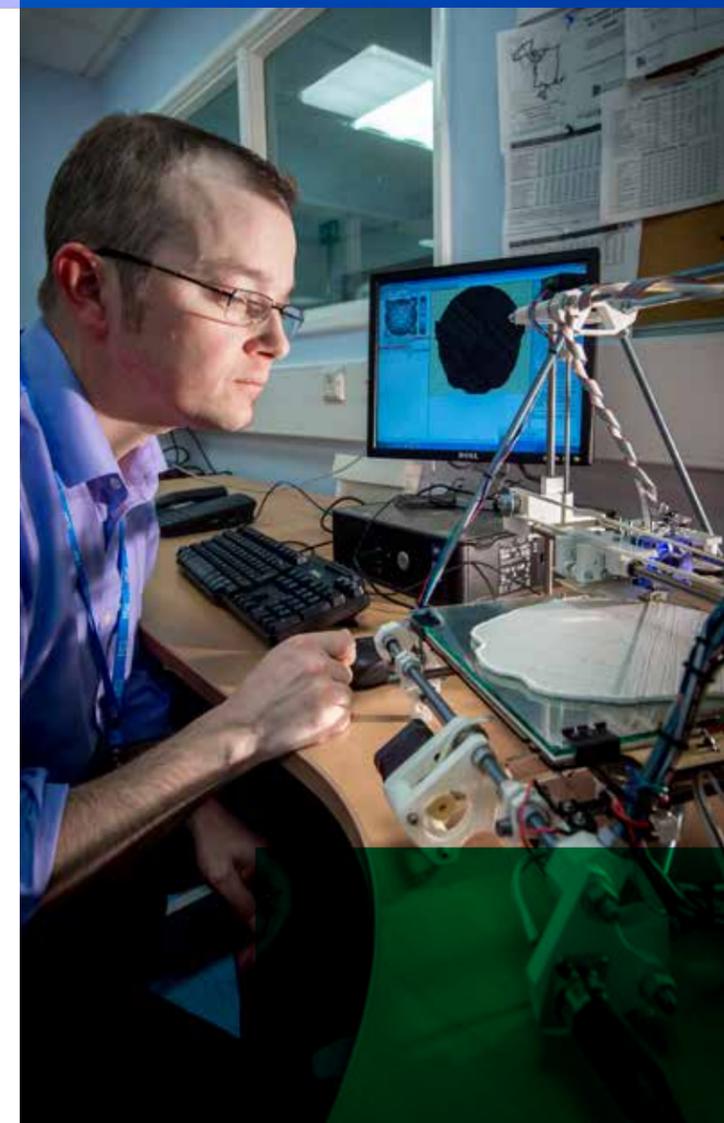
break-even or better. The Trust ended the year with cash of £63.5m and a strong balance sheet. This resulted in the best possible Continuity of Services risk rating of 4 from regulator, Monitor.

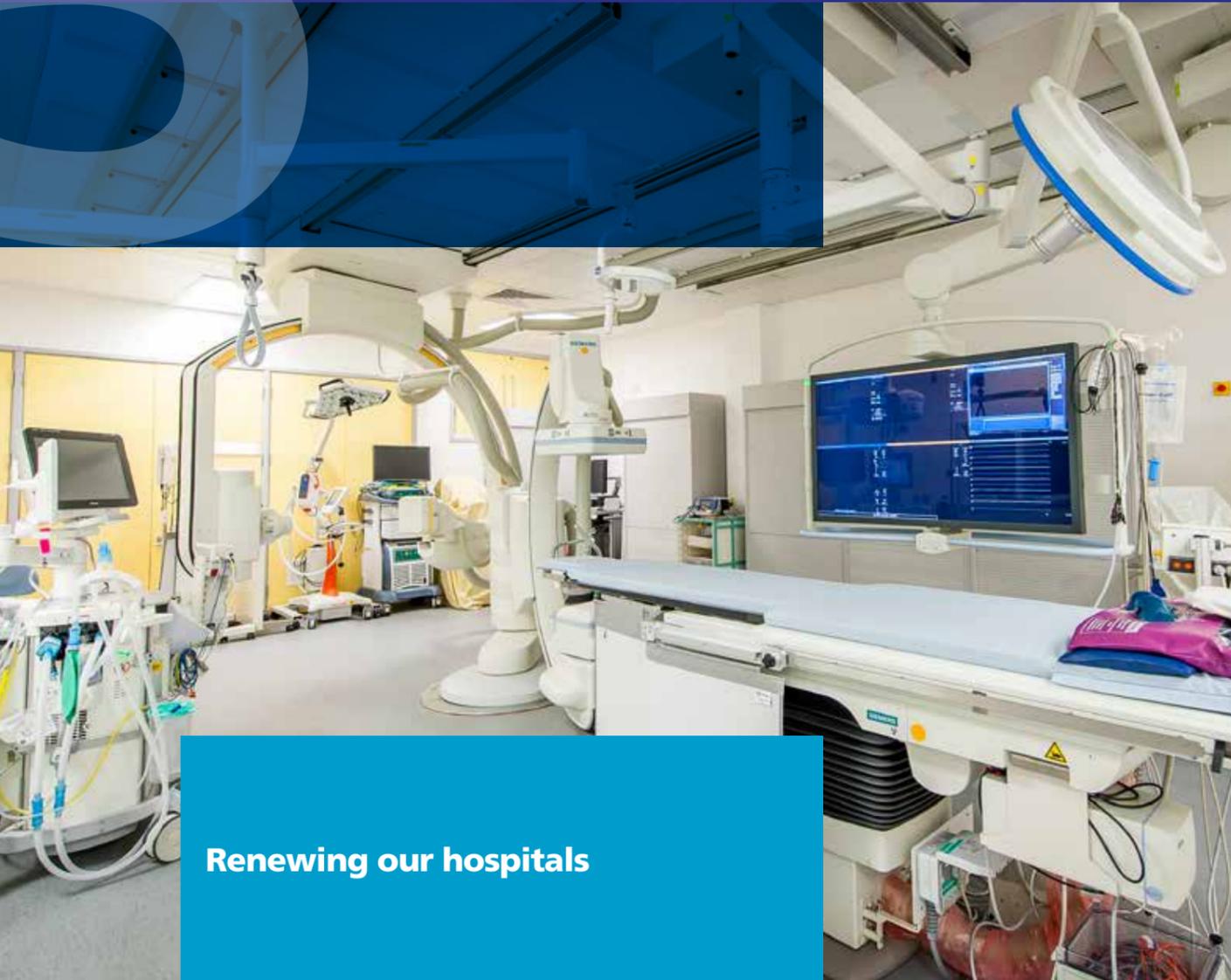
The Trust's financial strategy requires delivery of a surplus of 1% of turnover each year to enable us to make significant, strategic and operational investments including new buildings, state-of-the-art medical equipment and developments such as modern clinical IT systems. The annual surpluses we deliver allow us to continue our significant investment in the future of health care in Bristol in respect of major capital schemes. We invested £44.3m of capital in 2014/15 bringing the total value of investment in our infrastructure to £290.9m since we became a foundation trust in June 2008. Forecast capital investment for this year and

the next five years is £162.0m and this investment will underpin the shape of services going forward.

Good financial management and strong governance provide the foundation for the delivery of high quality health services and the contribution of staff towards this should be celebrated. In 2014/15, the Trust's finance department also received recognition for its good work when it won the Finance Team of the Year Award from the South West Branch of the Healthcare Financial Management Association (HFMA).

Our results for 2014/15 demonstrate we have delivered the seventh year of our financial strategy as a foundation trust. In summary, we achieved a good result in 2014/15 but we still have a lot of work to do in 2015/16 and thereafter to ensure we can continue to deliver strong financial results in a difficult national environment. It is essential that we deliver our savings programme, the care that we are contracted to deliver by commissioners, avoid financial penalties and control our expenditure. Of note, we intend to focus on ensuring we have the staff we need, without recourse to high levels of agency staff for example. This will have a positive impact on both cost and quality of care.





## Renewing our hospitals

We have worked for many years to provide an environment that matches the high quality of care our patients receive. This year saw a number of significant milestones as our staff and patients moved into state-of-the-art facilities.

In May 2014 years of planning came to fruition when specialist children's services at Frenchay Hospital moved to the extended Bristol Royal Hospital for Children in the centre of Bristol. The move to centralise inpatient and specialist children's services at the children's hospital was first recommended by Sir Ian Kennedy in 2001 and, together, the health services in Bristol and the surrounding areas have been planning this significant move for over a decade.



UH Bristol built a £31 million extension to the children's hospital to accommodate services transferring from Frenchay. New facilities include a 16-bed neurosciences ward, a four-bed burn centre, six high dependency beds, specialist theatres for burns and neurosurgery, a hybrid theatre to enable complex cardiac procedures, two day-case theatres, an intraoperative MRI scanner and other diagnostic and outpatient facilities. We were delighted to welcome colleagues, patients and families from North Bristol NHS Trust when they joined us in May 2014.

The new helideck, on the roof of the BRI, also became operational in May to ensure seriously ill and injured patients could be transferred to both the children's hospital and the BRI as quickly as possible which is especially important as the children's hospital became designated as a Paediatric Major Trauma Centre during the year.

November 2014 marked a significant milestone when the final inpatient wards moved out of the BRI Old Building, built in 1735 and once the oldest operating ward block within the NHS. This was a result of our £143 million redevelopment programme that includes the newly built BRI ward block. Two brand new, state-of-the-art medical assessment units - an Older Persons Assessment Unit (OPAU) and a new Acute Medical Unit (AMU) - alongside a new Intensive Care Unit - are just some of the new facilities that are helping us to transform the care we deliver to our patients.

In January 2015 we launched a new generation linear accelerator (linac) machine at the Bristol Haematology and Oncology Centre; the first in the region,



this linac can be used on a wide range of tumours, including more complex types where highly accurate targeting is needed. The machine can complete many treatments in a much shorter time, meaning less discomfort for patients, and has the added benefit of using 30 percent less energy than previous models.

With all the changes taking place in our city centre precinct, our hospitals were becoming increasingly difficult to navigate - they were never easy! During the year, we implemented a new signage and wayfinding scheme in the main city centre precinct. This initiative has not been without its challenges but we are working hard to ease our patients' journey through our buildings and further changes are afoot to address some of the issues which have arisen from the recent changes.



Our staff are our greatest asset and it is essential that we attract and nurture our workforce, support their development, recognise them for their good work and as a result, retain their expertise within our hospitals.



## Building capability

As a teaching hospital trust with links to academic institutions, we support the teaching of many staff groups including undergraduates, postgraduates, clinical and non-clinical to aid their lifelong learning and development. We have strong partnerships with Health Education Southwest including Postgraduate Medical Education, University of Bristol and University of West of England, City of Bristol College, North Bristol NHS Trust and other NHS



organisations and we are strengthening other education partnerships.

The Trust provides a wide variety of teaching and learning opportunities and these range from a number of different options of qualification credit framework (previously national vocational qualifications), customer service and business administration for Bands 1-4 staff together with expansion of our leadership and management development provision for our leaders. These programmes are important to our staff to enable them to develop themselves and improve the experience for our patients.

During 2014 over 800 managers attended one of our internal leadership and management courses, all of which focus on the leadership behaviours that drive high quality care. 'Learning and Leading Together' events were launched in February 2015 and focus on learning and leading together through the National Health Service Leadership Healthcare Academy Model and were offered to all leaders across the Trust.

In order to gain a full understanding about how our workforce feel, for the first time in 2014/15 we opened the NHS Staff Survey to all our staff and almost 4,000 staff took part. It was positive to see 70% of those who responded say they would recommend the Trust to a friend or family member as a place to receive treatment. The survey also revealed that 90% of respondents felt their role makes a difference to patients, 82% had received job-related training, learning or development in the past 12 months, and 87% felt that

the Trust provided equal opportunities for career progression or promotion. However, other results in the survey were disappointing and showed us that we have more work to do in a number of key areas, including reducing the pressures felt by staff at work, levels of motivation, and how we engage and communicate with our workforce at all levels in the organisation.

In an effort to support the wellbeing of staff we began a new programme of sessions called 'Schwartz Rounds', which enable staff from across the Trust to come together to talk to each other, completely confidentially, about the emotional and social issues in their work. A number have now been held and feedback in terms of the value of these sessions has been very positive.

It is important that we recognise and celebrate our successes and we did so once again with our annual Recognising Success Awards in November 2014. The excellent work of our staff was also acknowledged on the national stage through a number of awards.



As a major clinical teaching and research institution and a tertiary service provider for the South West and South Wales, we have a passionate commitment – as well as a public responsibility – to give leadership to clinical networks and to work in partnership with others to shape the most effective and sustainable health system possible for Bristol, North Somerset and South Gloucestershire, for the benefit of all the people we serve.



## Leading in partnership

Our partnership with North Bristol Trust remains vibrant and 2014/15 saw us bring to fruition our major, joint strategic plans for improving hospital services in Bristol, with specialist paediatric services from Frenchay Hospital moving successfully to the Bristol Royal Hospital for Children and North Bristol NHS Trust consolidating its adult services in the new hospital at Southmead.

We were fully engaged with our commissioners and primary, community and social care services on initiatives to tackle obstacles in the way of timely and appropriate discharge of patients from hospital, which create risks to the safety and quality of care, and we successfully brought together under one roof the separate discharge teams run by the Trust, Bristol City Council and Bristol Community Health Services in order to improve communications and joint working.

We were equally active with the University of Bristol and University of the West of England in taking forward our joint ambitions for excellence in clinical education and research in Bristol. We do this through a number of mechanisms, be they direct partnership working or through our memberships of Bristol Health Partners, of the West of England Academic Health Science Network or of Health Education South West.

We also host two key National Institute for Health Research networks, which are gaining momentum as they enter their second year. The local Collaboration for Leadership in Applied Health Research and Care (known as CLAHRCwest) has drawn together a wide range of local partners in research that will inform necessary changes



to the way care is delivered in future. The West of England Clinical Research Network has also completed its first year, putting in place a new infrastructure to support the delivery of high quality research by partners across the area.

As a major Bristol employer, we continue to play an important role in the civic arena, particularly working with our public sector partners. During the year, we unveiled a major solar panel installation on the roof of St Michael's Hospital, one of the first that the city council has pioneered and one of the largest of its kind in Bristol. This is testimony to our good working relationship with the council, as well as our own 'Big Green' commitment to developing renewable sources of energy.

Looking ahead, it is sobering to realise that the NHS faces enormous challenges from a continuing funding squeeze, the demands of an ageing population and a growing burden of chronic disease, meaning that current service models are fundamentally unsustainable. Our partnership with others will be critical in taking forward the urgent but highly complex task of re-modelling the way that health and social care work together in future. Our partnership with you, the general public, will be equally vital in designing that future successfully, both for ourselves, our children and our children's children.



**Join our Foundation Trust and help us  
improve care for patients**

Have your say in how we run our hospitals

.....  
Become part of a focus group

.....  
Vote for governors

.....  
Receive invitations to member events

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Stand for election to be a governor

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information please contact the membership  
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