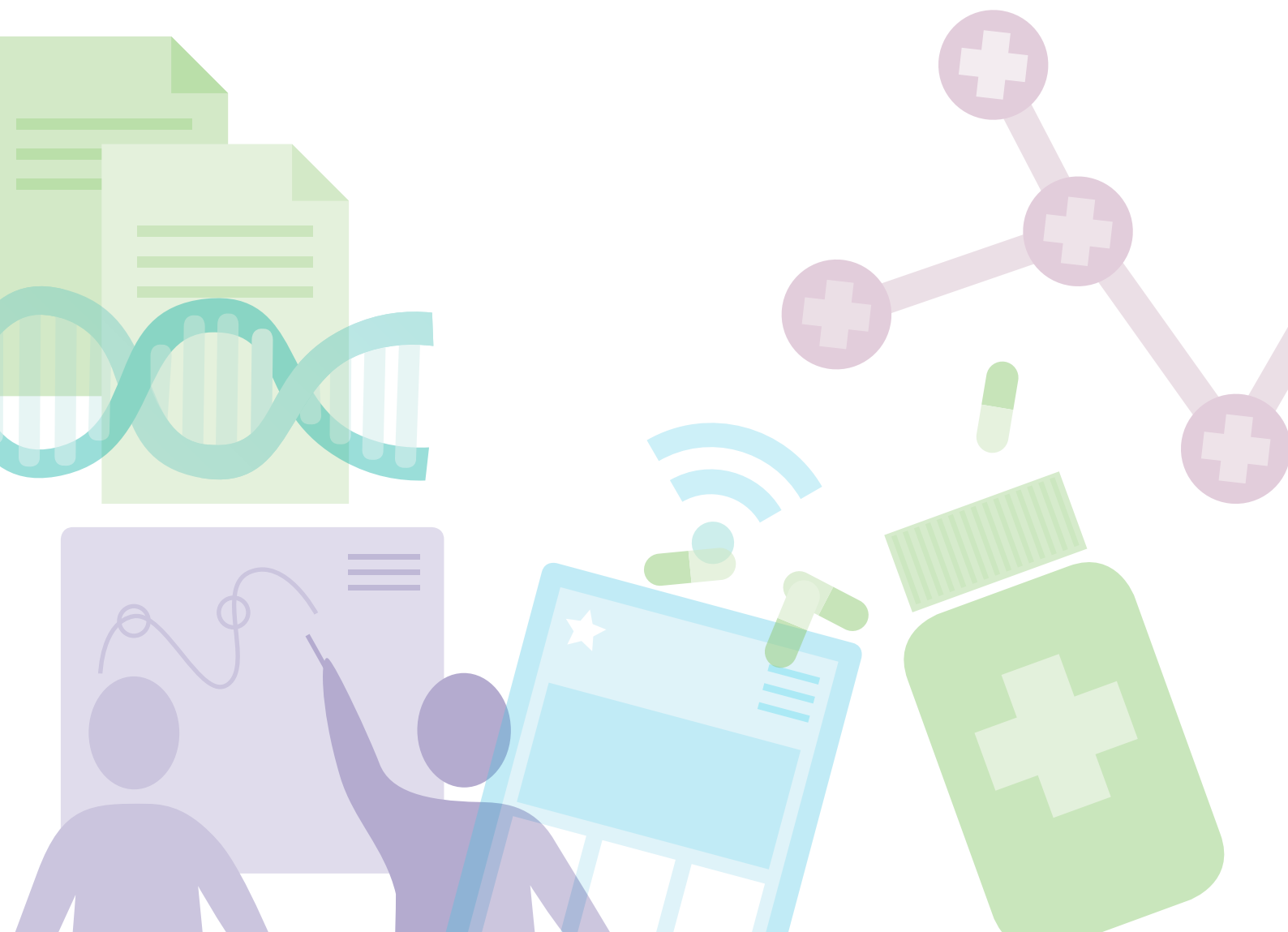


North Bristol NHS Trust Strategy

2016-2021



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1 | Executive summary

North Bristol NHS Trust is a provider of local hospital services and complex specialist care for a large population in the South West of England. Employing over 8,000 highly skilled and caring staff, we aim to deliver excellent clinical outcomes and a great experience for all service users: exceptional healthcare, personally delivered.

We are one of the largest hospital trusts in the UK and treat some of the most difficult medical conditions, in an increasingly complex patient population.

We ended the 2015/16 financial year with a £51.6m budget deficit, against a planned deficit of £26m. This adverse position was mainly due to increased use of temporary staff and lower than expected income, in part resulting from difficulties managing the amount of work to do through our hospital beds. In 2016/17, and in the years ahead, we aim to reduce our deficit year on year and return to a position of financial stability.

Achieving our vision to provide the high quality care that we aspire to within the resources available is an increasing challenge. By improving patient flow, maximising productivity, using resources including our workforce wisely, and sharing best practice across the Trust, our finances will be sustainable and we will meet the national standards for operational performance in the coming years. The aims described in this strategy are designed to create an organisation in which the necessary savings and efficiencies are delivered to enable us to do more with the resources already available.

We will take a leading role and work with health and social care partners to develop and implement a Sustainability and Transformation plan for the Bristol, North Somerset and South Gloucestershire area. This will improve the lives of residents by ensuring their healthcare needs are met as mandated in the NHS England Five Year Forward View. We will also work with specialist commissioners and networks of local providers to ensure high quality delivery of the specialist services for which we have a wider responsibility to the population of the South West of England

This strategy has been developed for the period 2016 - 2021 to provide focus and clarity of direction for our organisation and its stakeholders. It takes into account detailed analysis of the Trust, activity, quality, performance, outcomes, opportunities and challenges, and is informed by clinician, staff and patient views. The detail of this analysis is described in appendices A & B:

The eight strategic themes that will form the basis of our plans over the next five years are:

- 1) Change how we deliver services to generate affordable capacity to meet the demands of the future
- 2) Be one of the safest trusts in the UK
- 3) Treat patients as partners in their care
- 4) Create an exceptional workforce for the future
- 5) Devolve decision making and empower clinical staff to lead
- 6) Maximise the use of technology so that the right information is available for the key decisions
- 7) Enhance patient care through research
- 8) Play our part in delivering a successful health and care system

We are committed to maintaining a culture of openness, transparency and candour in all we do and especially in the way we communicate with our patients and their families. In consultation with staff, the Trust developed a set of values that represent what we stand for and these will underpin the way we deliver the vision through our strategic themes.

Our values are:

- Putting patients first
- Working well together
- Striving for excellence
- Recognising the person

The Board of Directors at North Bristol NHS Trust is committed to creating a strong, vibrant organisation which is at the forefront of healthcare delivery in the West of England. The Trust Management Team is responsible for delivering the strategic vision. Each year, the Trust and Directorate business plans will detail actions that will specify how the strategic themes will be progressed. Implementation of the business plans is overseen by the Trust Management Team and the Board.

Progress on implementation of the strategic themes will be reported annually to the Board.

During 2016/17 the Trust will produce a set of enabling and supporting strategies including Quality, Research, Information Management and Technology, Workforce, Estates and Facilities, Communications and Stakeholder strategies. These will provide more detail and support delivery of the overall strategy.

This strategy sets out a vision for the future and the themes for work streams that will ensure the vision is realised. Through this work:

“We will realise the great potential of our organisation by empowering our skilled and caring staff to deliver high-quality, financially sustainable services in state-of-the-art facilities. Clinical outcomes will be excellent and with a spirit of openness and candour we will ensure an outstanding experience for our patients.”



2 | Introduction

North Bristol NHS Trust is a centre of excellence for healthcare in the South West and one of the largest hospital trusts in the UK. The environment and context in which it provides services is changing rapidly. This strategy will ensure that we continue to provide a high quality service to patients within an increasingly complex environment whilst also contributing to the health of the population that we serve and the wellbeing of our staff.

This strategy has been developed for the period 2016-2021 to provide focus and clarity of direction for the organisation and its stakeholders. It sets out a vision for the future and the strategic themes that will ensure that vision is realised. The Trust strategy aims to deliver a successful, sustainable and resilient organisation, playing a full part in an effective health and care system.

The successful opening of the Brunel building on the Southmead Hospital site in May 2014 completed an important phase of the long term Trust strategy. The new hospital building has resulted in a transformative improvement to infrastructure for services. Starting with two medium sized and separate hospitals in the north of Bristol and South Gloucestershire, the Bristol Health Services plan created a single Acute Trust, which has merged the two hospitals on to a single site. This has maximised the opportunity for realising the benefits of size and inter-dependency of services.

North Bristol NHS Trust provides general hospital services for the local populations of South Gloucestershire, Bristol and North Somerset.

We also provide high quality specialist care for some of the sickest patients in the region. We work in partnership with University Hospitals Bristol NHS Foundation Trust and following a number of transfers and mergers of clinical services between the two Trusts we both now provide coherent, high quality specialist services at scale for the South West region. We also work closely with other hospital providers in the delivery of networked care, for example hosting the Severn Network Major Trauma Centre, the South West Major Arterial Centre, the South West Burns Network and South West Neuromuscular Network.

Having worked hard to deliver a safe transfer in to the new hospital infrastructure, we recognise that the performance, quality and financial sustainability of our service delivery is not yet at the standard that we would expect. This was demonstrated in the reports of the Care Quality Commission hospital inspections in 2014 and 2015 which assessed the Trust as 'requires improvement'.



This strategy and the Trust's improvement work must address its financial position and the delays in accessing its services, as well as continuing to develop the highest standards of patient care so that we deliver excellent outcomes and a patient and carer experience that we can be proud of. The strategy has been developed following detailed analysis of the Trust taking into account activity, quality, performance, outcomes, clinician, staff and patient views. It takes a fresh look at our organisation, at the opportunities available, the challenges that can be foreseen, and at our strengths and weaknesses. The detailed analysis can be found in appendices A & B of this document.

The NHS as a whole, including North Bristol NHS Trust, is facing increasing pressure to deliver more with less. Our plans based on our strategic themes must deliver a sustainable, recurrent financial surplus. Implementing our strategy will ensure that we make more efficient use of the resources available to maximise benefit of our resources for patient care and identify where cost savings can be made.

The overarching strategy will be supported by enabling and supporting strategies including Quality, Research and Development, Information Management and Technology, Workforce, Estates and Facilities, Communications and Stakeholder strategies.

We will ensure that the views of key stakeholders, including the local population inform the implementation plans to enable delivery of the strategy. The Trust Board will monitor and evaluate implementation of the Trust strategy through the setting of objectives with key performance indicators and outcome measures agreed on an annual basis. The strategic themes will be reviewed each year to ensure they reflect an appropriate direction of travel as the environment in which we work and the population we serve continuously evolves.

The Trust strategy aims to deliver a successful, sustainable and resilient organisation, playing a full part in an effective health and care system.




3 | Our values and vision

3.1 Trust Values

During 2012, in consultation with staff, the Trust developed a description of our underlying values that represent what we stand for. We know that embedding these shared values in everything we do will increase staff engagement, improve outcomes and create a positive experience for patients.

Our values are:

Putting patients first 	Working well together 	Recognising the person 	Striving for excellence 
<p>Understanding the impact of every role on patient care, even if you're not in direct contact</p> <p>Taking the time to listen and care</p> <p>Protecting patient confidentiality, privacy and dignity</p> <p>Being open and transparent when things go wrong</p> <p>Intervening when others have not, speaking up when necessary</p> <p>Treating your patient as you would expect a loved one to be cared for</p>	<p>Engaging with colleagues and patients to proactively resolve issues</p> <p>Demonstrating commitment to shared objectives</p> <p>Including and consulting others when making decisions that affect them</p> <p>Offering encouragement and feedback to others</p> <p>Becoming trusted and respected by staff and patients</p>	<p>Making staff and patients feel valued and worth your time</p> <p>Looking everyone in the eye, acknowledging them, recognising they are people</p> <p>Appreciating differences and the strength that diversity can bring</p> <p>Helping the patient understand their condition, involving them in decision making</p> <p>Taking a holistic approach to care</p>	<p>Continuously reviewing what we do, to seek new ideas for improvement</p> <p>Demonstrating commitment to continuous learning and development</p> <p>Celebrating efforts and successes</p> <p>Recognising your own limitations, using mistakes as learning opportunities and remaining resilient when facing challenges</p> <p>Going the extra mile to make a difference to patients and staff, even if this is indirectly</p>

3.2 The vision for the future

We will realise the great potential of our organisation by empowering our skilled and caring staff to deliver high-quality, financially sustainable services in state-of-the-art facilities. Clinical outcomes will be excellent and with a spirit of openness and candour we will ensure an outstanding experience for our patients.

We aim to provide best practice care and treatment with excellent clinical outcomes that are comparable to the best in the world. Care will be delivered safely ensuring every patient has an outstanding experience. We want to be part of a local system of healthcare that provides high quality care to patients with an efficient use of resources and understand that we need to continuously improve the care we offer so that we deliver in a more productive and efficient way. We want to be nationally recognised for our specialist services, leading regional provider networks and developing our services through a combination of clinical excellence, research and high quality training.

**Exceptional
healthcare,
personally
delivered.**

4 | Strategic themes

To deliver our vision and strategic aims the Trust Board has chosen the following themes that will form the basis of our plans over the next five years:

1 Change how we deliver services to generate affordable capacity to meet the demands of the future



Within our current portfolio of clinical services, we will need to meet the challenges we face now and in to the future by managing our resources more efficiently and changing the way we deliver care, particularly for frail and elderly patients and those with long term conditions. This will include using the expertise of hospital staff to increase care for patients in community settings. We will also need to respond to the development of new technologies that will increasingly customise medical interventions to individual needs.

2 Be one of the safest trusts in the UK



We will improve delivery of care for our patients by continuously working to increase the consistency and reliability of our services, eliminating variations in care provision that do not improve patient outcomes. We will become proficient in working together in teams to always provide the right care for every individual patient, in the right place. We will then be one of the safest trusts in the UK, providing outcomes that match the best in the world.

3 Treat patients as partners in their care



We will develop our relationship with patients and their families/ carers so that they are more involved in making choices about the planning and management of their care. For example, our 'Ask 3 Questions' campaign encourages patients to ask three key questions about their condition and treatment options. Knowing what's important to the patient will help us to guide them to the best decision. We will communicate in a transparent way and with candour if things go wrong. This will result in significant improvements in how patients experience the service we offer.

4 Create an exceptional workforce for the future

Our highly valued, caring staff are central to everything we do. We will develop a flexible and multi-skilled workforce that provides the staffing needed for the future. For example, we will continue to build on our nationally recognised apprenticeship and training programmes and develop our partnerships with the Universities. Our teams will be able to adapt to the changing needs of patients and work together to deliver the vision of the Trust. We will invest in our staff, nurture their talent and develop high performing teams. We will care for and respect our staff, prioritising their health and wellbeing to become an employer of choice.



5 Devolve decision making and empower frontline staff to lead

We will be a clinically led organisation, with frontline staff empowered to make decisions and implement changes in their area of work, including clinical quality, operational performance and use of resources. Together the directorate leaders will take the organisation toward the strategic vision.



Sections 4.1 to 4.8 describe the strategic themes in more detail, setting out our priorities for action during 2016/17 and our ambitions for 2021

6 Maximise the use of technology so that the right information is available for the key decisions

We will innovate and transform our services through an increasing use of technology, to drive better availability of information to drive better outcomes for patients. This will include information about individual patient care, which may be at a distance, as well as data about the processes through which care is delivered. Leaders and teams will then have the information they need to ensure the Trust vision is realised.



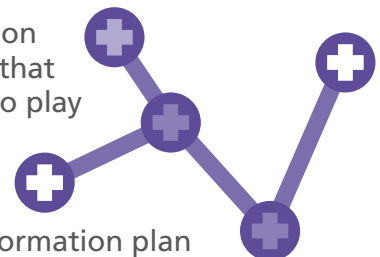
7 Enhance patient care through research

Research active organisations like NBT deliver better outcomes for patients. Also future improvements in care are dependent on development of today's research. We will therefore build on our already significant and growing research portfolio. We are one of the top 30 research active trusts in the UK and we aspire to become a world leading research facility, delivering high quality research of direct patient benefit. Research will become an embedded component of clinical service delivery.



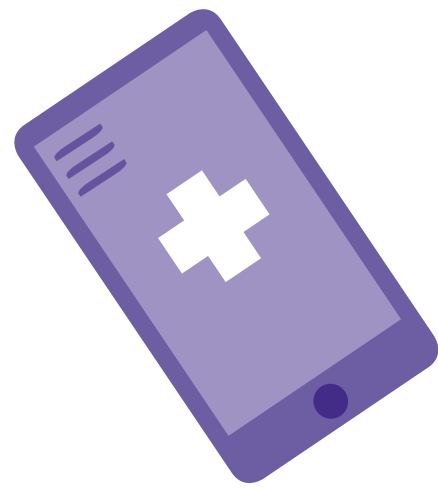
8 Play our part in delivering a successful health and care system

We will act as leaders within our healthcare system, using our clinical knowledge and experience to ensure the most effective care for patients. We will work with partners to ensure that our patients are treated in the right place, at the right time and that the most appropriate organisation provides the cost effective care that patients need. We will step up to play a wider role in making the whole healthcare system successful both through the BNSSG Sustainability and Transformation plan and also through our leadership of specialist service networks.



4.1 | Strategic theme 1

Change how we deliver services to generate affordable capacity to meet the demands of the future.



Within our current portfolio of clinical services, we will need to meet the challenges we face now and in to the future by managing our resources more efficiently and changing the way we deliver care, particularly for frail and elderly patients and those with long term conditions. We will also need to respond to the development of new technologies that will increasingly customise medical interventions to individual needs.

We aim to develop a long term culture of continuous improvement that will ensure every patient receives the best possible care on every occasion they need it. We will build an organisational culture that prioritises patients and quality care above all else, with clear values embedded through all aspects of organisational behaviour. We will deliver care in accordance with national and local performance targets; notably in relation to Emergency Department waiting times, referral to treatment times, transfers of care and delivery against Care Quality Commission hospital inspection recommendations. Our services will be provided within the available financial, workforce and infrastructure resources.

Priorities for year one (2016/17)

- Minimise delays to inpatient care with timely discharge or transfer when appropriate
- Improve the efficiency of outpatients, theatres and bed use to speed up access to care and maximise effective use of resources
- Improve the quality of information available to leaders and management teams so that service line reporting is developed to support service line management
- Develop and embed the Trust's service improvement and methodology
- Begin work with GPs and community providers so that patients with long term and complex conditions feel supported but hospital attendances are minimised

By 2021 we will:

- Have achieved the highest level of rating from regulators
- Deliver services that meet all NHS constitution and national cancer minimum standards
- Deliver operational performance standards to which other trusts aspire
- Deliver best practice emergency care seven days a week
- Have specialist services that meet best practice guidelines for access to care
- In the best interest of the patient, rapidly repatriate specialist patients to referring hospitals and health communities
- Have maximised the use of the hospital infrastructure efficiently across the week
- Have diagnostic services that support a growing number of providers to deliver personalised care and ensure that patients receive the best care, first time and in the most appropriate setting, away from hospital when possible
- Use service line costing so the Trust understands how much each service costs and ensure costs do not exceed tariff income
- Have eliminated the financial deficit, offering a portfolio of services that deliver a financially sustainable organisation
- Lead networks of providers to deliver complex care that is centralised where necessary but close to home when possible



4.2 | Strategic theme 2

Be one of the safest trusts in the UK



We will improve delivery of care for our patients by continuously working to increase the consistency and reliability of our services. We will become experts at working together in teams to always provide the right care for individual patients. We will be one of the safest trusts in the UK, providing outcomes that match the best in the world.

We have a long standing commitment to improving quality and safety in our services. The aim is to provide

high quality, safe care for every one of our patients, in every service every time it is needed. We will continue to work with partners to share best practice and ensure that safe care is embedded within all pathways of care. We expect rapid development of new technologies that will increase personalisation of medical treatment. Expectations of patients will continue to increase but available resources will remain significantly

restricted. Quality improvement is therefore a continuous and long term requirement.

We will maintain continued oversight of the outcomes of care through contribution to national audit, national registries and monitoring of hospital episode statistics. We will measure and monitor quality performance indicators and take action promptly when needed to ensure patients always receive the quality of care they need and expect.

Priorities for year one (2016/17)

- Ensure infection control processes, including monitoring and reporting are exemplary
- Review learning from every patient death and be transparent in our investigations
- Ensure that at least 80% of annual Commissioning for Quality Innovation (CQUIN) programmes are delivered
- Deliver the priorities of the annual quality account and Sign up to Safety commitments
- Meet all local contractual requirements for quality of care
- Develop a suite of outcome metrics relevant to all specialties

By 2021 we will:

- Have a reputation for excellence with outcomes that match the best in the world
- Have a culture of continuous learning and transparent investigations that seek to avoid patient harm as a result of errors in care
- Reduce harm events to a minimum level that is best in class amongst UK hospitals
- Have developed services that are all providing good outcomes in care in comparison to benchmarks and with messurably exceptional care in at least 10 specialties
- Deliver services that meet patients' needs seven days a week
- Deliver care in an appropriate, well equipped and clean environment
- Offer rapid access to best in class diagnostic services that meet all regulatory and professional standards
- Be a centre of excellence for quality improvement methodologies
- Have reduced complexity of care by standardising according to patient pathways
- Have developed team working that manages the complexity of individual patient needs and ensures that handover between teams (inside and outside the Trust) promptly and reliably provides the necessary information enabling seamless care
- Publish quality and outcome measures to ensure relentless focus of the organisation on delivery of the Trust vision.

4.3 | Strategic theme 3

Treat patients as partners in their care



We will change our relationship with patients and their families and carers so that they are in charge of making choices for the planning and management of their own care. We will always communicate openly and transparently when responding to individual patient needs. This will result in significant improvements in how patients experience the services we offer.

The NHS Five Year Forward View proposes that NHS organisations develop new relationships with patients and communities. We will support people to manage their own health – staying healthy, making informed choices about care, managing conditions so their dependence on health care services is reduced. This will decrease attendances for urgent care and reduce the amount of time patients spend in hospital. Our services will change so that patients have rapid access when needed, and where possible, care and advice within their own homes.

Priorities for year one (2016/17)

- Embed partnership working between the Trust and patients by ensuring patient and public involvement in an increasing number of our activities
- Improve timeliness, transparency and quality of responses to complaints
- Act on information from patient surveys including the Friends and Family Tests
- Improve involvement of patients, their families and carers in discharge planning and ongoing decisions
- Increase the number of patients who receive end of life care in their chosen location
- Use the ‘ask three questions’ CQUIN improvement model so that patients are empowered to get the information they need

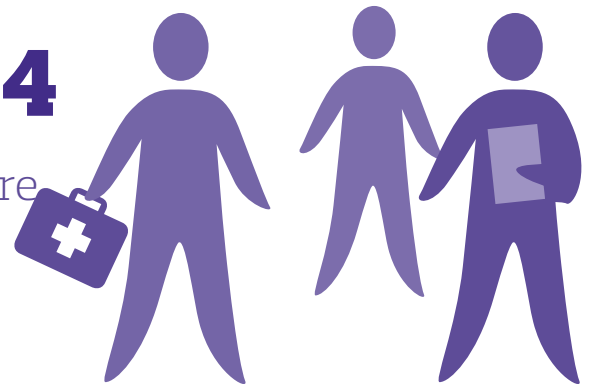
By 2021 we will:

- Have expert service user involvement in all major change projects and service developments
- Patient held care plans will be in place, including self-care advice where relevant
- Have clear written information to support patient consent for all procedures
- Have end of life care provided in the setting of choice for patients and families with 24/7 access to expert support
- Reduce follow up outpatient appointments to those where the only option for good care is a face-to-face meeting in the hospital
- Release outpatient capacity to provide rapid access for patients who need it urgently
- Have respect for patients’ knowledge of the needs of their own long term conditions wherever they are cared for in the Trust
- Have tailored care to meet the needs of patients with cognitive impairment, mental health issues or learning disabilities, maximising the opportunity for these individuals to understand and contribute to decisions about their health
- Have a patient experience programme that listens to patients, carers and staff and learns from their experiences
- Teams will develop the services they offer in response to what patients tell them. Actively seeking patient feedback and responding promptly to complaints.
- Have services that the people who use them rate highly and recommend to others



4.4 | Strategic theme 4

Create an exceptional workforce for the future



Our highly valued, caring staff are central to everything that we do. We will develop a flexible and multi-skilled workforce and plan the staffing we need for the future. Our skilled teams will be capable of adapting to the changing needs of our patients and working together will deliver the Trust's vision. We will invest in our staff, nurturing talent and high performing teams and ensuring time is available for appropriate training. We will respect and care for our staff, prioritising their wellbeing so that we become an employer of choice.

We will ensure safe and competent staffing for our services now and into the future. We envisage a world where care could be provided in different settings

and with clinicians working in partnership with colleagues in primary, community or social care.

Complex health care is delivered through teams who have the right knowledge, skills and approach to deliver for the needs of today and to continually develop new approaches for tomorrow. Our teams must work together so that patient care is not compromised by barriers between teams.

We are a large teaching trust in the South West with educational partnerships with the regions universities, colleges and a thriving schools and work experience programme. We have a National Skills Academy for Health Excellence Centre, for

the delivery of quality education for health care support workers. This is designed to support progression within roles and into higher education, so that there is a sustained pipeline of future workforce.

We want our staff to enjoy working in the organisation and to feel valued and respected in their roles. We will ensure equality for all by implementing and supporting schemes such as the workforce race and equality standard, and we will embrace and support talent, providing opportunities for those who wish to progress their careers and achieve their potential.

Priorities for year one (2016/17)

- Management skills development in place and impacting positively on delivery
- Appropriate management of sickness and other absence
- Workforce planning capabilities are enhanced and rigorous
- Minimise use of temporary staff
- Improve staff engagement, health and wellbeing
- All teams upholding the highest professional standards
- Deliver the staff wellbeing CQUIN goals

By 2021 we will:

- Have staff who are all appropriately trained, motivated and well led, with all the skills required for safe care
- Give all staff the opportunity for a greater say in the future of the organisation so they can effect and take responsibility for making things happen
- Create a culture of upholding the values and standards of behaviour of the Trust
- Have strong partnerships with the universities and Deanery to support training of health care professionals fit for the future
- Have reliable staffing to full establishment
- Show that our staff are proud of the place they work and what they achieve

4.5 | Strategic theme 5

Devolve decision making and empower frontline staff to lead

Our organisation will be clinically led, with directorates taking responsibility for and making decisions about their area of work including clinical quality, operational performance and use of resources.

Clinical leadership, leads to better solutions to the complex problems we face. Decisions will be taken closer to patient care and necessary changes to culture will happen more rapidly. Our Clinical Directorates are now led by a Clinical Director, General Manager and Head of Nursing. These leaders will be empowered to take the key decisions on behalf of the organisation.

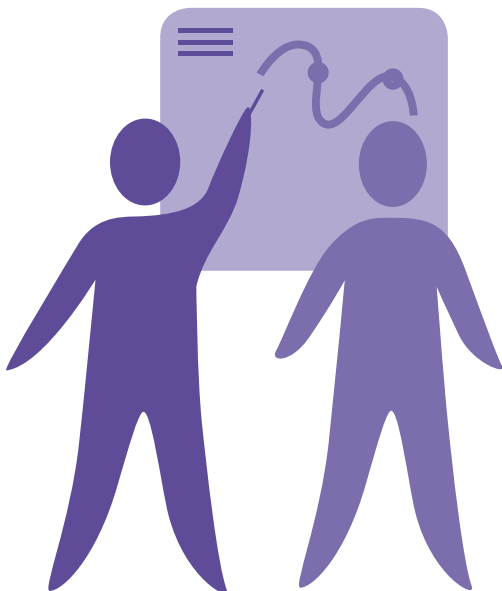
There is more to be done to engage, enable and equip clinicians to take these leading roles and we are committed to providing the support, time and training required.

Priorities for year one (2016/17)

- Develop a detailed implementation plan for clinically led, service line management as agreed by the Board. Actions to commence within 2016/17 with completion during 2017/18
- Develop and enable clinical leader capability addressing gaps in current skill sets
- Align corporate functions to support and enhance clinical directorate success

By 2021 we will:

- Hold directorates accountable for delivery of quality care and managing performance within available resources through effective service line management
- Have clinicians with the time and skills required to lead the organisation and develop succession plans for their roles
- Demonstrate seamless patient care pathways through directorates working together
- Have clinical leaders focused on collectively delivering the strategic vision of the Trust as well as the success of their own area of responsibility
- Have clinical leaders who drive the future success of the organisation as well as future performance
- Have management teams and corporate functions skilled in supporting clinical leaders to be successful in their roles
- Have clinicians who are the key decision makers, playing an integral role in shaping clinical services of the future



4.6 | Strategic theme 6

Maximise the use of technology so that the right information is available for the key decisions



We will innovate and transform our services through increasing use of technology to drive better outcomes and experience for patients. Our clinicians will have accurate and relevant information to support them to deliver care to patients. Our leaders and teams will have the data they need to measure the Trust's improvements. Staff and patients are increasingly used to instant access to information in their everyday lives and they expect the same when working or receiving care. Information Technology has made many aspects of life more

convenient and this will also be applied to health provision.

An important element of self-care is enabling patients to understand and monitor their own conditions. Access to their own data will be expanded as much as possible to enable self care by patients. There are also opportunities to use technology to deliver services in different ways, such as through remote consultations. Enabling patients to monitor their own conditions, is already available in some services and should be expanded as much as possible so that patients can take control

of their lives. There are also opportunities to use technology to provide services in different ways such as through remote consultations.

The new patient record system introduced in 2015, provides a basis for future system developments and will support the move to a full electronic patient record. We plan to be a paperlight organisation by 2018. This will include using technology to support good decision making such as rapid access to clinical guidelines.

Priorities for year one (2016/17)

- Stabilise the existing patient record system (Lorenzo)
- Develop and implement service line reporting
- Implement electronic document management
- Agree and deliver a suite of management information reports and support staff to understand and interpret the data presented

By 2021 we will:

- Have electronic systems that ensure all the information required for individual patient care is always available to staff in a format that supports their work flow
- Have sufficient hardware devices and resilient IT services in the clinical environment to support use of the electronic patient record
- Put in place systems that enable connectivity across the health community allowing rapid exchange of information to support care wherever patients are located
- Use technology to support the use of our clinical expertise in caring for patients at a distance such as virtual clinic consultations and advice and guidance for GPs
- Have systems that are accessible to patients to help them understand their own data and support self-care
- Enable leaders to understand how the Trust functions, with real time information, business intelligence and large scale analysis to support future development
- Routinely support demand and capacity analysis and service line reporting
- Demonstrate that population data such as the Joint Strategic Needs Assessments is incorporated into future planning
- Have data capture systems that support the service improvement methodologies including rapid cycle tests of change and key performance indicators

4.7 | Strategic theme 7

Enhance patient care through research

Future improvements in care are dependent on development of today's research. We have a significant and growing research portfolio and are one of the top 30 research active trusts in the UK. Our research output will be expanded and further strengthened by actively supporting our established research strengths in musculoskeletal, infection, immunology, neurosciences and urology. Diabetes and respiratory medicine will continue to be supported alongside emerging strengths in anaesthetics, obstetrics, vascular, surgery and stroke research.

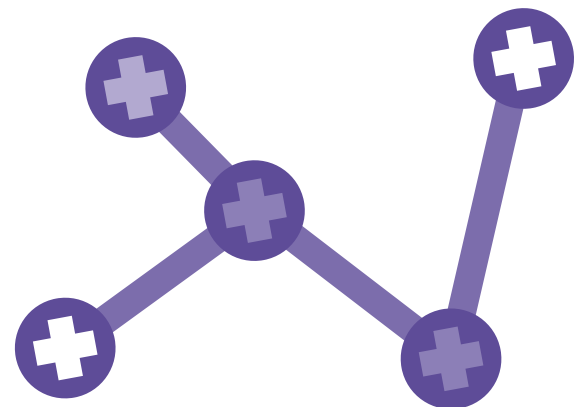
We aspire to become a world-leading research facility, that delivers high quality research of direct patient benefit and to embed a research culture in clinical service delivery. We have worked with our partner universities and NHS Trusts in the region to form Bristol Health Partners. This partnership has established 20 Health Integration Teams that are aligned with the research, education and healthcare strengths in Bristol. We intend to further develop our systems for ensuring rapid introduction of new evidence based care for the benefit of our patients.

Priorities for year one (2016/17):

- Broaden our research portfolio to offer more of our patients the opportunity to participate in research
- Increase patient satisfaction with our research function
- Make research more visible to patients and visitors
- Develop a five year research strategy for the Trust
- Invest in our research workforce and facilities to increase our ability to deliver the research of the future

By 2021 we will:

- Improve and integrate research access across the region providing our community with as many research opportunities as possible
- Have research embedded in clinical services delivering improvements in service delivery and patient outcomes
- Increase the research income of the Trust
- Be leaders in research policy and process to improve research outcomes
- Have patients who are integral partners in designing and directing our research
- Demonstrate academic excellence (publications and grant income) across our research strengths



4.8 | Strategic theme 8

Play our part in delivering a successful health and care system

We will be leaders in our health and care system, using our clinical knowledge and experience to ensure the most effective care for patients. We will work with partners to ensure that patients are treated in the right place at the right time and that the most appropriate organisation provides the care that patients need. We will step up to play a wider role in making the whole healthcare system successful.

The NHS Five Year Forward View, states that the traditional divides between primary care, community services, hospitals, physical and mental health, are increasingly a barrier to the personalised, coordinated health services patients need. We acknowledge that we need to build constructive partnerships with commissioners and other providers to ensure that we are working together for the benefit of patients, wherever they are in the health system.

For good outcomes, patients need all parts of the system to work seamlessly together. Our vision is that we will take a strong leadership role in the systems in which we work, with our clinicians driving changes in how care is delivered.

Priorities for year one (2016/17)

- Work with partners to develop and start to implement the Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan
- Work with partners to design and implement plans that ensure the sustainability of Weston General Hospital
- Prioritise improvements to patient flow through our hospitals, working with key stakeholders and partners across the health and care system to ensure patients are only admitted when necessary and are discharged as soon as possible
- Minimise delays in transfers of patients to other health care providers through building effective provider networks

By 2021 we will:

- Be part of a successful and sustainable health and care system
- Have developed networks with other providers that ensure patients are managed in the right place at the right time to meet their needs
- Have built strong relationships with all primary, community and secondary care providers to maximise the effectiveness of care and the patient experience
- Be working with partners to ensure that rehabilitation, enablement and social care are accessed rapidly and in the most appropriate location to meet patient need, including those with specialised needs
- Have embraced opportunities to partner with other organisations to deliver care in more effective ways; be they NHS, commercial or third sector
- Continuously develop new ways to deliver services, designed for and by the people who use them, working with partners to develop the whole health and care system

5 | Next steps and delivery plan

In order to deliver our vision, we must implement the commitments set out in this strategy.

5.1 Governance

The Board of Directors at North Bristol NHS Trust is committed to delivering the vision described in this strategy, with the aim of creating a strong, vibrant organisation which is at the forefront of healthcare delivery in the West of England. The Board will agree the milestones for delivery of the strategy and the key performance indicators that will track progress. The strategy will be refreshed annually to ensure that it continues to meet the evolving needs of the population it serves and responds to technological and clinical advances.

In the annual exercise of agreeing the Trust and Directorate business plans and in the setting of budgets, the Board will ensure that appropriate resources are directed at achievement of the aims and ambitions within the strategy.

The Trust Management Team (TMT) is responsible for development and delivery of the Trust strategy. Members of TMT will work with the Medical Director in developing, enabling, and supporting strategies and workstreams.

The Board will work closely with the leaders of partner organisations to ensure there is a collaborative approach to whole system change and that the Trust is making an appropriate contribution to system success.



5.2 Enabling and supporting strategies

The Trust strategy sets out the direction of travel for the organisation and the framework that will be used when developing detailed plans. Each directorate and corporate area will develop their own Strategy Implementation Plans setting out specific actions for their clinical areas and services. This will result in relentless focus on delivery of the Trust strategy as a whole.

The following have been identified as key enabling strategies:

- **Quality Strategy**
To ensure high quality care across all specialties including delivery of safe and effective care and excellent patient experience
- **Estates and Facilities Strategy**
To ensure a high quality, flexible estate
- **Workforce Strategy**
To ensure sufficient flexibility, capacity and capability in the workforce including professional clinical staff and first class leadership and management skills
- **Clinical Services Strategy**
To forecast future changes in the way clinical care is delivered so that accurate demand and capacity plans are developed
- **IM&T Strategy**
To deliver reliable availability of information for individual patient care and high quality data for organisational functioning
- **Research Strategy**
To build research capability and ensure rapid introduction of new evidence based care for the benefit of our patients
- **Stakeholder Strategy**
To maintain open and effective relationships with partners and other key stakeholders
- **Communications Strategy**
To ensure views are collated and considered within strategy implementation; and tools developed to ensure consistent narrative and implementation of the strategy throughout the Trust

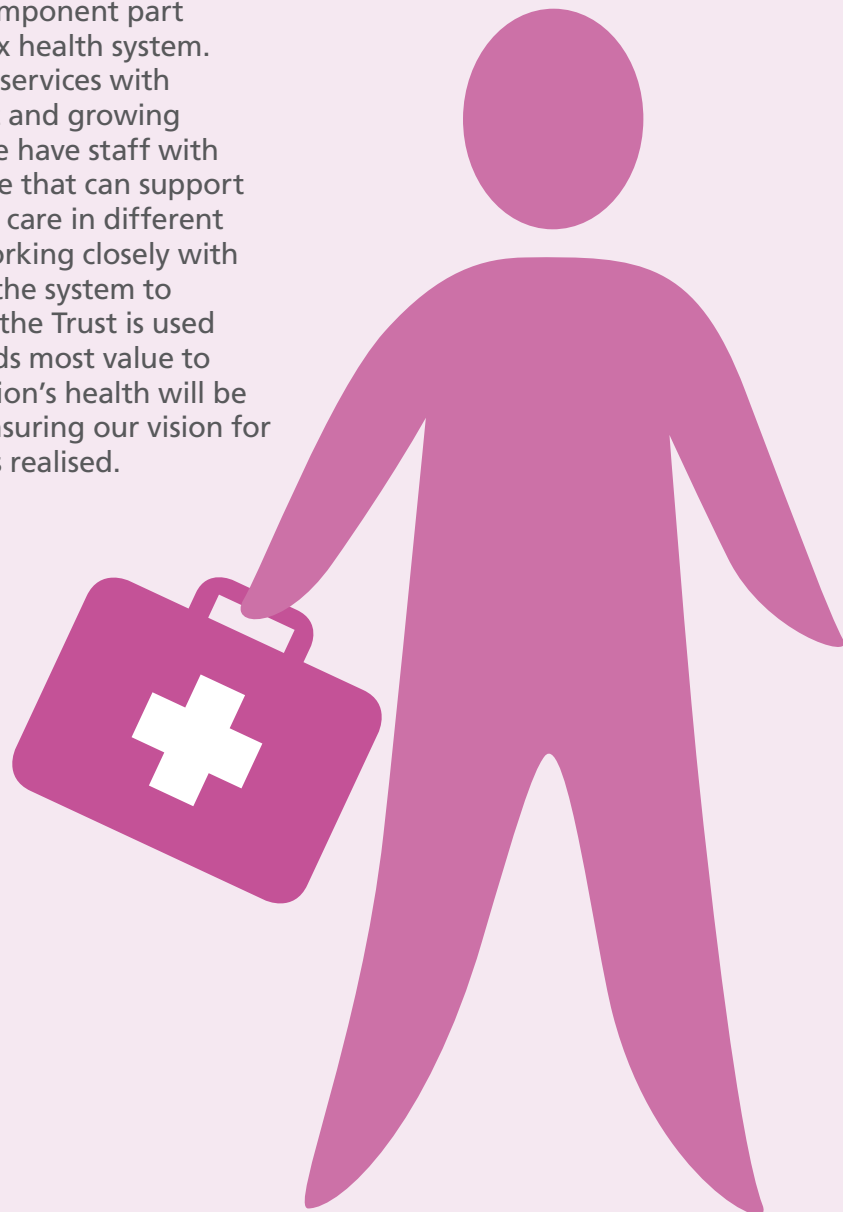
6 | Conclusion

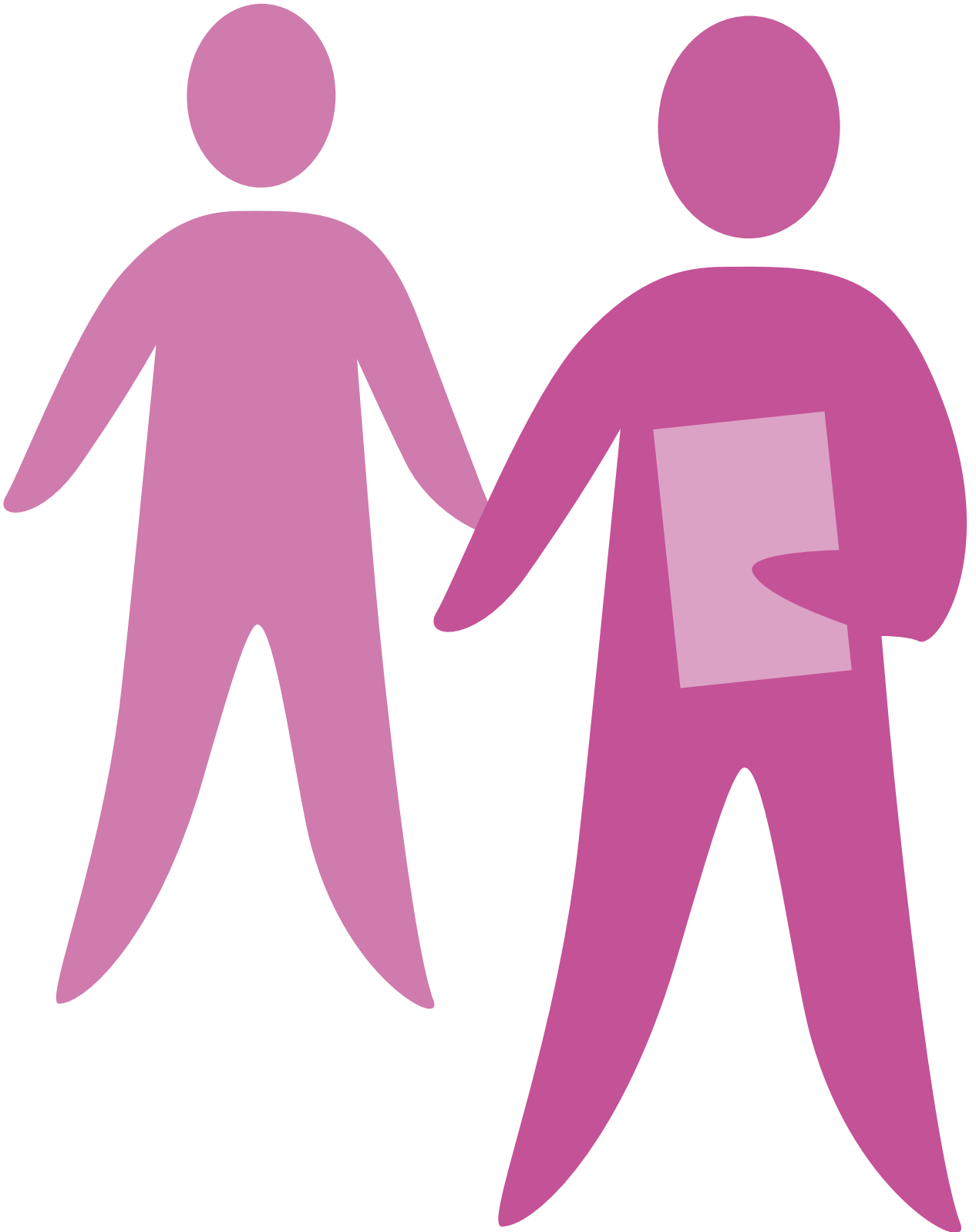
North Bristol NHS Trust is a provider of complex and acute healthcare for a large population in the South West of England. We manage some of the most difficult medical conditions, in an increasingly complex patient population with multiple comorbidities and long term conditions.

We have the advantage of having invested in a modern estate and equipment, and the hospital building is designed to enable complex care to a high quality and to provide an excellent experience for patients.

Providing the high quality care to which we all aspire, within the resources available is increasingly challenging and this situation is unlikely to change. This strategy is designed to create an organisation equipped to find the solutions to the problems we face and to deliver sustainable success over the long term. High quality, motivated staff and teams that work effectively together to achieve the Trust's vision are fundamental to our future success.

We are a component part of a complex health system. We provide services with a significant and growing demand. We have staff with the expertise that can support high quality care in different settings. Working closely with partners in the system to ensure that the Trust is used where it adds most value to the population's health will be critical to ensuring our vision for the future is realised.





7 | Appendix A: NBT today

7.1 Clinical Services

North Bristol NHS Trust is a provider of acute and specialist health services and includes services that reach into the community such as maternity care and diagnostics. The Trust has 1,050 hospital beds and employs over 8,000 staff. In the financial year 2014/15 we received an income of £552m. Income for patient care was split 31.6% for specialist services, commissioned by NHS England and 63% from the Clinical Commissioning Groups of South Gloucestershire, Bristol and North Somerset.

In 2014/15 we treated over 51,000 inpatients, including day patients, as well as caring for over 85,000 people in our Emergency Departments. More than 6,000 babies were born at Southmead, Cossham, at home, or elsewhere in the community and we carried out approximately 295,000 outpatient appointments.

We provide general hospital services to our local population and a range of specialist

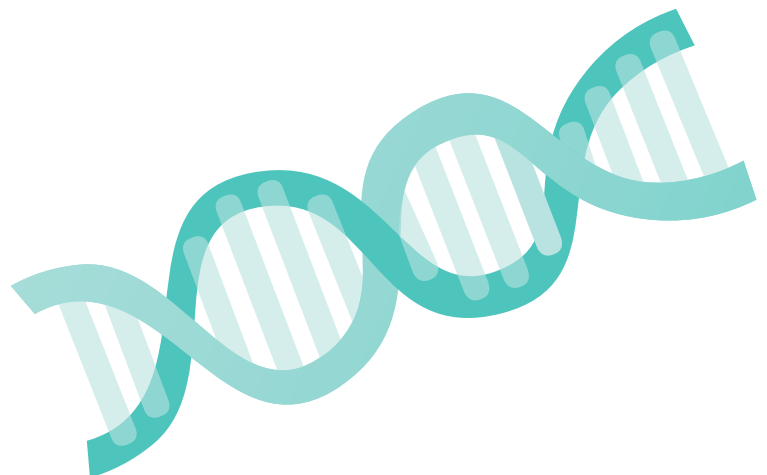
services that serve a wider and more regional population. The general hospital services require a range of skill sets and infrastructure that can be found in most acute hospitals. The specialist services require additional skills in areas including diagnostics and equipping.

Our services have evolved to meet the needs of patients and commissioners. Working with University Hospitals Bristol NHS Foundation Trust a number of significant transfers of services have been undertaken between the two major acute providers in Bristol that ensure care is provided in the most appropriate setting. Where skills are in short supply, consolidation has taken place to improve patient outcomes. The arrangements have always given due regard to the need for local provision where possible, to ensure a good patient experience. As a result of the changes made, we host the Severn Region

Major Trauma centre supported by seven major trauma units in other providers. The Trust provides the Major Arterial Centre for the vascular network which is delivered through a 'lead provider' model. This includes 24/7 access to a specialised multidisciplinary team which has access to a £1.5 million 'hybrid operating theatre'.

The plastic surgery service provides a highly specialised team, experienced in the most complex cases in adults and children (delivered at the Bristol Children's Hospital). The South West UK Burn Care Network is hosted by the Trust and covers South and mid Wales, Devon, Cornwall, Somerset, Wiltshire, Hampshire, Scilly isles and South Gloucestershire.

This grouping of specialist surgical services including neurosurgery has established the Trust as an organisation that treats the most complex surgical emergency patients.



2014/15

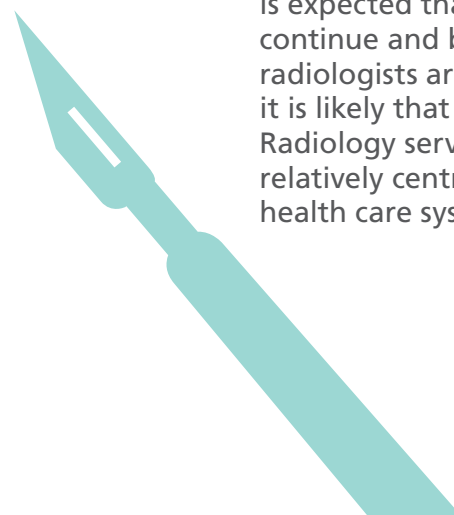
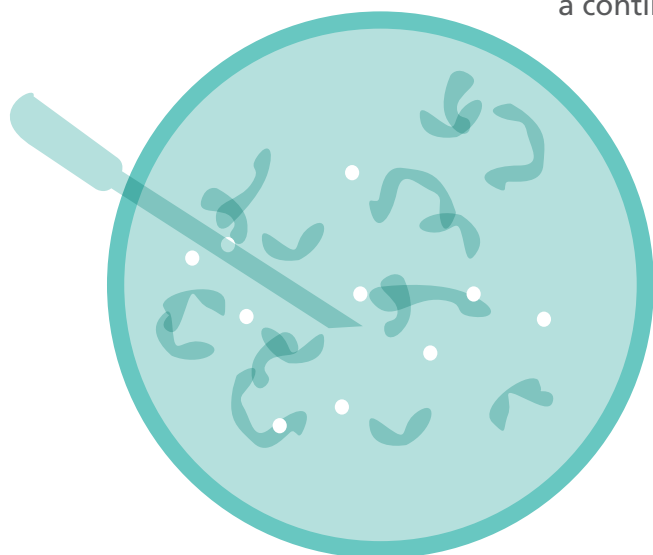
- **Over 85,000 people cared for in our Emergency Department**
- **Over 6,000 babies born at Southmead, Cossham, at home or elsewhere in the community**
- **Over 56,000 inpatients treated, including day patients**
- **Over 7.9 million pathology tests conducted**
- **Approx. 295,000 outpatients seen**

Consolidation of urology and breast care services, in addition to established skin cancer, brain cancer and lower gastro-intestinal services has resulted in a centre of excellence for complex cancer surgery. We also provide diagnostic and specialist components of upper gastro-intestinal, lung and gynaecology cancer care. We do not provide radiotherapy or oncology services but work in partnership with University Hospitals Bristol NHS Foundation Trust to ensure smooth pathways for patients who require these services following, or in conjunction with, surgical intervention.

Emergency care and cancer care have high demands for diagnostic specialties from both pathology and radiology. In recent years we've made significant investments in two buildings to house pathology services. The second of these opened in 2016. They are occupied by all of the Trust's pathology services, together with a city wide consolidated service for histopathology and, in partnership with Public Health England, a microbiology service for Bristol and Bath. The Trust has a long standing genetics laboratory with a national reputation. The constellation of general pathology services around a continually developing

molecular biology expertise provides an opportunity to be at the forefront of technological changes that will deliver the personalised medicine expected in the future.

Radiology underpins all of the Trust's clinical services. We have continued to invest in new technologies for both CT and MRI scans and demand for these services continues to rise. Working in partnership with Alliance Medical, we will house a Positron Emission Tomography (PET) scanner from 2016 which will improve diagnostic capability for cancer patients in Bristol. Increasing amounts of what was formerly surgical work is now being undertaken by Interventional Radiology. It is expected that this trend will continue and because skilled radiologists are in short supply, it is likely that Interventional Radiology services will be relatively centralised in the health care system.



7 | Appendix A: NBT today

7.1 Clinical Services cont.

We need a strong interventional radiology service to deliver complex surgical work and are already taking patient referrals on a regional basis.

In addition to the needs of the Trust, diagnostics underpin much of health provision in primary and community care. The requirement of earlier diagnosis, particularly for patients with suspected cancer, will increase demand for diagnostic testing as well as the need for expert interpretation of results that supports decision making in General Practice. Ease of access to diagnostics will be an important part of future provision. This represents a further opportunity for the Trust to make a positive contribution to the health needs of the local population.

The Trust's maternity service is a fundamental part of our provision for the local population, along with

Its academic strength and international reputation for expertise in safe, team-based care. There is much that the rest of the Trust as well as other organisations can learn from its success. Associated with the maternity services, the Trust provides a specialist commissioned level three neonatal intensive care unit which specialises in extremely premature babies, working within a provider based neonatal intensive care network.

The services we provide today create an interdependent whole. For example, trauma service provision requires complex orthopaedic services. This makes Southmead hospital the natural home for the Avon Orthopaedic Centre, which is one of the largest elective orthopaedic services in the country providing regional, specialist complex elective care and services to the local population. Urology and

vascular services supporting renal failure treatment and kidney transplantation is another example of this interdependent working.

The Richard Bright Renal Unit at Southmead Hospital is the largest of its kind in the West of England. It carries out over 100 kidney transplants every year and has led the way with laparoscopic kidney transplantation, spousal donation and non-heart-beating donor transplants.

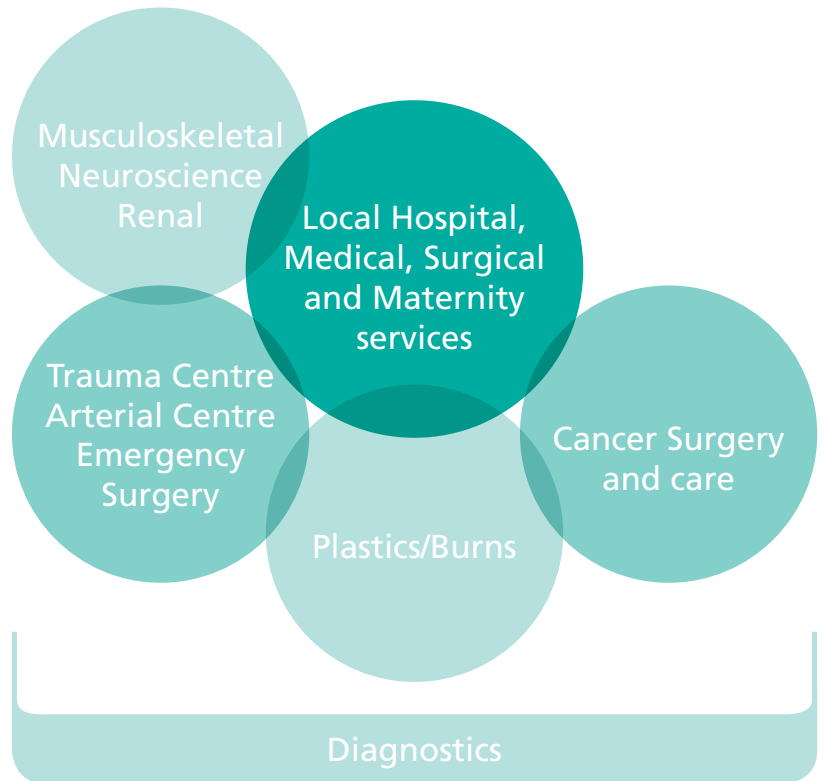
Our Neurosciences department is the regional centre for neurological services for the West of England, including Neurosurgery, Neurology and Stroke, Neuropsychiatry, Neurophysiology, and Neuropathology. The department also leads the South West neuromuscular network.

The Interdependency of services suggests there is limited change to the portfolio that could be made without impacting on the performance of the Trust as a whole. The breadth of service delivery creates the Trust's unique identity and as a result of this service delivery model the complexity of patients attending the Trust will continue to increase.



The interdependency of services suggests there is limited change to the portfolio that could be made without impacting on the performance of the Trust as a whole. The breadth of service delivery creates the Trust's unique identity.

Figure 1: NBT today



7 | Appendix A: NBT today

7.2 Future demand

As specialist services consolidate within networks and with demographics indicating increased numbers of people living with more than one long term health condition, we can expect increased demand for our services. The activity projections suggest that demand for elective work will continue to increase for most specialties, and particularly orthopaedics which was expected to grow 5% in 2015/16. Given the resource and capacity constraints in the health system, we will work with commissioners to deliver more care in the community and closer to home and also work with patients to enable self-management. The aim is to minimise increases in demand on hospital services.

There are opportunities for us to grow some of our specialist services if national drivers to improve cancer identification and treatment lead to more funding in this area. Other conditions such as stroke care may consolidate within tertiary centres. In order to meet any additional demand, it is expected that networks within the region will improve, ensuring that patients are repatriated closer to home as soon as they no longer require the necessary specialist care.

7.3 Market analysis and context

The Trust operates in two main healthcare markets:

- Local acute services – predominantly for the population of South Gloucestershire, Bristol and North Somerset
- Specialist services – primarily in the South West of England and in some cases, national.

We are one of two acute trusts in the Bristol area. Over recent years, there have been a number of service changes between the Trust and University Hospitals Bristol NHS Foundation Trust. No further major changes are planned and it is therefore expected that the market share will remain fairly stable.

Other acute providers in the region are Royal United Hospitals, Bath, which predominantly serves the population of Bath and North East Somerset; and Weston Area Health, which serves the population of North Somerset. Both trusts refer complex or specialist cases to North Bristol NHS Trust. A significant review of the models of care for hospital services in Weston-Super-Mare is to be undertaken in 2016 with a view to ensuring sustainable, high quality services for this population. The review may impact the share of care that is provided by health organisations in Bristol, including North Bristol NHS Trust. We do not expect a change in patient flow with respect to Bath.

The wider Bristol area also hosts a number of private sector providers which all provide additional elective capacity to the NHS.

We play an important role in developing the health care workforce of the future.

7.4 Workforce

The Trust employs over 8,000 staff including:

Medical and Dental	853
Admin and Estates	1,620
Healthcare and support staff	1,630
Nursing and Midwifery	2,210
Scientific and Therapy	1,373

Following the move to the Brunel hospital building, staff turnover increased and a number of individuals with important skills and experience have left the organisation. We will continue to concentrate on filling gaps in staffing with permanent appointments to reduce dependence on temporary staffing. There has also been a focus on developing the necessary skilled staff in areas such as theatres and intensive care. Understanding and improving management of sickness absence and all aspects of staff wellbeing are also areas requiring continued focus.

The staff survey in 2014/15 was taken after the hospital move and was a disappointing result, with the Trust being in the worst 20% for 10 of the 20 questions. Subsequent information from the staff Friends and Family Tests, and the 2015/16 staff survey have shown an improvement but the Trust Board acknowledge that there is more to do, as the performance and quality of the services we provide are dependent upon a well-motivated and highly skilled workforce.

We play an important role in developing the health care workforce of the future. We provide education, teaching and training for undergraduate and postgraduate doctors, nurses, midwives, allied health professionals and healthcare scientists who work here, which is an established, respected centre for training healthcare students.

Our Apprenticeship Centre is nationally recognised as an employer based education programme with a Skills Funding Agency apprenticeship contract. The apprenticeship programme is seen as the start for many people who go on to fruitful health care careers at all levels, within the Trust and the wider health and social care economy.

2014/15 **2,157 new employees joined the trust, including 1,609 clinical staff**

7.5 Research

We have strong links with the University of Bristol and the University of the West of England (UWE).

We have a significant and growing research portfolio with more than 280 researchers delivering 450 research studies in the past year, including 48 commercial trials. Current research strengths include trauma, urology, MSK, obstetrics, neuroscience (including movement disorders, multiple sclerosis and Alzheimer's disease), emergency medicine, microbiology and diabetes. We are growing in stroke, vascular surgery, dementia and plastics, we have active research staff in every directorate and all of our regional specialities are delivering research.

Research, and the associated teaching and learning, supports delivery of care for approximately 5,000 patients per year contributing to staffing capacity. Research trials give patients access to novel treatments and the Trust leads ground breaking research projects that are trialling new interventions and attracting patients from across the UK. Outcomes from Trust led research in surgery, musculo-skeletal services, microbiology and obstetrics have been used to update national guidance, demonstrating translation into care improvements.

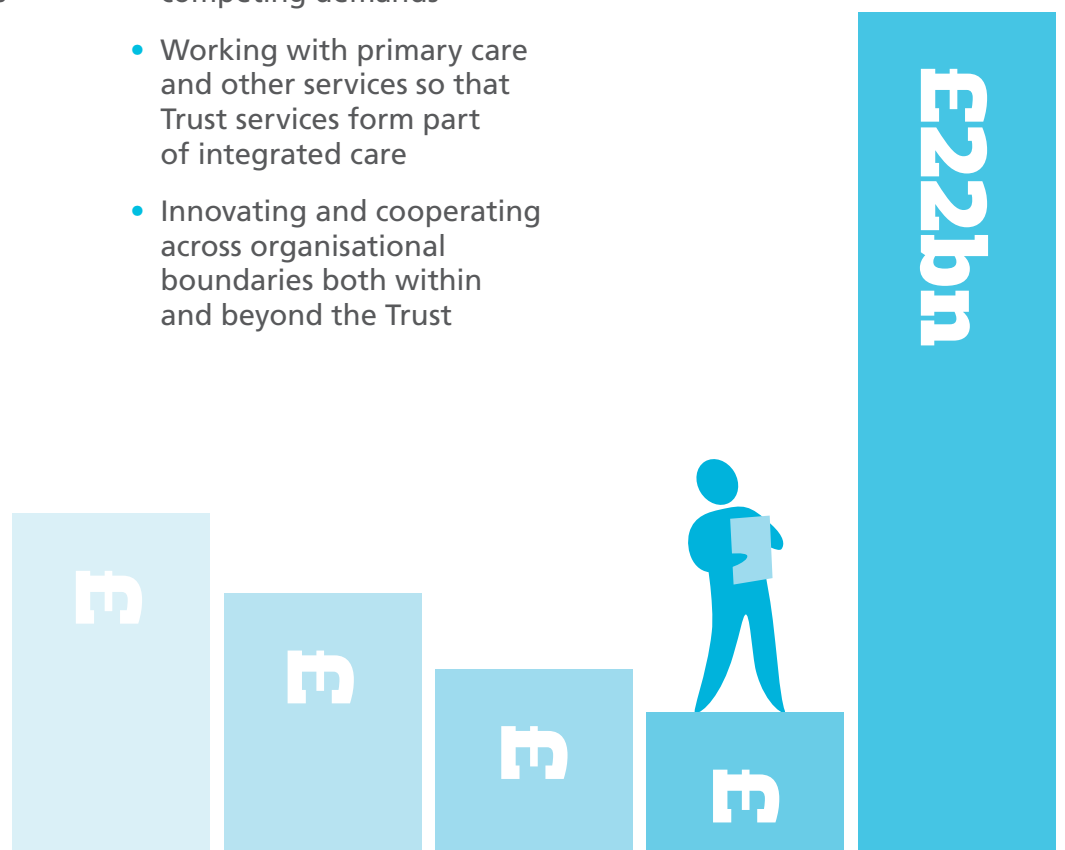
8 | Appendix B: The challenges we face

8.1 Population changes

The demand for healthcare continues to rise. Our populations are increasing, with steady growth in the number of older people and those living with one or more health conditions. There is an increasing amount of information available to people in need of health care. It is expected that increasingly informed patients will exercise their choices of where their care is provided. Patient voices and more consumerism within health will inevitably lead to changes in the way we interact with and respond to the needs of our patients.

Some of the challenges for the future are set out below:

- An aging population with increasing numbers living with dementia and long-term conditions
- Greater public expectations – seven day access to care close to homes and a coordinated approach to health and social care
- Increasing complexity of care required by individual patients to achieve best outcomes
- Increasing complexity of interdependent services within the Trust
- Requirement to reduce variation in the quality of care
- Greater emphasis on keeping people healthy and in charge of their own care
- Limited increase in real terms budget for the NHS – the estimated gap between NHS spending and resources available will rise to £22bn over the next five years
- Commissioners and Local Authorities with financial pressures and competing demands
- Working with primary care and other services so that Trust services form part of integrated care
- Innovating and cooperating across organisational boundaries both within and beyond the Trust
- Population growth and the need to address inequalities in life expectancy
- Growing numbers of patients with multi-morbidities including cross-cutting clinical problems such as alcohol-related conditions and mental health conditions
- Use of NHS funding for providing health care in the community through the Better Care Fund



8.2 Efficient use of the Trust's resources

The major immediate challenges we face include improving the flow of patients through the hospital by reducing bed occupancy, balancing capacity to deliver against the demand and achieving this within the financial resources available. Hospital beds should only be used for those patients who will gain the most value from what we offer. Too many frail and elderly patients are cared for in hospital beds when there are more appropriate, cost effective environments that would better meet their needs.

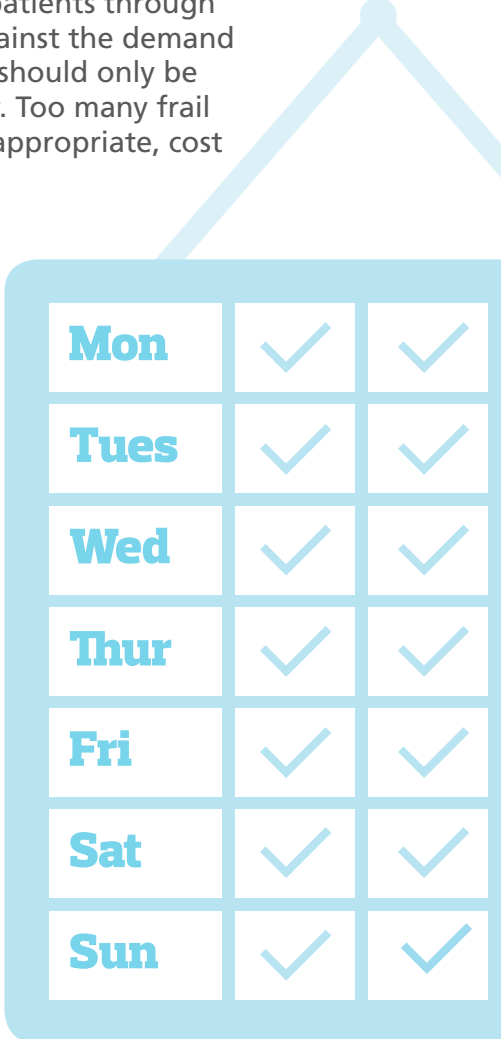
All of our services need to be delivered to a high standard of quality and efficiency to manage the anticipated demand into the future.

To succeed, we must:

- Ensure that all planned care is delivered at upper decile productivity
- Focus on increasing prevention and avoidance of inappropriate admissions
- Make sure that patients are returned to referring hospitals as soon as their needs can be met there
- Work with partners in the health system to manage patients with rehabilitation and re-enablement needs

Increased productivity must maintain our ability to care for increasingly complex patients as well as releasing more capacity. To efficiently expand capacity it is likely that we will need to use more hospital resources over a longer working week (six to seven days) and work in partnership with other providers to share the workload.

We must use our strength in diagnostic services to support clinicians in the Trust, in primary care and community care to define the health problems of patients and ensure they receive the right care in the right place rapidly.



Mon	✓	✓
Tues	✓	✓
Wed	✓	✓
Thur	✓	✓
Fri	✓	✓
Sat	✓	✓
Sun	✓	✓

The major immediate challenge we face is to improve the flow of patients through the hospital.

8 | Appendix B: The challenges we face

8.3 Commissioner priorities

National priorities

- Securing additional years of life for the people of England with treatable mental and physical health conditions
- Improving the health related quality of life of the 15 million+ people with one or more long-term conditions, including mental health conditions
- Reducing the amount of time people spend avoidably in hospital through better and more integrated care in the community, outside of hospital
- Increasing the proportion of older people living independently at home following discharge from hospital
- Increasing the number of people with mental and physical health conditions having a positive experience of hospital care
- Increasing the number of people with mental and physical health conditions having a positive experience of care outside hospital, in general practice and in the community
- Making significant progress towards eliminating avoidable deaths in our hospitals caused by problems in care

In South Gloucestershire

- The size of the population of South Gloucestershire is increasing
- There is a steady growth in the number of older residents and those living with one or more health condition
- The financial environment is challenging which means that more must be achieved with the resources that are available
- Local people need to be supported to achieve and maintain good health and wellbeing
- More people are living with heart disease, diabetes, hypertension, dementia and obesity
- A key objective is to drive integration of out-of-hospital care so that patients are better managed in the community

In Bristol

- Tackling the stark health inequalities between affluent and deprived areas
- Addressing the health needs of a rapidly growing, young and ethnically diverse population
- Improving the health of children in care and of disadvantaged children
- Tackling premature death caused by cancer, which remains the biggest killer of people aged under 75 in the city (38%)
- Addressing the health needs of those who are living longer and with long-term conditions such as dementia, especially those aged over 75 who are living alone
- Improving partnerships between GPs, community health and social care workers
- Improving pathways for long-term conditions, especially diabetes
- Improving health services for patients with conditions caused by obesity, smoking and rising rates of alcohol consumption
- Commissioning health promotion services to reduce these problems in the future
- Working closely with the voluntary and community sectors

The NHS Five Year Forward View and NHS Planning Guidance (2016/17) will guide local commissioner plans and the Trust's priorities over the next five years. Place based health planning for populations requires specification of a local Sustainability and Transformation Plan and leaders in this locality have decided that the population for planning purposes will be Bristol, North Somerset and South Gloucestershire (BNSSG).

Since a significant proportion of the work we deliver is for a wider population in the region, we will also engage with specialist commissioners and organisations in provider networks to determine sustainable plans for these services.

Specialised Commissioning challenges – Bristol, North Somerset, Somerset and South Gloucestershire (BNSSSG)

- A diverse population spread across urban and rural settings with variations in levels of ethnicity, inequality and access
- A higher proportion of population aged 65 or over compared to the rest of the UK
- A need to improve rates of premature mortality from liver disease
- A need to reduce incidents of suicide and self-poisoning
- Managing the likely increases in incidence of cardiovascular disease due to smoking, high alcohol consumption and obesity
- Reducing the above national average incidence of malignant melanoma in the South West
- Managing specialist commissioning within a challenging financial environment



8 | Appendix B: The challenges we face

8.4 Financial performance

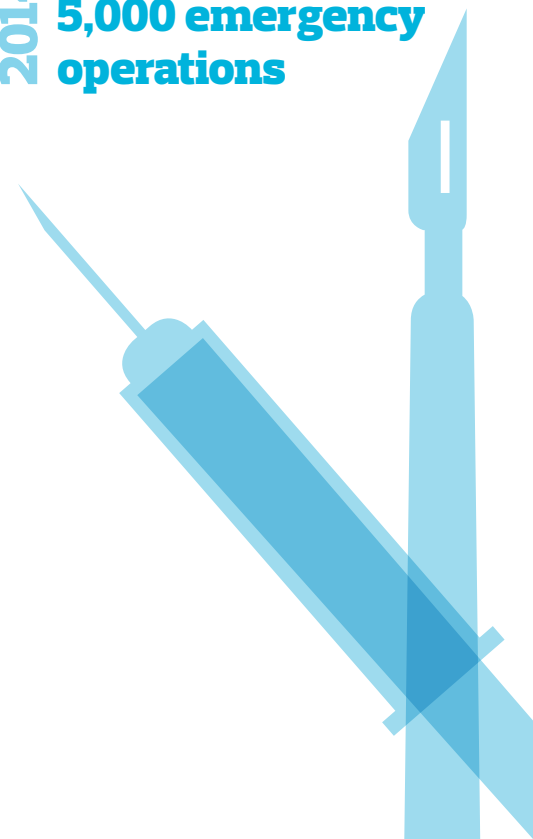
Our financial position is not sustainable and we must become adept at doing more with the funds available by using our resources more efficiently, as well as maximising income. Our Long Term Financial Model sets out the financial plan to 2020/21. To return to a sustainable position, we have set out to achieve a £150m transformation programme to be delivered over the next five years. The recovery of our financial position is now likely to be extended in light of the 2015/16 out turn position. Re-working of the financial model will be an annual event to take into account the in-year position and progress with implementing the strategy.

8.5 Operational performance

Both before and after moving services to Southmead, we faced challenges in balancing capacity and demand. Particular concerns relate to:

- Emergency pathways demonstrated by poor performance against the four hour standard over a prolonged period
- Orthopaedic, neuroscience and urology elective and cancer capacity, demonstrated by performance on the Referral To Treatment and cancer standards
- 52 week waits for spinal surgery

2014/15 **20,000 elective operations and 5,000 emergency operations**



8.6 Quality and Safety of patient care

The Trust Board is committed to providing a high quality of service to patients and to transparency of information about quality. An Account of the Quality of our services is published annually and contains a review of the year and identification of the priorities for quality improvement.

The Hospital Standardised Mortality Ratio and Summary Hospital Mortality Indicator have steadily improved since the move into the Brunel building and continue to be below the national average. There has been significant improvement in the mortality statistics for patients admitted at weekends and these are now no different to those for weekday admission.

Through our Clinical Audit Committee and Quality Surveillance group, systems are in place for monitoring clinical outcomes. As described in the Quality Accounts we give particular priority to contributions to National Audit and National Registries. This allows clinical teams to compare the outcomes of our care with those in other trusts.

The safety programme is focusing on developing a culture of ensuring that patients always receive all of the evidence based care that they need and that there is an ongoing commitment to eliminating errors impacting patient outcomes.

The priorities for safe care identified in the last four years' Quality Accounts are:

- Infection control
- Preventing deterioration of acutely ill patients including sepsis and acute kidney injury
- Reducing pressure ulcer incidence
- Reducing mislabelling of blood tests
- Safe systems of care in operating theatres
- Improving nutrition assessments
- Ensuring medical records and bedside patient documentation are in place
- Improving planning, quality and timeliness of discharge information

8.7 Patient experience

We assess the experience of patients through the annual national patient surveys, including the cancer experience survey, the monthly Friends And Family Tests and through investigation of complaints. Performance in the patient and staff surveys demonstrates areas for improvement, particularly in relation to customer care and staff engagement.

Although many patients were complimentary about the new environment in the Brunel building there were also

difficulties for patients caused by the disruption of the move and these were reflected in a decline in patient experience in the subsequent months. A number of actions have been taken to improve the experience of care including: the roll out of televisions to the single rooms, increased parking and ongoing support from the volunteers.

The priorities for patient experience identified in the Trust Quality Accounts over the past four years have been:

- Providing patients with clear information about their care
- Improving the experience of cancer patients
- Increasing response rates and learning from the Friends and Family Tests
- Improving care for patients with Dementia

8.8 Conclusion

Through service change and transition to the new hospital our patients and staff have experienced disruption. This has resulted in the challenges described in the appendix, in addition to those experienced by the NHS as a whole. The themes described in the Trust strategy are the mechanisms by which these challenges will be met over the next five years.

