

2021/22

Providing Care in a Challenging Year

NHS

North Bristol
NHS Trust

Introduction from Maria Kane, CEO

Referencing the 2020/21 financial year at last year's Annual General Meeting, we described it as an extraordinary year, reflecting the impact the Covid-19 pandemic had on our staff, our patients and the communities we serve. Little did we know that 2021/22 would be similarly extraordinary.

The perfect storm of the Covid-19 pandemic together with increased pressures around urgent care and an overwhelming desire to cut our waiting list backlogs placed huge pressure on our staff. We also recognise that these challenges affected our patients, with many waiting for unacceptably long periods of time for treatment and procedures, often in pain and discomfort.

Spring and early Summer 2021 offered us grounds for optimism – the nation was opening back up and the vaccination programme was making a real difference. We mobilised quickly and delivered a very large number of vaccinations in an incredibly short period of time. It's worth paying tribute to all the staff involved in this Herculean effort, both within NBT and in other parts of the system. Their efforts really made Bristol and surrounding areas a safer place.

During the Autumn and Winter, we planned for the worst and hoped for the best. Record high community infection rates and rapidly increasing numbers of patients with Covid-19 in the hospital were of huge concern. Alongside Covid-19 and our elective recovery programme, we experienced unprecedented levels of demand in our emergency department.

As well as dealing with the immediate priorities, we also invested a lot of time in 2021/22 in planning for the future. We're focused on continuing the solid progress we're making but recognise there are many things we need to do differently or better.

Our three strategic priorities for the coming year are to:

- (i) Provide high quality patient care**
- (ii) Develop healthcare for the future and**
- (iii) Be an anchor in our community.**

To deliver this, we are going to be more ambitious in the way we collaborate and work with partners.

Our Acute Provider Collaborative with University Hospitals Bristol and Weston (UHBW) is one such example with the programme being set up to deliver sustainable and long-term benefits for patients across the Bristol, North Somerset and South Gloucestershire (BNSSG) system.

Increasingly, we're worrying less about institutional boundaries and focusing more on how we can work together as acute Trusts within the same system to tackle health inequalities and improve outcomes for patients.

Our commitment to working on a joined-up approach to continuous improvement (called "Patient First") will help underpin our collaboration.



2021/22

Providing Care in a Challenging Year

NHS

North Bristol
NHS Trust

Covid

Despite initial optimism, Covid continued to challenge us throughout the year. As we headed into the Autumn of 2021 cases of Covid began to rise again. Then in November there was concern with the emergence of the more contagious Omicron variant – a much more contagious variant of Covid-19. With numbers rising rapidly, we prepared for the worst and supported the rollout of the booster jabs and worked with NHS England to quickly build a Nightingale Surge Hub in the grounds of Southmead Hospital. Thankfully, this facility was never needed, but was an important step to take as we prepared for a rise in admissions.



With the emergence of the Omicron variant we needed to act swiftly. We delivered a very large number of vaccinations in an incredibly short period of time both through our role as hosts of the Bristol, North Somerset & South Gloucestershire vaccination programme and in vaccinating NBT staff.

We pay tribute to all the staff involved in this huge effort, for making Bristol and surrounding areas a safer place.



Pressures

As society opened up again, we experienced unprecedented levels of demand in our Emergency Department. Long waits and delayed ambulance handovers were a big concern for us, and we did what we could to encourage some patients to seek advice and support via more appropriate routes, including 111, minor injury units, pharmacies, and their GPs. But the pressures remained, and our responses were hampered by challenges around discharging patients back into the community as well as a range of other issues, including staff shortages and staff absence due to Covid-19.



At the end of the 2021/22 financial year, these challenges remained, and we continue to work with system partners to try and address them, alongside our own work within the hospital.

Elective recovery

Getting planned treatments and procedures back on track and reducing the number of patients on waiting lists, took a monumental effort as we continued to battle Covid-19 at the same time. Stringent Infection Prevention and Control measures slowed down our elective activities as we tried to minimise transmission within the hospital. Unfortunately, sometimes that led to late cancellation of procedures, and we recognise the impact it has had on patients who have been waiting a long time for their treatments.



We managed to deliver a significant reduction in the number of patients waiting over 104 weeks for their procedure, bringing the number down to fewer than 100 patients by the end of March 2022. By the end of July 2022 our efforts in this area meant we had eliminated 104-week waits.

People

Our people underpin everything we do. The pandemic and ongoing demands on our services has taken its toll on our staff. They have had an exhausting few years and have also been affected by Covid-related shortages and other sickness within teams. The psychological impact of the pandemic on staff has been acknowledged and we invested in permanent support as part of our renewed wellbeing offer.

We have continued to celebrate staff achievements in the face of the challenges we've seen, and introduced our Behind the Scenes videos to help shine a light on some of the teams, services and support functions within the Trust and highlight the efforts of some of our unsung heroes who play such a vital role in the running of the hospital.



There has been a renewal of our Executive and Senior Leadership Team, including new roles to reflect the challenges we now face.

- 

Maria Kane
CEO
- 

Tim Whittlestone
Chief Medical Officer
- 

Steve Hams
Chief Nursing Officer
- 

Steve Curry
Chief Operating Officer
- 

Helen Gilbert
Improvement Director
- 

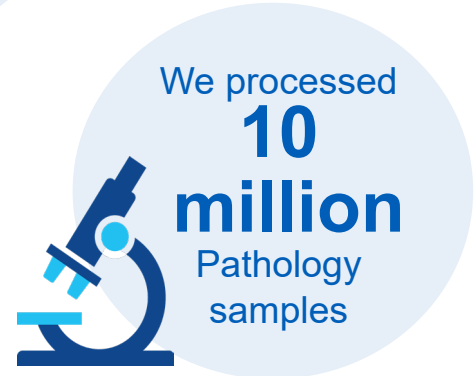
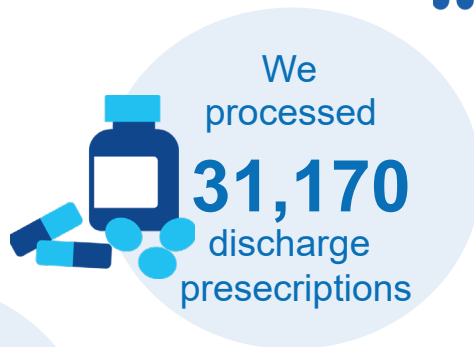
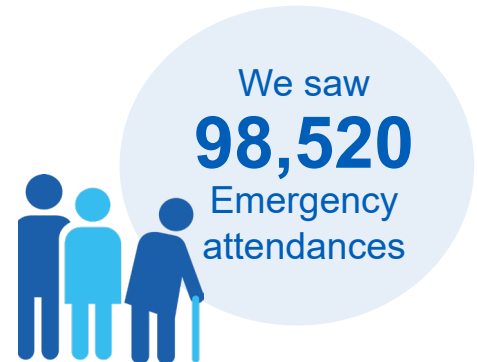
Caroline Bird
Reset and Recovery Director

2021/22

Our year in numbers

NHS

North Bristol
NHS Trust



Our finances



- **Income: £792m**
- **End of year surplus: £2.2m**
- **Capital investment: £31.7m**
- **Staff costs: £477.2m (including Capital)**
- **Savings: £3.6m**
- **Charity income: £2m**
- **Charity spending within the Trust: £3.6m**