

North Bristol NHS Trust Leaving Hospital Strategy 2025-30

Leaving

Hospital

Strategy



Foreword



To best respect the time of our patients and those closest to them, by enabling them to leave hospital in a seamless way when hospital is no longer required.

I am pleased to introduce our strategy for the next 5 years. This will be the first time that North Bristol NHS Trust has a single, unified strategy for leaving hospital.

We have named our strategy *Leaving Hospital* to reflect the many ways patients use our services without requiring admission.

We recognise hospital flow is synonymous with patient safety, quality of care and outcomes. Through this strategy, we are looking for strategic solutions to relieve pressure on services and reduce the risk of harm.

For many people leaving hospital is straight forward, however for others, it can be a challenging time. It is essential that we make the experience as seamless as possible – not only for our patients, but also for their families, carers, our staff, and partners.

To support good patient experience, we need to be consistent in the approach we take in working with patients, families and carers. This includes providing a continuous, coordinated experience as people move from hospital to community and primary care – made possible through close collaboration with our partners.

Steven Hams, Chief Nursing Officer
Tim Whittlestone, Chief Medical Officer



Introduction

North Bristol NHS Trust (NBT) staff work hard to provide the best possible experience and outcomes for patients leaving hospital. It is crucial that we provide the best platform and opportunities for this to happen. By working together with patients, families and carers, and respecting their time, we can ensure a smoother transition. We are committed to prioritising this to improve the experience of leaving hospital.

This strategy draws from NHS key principles for leaving hospital and aligns with the priorities set out in both the NBT Trust Strategy and Clinical Strategy. It sets the direction for leaving hospital from NBT and outlines key improvement priorities, commitments, and aims that will help us achieve our vision.

A heartfelt thank you goes out to everyone who contributed to this strategy, and to all NBT staff and partners for their ongoing dedication. Your work will be essential to ensuring the successful delivery of this strategy.

Dr Samir Patel, Deputy Medical Director
Lucy Parsons, Director of Urgent and Emergency Care

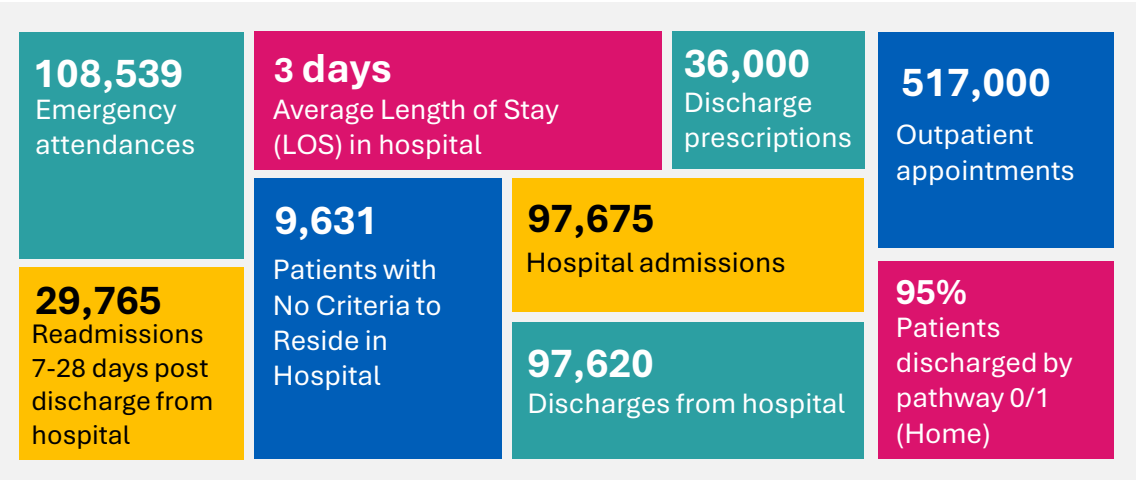


Our Organisation

North Bristol NHS Trust is a tertiary hospital within the Bristol, North Somerset and South Gloucestershire (BNSSG) system. NBT provide a considerable elective programme and supports patients through both urgent and emergency pathways. At the hospital’s front door, teams work diligently to ensure that patients access the necessary treatment and support in the most appropriate place. This includes providing access to step-down pathways and services that enable care to be delivered outside of the hospital.

For those patients that complete their necessary treatment as an inpatient in NBT, the majority will return home to their pre-existing support network. For those that need more support on discharge, there are teams of people within NBT working to support Discharge to Assess and alternative routes to provide this.

Key Facts



NBT Annual data, 2024

Why we have developed this strategy

- There are numerous specialties delivered at NBT, approximately 13,000 staff members, 300 patients attending the Emergency Department daily, alongside a significant elective programme. Given this scale, providing a seamless patient experience for leaving hospital across the entire Trust is challenging.
- This strategy has been developed to provide a ‘golden thread’ that runs through all areas of NBT, aligning and optimising how leaving hospital is designed and enacted. We also recognise the cultural change required to make this vision a reality.
- This strategy reflects NBT staff’s commitment to the continuous improvement of our patients’ experience, which includes respecting their time.

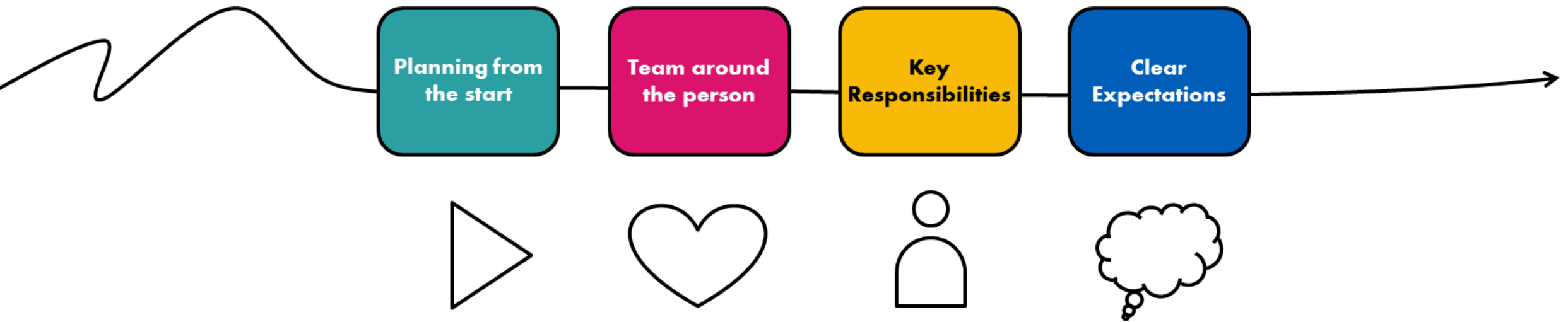
Strategic alignment

- This Leaving Hospital Strategy serves as an enabler of the NBT Clinical Strategy. To create this strategy influence has been taken from other NBT strategies, in particular the Mental Health Strategy, and the Patient and Carer Experience Strategy. The Leaving Hospital Steering Group will oversee the action plan, ensuring the delivery of key priorities for leaving hospital at NBT.



Key Priority Areas

Through engagement with our staff, partners, patients, families and carers, we have identified four priority areas to ensure the best possible experience when leaving hospital.



Leaving Hospital ‘strategy on a page’

Vision

To best respect the time of our patients and those closest to them, by enabling them to leave hospital in a seamless way when hospital is no longer required.

We commit to supporting people to leave hospital at the earliest opportunity, ensuring a seamless and coordinated plan for every patient



We will reduce delay related harm across all our pathways, by supporting people to leave hospital

1. **We will** put Home First at the Forefront of everything we do.
2. **We will** work together to identify patients’ leaving hospital needs early.
3. **We will** ensure that clinical decision makers are accessible to support patients and ward teams in a timely manner.
4. **We will** work together to repatriate patients closer to home, at the earliest opportunity.

We commit to a team-based, person centered approach, meeting the individual needs of each person throughout their hospital journey



The needs of individuals will be respected and determine the way patients leave hospital

1. **We will** make sure leaving hospital is consistent throughout the entire 7-day week.
2. **We will** deliver disease-specific pathways to support patients leaving hospital.
3. **We will** involve the person, family and carer in leaving hospital planning.
4. **We will** understand the needs of people with frailty across NBT in relation to leaving hospital.

We commit to defining and delivering key responsibilities to ensure every person receives an outstanding experience when leaving hospital



Patients, families, and carers, receive consistent, coordinated support for leaving hospital from all staff

1. **We will** promote independence to reduce the risk of deconditioning in hospital.
2. **We will** give every opportunity for medical and nursing staff to prioritise leaving hospital.
3. **We will** give clarity on roles and responsibilities for leaving hospital for staff groups across NBT.
4. **We will** provide necessary leaving hospital learning modules, accessible to all staff.

We commit to transparent and consistent communication to provide clear expectations for people leaving hospital

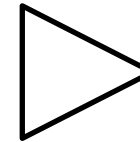


All people will feel safe and assured that patients are receiving the best possible leaving hospital experience

1. **We will** ensure consistent communication regarding leaving hospital to provide clear expectations to all.
2. **We will** work with our partners to provide consistent and continuous leaving hospital experience.
3. **We will** ensure all staff provide consistent leaving hospital information to patients, families and professionals.
4. **We will** ensure patients, families and carers know what to expect when leaving hospital.

1

Planning from the start



What this means for patients, families and carers:

Your experience
when leaving
hospital will be
seamless

What this means for staff and partner organisations:

We will start the
leaving hospital
process as soon
as possible

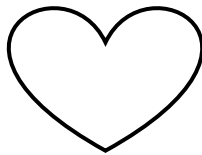
The difference we aim to make:

We will reduce
delay related
harm across all
our pathways, by
supporting people
to leave hospital



2

Team around the person



What this means for patients, families and carers:

You will receive timely access to the care and support you need throughout your hospital journey

What this means for staff and partner organisations:

Staff and partners will work alongside patients, carers, and families to provide a seamless leaving hospital experience

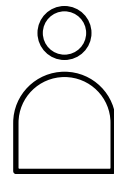
The difference we aim to make:

The needs of individuals will be respected and determine the way patients leave hospital



3

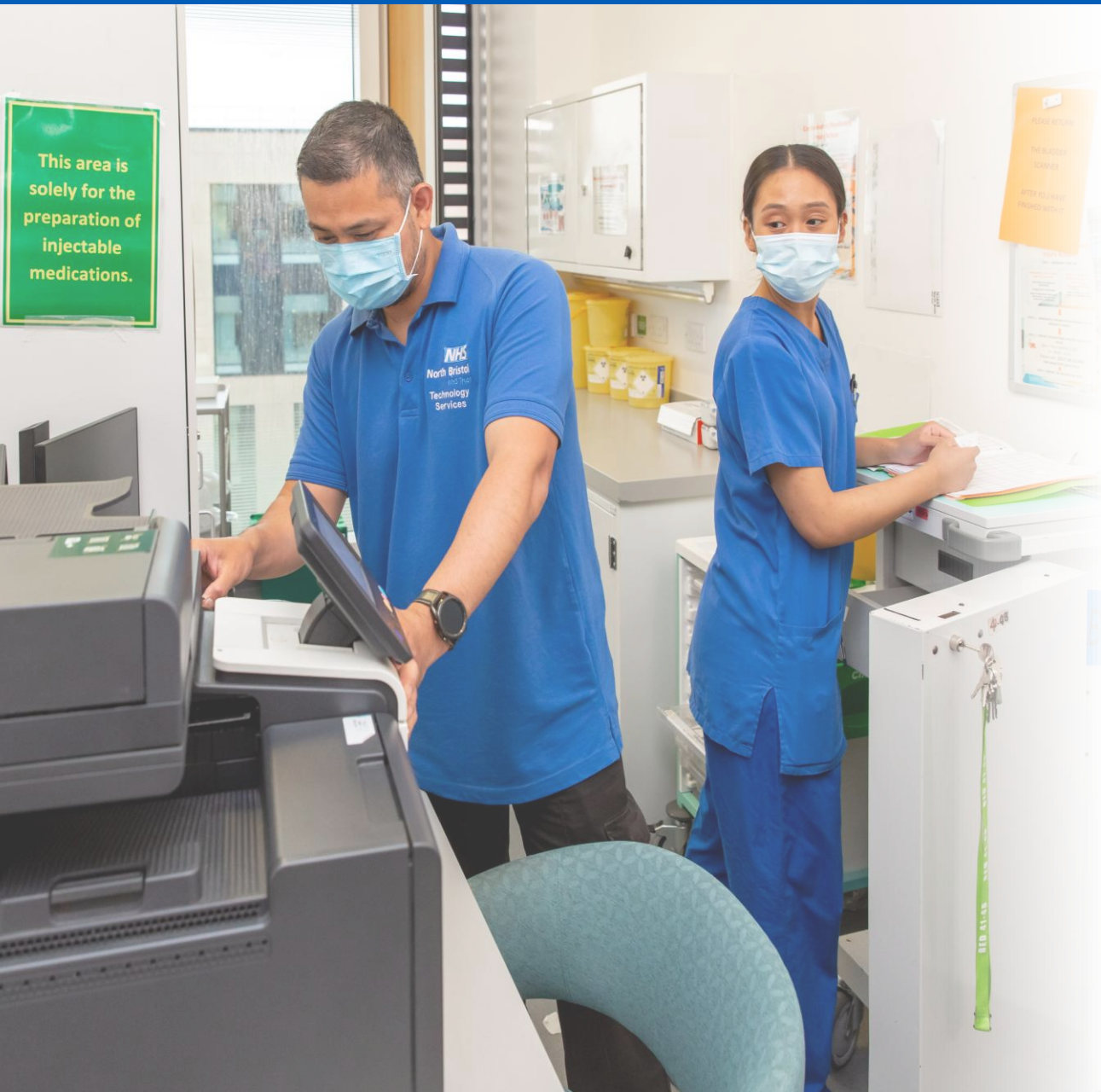
Key Responsibilities



What this means for patients, families and carers:
Everyone will be clear on their role and responsibility to ensure a seamless patient experience when leaving hospital

What this means for staff and partner organisations:
We will train our staff to be able to offer the most appropriate support through the patients' hospital journey

The difference we aim to make:
Patients, families, and carers, receive consistent, coordinated support for leaving hospital from all staff



4

Clear Expectations



What this means for patients, families and carers:

Patients, families, and carers, will know what to expect when leaving hospital

What this means for staff and partner organisations:

NBT and partner organisation staff have the same expectations of the leaving hospital experience

The difference we aim to make:

All people will feel safe and assured that patients are receiving the best possible leaving hospital experience



1

We commit to supporting people to leave hospital at the earliest opportunity, ensuring a seamless and coordinated plan for every patient

To deliver this aim, we will prioritise the following actions

Home First

- We will put Home First at the forefront of everything we do.
- We will proactively promote Home First within our community.

Timely access

- We will ensure that clinical decision makers are accessible to support patients and ward teams in a timely manner.
- We will provide access to the most up-to-date information at any time through the patient journey.

Early identification

- We will work together to identify patients' leaving hospital needs early.
- We will involve the right people early to support leaving hospital planning.

Right place

- We will work together to repatriate patients closer to home, at the earliest opportunity.
- We will explore all opportunities for patients to return to the place they call home as early as possible.



2

We commit to a team-based, person centered approach, meeting the individual needs of each person throughout their hospital journey

To deliver this aim, we will prioritise the following actions

Access to necessary teams

- We will make sure leaving hospital is consistent throughout the entire 7-day week.
- We will coordinate necessary members of the Multidisciplinary Team (MDT) to ensure arrangements to leave hospital are timely and informed.

Person centred

- We will involve the person, family and carer in leaving hospital planning.
- We will not assume to know what is best for the person leaving hospital.

Specific pathways

- We will deliver disease-specific pathways to support patients leaving hospital.
- We will coordinate access to necessary teams that enable alternatives to admission.

Frailty

- We will understand the needs of people with frailty across NBT in relation to leaving hospital.
- We will ensure equitable opportunities in relation to leaving hospital for all patients with frailty.



3

We commit to defining and delivering key responsibilities to ensure every person receives an outstanding experience when leaving hospital

To deliver this aim, we will prioritise the following actions

Enablement

- We will promote independence to reduce the risk of deconditioning in hospital through our 'Active Hospital' programme.
- We will provide the platform for patients, families and carers to feel enabled to leave hospital.

Agreed roles and responsibilities

- We will give clarity on roles and responsibilities for leaving hospital for staff groups across NBT.
- We will trust and respect leaving hospital specialisms from everyone within the MDT.

Prioritisation

- We will give every opportunity for medical and nursing staff to prioritise leaving hospital.
- We will always consider the risks to patients remaining in hospital unnecessarily.

Knowledge & understanding

- We will provide necessary leaving hospital learning modules, accessible to all staff.
- We will ensure localised understanding of leaving hospital principles for relevant NBT staff groups.



4

We commit to transparent and consistent communication to provide clear expectations for people leaving hospital

To deliver this aim, we will prioritise the following actions

Public communications

- We will ensure consistent inward and outward communication regarding leaving hospital to provide clear expectations to all.

Staff

- We will ensure all NBT staff provide consistent information regarding leaving hospital to patients, families, carers, professionals.

External partners

- We will work with our partner organisations to enable them to provide consistent and continuous information regarding leaving hospital.

Patients, carers and families

- We will ensure patients, families and carers know what to expect when leaving hospital, when to expect it and how it will transpire.



Next steps

Delivering our Leaving Hospital Strategy

In launching this strategy across our organisation and with our partners, we will invest time and resources to help implement the priorities we have set out. We will do this by:

- Publishing this document and making it accessible to all.
- Mobilising the Leaving Hospital Strategy Steering Group to implement the action plans to achieve our priorities for leaving hospital.
- Taking every opportunity to communicate it internally and externally and ask other partners to help us reach all our stakeholders.
- Making sure all our staff, including potential and new recruits, are aware and understand our Trust's expectations around leaving hospital.

We will continue to use feedback and data to monitor the progress of our NBT leaving hospital experience and the priorities outlined.

Measuring Success

- Leaving hospital on the CQC Adult Inpatient Survey to improve from 2023 score of 7.0/10
- Analyse patient experience feedback related to leaving hospital.
- Conduct a quarterly self assessmentt against our leaving hospital priorities.
- Bespoke staff survey regarding leaving hospital to be developed and to improve the baseline measure benefit of:
 - Improving flow and discharge from NBT; Reducing the No Criteria to Reside (NCTR) numbers.
 - Increasing appropriate utilisation of relevant service outside of hospital; reduction in safety incidents related to discharge.



Acknowledgements

NBT would like to acknowledge all of our specialty teams, over 300 colleagues (clinical and non-clinical), as well as patients, families and carer groups who have contributed to our Leaving Hospital Strategy.

- NBT Clinical strategy Group
- Dementia strategy group
- LD and Autism group
- Stroke Discharge Working Group
- Palliative care
- Operations
- Frailty
- REACT
- NHS@Home
- Transfer of Care Hub
- Local Authorities
- Sirona care and health
- Integrated Discharge Service
- Medicine Sisters Meeting
- Medicine discharge and flow
- NMSK Ward Managers
- NMSK Clinical Governance
- ASCR discharge and flow
- Women & Children's
- Patient experience and PALS
- Emergency Department
- Pharmacy
- NCHIP and Primary Care
- Patients, families and carers
- Therapy Pathway Leads
- Medical staff, nurses, AHPs and additional clinical services

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