

University Hospitals  
Bristol and Weston  
NHS Foundation Trust

# LOVE LIFE, LOVE BRISTOL & WESTON



## ANNUAL REVIEW

**St Michael's Hospital Services**  
2019/20





## WELCOME FROM THE LEADERSHIP TEAM

Welcome to our first ever annual review of St Michael's Hospital services at University Hospitals Bristol and Weston NHS Foundation Trust (UHBW), for the year 2019/20. We hope you enjoy reading it and that it gives you a flavour of who we are and what we do.

This has been a significant period of change for St Michael's Hospital services. UHBW was formed on 1st April 2020 following the merger of University Hospitals Bristol NHS Foundation

Trust and Weston Area Health Trust. Maternity and gynaecology teams across our Bristol and Weston sites worked collaboratively in the run-up to the merger in order to bring benefits to our patients and staff in these areas.

And of course, towards the end of the review period, the COVID-19 pandemic emerged, which has put all of our services under unforeseen pressures and enforced significant changes for patients, families and staff with regard to how



care is delivered. We are immensely proud of our teams for their resilience, innovation and tenacity in responding to this huge and ever-evolving challenge, the scale of which the NHS has never seen before.

The aim of this review is to share news and updates from our clinical and supporting services, and to celebrate our many successes and innovations, as well as reflecting on our key challenges and sharing our longer term plans.

We will continue to do our very best for you: our patients, our staff and our partners.

**Ian Barrington, Divisional Director,  
Women's and Children's Services**

**Martin Gargan, Clinical Chair,  
Women's and Children's Services**

**Sarah Windfeld, Head of Midwifery and  
Nursing for Women's Services**



# WHO ARE WE?

St Michael's Hospital offers a range of services based in the hospital itself, in Weston General Hospital and across a number of community bases. All of our services aim to deliver the highest quality of care we can to patients from across the Bristol, North Somerset and South Gloucestershire region, and beyond, for our more specialist services.

We are absolutely delighted that in August 2019, the Care Quality Commission rated the Trust as outstanding overall. Specifically, our

maternity services were rated as good, and our surgical and children's services outstanding. This assessment by the health regulator reflects the hard work, care and compassion that we see every day across St Michael's services. A huge thank you to all of our staff for their ongoing dedication!



Good  
Outstanding ☆



# YOUR ST MICHAEL'S HOSPITAL SERVICES 2019/20

**672** STAFF WITHIN ST MICHAEL'S SERVICES  
**374** REGISTERED NURSING & MIDWERY STAFF  
**73** NON-CLINICAL STAFF WITHIN ST MICHAEL'S SERVICES  
**88** ASSISTANT NURSES & MIDWIVES  
**45** ALLIED/OTHER HEALTH PROFESSIONALS

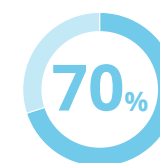
UHBW had the **BEST SCORES** on three questions in the national maternity survey:

*Thinking about your antenatal care, were you spoken to in a way you could understand?*

*Did you have confidence and trust in the staff caring for you during your labour and birth?*

*Thinking about your care during labour and birth, were you treated with respect and dignity?*

St Michael's Hospital has 28 inpatient beds for gynaecology, 53 maternity inpatient beds, 17 delivery rooms, 16 day case beds and 31 cots on NICU



of women with our Birch team had continuity of carer throughout their whole maternity pathway, from ante-natal care through to birth and home

The 2019 NHS staff attitude survey results placed the division as the highest scoring comparable centre for women's and children's services nationally!



**£38.3M**

BUDGET 2019/20 with a divisional cost improvement target of £ 2.3 million

THE GYNAECOLOGY SERVICE UNDERTOOK:

**2,500** ELECTIVE AND

**3,952** OUTPATIENT PROCEDURES,

**1,248** EMERGENCY ADMISSIONS AND

**10,302** OUTPATIENT APPOINTMENTS,

IN MATERNITY THERE WERE:

**4,998** BIRTHS, INCLUDING

**74** HOME BIRTHS,

AND OVER

**25,000** OUTPATIENTS CONSULTATIONS

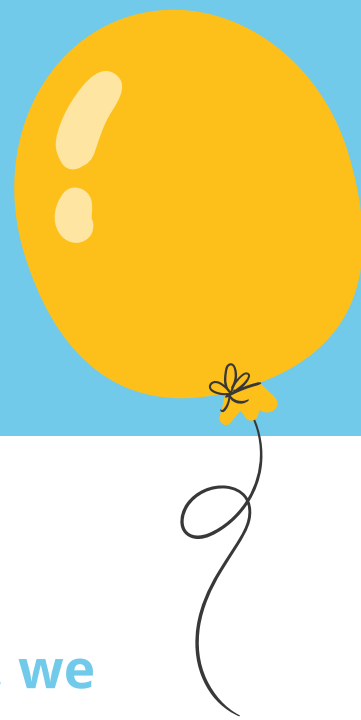
**6,845** PAEDIATRIC AUDIOLOGY APPOINTMENTS AND  
**27,000** SCANS

OUR NICU CARED FOR

**621 BABIES** AND NEST MADE

**565 RETRIEVALS**

# OUR CLINICAL SERVICES

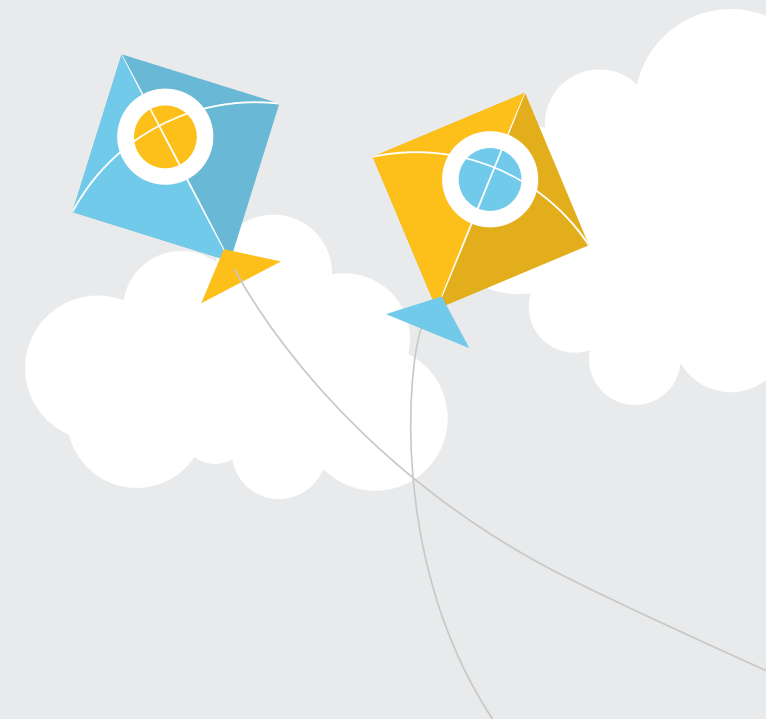


Across the following pages, we wanted to share with you some highlights from our range of St Michael's Hospital clinical services.



# CENTRAL DELIVERY SUITE

- Central Delivery Suite (CDS) is a clinical area that is open 24 hours a day, 7 days per week, providing high quality, evidence-based care to women and their babies in the intra-partum period and until the baby is safely born and care is transferred to the post-natal ward or home
- 4,926 babies were born on CDS between 1st April 2019 and 31st March 2020!
- CDS is staffed by a core team of midwives at bands 6 and 7, as well as four smaller teams that rotate into the service once a year, working closely with consultant obstetricians and a junior medical team who provide clinical support throughout the day and night
- The CDS team care for women from across the South West whose babies have been diagnosed with a fetal condition that requires specialist care, and local women from Bristol, Weston-super-Mare and the surrounding areas
- All women in labour have one to one care in labour, a ratio defined by national standards
- In 2019/20, the team received funding to re-decorate and re-vamp the recovery area on CDS and to make one of the rooms into a double room to improve capacity
- In March 2020, the service changed the midwifery team rotations to improve ownership and communication – after working through some initial concerns this was well received!
- The CDS team have actively taken part in three research trials this year, in partnership with the in-house research team at St Michael's Hospital
- During the review period, CDS staff worked with colleagues in anaesthetics to write and deliver a new teaching session on epidurals and PCA (patient controlled analgesia) pumps
- In the face of the emerging COVID-19 pandemic, the multi-disciplinary team worked closely together to get new guidelines in place, and to make the unit and theatres as safe as possible for women, babies and staff





# INPATIENT ANTE-NATAL AND POST-NATAL CARE

Ward 73 and 76 are located on Level E of St Michael's Hospital and are dedicated to providing ante-natal, post-natal and transitional care to women and their babies from across Bristol, North Somerset and South Gloucestershire.

The team that staffs the ward includes ward

sisters, both newly qualified and senior midwives, midwifery assistants, neonatal nurses, a nursery nurse, ward clerks and hotel services assistants. The team is also supported by a housekeeper who works across the wards and other departments on Level E, and a full time ward pharmacist (who was a new addition to the team during 2019/20!)

## During the review period, the team have achieved many successes, including:

- The team was delighted to receive approval for a complete refurbishment of the wards, as part of a broader estates project to update the whole of Level E
- Staff wellbeing champions were appointed in each area, to support staff with their wellbeing, and signpost them to services and resources available within the Trust
- One of the ward's midwives became a Trust governor
- The team made huge improvements in their audit activity, specifically targeting: neonatal jaundice, postnatal anaemia and venous thromboembolism (VTE)/ hypoglycaemia in newborns
- A new lead for peri-natal mental health was appointed
- Midwife-led NIPE (Newborn Infant

Physical Exam) clinics were set-up, and new electronic processes were established to enable online BCG (Bacillus Calmette-Guérin vaccine) referrals and electronic discharges using Medway Maternity (our patient administration system in maternity services)

- Meeting ward targets around the number of responses received to the national Friends and Family Test (but the ward teams always welcome more feedback!)



TEAM

RENEWAL

WELLBEING

# COMMUNITY MIDWIFERY

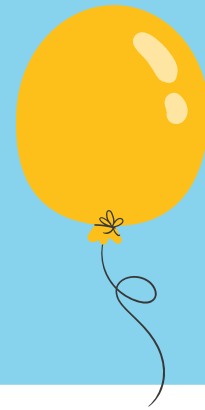
- The dedicated community midwifery team at UHBW provides ante-natal and post-natal care to women in Bristol, Weston and the surrounding areas, consisting of 13 teams of between three and eight midwives. They also provide a homebirth service for those women who choose to birth at home. Each community team has a maternity support worker who works clinically and clerically supporting the midwives, but who will also provide enhanced care to women who require extra non-clinical support, around topics such parenting advice and breastfeeding. The service is supported by an administrative team of four clerks
- 2019 saw the launch of the first 'continuity of carer' midwifery teams in the Hartcliffe and Withywood areas of Bristol as a result of the national 'Better Births' initiative. Evidence shows that continuity of carer models improve safety and outcomes for women and babies. The team of midwives work in the community and then continue on to care for women on their caseload through to delivery of their babies at home or in hospital. These new teams have worked extremely hard to ensure continuity and have demonstrated a responsive, safe and evidence based approach to their work.
- Since June 2019, prior to the official merger between the two Trusts, Weston maternity services have come under the management of St Michael's. The community midwifery service has changed so that the women of Weston, Worle, Yatton and surrounding rural areas including Nailsea are cared for in the ante-natal and post-natal period by one of three teams based in hubs. Two of these teams were awarded an Embracing Change Trust

Award in 2019 and the changes have been very successful thanks to the leadership of key staff

- Community midwives and administrators have been modernising the service's ways of working to use Medway (our patient administration service) to accurately record all ante-natal and post-natal appointments through electronic diaries. This ensures all activity is captured on the system to enable better data, and it also enables the midwives to work more efficiently
- The community midwifery administration team have also set-up a new ante-natal booking service for all 11 community midwifery bases in Bristol, making use of a digital system that now captures the workload and shares information more accurately. This means women receive a more streamlined service which uses just one telephone number, and means that midwives and support workers have more time to focus on their clinical work



# GYNAECOLOGY SERVICES



## COLPOSCOPY SERVICE

- The colposcopy service within the Trust is part of the national NHS cervical screening programme. Cervical screening is a way of preventing cancer by detecting and treating early abnormalities, which if left untreated, could lead to cancer in the cervix (neck of the womb). The aim of colposcopy is to assess the nature, severity and extent of any abnormality found, removing pre-cancer cells if necessary
- The service has a lead consultant colposcopist and lead nurse, working with a further seven consultants, two nurse colposcopists and 1 registrar in training
- The majority of clinics are held at St Michael's Hospital with a weekly clinic at South Bristol Community Hospital, with planning underway for a new service at Weston General Hospital, to improve equitable access to healthcare for patients living in the North Somerset catchment area
- The colposcopy team saw 3,661 women during 2019/20 and performed 791 large loop excisions of transformation zone (LLETZ) to remove pre-cancer cells, aiming to prevent cervical cancer
- Since 2016, the St Michael's service has been one of five sentinel pilot study sites selected for the roll out of HPV (human papillomavirus infection) primary testing on cervical screening. This has been a success and was rolled out nationally in 2019!
- The annual colposcopy survey was completed in November 2019, with 240 women responding: the majority of feedback was excellent!
- The team took part in the cervical cancer prevention week by displaying an information board in the hospital and offering appointments to staff who were due their cervical screening test

## TERTIARY VULVAL SKIN CLINIC

- This one-stop, patient-centred service is provided by a multi-disciplinary team including a gynaecologist, dermatologist, sexual health specialist and a nurse specialist; with input from a pathologist and gynaecological oncologist
- Our vulval skin clinic provides comprehensive and multi-disciplinary care to patients with complex vulval skin problems including precancerous conditions

## GYNAE-ONCOLOGY

The gynae-oncology team provides services for women in Bristol, North Somerset and South Gloucestershire and consists of: six part-time clinical nurse specialists (CNS), four surgeons, three oncologists, specialist pathologists and radiologists, clinical psychologists, a multi-disciplinary team (MDT) co-ordinator, medical secretaries and cancer support workers.

In the period of the annual review, the team have:

- Undertaken a project to streamline the working of the multi-disciplinary team in line with national developments, with creation of a pre-MDT meeting and emphasis on the quality of discussions around complex cases
- Developed new guidelines and standard operating procedures in relation to patient initiated follow up (PIFU) and responsibilities of CNS' in newly merged Weston services
- Been able to purchase a state of the art plasmajet, thanks to a grant from Above and Beyond and support from the Trust, to improve ovarian cancer de-bulking (removal of visible cancer/tumours)





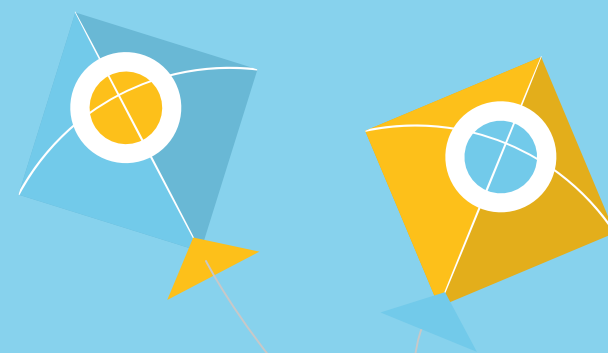
# THE REPRODUCTIVE MEDICINE CLINIC

The reproductive medicine clinic at St Michael's comprises a multidisciplinary team of three doctors, four specialist nurses, administrative staff and a quality manager.

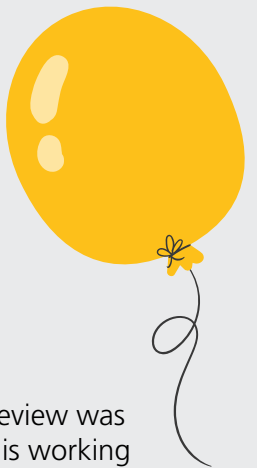
The team provides NHS fertility assessment and fertility treatments, together with investigation and support for women with a history of recurrent miscarriage. As well as ovulation induction we are a recognised provider for intrauterine insemination (IUI) with partner sperm within the Bristol, North Somerset and South Gloucestershire region.

The service has achieved the following in 2019/20:

- It has undergone a successful full HFEA (Human Fertilisation and Embryology Authority) inspection in 2019, and has been re-licensed for four years until June 2023
- IUI success rates of 9.1% per cycle in line with the national average
- The team regularly obtains patient feedback and has continued to gain consistently positive feedback with 75% of patients saying they would definitely recommend it and the remainder of patients saying they probably would!
- The service has commenced tissue retrieval for ovarian tissue cryopreservation as part of the fertility preservation pathway in collaboration with the Future Fertility Trust in Oxford
- In collaboration with haematology and oncology teams in the Trust, the reproductive medicine service has developed a new fertility preservation pathway to streamline care for patients with these conditions
- The service has been collecting data for 'Monitor', a national cohort study comparing techniques to monitor ovulation during Clomiphene treatment



# NEONATAL INTENSIVE CARE UNIT



The neonatal intensive care unit (NICU) aims to deliver high quality and family focused neonatal care with a comprehensive multi-disciplinary team approach. The unit offers the highest level of neonatal care to the sickest babies across the South West and also delivers congenital cardiac care for babies from South Wales. It looks after over 800 babies each year and is responsible for approximately 10% of all complex deliveries in the United Kingdom. The unit is fortunate to have three Bliss volunteers, who support families during their NICU journeys.

Parents of babies cared for on the unit said:

- Your care for both her as the patient and us as her family was outstanding
- Thank you so much for the level of care and attention you gave me and my mummy and daddy
- Thank you for being my shoulder to cry on and our daughter's cheerleaders

The service has been working towards providing 'family integrated care', a model that integrates families as partners in the NICU care team through a defined supporting structure. The unit is also working towards Bliss Baby Charter Accreditation and UNICEF Baby Friendly standards Stage 2. It continues to have low level of term admissions for the national ATain project.

NICU received a range of new equipment in 2019/20, including: incubators funded by both the Trust and its charity partner Above & Beyond; breast pumps from New Life and the NICU Foundation; and from our charitable partner Cots for Tots, ventilators, bilimetrics and saturation monitors. Cots for Tots also funded diaries for every family to enable them to capture special moments and memories of their baby's journey.

The national neonatal critical care review was released in October 2019. The unit is working with the South West neonatal network to achieve the required standards within the next five years, as part of the NHS Long Term Plan.

*Your care for both her as the patient and us as her family was outstanding*

*Thank you so much for the level of care and attention you gave me and my mummy and daddy*

*Thank you for being my shoulder to cry on and our daughter's cheerleaders*



# NEWBORN EMERGENCY STABILISATION AND TRANSPORT SERVICE



The newborn emergency stabilisation and transport (NEST) service transfers critically ill babies between hospitals in the northern sector of the South West neonatal network. The team largely works across hospitals in Yeovil, Taunton, Bath, Swindon, Gloucester and Bristol but are often called to hospitals outside of these areas. This can be to support neighbouring transport teams, or to bring babies back who have been born unexpectedly away from home.

Each year NEST transfers approximately 650 babies. The infants that NEST transfer often require access to specialist services unavailable in the hospital where they are, and so need transferring to the Neonatal Intensive Care Units in either Southmead Hospital or St Michael's Hospital in Bristol. These infants are then transferred back to the hospital near their home when they are well enough. The NEST Team

undertakes most of these transfers by road ambulance, which is kitted out like a mobile intensive care unit, but also undertakes some helicopter transfers, where the distances are long.

There is a team available 24/7, which is made up of specially trained nurses, advanced nurse practitioners, registrars and consultants. The service has received continued positive feedback from the parents and carers of the infants which it transfers. In 2019/20, there was continued growth of the team's aeromedical capacity, building experience and developing educational resources to train staff to operate in the helicopter. This was supported by the purchase (funded by our charitable partner The Grand Appeal) and use of equipment to optimise ventilation and respiratory whilst in the helicopter.



The system used by the NEST team to transfer twin babies

# PAEDIATRIC AUDIOLOGY AND NEWBORN HEARING SCREENING SERVICES

The newborn hearing screening programme (NHSP) team carries out a hearing screening test on all babies born (about 12,000 per year) within Bristol, North Somerset and South Gloucestershire (BNSSG), referring on those who don't pass the screening test to paediatric audiology. The team consists of a manager and 15 part-time screeners.

The paediatric audiology team (clinical and clerical) is based in the children's hearing centre. Referrals are received from NHSP and healthcare professionals in BNSSG for babies and children of any age. It is really important to be able to hear well in order for children to develop to their full potential. The service works very closely with our colleagues in the ear, nose and throat (ENT), and hearing implant services, and also the sensory support service from Bristol City Council.

The services' achievements in 2019/20 include:

- All national key performance indicators were met by the NHSP team including screening of all eligible babies by four weeks of age, and there was a quality assurance visit in November 2019 which had a good outcome
- All referrals into paediatric audiology were seen within five weeks
- The most important diagnostic hearing tests for newborn babies and developmentally delayed babies and children of any age is the Auditory Brainstem Response (ABR) test. In 2019 the team received a new ABR machine
- The paediatric audiology team was awarded two green impact awards at the end of 2019 for improvements to the sustainability of their service

- A successful trial ran in 2019 whereby senior audiologists were able to direct list any children who fulfilled commissioning criteria for grommet insertion onto the ENT waiting list, and has since become embedded as practice
- A database called 'Auditbase' was introduced into audiology and the hearing implant service. It is used to store audiological and outcome data for patients and will be used as a powerful tool for audit and research in the future





# ADULT AUDIOLOGY

Adult audiology is both a diagnostic and rehabilitation service. In 2019/2020 the team of 45, including clinical scientists, audiologists and administrative staff saw 41,353 patients across ten sites in Bristol, North Somerset and South Gloucestershire. The service has three main areas of work, providing:

- A variety of routine and specialist diagnostic hearing and balance testing for the ear, nose and throat service
- A specialist rehabilitation service for patients with tinnitus, balance and hearing problems
- Hearing aid services

.. And it also provides a private diagnostic and hearing aid service.

Its highlights for 2019/20 include:

- Meeting all national diagnostic and referral to treatment standards
- Meeting all local 'Any Qualified Provider' standards
- Introducing peer review into the service
- Having a 100% satisfaction rate across patient surveys undertaken in year

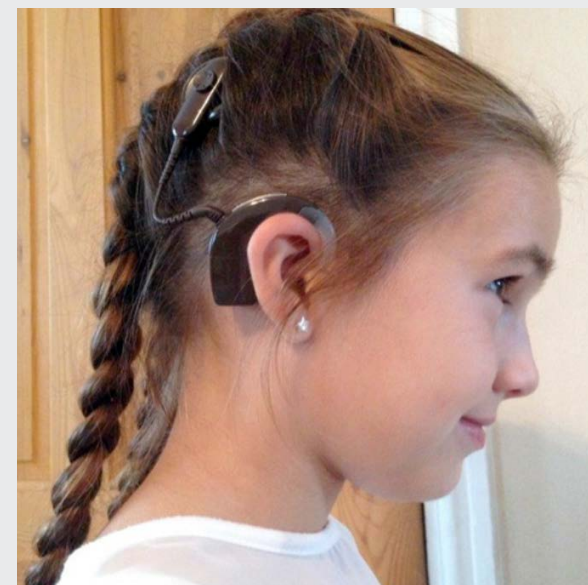
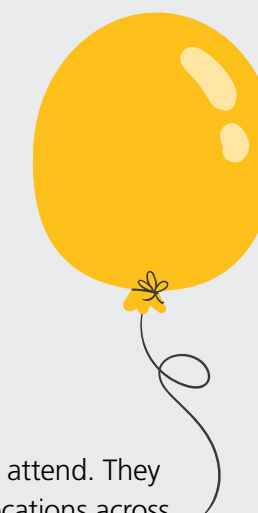
Following a successful bid for capital funding from the Trust, a refurbishment of the soundproof suite on Level C of St Michael's Hospital was completed. Furthermore, the team has also been successful in bidding for further funds to refurbish the adult audiology area of Level B and to purchase replacement important new service equipment.

Although based at St Michael's Hospital, the team sit within the Division of Diagnostics and Therapies within the Trust, and were pleased to have received internal divisional awards for the whole team and also a number of individual members in 2019/20.

The service also received requests from other national audiology services to use their website training video.



# WEST OF ENGLAND HEARING IMPLANT PROGRAMME



of appointments patients had to attend. They expanded their outreach clinic locations across Devon and Cornwall, and a record number of auditory implant surgeries were performed.

As well as this, a record number of referrals were received into the service and WEHIP is now one of the larger centres routinely offering bone conduction hearing devices, middle ear implants and cochlear implants.

The service works with all major hearing implant manufacturers to ensure that patients get maximum choice and the best fit for their needs. This includes using the latest MRI compatible devices.

The team also introduced video consultations and implementation of new technology to enable remote working practices.

On a personal level, the team were also busy with six new babies, two weddings and one retirement of a member of staff after 34 years of service!

The West of England hearing implant programme (WEHIP) is a specialist regional centre providing and maintaining auditory implants for adults and children with severe hearing loss across the South West of England, and is one of 20 specialist centres within the UK.

It comprises a multidisciplinary team of 30 professionals including consultant otologists, clinical scientists, audiologists, speech and language therapists, psychologists, teachers of the deaf, healthcare science support workers and administrators.

In 2019/20, the team was able to purchase an auditory brainstem response machine to enable them to carry out in-house testing, reducing waiting times for patients, co-ordinate assessments and reduce the number



# ULTRASOUND DEPARTMENT



- The aim of the obstetrics and gynaecology (O&G) ultrasound department at St Michael's Hospital is to provide a high quality service and standards of care, demonstrate expertise in the use of medical ultrasound techniques and to show a thorough understanding of their application in the range of obstetric and gynaecological ultrasound examinations
- The team performs and is fully accountable for ultrasound examinations, formulating an appropriate diagnosis and providing a timely, accurate comprehensive and diagnostic report of examinations, according to the level of authorisation agreed and departmental protocols
- The team consists of 22 advanced practitioner sonographers, delivering the O&G ultrasound service supported by radiography assistants, and clerical staff
- Approximately 27,000 scans are performed per annum!
- The department's highlights for the year 2019/20 include:
  - Purchase and installation of three new ultrasound machines
  - Downs Syndrome Screening Quality Assurance Support (DSSQAS) flags for nuchal translucency (NT) screening - all sonographers have green or amber flags indicating excellent test consistency
  - The ultrasound department contributed to maintaining the Quality Standard for Imaging accreditation
  - Procedures were altered across the first trimester combined screening (FTCS) and anomaly screening programmes in order to maintain a high level of service in the face of the COVID-19 pandemic whilst protecting staff and patients
  - A wellbeing advocate has been appointed within the department to support staff
  - The team collaborated with the gynaecology department to streamline the pathway for two week wait (suspected cancer referral) post-menopausal bleeding patients
  - The ultrasound department now performs all FTCS for the Trust (previously fetal medicine consultants scanned IVF and twin pregnancies). With additional training and support from the fetal team, sonographers have been trained to perform these tests. This is of benefit to fetal medicine consultants as they have increased time for more specialised cases



# OUR SUPPORTING SERVICES



**Our supporting services are instrumental in working closely with our clinical specialty teams to provide seamless, holistic care. On the following pages, we share some highlights from across these teams in 2019/20.**

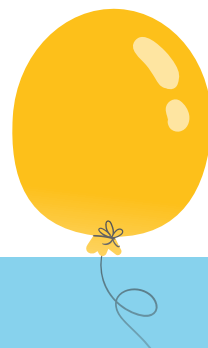




# ADMINISTRATIVE TEAMS

## OBSTETRICS AND GYNAECOLOGY ADMINISTRATION TEAM

- The team is made up of receptionists, clinic coordinators, inpatient/day case surgery co-ordinators, the colposcopy administration team, ward clerks and medical secretaries
- In total there are 28 members in the team, 27 ladies and one gentleman!
- The team works hard to ensure that patients receive timely administration services and that clinical services are well supported administratively
- Many of the admin team are long serving in the Trust: in 2019, one of the senior medical secretaries, received her 10 year service award, joining a number of staff within this team who have already received their 10, 20 and even 30 year service awards!



## PAEDIATRIC ADMINISTRATION TEAM

- The paediatric administration team of 15 people, based at St Michael's Hospital, is made of up clinic co-ordinators, a funding administrator, a data collection officer and medical secretaries
- The team supports clinical services by booking appointments and surgeries for patients within nationally agreed timescales wherever possible, and supporting patients and families with queries they may have
- In February 2020, the fetal cardiology admin team delivered a very well-received teaching session for all of the regional referring centres to ensure consistent and timely treatment for higher risk pregnant patients
- In 2019/20, five members of the admin team achieved their 10 year service award and two received their 20 year awards!
- The neonatology admin team have implemented service orders and other digital systems that have helped streamline their booking practices



# HOTEL SERVICES AND MORTUARY

## HOTEL SERVICES

The hotel services team is made up of 95 staff including cleaners, caterers and porters. The team provides these often 'hidden' services within St Michael's Hospital, ensuring that there is: a clean environment for patients and staff, a full catering service available, and by enabling the movement and transfer of patients across the site

In 2019/20, three of the team successfully completed the Level 3 institute of workplace facilities management course

A big achievement in the review period was the opening of the new 'Brewnel's'

NHS café, with a brand-new seating area for patients, visitors and staff to enjoy a quiet moment away from the busy hospital environment!



## MORTUARY

The mortuary service is a small team made up of two anatomical pathology technologists and a mortuary assistant. The mortuary looks after babies who have sadly passed away at St Michael's Hospital and provides perinatal post-mortem examination services for most of South West of England. It also provides examination services for a number of Coroners in England and Wales.

The mortuary underwent a partial refurbishment in May 2019 to provide better conditions for the patients the team care for.

Lead anatomical pathology technologist Amy Lee received the Trust's Recognising Success Award for unsung hero in a non-clinical role (pictured left). Well done Amy!

The mortuary team redesigned the procedures, funeral choices and bereavement booklet for those experiencing loss of a baby under 24 weeks gestation. The revised options and information have provided clearer information for staff and families.



The South West neonatal operational delivery network (ODN) is a nationally mandated network which covers 12 neonatal units and two dedicated transport services across the South West region. The role of the ODN is to ensure a consistent, coordinated and collaborative approach to the development and delivery of neonatal services across the South West that is:

- Delivered in partnership with parents and families
- Efficient, effective and based on need
- Delivered by a capable and well resourced workforce
- Collaborative, innovative and driven by quality, evidence and continuous improvement

Over the review period, the network has seen many excellent outcomes and examples of collaboration across our health system, all



working together to improve standards and experiences of care for neonatal infants and their families.

Examples of significant improvement include the ATAIN programme where we have seen a continued drop in term admissions to below the national target of 5% meaning we are successfully keeping mothers and babies together after birth.

In line with the national aims of reducing neonatal deaths and harm, there has been significant focus on strengthening the partnership working between maternity, obstetrics and neonatal care to improve preterm optimisation and particularly place of birth.

There has been a significant focus on building the support provided to families and in the emphasis on involvement, having grown our parent advisory group.

With network support all units have enrolled in UNICEF Neonatal Accreditation with 11 achieving stage 1 as a minimum, and a significant number on stage 2 and 3. Regional training has been provided on FINE (Family and Infant Neurodevelopmental Education) and baby massage, and over 100 neonatal families attended support conferences in November 2019.

The network was proud to formally partner with The NICU Foundation to launch a neonatal animation aimed at supporting parents going into NICU. We are proud to say that this animation is now being used world wide and has resulted in a several awards!

# QUALITY AND PATIENT SAFETY



- The quality and patient safety team (QPST) at St Michael's Hospital comprises senior midwives, nurses and doctors who work together to ensure a joined up approach is taken when reviewing emerging quality or safety issues. The role of the team is to share learning from clinical experiences and events that can improve patient care, making services safer for patients and promoting excellence in clinical care
- The team supported clinical services to achieve all ten nationally set CNST (Clinical Negligence Scheme for Trusts) safety standards in 2019/20, which evidences our pursuit of the highest safety standards within our maternity and neonatal services
- The team launched the 'goodnews paper' in December 2019, which is a quarterly newspaper to highlight positive news across

St Michael's Services, and which compliments the established monthly 'close encounters' newsletter, which highlights learning

- The team are pleased to have received lots of lovely feedback for the support provided to staff and patients, and were shortlisted in the category of non-clinical team of the year in the 2019 Trust Recognising Success Awards
- The QPST led an active quality improvement programme which includes: gynaecology projects looking at improving the follow-up of reviews following administration of pain relief; improving risk assessments for thrombosis; improving escalation when patients need an urgent review; mini improvement projects on the wards; as well as a national maternal and neonatal improvement project to make maternity and neonatal services safer. Nationally we are the lowest reporter for term babies admitted to the neonatal unit and the team were recognised nationally for this with an award!





# OUR EDUCATION

We pride ourselves on delivering high quality, innovative education and enabling our broad range of healthcare professionals to continuously learn and develop new skills.

## SOME EDUCATION HIGHLIGHTS FROM OUR NURSING AND MIDWIFERY TEAMS

- The gynaecology clinical nurse specialist (CNS) team undertook further education to develop a BRCA (BRCA Cancer gene) service. They have commenced online genetics training, had discussions with the genetics team in the Trust and liaised with specialist nursing colleagues in the South West to help create this pathway
- Several team members of the NEST team undertook the Junior Nurse Leadership programme run by the Southwest Neonatal Network
- A FINE (Family Infant and Neurodevelopmental Education) level 1 course was run for the South West neonatal network
- New posters were produced for breastfeeding mothers
- Some of our midwives undertook training in bladder scanning

## HIGHLIGHTS FROM OUR ALLIED HEALTH PROFESSIONALS

- A continuing professional development session on abnormally invasive placentas (AIP) was held: an opportunity to learn more about the possible ultrasound feature of AIP and the importance of identification to pregnancy management
- Alexander technique session held for all sonographers to raise awareness of repetitive strain injury and ways to avoid it
- In partnership with children's hearing services, recruited two new regionally funded postgraduate audiologists on to the NHS scientist training programme, leading to clinical scientist status
- One of the adult audiology team members successfully completed their Level 5 training to become an associate audiologist
- Within the WEHIP team, two speech and language therapists were awarded a bursary for advanced auditory verbal training courses
- One of the paediatric audiologists carried out regular lectures about audiology and the importance of hearing to medical students as part of their third year studies

## MEDICAL AND SIMULATION EDUCATION HIGHLIGHTS

- A General Medical Council NICU trainees survey had four response areas returned as dark green, which refers to the indicators of training within the report being well into the top 25% of all responses nationally
- The first ARNI (Advanced Resuscitation of the Newborn Infant) course was set-up and ran locally with great success
- The annual multi-disciplinary departmental gynaecology emergency simulation training day was led by gynae-oncology surgeons to enhance peri-operative care of the sick or deteriorating patient: promoting team-working across theatres, ward and outpatient departments
- The NEST team worked in collaboration with teams from around the UK in the development of an aeromedical simulation training programme

# OUR RESEARCH



St Michael's has a dedicated team of five within the women's and children's services research unit (pictured right), including two midwives, a nurse, a nursing assistant and a clinical trials coordinator. Our research participants come from the Bristol area but also further afield as is appropriate to their clinical care at the Trust.

During 2019/20 the team opened OpTIMUM, which aims to determine the best timing for whooping cough vaccination in pregnancy in terms of infant protection, in conjunction with the ante-natal team. The later phase of this study will see colleagues in paediatric research following up the families at home. Midwives and maternity care assistants took cord bloods, helped the research team find recruits and promoted the study.

Protector also opened in 2019/20 and continues to recruit women at risk of ovarian cancer to determine if risk reducing surgery results in better outcomes. Claire Newton also led on ROBOQOL, looking at quality of life for women undergoing gynaecological surgery; and MROC which assesses the impact that mpMRI (multi-parametric magnetic resonance imaging) has on the management of women with suspected or confirmed ovarian cancer. These studies are now in follow up.

MifeMiso closed in 2019-20 and the results were recently published in the Lancet, showing the study drug combination results in improved medical management of missed miscarriages. Thanks to the staff at the early pregnancy clinic for working with the research team on this study!

# OUR RESEARCH CONT.

The WEHIP team presented a poster at the European Paediatric Symposium Cochlear Implants Conference in Budapest. The team also introduced new national cochlear implant criteria to widen eligibility and access to the technology and carried out research in this area, which was presented nationally.

The adult audiology team have been involved in a number of national research projects including: SeaShel, a multi-site study on sudden sensorineural hearing loss; Co-Star with the Bristol Haematology and Oncology Centre, and the Balance Collaborative with the University of Bath.

The paediatric audiology team took part in recruitment for a national research trial based at the University of Manchester called Improving Outcomes for Deaf Babies. One of the audiologists has published some research about services for children with Down Syndrome entitled: A mixed-methods study of the management of hearing loss associated with otitis media with effusion in children with Down Syndrome.

The NEST service presented three posters at the National Neonatal Transport Group Conference in Southampton, on:

- Thermal control of extremely premature infants in transport
- Parental experience of neonatal transport
- Immediate advice dashboard: decision making support during referral

NICU has participated in the NeoCLEAR (Neonatal Champagne Lumbar punctures Every time) randomised controlled trial, which is a project about how to position a baby during a lumbar puncture to get the best results, and surpassed the recruitment target. The team have also commenced the Cool Cuddle Study, which

is research looking at babies receiving cuddles from their parents during cooling treatment. (The usual practice during cooling is that the baby will not receive cuddles and will remain in the baby-therm until the procedure is finished.)

The gynae-oncology department has been involved in leading and publishing guidelines in patient initiated follow up (PIFU) in gynaecological malignancy in collaboration with the British Gynaecology Cancer Society. This has led to collaboration with Public Health England for their PIFU guidelines and publishing a national survey on PIFU.

The ultrasound service has been undertaking a service evaluation to ensure that the change from giving both TAS (trans abdominal) and TVS (trans vaginal) scan appointments to only TVS scan appointments (with some exceptions) has not impacted ovarian cancer diagnosis and are reviewing patients diagnosed with ovarian cancer over the last ten years.



# OUR AWARDS AND ACHIEVEMENTS



## MIDWIFERY EDUCATION

Our practice development midwife, Anne Tomlinson, won first place in the British Journal of Medical Practitioners for contributions to midwifery education.



## GYNAE-ONCOLOGY RESEARCH

The service has received five awards for being amongst the top three recruiters in the country (and internationally) for several multi-centre national and international studies.



## NURSE PRESCRIBING

Our specialist diabetic midwife completed the nurse prescribers course to enable continuity of care to women in the maternal medicine team.



## SUPPORTING HEALTHCARE STUDENTS

NICU staff nurse, Jenna Lucey, was awarded the best practice award for supporting healthcare students in practice.



## AVOIDANCE OF TERM ADMISSIONS TO NEONATAL UNITS

St Michael's received an award for the best rates in the South West for the ATAIN (Avoiding Term Admissions into Neonatal Units) project.



## DIVISIONAL STAFF AWARDS

Over 100 nominations were received for St Michael's Hospital services staff and teams in the 2019 divisional staff awards. Well done to the winners and runners up!



# WORDS OF THANKS FROM THE WILSON FAMILY

We receive many compliments to our teams, as well as feedback and complaints. We share these with staff, respond to concerns and aim to learn from feedback to continually improve our services. We received this lovely email from the Wilson family in August 2019 and wanted to share it with you as a celebration of our patients and families, and what it means to our teams when they receive lovely feedback like this!

**“To everyone at St Michaels; to Aarthi Mohan and the entire team on duty on Wednesday 31st July 2019 at the delivery suite:** We want

to send a huge Thank You to what we believe is the most incredible team we could have been followed by; from early consultations with Dr Mohan, even before pregnancy, to support and constantly look after us during admission to St Michaels in June. And to the very special day of the 31st July 2019 when our beautiful baby boy was delivered by C-section, we feel so lucky to have been around such skilful and talented staff.

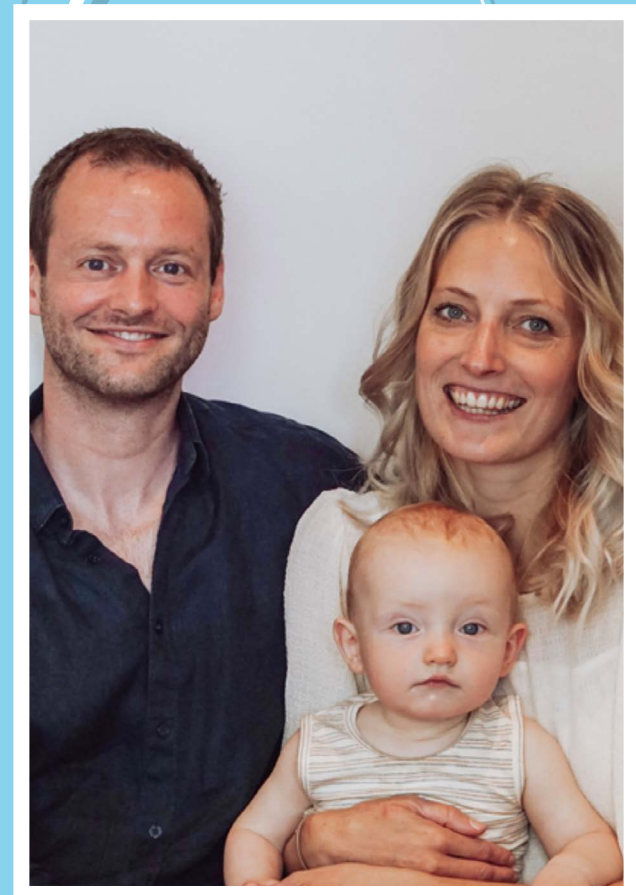
To us, the caesarean was truly an amazing experience! We wish we’d written down all names of everyone working together with us to deliver our baby, but we didn’t. But we’ll always remember you for giving us such a good and calm experience; we look back at it and we’re absolutely amazed by how well it went. Again, we felt so supported and well looked after, and we’ll be forever grateful for that! The mood and the atmosphere in the theatre that morning was just incredible; chatting, singing along, friendly and very helpful staff - it was better than we ever dreamed about. And we could easily do it all again soon (but don’t worry, we won’t ). Thank you everyone!

**To the after birth team at St Michaels and midwives visiting us at home:** Again a huge thank you to

all the talented midwives who made sure our night at hospital as new parents went smoothly, who made sure breastfeeding got going straight away, who supported us in being discharged after just one night. A huge thank you to all the lovely midwives who came to visit us at home in the days following the birth. That service is simply fantastic and we’re so happy for all the support and care we received throughout the first 10 days after giving birth.



**To everyone - to the NHS:** As a Danish citizen, coming from a country where we have a very good healthcare system, I just wanted to say to you all, that the care and treatment we’ve received in relation to my pregnancy and the birth of our baby, we would never have received such good care in Denmark! It’s truly incredible what we’ve experienced and we shall make sure to speak up about it. You all deserve this praise, you’re doing a fantastic job! When we got discharged on day 10 and the midwife took my orange maternity folder with her, my world broke a little down (or that’s how it felt), as I felt like I all of a sudden lost all connection and all ties to all of you special people who’ve looked so well after us. Whilst it was hard for me, I do hope you understand what sort of an impression you leave behind, after doing your job! You should all be very proud!”



# OUR CHARITIES: 2019/20 HIGHLIGHTS

We are extremely proud of and grateful for the support our charity partners: we wouldn't be able to provide the outstanding care we do without their support!



The dedicated neonatal intensive care unit charity, **Cots for Tots**, works in partnership with the team at St Michael's Hospital to provide the best possible care for sick and premature babies from throughout the South West of England and South Wales by funding life-saving equipment, specialist support staff and providing accommodation and resources for parents and families while their baby is in hospital.

- Over the years, Cots for Tots has funded a wide range of projects valuing millions of pounds. This includes Grand Appeal House, a new nine-bed family accommodation house; the introduction of a special diary, allowing parents to document their hospital journey; a new babytherm and innovative online messaging service VCreate which enables staff to share updates with parents when they cannot be with their baby
- Specialist staff funded by Cots for Tots - family support practitioners and music therapists work directly with babies and their parents from the unit
- Cots for Tots' three 'homes from home' - Cots for Tots House and the newly opened Grand Appeal House - have given 200 families of critically ill and premature babies a vital lifeline
- It is thanks to thousands of supporters that Cots for Tots can deliver an ongoing £5 million programme of investment in the Neonatal Intensive Care Unit. Please support the charity's work at [www.cotsfortots.org.uk](http://www.cotsfortots.org.uk)



**Above & Beyond** is the NHS charity raising funds for University Hospitals Bristol and Weston Foundation Trust: in 2019/20, Above & Beyond funded 16 projects at St Michael's Hospital. Ranging from the latest equipment to innovative research, Above & Beyond invested more than £63,000 in our services.

- Two 4D scanners were funded by the Bristol to Paris Cycle Challenge, along with a kind donation from the James Tudor Foundation, and are now in use on the fetal medicine unit at St Michael's Hospital
- Above & Beyond awarded a research grant in 2019 to the team based at St Michael's Hospital involved in research into unexpected deaths in infants and children to help establish a national registry of unexpected deaths in childhood, alongside the National Child Mortality Database (NCMD)
- A new garden for staff was provided outside the gynaecology outpatients department. Work on the garden was completed thanks to an army of volunteers from the University of Bristol horticultural team
- Thanks to huge support from Above & Beyond's corporate partner Kingston Barnes, a new incubator is now in use by nursing staff on the neonatal intensive care unit (NICU)
- Above & Beyond funded a two-day course in perinatal mental health. The course trained a specialist midwife in all aspects of mental health, including fathers and their mental health, mood disorders, post traumatic stress disorder, maternal mental health and child development
- For more information on the charity, please visit [www.aboveandbeyond.org.uk](http://www.aboveandbeyond.org.uk)

# OUR CHALLENGES

In a changing and often challenging context, St Michael's services continually strive to be the best provider of care for our patients and their families. However, we are facing a number of complex challenges, that we are working hard to address.

Our biggest challenges include:

- Continuing to deliver high quality, patient-centred care throughout the COVID-19 pandemic

- Ensuring our services are financially sustainable for the future
- Meeting growing demand for our services
- Improving and developing our estate at St Michael's Hospital to meet the challenges of modern healthcare
- Developing our infrastructure in the community (digital and estate) to enable effective delivery of services and care closer to home





# FORWARD PLANS: ACHIEVING CENTRALISATION OF NEONATAL INTENSIVE CARE SERVICES IN BRISTOL

We are working with colleagues at North Bristol NHS Trust (NBT) to enable a transfer of eight intensive care cots from Southmead to St Michael's so that all neonatal intensive care is centralised on one site. The aim is to integrate the NICU services across the two sites to be able to continue to deliver high quality, safe and sustainable neonatal services in Bristol for the upper part of the South West neonatal network region.

The approach aligns with key national strategies such as the Neonatal Critical Care Transformation Review and the NHS Long Term Plan, and as a result would:

- Place the most at risk small vulnerable babies at St Michael's with the paediatric specialists

co-located, minimising ex-utero transfers of these high risk babies

- Result in a higher throughput tertiary unit which research evidence has shown to improve mortality and morbidity outcomes
- Improve access to paediatric support services such as paediatric radiology and pharmacy and referral pathways between the NBT and UHBW Units to paediatric specialists
- In 2019, the 'achieving centralisation of neonatal intensive care services in Bristol outline business case' was approved by UHBW, NBT and NHS England.

Work has since been undertaken to progress to a full business case stage, which includes detailed planning for the agreed clinical model, a refreshed assessment of the financial planning and workforce requirements, a draft capital investment scheme and implementation plans for a partnership agreement with supporting memorandum of understanding between partners. This work is being undertaken by UHBW and NBT teams collaboratively, with support of the South West neonatal network, Local Maternity System (LMS) and NHS England Specialist Commissioning.

We've been working closely with staff from both units to develop our plans, and have involved parents who have used our services with support of the South West neonatal network, Bliss and local 'Maternity Voices'.

A summary of the project engagement was presented to the Bristol, North Somerset and South Gloucestershire Joint Health Overview and Scrutiny Committee in October 2019, resulting in their full endorsement of the proposals.

A full business case is to be submitted to the NICU Project Board and subsequently Trust Boards and commissioners in autumn 2020, and from there we plan to establish a new joint NICU Service Partnership Board that will oversee final planning and implementation of the project. This is an existing development in collaborative working for the organisations, pushing forward an improvement in services for babies and their families both locally and regionally.



# LOOKING TO THE FUTURE: OUR STRATEGIC AIMS



Be an employer of choice: invest in the wellbeing of our staff and diversify our workforce



Review the provision of neonatal services within Bristol: ensure delivery of the right baby at the right place in a cross-city integrated model, with a Level 3 neonatal service based at St Michael's Hospital



Deliver integrated wide-spectrum maternity services, underpinned by a single point of entry and standardised core offer



Further develop tertiary services for women in fetal and maternal medicine, obstetrics and gynaecology\*



Support the collaborative management of gynaecology services across Bristol\*



Develop a gynae-ambulatory model of care



Continue to work collaboratively to integrate Weston based services into the division in order to develop new models of care, and benefit staff and patients

\*Linked objectives



Modernise our physical estate and improve facilities in St Michael's Hospital



Enable closer and more creative working with primary and community services to improve care for women



Further embed research within the culture of our division



Continually strengthen our approach to patient safety



Provide holistic care for women (psychological and physical health) in partnership with other providers



## **Covid-19 divisional strategic aims:**

- Keep our patients and staff safe through the pandemic period, through effective infection prevention and control, and social distancing measures
- Ensure our divisional estates and facilities are adapted and extended to support new models of care during the pandemic
- Work to address increased waiting lists for elective care due to the impact of the pandemic
- Maintain efforts to deliver world-class care in a patient and family centred way throughout the pandemic period
- Take advantage of, learn from and build on the improvement and transformation opportunities that Covid-19 has created





**University Hospitals  
Bristol and Weston**  
NHS Foundation Trust