



University Hospitals  
Bristol and Weston  
NHS Foundation Trust

# UHBW Clinical Strategy 2025-2030



## Foreword from Stuart Walker, Rebecca Maxwell and Deirdre Fowler



At UHBW, we exist for one thing: to make a difference that matters to the lives we touch. Over 15,000 colleagues, across 10 different sites, serving more than 500,000 people. United by a single purpose. Helping to make our communities a healthier happier place.

Our new clinical strategy sets out our vision for our clinical services over the next 5 years. We've got ambitious plans to build and grow services and pathways that work for our patients, partners and our people.

Clinical colleagues across the organisation have told us what matters to them, and this strategy will meet those needs by getting the basics right, supporting our amazing workforce and having the physical and digital infrastructure in place to deliver high quality, integrated care.

We are on a journey towards a forming hospital group with North Bristol Trust with a shared vision in our Joint Clinical Strategy to provide 'seamless, high quality, equitable and sustainable care' across all of our services. Our UHBW Clinical Strategy supports and shares this vision and will support our clinical teams to shape and influence changes to their services.

To become the Trust that pioneers new standards for patients, staff and communities, we will find ways to support innovation and excellence at every opportunity. Building on our strengths in cancer care, cardiac services and in the care of children, along with excellence in the wide range of core services we provide for our local population, we are committed to developing both our specialist and general services.

Our mission to advance the health and wellbeing of our communities means dedicating ourselves to improving access and outcomes, and tackling health inequalities. We can't do this on our own. We will work closely with our communities and partners to develop services that meet their needs.

None of this will be possible without our incredible workforce, and we are committed to matching our progressive culture of care for our patients, families and carers with a progressive culture of care for our colleagues and communities too.

Together, we will make a difference that matters.

**Professor Stuart Walker, Hospital Managing Director**  
**Doctor Rebecca Maxwell, Chief Medical Officer**  
**Professor Deirdre Fowler, Chief Nurse and Midwife**

# Our Trust strategy

## A difference that matters

Our vision. Our true north.

**To become the Trust that pioneers new standards for patients, staff and communities.**

Our mission

**To advance the health and wellbeing of our communities.**

Our purpose

**We exist to make a difference that matters to the lives we touch.**

Our strategic priorities



**Experience of Care**



**Timely Care**



**Patient Safety**



**Innovate and Improve**



**Our People**



**Our Resources**

Our values



**Supportive**  
Be there



**Innovative**  
It can be done

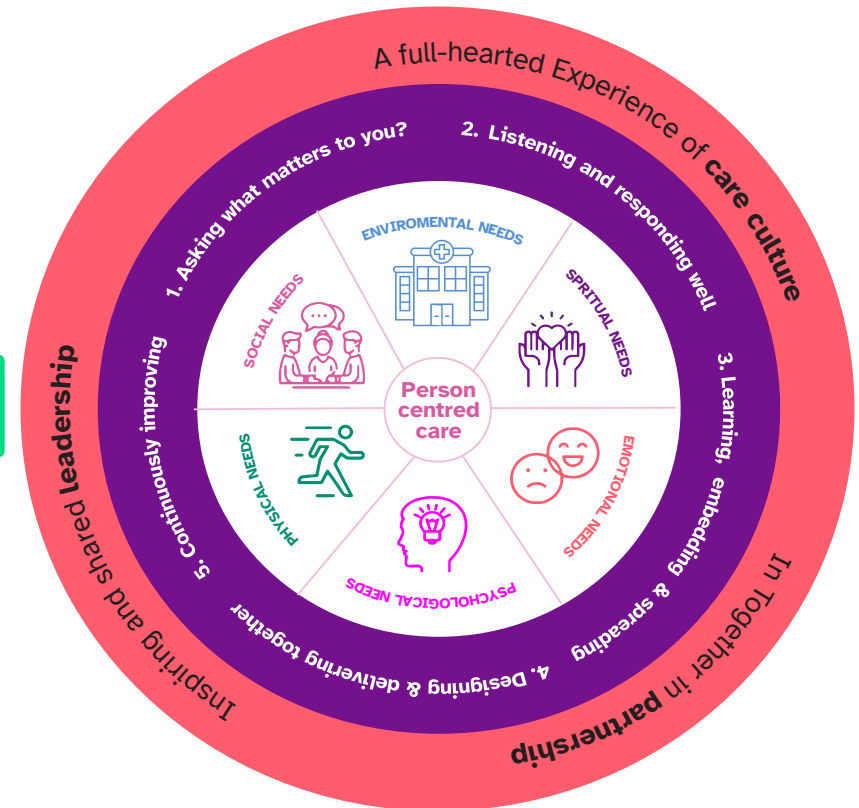
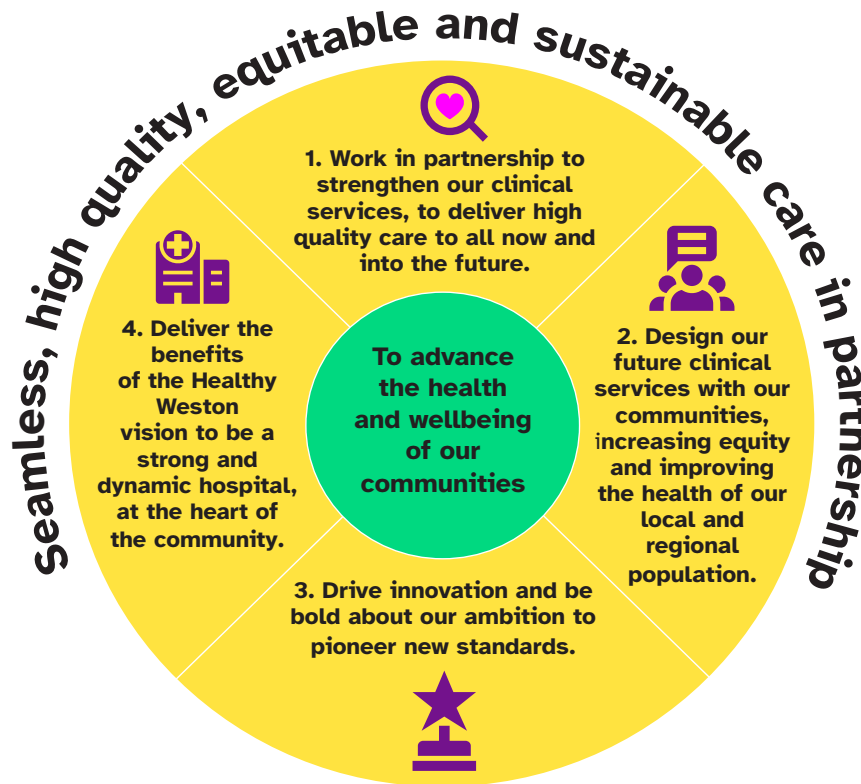


**Respectful**  
Listen to learn



**Collaborative**  
Better together

# Our clinical strategy



Our clinical strategy describes our ambitions for how our clinical services will deliver care

Our experience of care strategy describes how patients will receive and experience this care

## Our Digital Strategy

- A resilient and reliable foundation
- Accessible clinical information
- A Digital First approach
- One digital identity

## Our People Strategy

- Growing for the future
- New ways of working
- Looking after our people
- Inclusion and belonging

## Our Estates Strategy

- UHBW 5 year capital programme
- Delivery of Net Zero
- Joint UHBW and NBT strategic estates plan
- Bristol, North Somerset and South Gloucestershire ICS infrastructure strategy (BNSSG)

# Who we are and the services we provide

- **UHBW is one of the country's largest Trusts** with a budget of over £1,100m and more than 15,000 staff who deliver over 100 different clinical services across ten different sites.
- **Our general services** are provided to the population of central and south Bristol and North Somerset and include diagnostic, medical and surgical specialties, delivered through outpatient, same day and inpatient models.
- **Our specialist services** are delivered to a wider regional population throughout the South West and beyond, including children's, cardiac cancer services, eye, dental and head and neck services as well as a number of other smaller, highly specialised services.
- **Research and development, teaching and learning and innovation** are core to what we do. We are a university teaching trust and a full member of Bristol Health Partners and Health Innovation West of England. We also host four large National Institute for Health and Care Research infrastructures delivering world class research.



**Bristol Eye Hospital**



**Weston General Hospital**



**Bristol Heart Institute**



**South Bristol Community Hospital**



**Central Health Clinic**



**Bristol Royal Hospital for Children**



**Bristol Royal Infirmary**



**St Michael's Hospital**

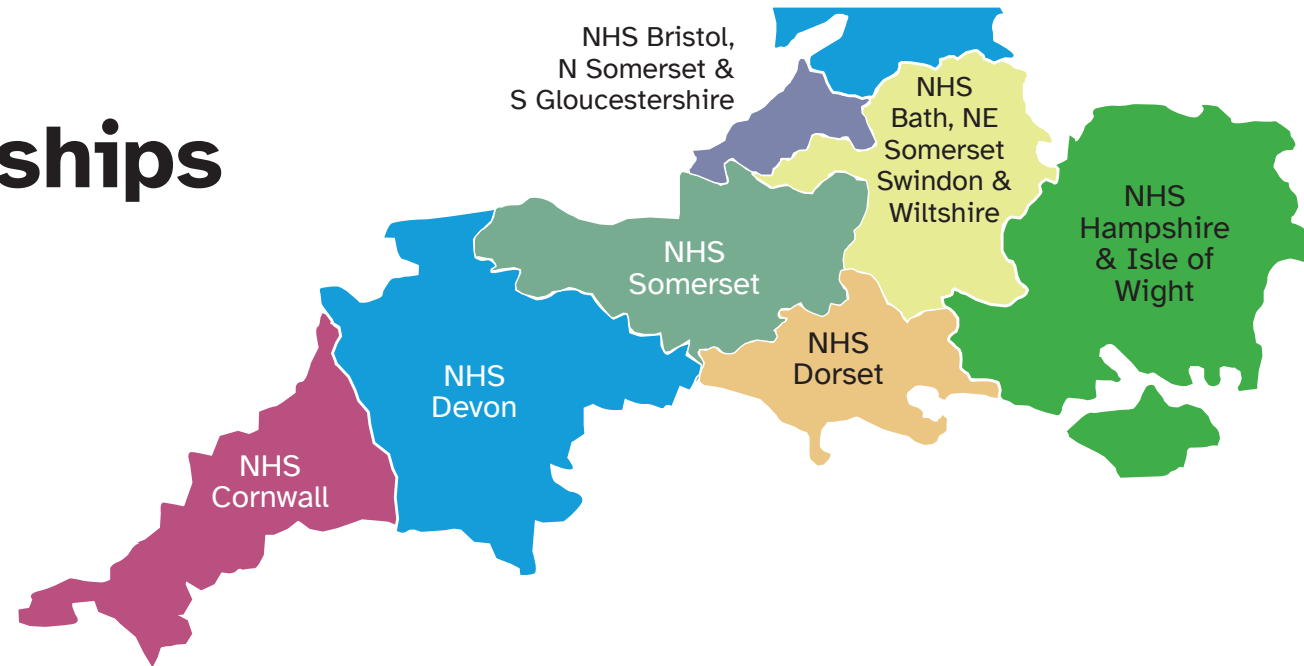


**Dental Hospital**



**Bristol Haematology and Oncology Centre**

# Our partnerships



As part of the BNSSG Integrated Care System, we will work with our partners to sustainably address the challenges our clinical services face today, as well as contributing to a future that will need to look quite different.

As well as aligning with our Joint Clinical Strategy with NBT, our clinical strategy works alongside other partner strategies and we are proud to play our part in the development and delivery of the Healthier Together 2040 approach.

Working with partners including our primary, community and social care providers, our local universities, charitable partnerships and voluntary community and social enterprises, we can develop strong and stable clinical services.

As an anchor organisation, we exist to serve the people, places and communities of Bristol and North Somerset. We'll use our physical assets (buildings etc), spending power and position as a local employer, sustainably and as a force for good, to improve the health of our population.

As the provider of specialist tertiary services, our regional partnerships are also essential. We will work with NHS England, the Cancer Alliance, Operational Delivery Networks, South West Clinical Networks and others to develop our future specialist services.

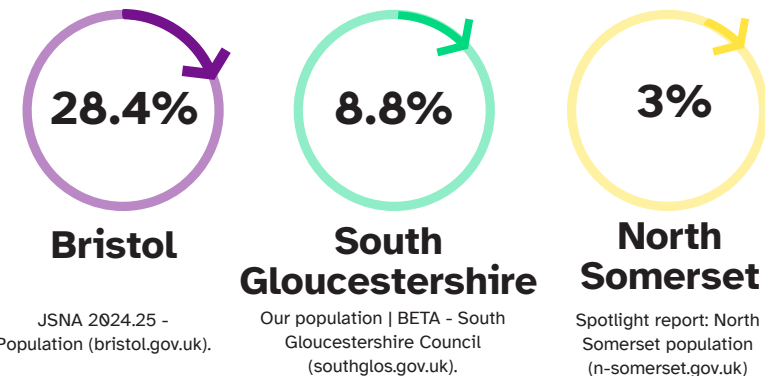
We are incredibly grateful for our charitable partnerships, most notably Bristol and Weston Hospitals Charity, The Grand Appeal, and the "Friends of" our various hospitals. These partnerships, and those with national charities, are supporting new developments across our clinical services and will enhance our ability to deliver our strategy.

# Our population

Our population is changing: aging; and living with an increasing number of co-morbidities. Our clinical services will need to adapt and redesign to meet the increasing and different needs of our population into the future.

There are also significant healthcare inequalities across our population which we must tackle. We have a clear responsibility to improve health equity, directly influencing where we can and developing services with our partners to drive out known variation in access to care and the outcomes people experience.

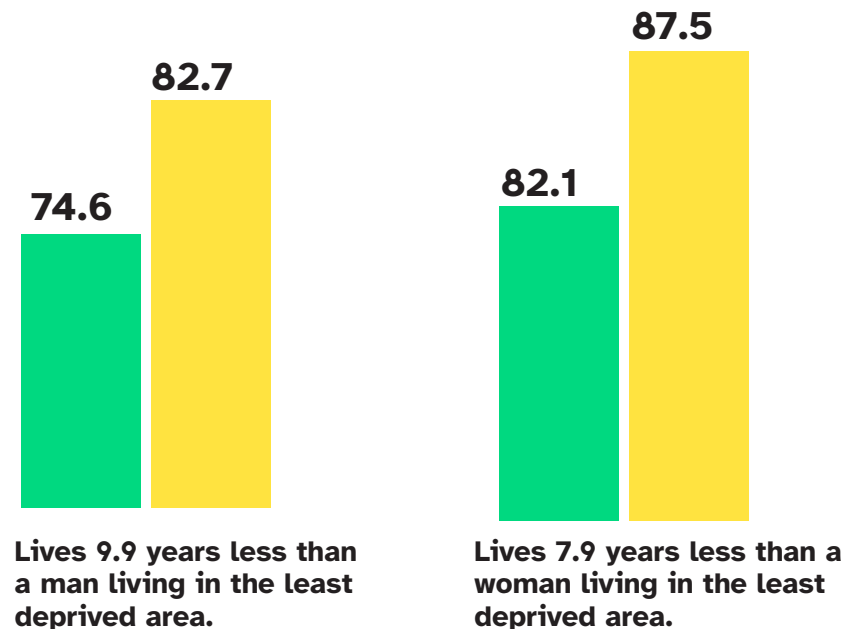
**Black, Asian, Multiple Heritage, and other ethnically minoritised, global majority**



## There are large differences in life expectancy between more deprived and less deprived areas

A man living in the most deprived area of Bristol.

A woman living in the most deprived area of North Somerset.



Lives 9.9 years less than a man living in the least deprived area.

Lives 7.9 years less than a woman living in the least deprived area.

JSNA 2024/25 - Life Expectancy (bristol.gov.uk)



# Where we are now

## The national context

Lord Darzi's Independent Investigation of the National Health Service in England (September 2024) identified 5 factors driving the current position of the NHS.



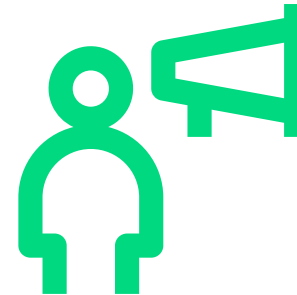
**1. Austerity and lack of capital funding:** funding in the 2010s was 'virtually flatlining' in real terms once adjusted for age and population structure.



**2. The Health and Social Care Act of 2012:** did lasting damage to the management capacity and capability of the NHS.



**3. The pandemic and recovery:** the decade of austerity preceding Covid-19, along with the prolonged capital drought, saw the NHS enter the pandemic with higher bed occupancy rates and fewer doctors, nurses, beds and capital assets than most other high-income health systems.



**4. Patient voice and staff engagement:** falling productivity impacts staff's enjoyment of work with clinicians' efforts wasted on solving process problems. In decision-making and systems, the patient voice is simply not loud enough.



**5. Deterioration in the health of the nation:** challenges across the NHS have coincided with a deterioration in the health of the nation over the past 15 years, with a substantial increase in the number of people living with multiple long-term conditions.

# The voices of today

*"We need to get the basics right, but also ensure we don't neglect our specialist services and areas we could innovate and lead."*

**Our staff**

*"We could do more to ensure the patient voice is heard from our communities."*

**Our patients and communities**

*"Need to respond to the increasing demand for care and meet the needs of our changing population, understanding there is very little money."*

**Our staff**

*"Staff care deeply and work as hard as possible."*

**Our patients and communities**

*"As a Teaching Hospital its clinicians are generally au fait with modern developments."*

**Our patients and communities**



*"We deliver care to our patients with pride."*

**Our staff**

*"Our Estate and digital capability needs to improve so our clinical services can shine."*

**Our staff**



*"There is so much more opportunity to drive our use of technology, we need to be ambitious and take opportunities and not be behind the curve."*

**Our staff**

*"Our people are fantastic and we deliver amazing care to our patients."*

**Our staff**

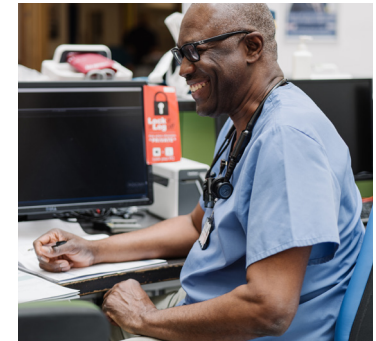


*"It would be useful to involve patients routinely in quality improvement and service improvement/new pathways for care development."*

**Our patients and communities**

*"We need to be clear about our future as an organisation."*

**Our staff**



# Designing our future

## Four goals of our UHBW Clinical Strategy

1. Work in partnership to strengthen our clinical services, to deliver high quality care to all now and into the future.
2. Design our future clinical services with our communities, increasing equity and improving the health of our local and regional population.
3. Drive innovation and be bold about our ambition to pioneer new standards.
4. Deliver the benefits of the Healthy Weston vision to be a strong and dynamic hospital, at the heart of the community

These goals will shape how we play our role locally in driving the three national shifts, from;

### Hospital to community



### Analogue to digital



### Sickness to prevention



# Our principles

The principles of our UHBW Clinical Strategy support those of our Joint Clinical Strategy with NBT. To deliver our clinical strategy we will:

- **Be ambitious** – our amazing teams can achieve anything they put their minds to, and will be empowered to do just that.
- **Work well with others** – by being the best partner we can be, putting patients, population and services first and finding new, innovative ways to deliver high quality and financially sustainable care together.
- **Do fewer things better** – focussing our skills and effort where we can add greatest value.
- **Get the basics right** – supporting our amazing workforce by having the physical and digital infrastructure in place to deliver high quality, integrated care.
- **Be a great place to work** – so that we keep attracting and retaining talented and committed people.
- **Create a place where people can learn and grow together** – through excellence in education and research for the benefit of our staff and patients.
- **Be brave** – think differently about how our clinical services operate across Bristol and Weston through our Joint Clinical Strategy and Hospital Group development.
- **Focus on equitable care** – by removing inequalities in access to care and improving outcomes for those facing multiple disadvantage, always.
- **Innovate** – say yes to opportunities for the benefit of our patients.
- **Design our services together** – with our patients and community partners recognising the care we provide must adapt to meet the varying needs of the communities we serve.
- **Be OK with ambiguity** – seeing uncertainty as an opportunity to engage and shape our future.



# Our commitment to quality

**The quality of the care our patients receive is ultimately the measure of the success of our clinical strategy.**

We want our patients, families and carers to be confident that UHBW is safe, effective, caring, well led, and responsive to their needs; we want people working for and with us to know that they are providing the best service they can, and that what they do is vital and valued.

**For us, high quality care means that patients are at the heart of everything we do.**

## We will

- Promote clinical excellence to achieve the best possible clinical outcomes.
- Keep people safe by reducing preventable harm; this includes a robust focus on implementation of the NHS Patient Safety Strategy.
- Implement strong and effective quality governance, ensuring national standards are met for all our services.
- Strive to understand and reduce unwarranted variation and timeliness of access to our services and delivering more equitable experiences and outcomes of care.
- Use best practice, research and evidence to shape our services.
- Play a greater role in tackling inequality, using the national Core20PLUS5 frameworks.
- Make reasonable adjustments, to ensure patients with specific needs such as disabilities receive the care they need.
- Focus on timely, appropriate and compassionate communication to ensure the best possible experience of care for patients and their loved ones.
- Make sure our patients know their care from start to finish considers their whole self, their personal needs and preferences, so that we provide the appropriate individualised care and treatment.
- Work in partnership with patients, so they can shape their own care with a strong focus on shared decision-making.
- Use quality and equality impact assessments so we fully understand risks and benefits before we make important decisions about services.

# Our four goals

## 1. Work in partnership to strengthen our clinical services, to deliver high quality care to all now and into the future.

### Where we want to be

- One set of policies, procedures, and a single governance structure for all our clinical services across UHBW and NBT.
- Fully sustainable and rightsized adult and paediatric general and specialist services.
- Modernised estate enabling effective patient flow for planned and unplanned care.
- Colleagues feeling secure about the future of their services within the BNSSG system and our future Hospital Group with NBT.
- Achieving quality standards for all our patients.
- Mental Health services in place for our patients, adopting a Trauma Informed Care approach, which meets the current levels of growth and future projections for our population.
- BNSSG system level financial sustainability, alongside operational sustainability.
- Realising benefits of our newly expanded adult Intensive Care Unit and a clear plan in place for Paediatric Intensive Care to expand and develop.
- A clear System plan to address capacity and refurbishment needs in the Bristol Haematology and Oncology centre, Children's and St Michael's hospital.
- Excellent digital capability, enabling integration across clinical services, sites and providers.
- Developing our portfolio in our known and new areas of specialist expertise on behalf of the population of the South West.
- Primary and community working in partnership with providers improving flow and moving care outside of the hospital setting whenever possible.
- Children feeling well supported in their transition into adult services.

### We will deliver this by

- Delivering the benefits of the Joint Clinical Strategy with NBT.
- Delivering our 5-year major capital programme.
- Delivering the objectives in our digital and people strategies.
- Benchmarking to drive the productivity of our clinical services.
- Strengthening partnerships to pro-actively design pathways outside of hospital.
- Establishing a 'Specialist Service Provider Network' to address the sustainability of a small number of core specialist services.
- Improving pathways and outcomes for people with mental and physical health needs.
- Using the Healthier Together 2040 approach to develop care pathways which take a more holistic approach to meet the needs of an aging and moribund population over the longer term.
- Focusing on young people and codesigning services that help individuals move seamlessly from children's to adult care.

## 2. Design our future clinical services with our communities, increasing equity and improving the health of our local and regional population.

### Where we want to be

- Providing inclusive care without barriers across all of our clinical services.
- Consistently designing and delivering services with our communities, Voluntary, Charity and Social Enterprise organisations and other community partners.
- Putting health equity central to our strategic, clinical and operational decision making.
- A culture which promotes and gives the time to meaningful design so we can make changes together.
- Strong regional networks ensuring equal access to specialist care and supporting local hospitals to provide care closer to home for patients where appropriate.
- Patients and carers voices at the centre of what we do, with care tailored to their needs.
- Delivering the vision of our ICS strategy together with our Locality and Primary Care partners, redesigning pathways with our communities to meet the needs of our current and future population.
- Maximising the positive impact we have as an anchor organisation for our communities.
- Supporting and advocating for a Just Transition to carbon net zero in our local area.
- Using our role as a large employer and a provider of health services to support primary and secondary prevention of ill health.

### We will deliver this by

- Using our Patient First approach to deliver our Health Equity Plan.
- Strengthening our locality partnerships and connection to place. Identifying joint projects with primary care, community and acute care, informed by community needs assessments.
- Embedding the design of our services, with a strong patient, family and carer voice into our planning and decision making processes.
  - Using our Patient First approach to deliver our Experience of Care Strategy.
- Strong commitment to our Voluntary, Charity and Social Enterprise partnerships and our Volunteering strategy and consistently using the new Bristol, North Somerset and South Gloucestershire VCSE framework.
  - Supporting and becoming more proactive in the prevention of ill health, across services and with other providers.
- Fulfilling our role as an 'Anchor Organisation'.
- Establishing community diagnostic centres (CDC) that enable communities to have vital diagnostics, closer to where they live.

### 3. Drive innovation and be bold about our ambition to pioneer new standards.

#### Where we want to be

- Innovation recognised as ‘what we do’, and work alongside research and continuous improvement.
- Celebrating and promoting ideas and innovations regardless of size, learning from the things that didn’t work.
- Looking outward more, to health partners and other business sectors for inspiration and collaboration.
- Balancing strong governance with agile implementation, creating a culture of entrepreneurship.
- Building our commercial research pipeline to bring novel therapy options to our patients earlier, reducing therapy costs and attracting additional income.
- Attracting and retaining staff through our strong reputation for excellence, working in partnership with NBT to embed our status as a world class provider of specialised services for the South West population.
- Using new technologies and innovation in clinical care (including genomic, robotics, Artificial Intelligence, new drugs, medical devices and therapies).
- Responding positively to national funding opportunities and tenders, where they fit with our strategy.
- Having a culture that says ‘yes’ to innovation whenever possible.
- Always supporting innovations that align to our strategic aims and respond to tangible, clinical need.

#### We will deliver this by

- Using the benefits of becoming a Hospital Group to develop and expand our established specialist services portfolio for the South West, together with NBT.
- Creating innovation capacity and coordinating our approach to embracing new technologies across UHBW, by making innovative practice accessible to all staff groups.
- Telling the stories and successes of our innovation to promote more people to innovate too.
- Using the ‘collaborative innovation’ approach with NBT, our University partners, Bristol Health Partners and the West of England Health Innovation Network, where teams can meet in an ‘innovation space’ to clearly identify and articulate clinical needs and explore solutions.
- Creating innovation communities of practice to share ideas.
- Supporting the uptake and spread of proven innovation with a clear approach to how this is agreed and impact measured.
- Working with our diverse communities to make research more inclusive and representative of our population.
- Building our commercial and academic research capacity to offer new therapies to patients.
- Building our reputation nationally and internationally as the place to come for innovation in healthcare.

## 4. Deliver the benefits of the Healthy Weston vision to be a strong and dynamic hospital, at the heart of the community.

### Where we want to be

- Delivering a range of services providing the very best care, experience, safety, and outcomes for local people in Weston.
- Providing sustainable and equitable hospital care that meets national standards.
- Weston General Hospital recognised as an exemplar for acute models of care in coastal communities which attracts and retains a talented, local workforce.
- Supporting people of all ages living in Weston and surrounding areas, to get back home faster after an unplanned presentation to hospital, with continued development of Same Day Emergency Care pathways.
- Delivering high quality short stay acute care for both non-frail and frail adults, specialist inpatient care for frail older people and equity of access to the very best specialist care in a neighbouring hospital for non-frail patients who need it.
- Weston General Hospital as a Surgical Hub providing more planned operations, for people of all ages, closer to home.
- Continuing the progress made with the delivery of integrated and community-based care including a focus on services that support joined-up ways of working between community and primary care partners.
- Fully integrated with specialist services in Bristol.

### We will deliver this by

- Creating a specialist centre for the care of frail older people that takes a person-centred, holistic and multi-disciplinary approach, delivering better outcomes.
- Creating a surgical hub in Weston, as part of the broader Surgical Strategy for the Trust and in partnership with NBT.
- Building on the progress made, to further join-up our services with our community and primary care partners, through a 'HomeFirst' and hospital without walls approach.
- Continuing to develop robust and sustainable workforce models which support well-being, attract new applicants and offer exciting and relevant education and training opportunities.
- Continuing to grow our Children's Seashore Centre, providing paediatric expertise to the Emergency Department, urgent treatment and local access to specialist clinics.
- Supporting our Transfer of Care Hub integrated team, linking services across Weston to speed up discharge and make sure people get the support they need when they leave hospital.
- Improving how we maximise use of our existing theatres to deliver more surgical procedures that are most relevant for our population needs.
- Using our joint clinical strategy with NBT to ensure all our services are integrated across Bristol and Weston.

# Our strategic journey

2025

2030

<b>Goal 1</b>	<ul style="list-style-type: none"> <li>• Main adult theatres on Bristol site fully refurbished</li> <li>• Surgical strategy in place</li> <li>• Mental Health and Transition improvement projects demonstrating benefit</li> <li>• All duplicated services operating as Single Managed Services with NBT</li> <li>• Children's emergency department expanded</li> <li>• Stability across adult and paediatric specialised services</li> <li>• Bristol Eye Hospital and Bristol Dental Hospital estate modernised</li> <li>• Digital strategy enabling full connectivity</li> <li>• Full benefit of our Joint Clinical Strategy and Hospital Group being realised</li> </ul>
<b>Goal 2</b>	<ul style="list-style-type: none"> <li>• Voluntary, Community and Social Enterprise framework in full use</li> <li>• Community diagnostic centres increasing early diagnosis and prevention</li> <li>• South Bristol Community Hospital fully utilised</li> <li>• Increased benefits of our anchor activities for our communities</li> <li>• Carbon net zero plan demonstrating benefit</li> <li>• Healthier Together 2040 projects embedding with partners the shift of pathways from the hospital to the community</li> </ul>
<b>Goal 3</b>	<ul style="list-style-type: none"> <li>• New specialist gender service operational</li> <li>• Nationally commissioned portfolio expanded through successful tenders</li> <li>• New indications for specialist therapies being delivered</li> <li>• International strategy in place</li> <li>• New technologies embedding across clinical services</li> </ul>
<b>Goal 4</b>	<ul style="list-style-type: none"> <li>• Redesign of emergency floor and expanded SDEC in Weston</li> <li>• Transfer of Care Hub integrated team facilitating effective discharge</li> <li>• Continue to grow children's services in the Seashore Centre</li> <li>• Specialist centre for the care of frail older people in place</li> <li>• Weston surgical hub established</li> </ul>

# Delivery of our clinical strategy

We'll use our Patient First approach to continuous improvement to deliver our clinical strategy.

The clinical strategy will contribute to our Patient Safety strategic objective 'Excellent care, every time' which will help us achieve our UHBW 'true north' to make a difference that matters to the lives we touch.

A detailed delivery plan will outline the actions we will take over the next five years to drive and deliver our four key goals.

## What we will deliver

- Use our partnerships to strengthen our clinical services, delivering high quality care to all of our patients now and into the future.
- Design our future clinical services together with our communities in a rich and meaningful way, increasing equity and improving the health of our local and regional population.
- Drive innovation and be bold about our ambition to pioneer new standards.
- Deliver the benefits of the Healthy Weston vision to be a strong and dynamic hospital, at the heart of the community.

## How we will deliver

The objectives in our delivery plan will be prioritised annually and delivered through:

- Mission critical corporate improvement projects.
- Breakthrough objectives.
- Important corporate projects.
- Divisional projects agreed through the 'catchball' process.

## How we'll hold ourselves accountable

Divisional and Senior Leadership Strategic Deployment Reviews (SDRs) will have oversight of the delivery of the projects, progress against agreed milestones and agreed measures of success.



# Voices of the future

## How our clinical services will look and feel in five years

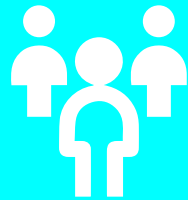
*"My concerns about the future of the service I work in have been allayed and I feel secure about the future."*

*"I am really encouraged to be involved in decisions that affect me"*

*"I feel like I am making a difference in addressing the barriers that some parts of our population are experiencing in accessing care and achieving good outcomes."*



*"Services feel more stable and I am not worried about staffing levels or capacity to see patients."*



*"Our digital capability means that using our systems facilitates, rather than inhibits the care I deliver, including across sites and organisations."*



*"How our Bristol and Weston based clinical services will be configured in the future alongside NBT is now clear and I can make my own choices about my future career."*

*"The environment I work in feels modern and supports me in delivering the best care I can for patients."*



*"It feels natural to be working with our community and primary care partners and I feel like our objectives are aligned with our clinical services and our patients."*

*"My idea to innovate is supported and I feel excited and motivated about coming to work to make it happen."*

