

The NHS logo, consisting of the letters 'NHS' in white on a blue rectangular background.

**Bristol**  
NHS Group

Bristol | Weston



# Our Group Summary Benefits Case

Seamless, high quality, equitable and sustainable care

A partnership between  
North Bristol NHS Trust, and  
University Hospitals Bristol and Weston NHS Foundation Trust



# Introduction

North Bristol NHS Trust (NBT) and University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) are high-performing organisations with a track record of successful collaboration and proud histories of providing excellent care and world-leading teaching and research.

The Boards of UHBW and NBT have made the decision to form a Hospital Group with a shared ambition to enable our Joint Clinical Strategy vision for **seamless, high quality, equitable and sustainable care**. This strategy has been, and will continue to be, our guiding star.

We were appointed as Group Chair and Group Chief Executive Officer in summer 2024 and we are now delighted to introduce our Group Benefits Case. This sets out the difference that the Group will make for our **patients**, our 28,000 **people**, the **populations** we serve, and the **public purse**. It has been developed with the support of colleagues, patient representatives and our partners in the health and care system – to everyone who has been involved: thank you!

In every region and every system, the NHS is facing very real and profound challenges. These come in the form of rising demand, constrained funding and an ageing estate. We have also lagged behind other nations in terms of our investment in medical technology, digital and innovation.

The Government has been clear that the NHS must transform – and together, NBT and UHBW will meet that challenge. If we are successful, how and where we deliver healthcare will be radically different in 10 years' time. More care will be delivered in patients' homes and communities, our resources will be focused on preventing ill health, and not just treating illness, and digital technologies will radically change how we operate.

To continue to deliver the outstanding care that our patients rightly expect we need real and meaningful change. Working together in a Group Model gives us the best possible opportunity to address our challenges and achieve these transformations - we can learn from each other, share resources, remove wasteful duplication and ensure that all patients, no matter who they are, where they live, or where they are treated, get access to the same high-quality care.

This is a once in a lifetime opportunity for our people and the patients and communities we serve.



*Maria Kane*

**Maria Kane**

Group CEO

North Bristol NHS Trust  
and University Hospital  
Bristol and Weston NHS  
Foundation Trust



*Ingrid Barker*

**Ingrid Barker**

Group Chair

North Bristol NHS Trust  
and University Hospital  
Bristol and Weston NHS  
Foundation Trust



**Our Group Benefits Case is built around five key themes:**

- Delivering **outstanding care for everyone who needs it** (p.7)
- Supporting our **people** to thrive and excel (p.9)
- Getting **the most** out of our resources for the **communities we serve** (p.11)
- Excelling in groundbreaking **Innovation, Research & Development** (p.13)
- Working with **our partners** as one team (p.15)





# Why we must change

- We believe that all our patients, regardless of who they are, where they live and where they are treated, deserve the same high-quality care and positive experience of receiving it. We need to be honest and upfront that currently this is not always the case.
- When a patient needs care from both of our hospitals there can be delay, confusion and risk. We need to organise our services around people and not organisational boundaries - patients don't see them and neither should we.
- Demand for our services is increasing. Only by working together and sharing our resources will we be able to meet the future needs and expectations of our patients and local communities.
- Some of our services - both clinical and corporate - are fragile; acting as a Group will allow us to protect their future and take advantage of advancements in technology, new innovations in clinical practice, support each other and address shortages in key skills within the workforce.
- There is a lot of duplication between our organisations. By working more closely together we can free-up time and resources for front-line patient care.
- The government has set out an ambitious plan to transform the way health is delivered over the next 10 years, focusing on three key shifts; hospital to community, treatment to prevention and analogue to digital. We need to step up to this ambition and act as one acute voice so we can work with partners to make these changes.



# Why a Group

Group Models are increasingly common in the NHS – they provide a way for separate legal entities (Trusts) to collaborate without needing to merge.

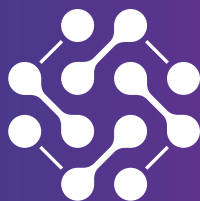
The word 'Group' does not have a strict definition and is used to refer to a range of shared leadership and governance arrangements that support organisations to collaborate.

Forming a Group is an enabler for the delivery of our Joint Clinical Strategy. The Group Model will allow us to break down organisational barriers and set out a new future for NBT and UHBW which is one of ever closer alignment and collaboration.

We have already had many successes collaborating as two separate organisations – but it has been harder than it needs to be and progress has been slower than we would have liked. The Group Model will allow us to change to address this.

Many of the challenges we face are shared. By working together, we stand the best possible chance of meeting these challenges.

Forming a Group will significantly enhance the efficiency, quality and sustainability of both Trusts. By working together we can share resources, streamline services and reduce costs - all while enhancing patient care, the experience of our people, the health of our population and delivering value for the public purse.



## The Group Model enables us to...

- Make decisions in the best interests of patients and not organisations
- Spread learning, best practice and innovation between teams and organisations
- Create a default culture of collaboration not competition
- Remove organisational barriers to collaboration by standardising systems, policies and processes
- Remove wasteful duplication; doing things once wherever possible
- Share resources and expertise
- Benefit from economies of scale

## All for the benefit of...





# For the benefit of: our patients, our population, our people and the public purse.

Our benefits are described around our Four Ps – our patients, our population, our people, and the public purse.

## Our patients



- Will receive more consistent, high-quality care across their lifetime.
- Will face less unwarranted variation in their care experiences and outcomes; wherever they are treated in Bristol and Weston.
- Will have improved access to services and receive more care closer to their homes, decreasing waiting times and improving outcomes.
- Will have better care experiences through optimised clinical pathways.
- Will have expanded access to pioneering, modern healthcare and treatment options through expansion in our Research & Development and innovation activities as a Group.

## Our population



- Will receive greater support for prevention and population health, as we work more closely than ever with our external partners on these programmes.
- Will have greater access to innovations that are in the best interests of our population, as we develop further partnerships across health, care and life sciences.
- Will experience improvements in the health and wellbeing of their communities, local economic growth and advances in sustainability in all of its forms, as we expand our role as anchor institutions.





# For the benefit of: our patients, our population, our people and the public purse.

Our benefits are described around our Four Ps – our patients, our population, our people, and the public purse.

## Our people



- Will be effectively supported to thrive at work and will have a more equitable experience.
- Will have access to new and exciting roles and career prospects, with opportunities no longer limited to a single organisation.
- Will have expanded opportunities – both clinical and non-clinical colleagues – to lead and participate in the delivery of research, innovation and education.
- Will be part of a more sustainable and resilient workforce, able to meet future demands for our clinical services.
- Will be part of a Group with a more prominent profile; celebrating the successes of our people to ensure that they receive the recognition they deserve.

## The public purse



- There will be reduced duplication and more standardised processes to make the best possible use of our resources and free-up additional capacity to invest in front-line care.
- There will be reduced areas of fragility across our clinical and corporate services, and increased financial sustainability within the BNSSG system.
- Greater value and quality will be achieved through our combined scale.
- More cost-effective investments will be made based on need, value and risk levels, and we will increase our purchasing power by doing this as one.
- There will be new and expanded opportunities to generate income, which can then be reinvested into patient services.

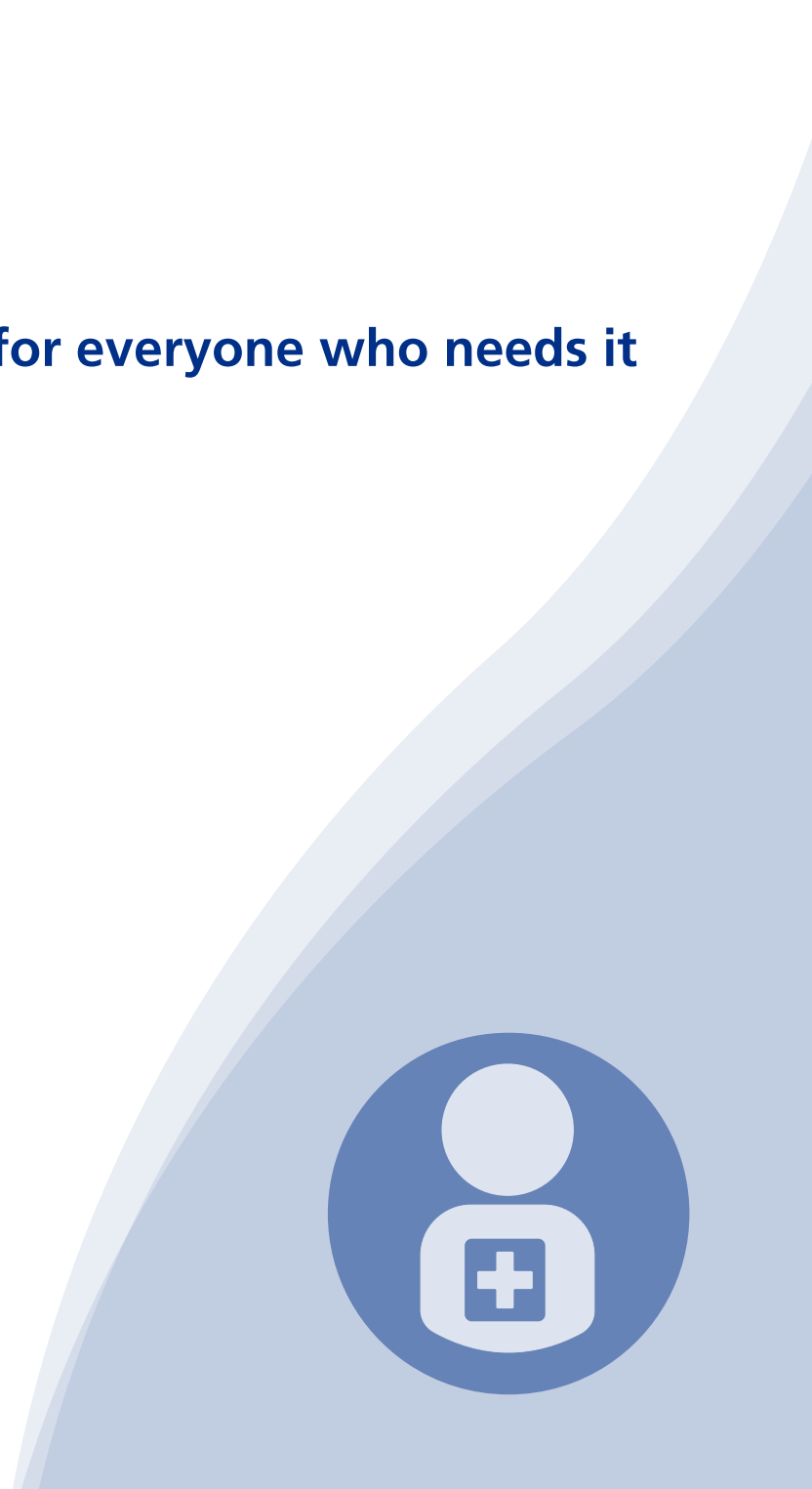




# Delivering outstanding care for everyone who needs it

By working as a Group, we will ensure all of our patients receive the highest quality of care regardless of who they are, where they live, or where they are treated. We will enable more care to be delivered out of hospital, make better use of our capacity, and ensure that all services are safe and sustainable in the long-term.

Our objectives	Our patients	Our population	Our people	The public purse
We will eliminate unwarranted variation in patient access, outcomes and experience				
We will improve the delivery of local care for local people				
We will create seamless patient journeys across our organisations				
We will make the best possible use of our available clinical capacity				
We will ensure all services are safe and sustainable in the long-term				





# Delivering outstanding care for everyone who needs it

To deliver our objectives, we will prioritise the following actions:

## Through the work of our Single Managed Services, we will:

- Develop new models of care and pathways that are clinically led, evidence based, aligned to best practice and consistently implemented on all sites.
- Make best possible use of the collective capacity of all of our hospitals and all of our people to reduce waiting times.
- Ensure waiting times are kept to a minimum through a single points of referral access and joint management of waiting lists.
- Deliver care closer to home wherever possible and consolidate expertise and technology wherever necessary.
- Learn from each other to enhance quality and experience.
- Develop new models of care that transform how we support patients with long-term conditions.
- Work together with our partners in primary and community care to integrate services around the needs of patients not organisational boundaries.
- Move from treating illness to preventing it, and play a greater role in reactive monitoring - helping patients to live well at home for longer.
- Work together to deliver more targeted education that allows patients to better understand and take control of their health.
- Improve communication channels and referral pathways between our organisations; and
- Use our scale to ensure we are enabling innovation, pioneering clinical practice and technology-enabled care.



# Supporting our people to thrive and excel

By working as a Group, we have an exciting opportunity to ensure our people thrive and excel in all that they do. As a Group, we can provide better learning and development opportunities, address short and long-term workforce shortages, and deliver vital People Services to a higher standard and lower cost. We will make our Group a great place to work for all, which will in turn improve the experience and outcomes for our patients.

Our objectives	Our patients	Our population	Our people	The public purse
We will create a more equitable experience for our people				
We will invest in our people's career paths and opportunities through the Group				
We will use the scale of the Group to enhance our education, learning and workforce development offer				
We will create integrated workforce plans; addressing our short-term gaps and jointly planning for our future				
We will support and facilitate more people to work across the Group where they wish to				





# Supporting our people to thrive and excel

To deliver our objectives, we will prioritise the following actions:

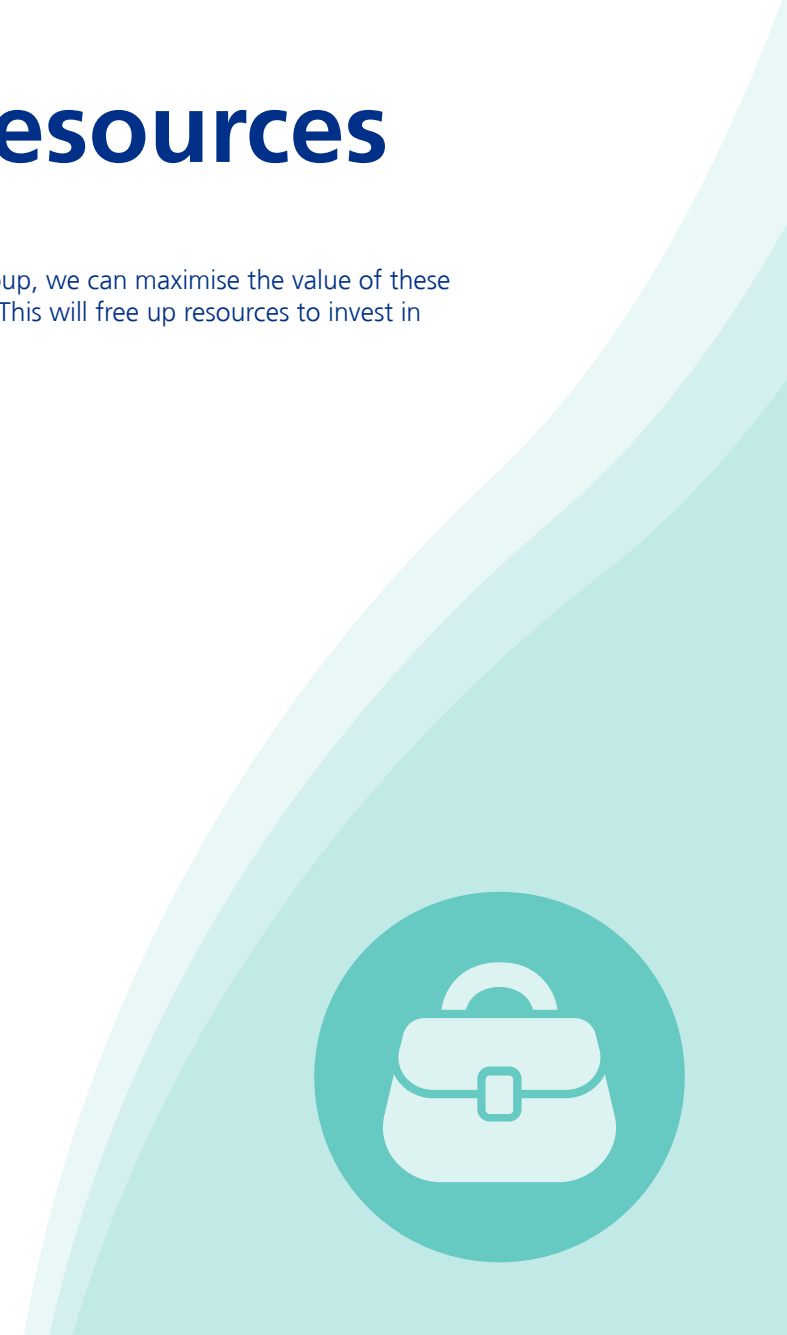
- We will align our approaches to wellbeing, Equality Diversity and Inclusion, and staff engagement & recognition to create a shared sense of identity and belonging.
- We will engage and listen – hearing our colleagues’ voices louder and clearer to ensure we deliver on our People Promise.
- We will become an anti-racist and pro-equity Group.
- We will ensure everyone has access to the development and career progression opportunities currently available across both Trusts.
- We will develop a Group Learning and Workforce Development Strategy.
- We will align curriculum and training programmes to drive greater equity, diversity, accessibility and consistency in all staff groups within the Group.
- We will work with our educational partners to develop and train the workforce of the future.
- We will provide mutual aid between both Trusts to mitigate workforce shortages – helping us to ensure that services are always safe and resilient.
- We will align approaches to workforce planning; creating a single long-term strategic workforce plan for the Group.
- We will develop a framework for cross-site working – bringing clarity and consistency to the way we support colleagues and removing duplication (e.g., of employment checks and repeated training).



# Getting the most out of our resources for the communities we serve

Together we have a turnover of approximately £2.2bn and the value of our estate and equipment is significant. In a Group, we can maximise the value of these assets, use our resources more efficiently, attract income and investment, and lower costs through economies of scale. This will free up resources to invest in the digital infrastructure which is vital if we are to deliver modern, integrated and efficient healthcare services.

Our objectives	Our patients	Our population	Our people	The public purse
We will transform and modernise the delivery of corporate functions for the Group				
We will use our scale to support partners by seeking opportunities to 'do things once' on behalf of the system				
We will deliver more clinical activity in-house and unlock the commercial potential of improved productivity				
We will prioritise and allocate capital investment based on patient need, value and risk				
We will use our scale to reduce the price we pay for goods and services				
We will converge digital systems to support joined-up working and release savings				





# Getting the most out of our resources for the communities we serve

To deliver our objectives, we will prioritise the following actions:

- We will create a joint Digital Strategy for the Group – leading on the Government's 'analogue to digital' shift.
- We will identify opportunities to bring corporate functions together to share resources, learning and access economies of scale.
- We will standardise policies, systems, processes and ways of working across the Group.
- We will pursue opportunities to modernise our corporate services through digitisation and automation.
- We will offer corporate services to our partners, so that they too can benefit from the scale of the Group.
- We will make best possible use of our capacity across the Group – ensuring that we are using all of our clinical spaces optimally before resorting to outsourcing.
- We will learn from each other and problem solve together to identify ways to improve productivity and reduce waste.
- Through the work of our Single Managed Services, we will identify how existing clinical space and medical equipment can be used to manage future investment requirements.
- We will integrate our governance, so that investment decisions are made jointly across the Group.
- We will ensure that we are buying together wherever possible to drive down unit cost.



# Excelling in groundbreaking Innovation, Research & Development

By working as a Group, we will firmly establish ourselves as a globally recognised powerhouse for R&D and innovation. The expertise of our people is formidable, and by working together we will build our reputation, attract partnerships and investment, and deliver the most advanced care possible.

Our objectives	Our patients	Our population	Our people	The public purse
We will be an engaged and effective partner				
We will give every patient the opportunity to benefit from research				
We will provide more colleagues with the opportunity to lead and be part of R&D				
We will celebrate innovation and champion a culture of curiosity				
We will support an ecosystem of health, care and life sciences innovation across BNSSG				





# Excelling in groundbreaking Innovation, Research & Development

To deliver our objectives, we will prioritise the following actions:

- We will develop joint R&D and Innovation Strategies for the Group.
- We will ensure that our research prioritises the needs of our local populations – for example, by working alongside local authority, primary and community care colleagues to lead research in support of reducing health inequalities across BNSSG.
- We will create new and exciting opportunities for our people to lead and take part in R&D.
- We will address the organisational barriers that currently inhibit cross-site trials and ensure that clinical trials are open to all patients across the Group.
- We will increase opportunities to protect time to do R&D across the Group.
- We will make research more accessible for everyone, regardless of professional background.
- We will work as 'one team' within our R&D functions, to maximise the opportunity to share the skills and expertise that exists across the two teams.
- We will develop a Group Innovation Hub, investing in the expertise and resources required to kick-start our innovation journey.
- We will ensure that innovation is central to everything we do; helping us recruit and retain the brightest minds.
- We will maximise income generation from innovation and R&D, to reinvest in patient services.



# Working with our partners as one team

By working as a Group, we will make it simpler and easier for our partners to work with us. We will work with partners across the BNSSG health and care system to improve access, outcomes and experience for our patients and communities. We aim to be a trusted 'partner of choice', leveraging our combined scale and expertise to make us more attractive to community and industry partners. We will advocate for our services and patients with one unified voice, enabling us to influence regional and national agendas. We will raise our shared profile by celebrating our successes and sharing our work widely, building a strong brand recognised for excellence and innovation. We will enhance our combined role as an anchor institution, using our size and expertise to improve the health and wellbeing of our local communities.

Our objectives	Our patients	Our population	Our people	The public purse
We will strive to be the best possible partner we can be.				
We will advocate for our patients and services with one voice.				
We will raise our profile and celebrate our successes.				
We will use our role as anchor institutions to improve population health, drive economic growth and support environmental sustainability.				





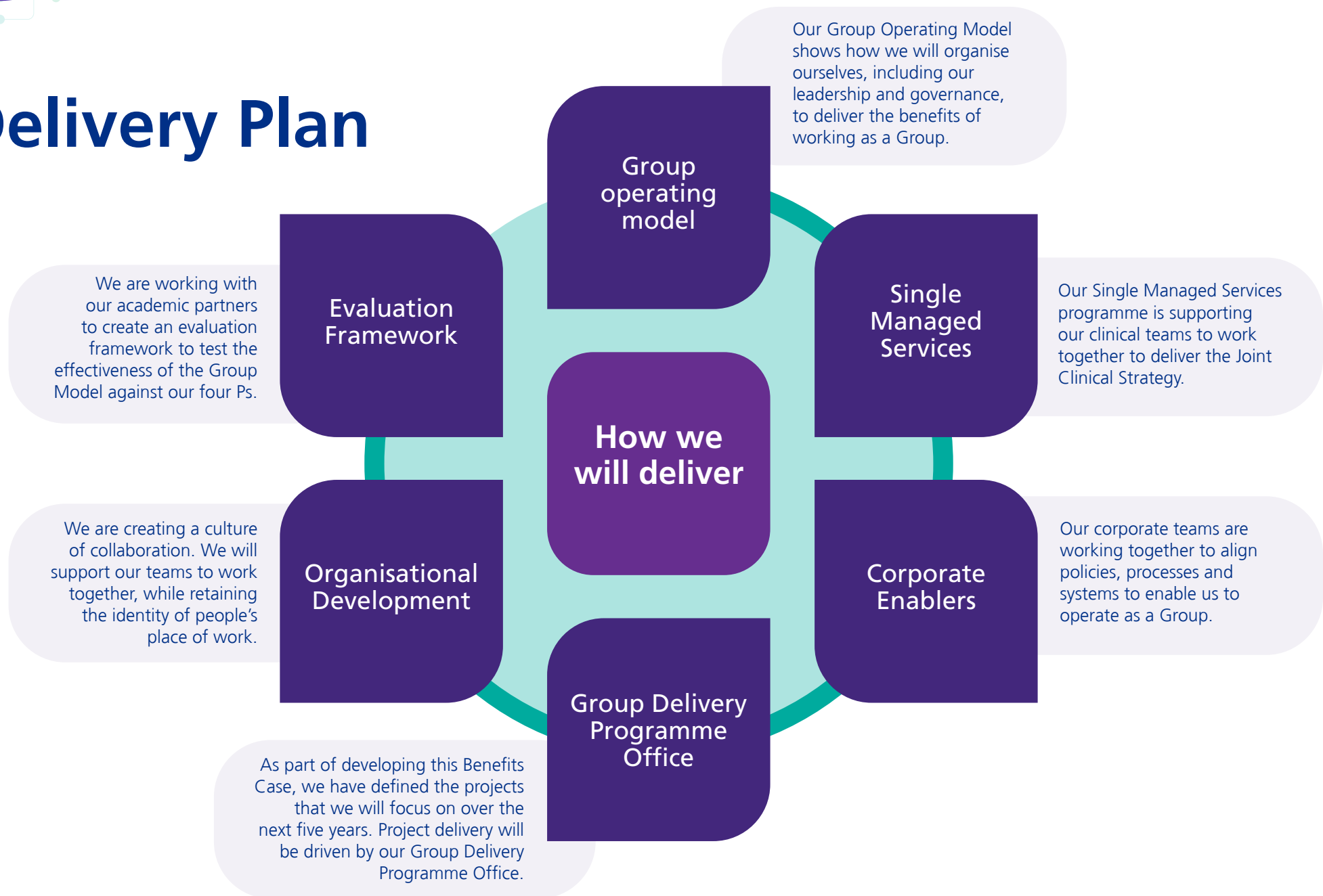
# Working with our partners as one team

To deliver our objectives, we will prioritise the following actions:

- We will create a single point of access for community and industry partners and by doing so, make it easier for them to understand where to go and how to work with us.
- We will reduce and remove red tape so that potential partners find it easy and enjoyable to work with us.
- We will develop and use our Group brand to raise our profile and to reinforce that we are “one team”.
- We will reduce duplicate representation at system meetings – allowing us to speak with a single voice for the acute sector in BNSSG and releasing the time of our leaders.
- We will deliver clear and more consistent messages about the needs of our services, patients and populations.
- We will speed up decision making to deliver what our system partners need of us.
- We will engage with and listen to our patients and populations to ensure that we are advocating for their needs.
- We will build our reputation as a great place to work, thereby helping us to attract and retain the talent of the future.
- Through our role as anchor institutions we will work with partners to improve the health and wellbeing of our local population and drive economic growth for the benefit of our communities.
- We will work together to support environmental sustainability and decarbonisation by developing an effective and planned approach to achieving net-zero emissions by 2040, in line with the NHS target.



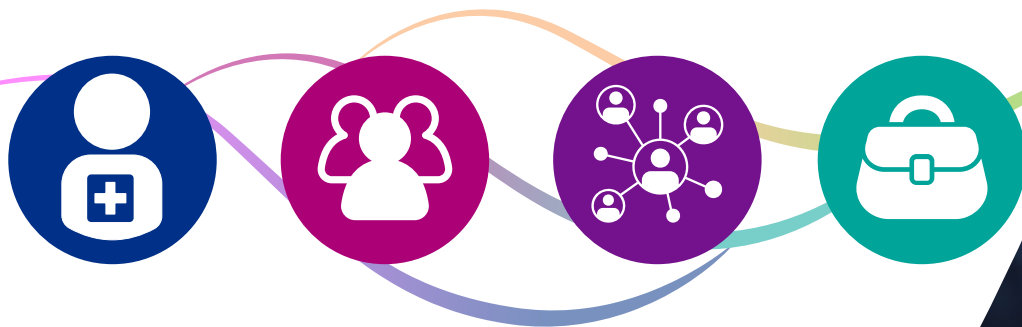
# Delivery Plan



# What will success look like in five years?

## If we are successful:

- Patients will wait less time to be diagnosed and treated, and they will have the same high-quality experience and outcomes, regardless of who they are or where they live
- We will meet rising demand by maximising the use of our available resources
- More care will be delivered nearer to patients; in their homes or the community
- Digital technologies will have transformed the way we work and the way we deliver care
- Our people will feel engaged, energised and empowered by their work
- We will be known as a place where people enjoy working, training and building a career
- Our volume of globally renowned research and innovation will have grown significantly
- We will contribute to system financial balance



# Voices of the future If we are successful:

## Our Patients



I'm used to having to tell and retell my health story to different people. It made a refreshing change that the doctors at both hospitals knew all about me and we didn't have to go back over old ground.

I was seen and diagnosed really quickly and began my treatment soon after giving me peace of mind.

I was proud and grateful to be part of a clinical trial that helped me and will help many others too.



## Our Population



It's amazing to benefit from the pioneering research that's happening across the hospitals that look after me.

I was really anxious about going to a big hospital, so I was grateful to be seen close to my home instead.

They've got some great jobs for local people. I never thought I'd get to work for the NHS but there's so many opportunities.

My local hospital is world class.



## Our People



Working across sites is easy to do and I'm getting access to experience that I wasn't before which is helping me develop my skills and my future career too.

We've got each other's backs. When my team needs support, it's given, and we do the same in return. We are one team.

Our systems and teams talk to each other. This is a better experience for my patients who are having treatment at both Trusts, and it makes my job quicker and easier too.



## The Public Purse



What they give back to local communities is making a real difference.

The patient really does come first, which is why we're all here after all.

They are so easy to work with. We really are one team - this is true collaboration.

I know if a member of my family needs healthcare they'll be getting the very best, on our doorstep.





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