

Lexcel Case Study

University Hospitals Bristol
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Hospital's in-house solicitor
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University Hospitals Bristol NHS Trust employs in the region of 7,000 people and has beds for 1000 patients. Peter Harrowing has been University Hospitals Bristol's in-house solicitor since 1997. Prior to studying law, Peter was Chief Pharmacist at the hospital and had a keen interest in quality standards.



Bristol children's Hospital

Peter had known about Lexcel and what it could offer for quite some time and started thinking about it seriously around 4 years ago. But, with pressures of work, it was 2008 before he decided to take action and lead his department along the Lexcel route. He recognised that it was the right course of action for his department to take in order to provide an efficient and effective service to this 'clients'. Peter sent one of his staff on a one day introduction to Lexcel course and that gave him the impetus to proceed.

Recognising who his clients really were, was one of the first things Peter was able to identify once he started looking at Lexcel with a business consultant. On the face of it, it may appear that the department has just one client – the Hospital, whereas, in fact, Peter was able to recognise that each clinical division within the hospital was a separate client. Each has a Head of Department and runs as a separate smaller (but still quite large) business in its own right. Understandably, the hospitals main priority is with the medical aspects of running a hospital. Peter was keen to increase the profile of the legal department within the hospital.

The business consultant prepared a quality manual, had regular meetings with Peter and his team and provided training in Lexcel requirements. He provided a gap analysis to highlight where the department was with regard to Lexcel and where they needed to be.

The consultant then referred Peter to Recognising Excellence for assessment. The assessment was carried out by Neil Partridge, who lives in Byfleet, Surrey. Peter had specifically asked to have an assessor who did not live locally because of the sensitivity of some files which were medically and legally confidential, that he would need to see in order to carry out the assessment.

Peter commented that the process of achieving Lexcel was hard work, but well worth it. Having Lexcel has made life easier and the department now works more closely with each division on each case from the outset and up to conclusion. Reporting on each case has improved greatly and improved working relations with each of the divisions. Communications have improved all round and the Trust is impressed that its legal department has gained this accolade.