Vision 2025
Our strategy
1. Introduction

At the Royal Berkshire NHS Foundation Trust, our vision is ‘Working together to provide outstanding care for our community’

We have a rich history of providing healthcare to the people of Reading, west Berkshire and south Oxfordshire. Our legacy is one of innovation and change, always looking ahead to the challenges of the future, and the health and wellbeing of the people we serve.

To make our vision a reality, we will be working in partnership with our staff, patients and visitors, our health and social care colleagues, and with other local organisations across the community. We will look to innovate, make the best use of new technologies and learn from our failures and our successes so that we are better today than yesterday.

It is a challenging time to be working in the NHS but the dedication of our staff means that we are in a strong position to deliver. Services at the Royal Berkshire Hospital have been rated as ‘outstanding’ by the Care Quality Commission and as a Trust we achieved a ‘good’ rating. We offer some of the shortest waiting times in the country and the outcomes we achieve are amongst the highest for a hospital of our type.

We are confident that we can build on these successes by harnessing the capabilities of our staff, driven by our values which underpin our learning culture. We work hard to listen and engage with our staff about the issues that matter to them and invest in them so they can develop their skills and build fruitful and rewarding careers.

In this document we set out who we are and what we stand for, as well as describing the current challenges we face and our priorities for the future. We hope it inspires you and gives you confidence, that the Royal Berkshire NHS Foundation Trust has the vision, the determination, and the people it takes to create an even better future for our patients.
Introduction and purpose
The Royal Berkshire NHS Foundation Trust has made significant achievements, thanks to the hard work of all our staff and our local and regional partners.
As a result we are in an enviable position of being recognised locally and nationally as providing outstanding care.
We are ambitious; we want to build on our success for the benefit of the people and community that we serve. In this document we set out our future direction and our approach to delivering our vision.

‘Working together to provide outstanding care for our community’

Context and approach
In developing our strategy we have engaged with staff, patients and stakeholders, explored where we have come from as a provider of health services, what we are proud of, and identified what we can do better.
We recognise that the NHS is facing new and unprecedented challenges that require it to make fundamental changes to how it operates in order to continue to operate effectively.

Our challenges
Like many Trusts across the country we are facing increasing demand for our services due to demographic changes and advances in technology.
At the same time, funding for NHS services is no longer experiencing the same year-on-year growth that we have benefited from in the past.
In addition, across the Trust we are facing specific local challenges to integrate our services with partners in health and social care, to secure a high quality workforce, and to improve our physical and digital infrastructure.

2. At a glance
Our vision

'Working together to provide outstanding care for our community'

Delivering on our vision

Delivering on our vision requires both:

- A culture that supports our vision, underpinned by a set of values which guide and support how we work as individuals and as an organisation;
- A clear strategy around which short, medium and long-term goals can be identified, prioritised and delivered.

Our values

At the Royal Berkshire NHS Foundation Trust we have four core values which support us in making decisions and interacting with patients and partners. Our values are:

Compassionate: All our relationships are based on empathy, respect, integrity and dignity. In every interaction and communication, we treat colleagues, patients and their families with care and understanding.

Aspirational: We strive to continuously improve, to be the very best that we can be – as individuals and as an organisation.

Resourceful: We live within our means. We respond to the challenges of today and tomorrow in effective, efficient, innovative and optimistic ways.

Excellent: We commit to excellence in everything that we do – placing patient safety and quality at our heart. We learn from mistakes, we do what we say we are going to do and hold ourselves and colleagues to the highest standards.

Our strategic priorities

To support the delivery of our vision we have identified five strategic priorities:

- **Provide the highest quality care** so that safety and quality for every patient is our top priority, and all our services are outstanding every day of the week.
- **Invest in our staff and live out our values** to ensure that we can recruit, support, motivate, develop and reward the highest calibre staff.
- **Drive the development of integrated services** by working with our system partners and harnessing modern technology to deliver more care closer to home, provide a seamless service for patients and support improvements in wellness and prevention.
- **Cultivate innovation and transformation** to make the most from advancements in medical practice and technology.
- **Achieve long-term financial sustainability** which will allow the Trust to invest in developing and improving services for patients and renewing the buildings from which we operate.

We will identify annual priority actions in each area as part of our operational planning cycle and the Board will monitor progress against these on a regular basis and the performance will be published in our annual report.

“Obtaining the right information and asking the right questions are key to our role as governors in order to represent community views effectively as the Trust works towards achieving its vision”

Sunila Lobo, Chair of the Strategy Committee
Enabling strategies

The delivery of our vision requires us to make changes to the way we work and use our resources in different ways.

We have developed a series of dedicated strategies for our people, our estate, IT, research and development, finance and the delivery of high quality care. We will also develop and embed a transformation approach and culture throughout our organisation and become better at listening to, and working alongside our community.

What success looks like

Achieving our vision will bring a great number of benefits to our patients, our community and the NHS as a whole. Some highlights will include:

- A step change in the health and wellbeing of local people;
- Improvement in the quality and safety of our services;
- Investment in our facilities;
- Delivering more care closer to home;
- Making new techniques and technologies available to the NHS both locally and nationally as a result of our research;
- Providing local people with the opportunity to build the skills needed in modern healthcare;
- Supporting the development of community and civic life;
- Demonstrating the benefits of integrated care to the rest of the NHS.
On 23 February 1836, a report was submitted to a special meeting of the governors of the Reading Dispensary proposing the creation of a hospital.

The founders recognised that hospitals in London, Winchester and Oxford were not close enough to meet the needs of the people of Berkshire. Former Prime Minister Henry Addington, 1st Viscount Sidmouth, donated the land on London Road and ground was soon broken.

The formal opening of the Royal Berkshire Hospital took place on 27 May 1839. The first patient to be treated was George Earley, aged 15, a labourer for the Great Western Railway.

During the first half of the 20th century both the Royal Berkshire Hospital and nearby Battle Hospital played an important role treating the huge numbers of civilian and military casualties from both great wars.

The most important change came in 1948 when the creation of the NHS guaranteed healthcare irrespective of one’s ability to pay.

In the 1960s the hospital undertook a major building programme, opening what is now ‘Eye-Block’ and the maternity unit.

At the turn of the century the decision was taken to expand the Royal Berkshire Hospital following the closure of Battle Hospital.

The legacy of the Royal Berkshire Hospital is one of innovation and change, always looking ahead to the challenges of the future and the health and wellbeing of the community it serves.
We have a great history of building for the future. Whether expanding in 1860 or in 2005, we are always looking at the ways in which we can provide world-class services for our patients.

In the last decade, we have expanded our services across the county and beyond with the opening of ambulatory care centres across Berkshire and south Oxfordshire and the expansion of the A&E at the Royal Berkshire Hospital.

Throughout our history we have been pioneers in medical research and new techniques. This includes the development of the Copeland Shoulder, the Laryngeal Mask and the pioneering use of splints during the first world war.

“We are building on a long and rich history of research and innovation at the Trust today and will strengthen this in the future”

Dr Lindsey Barker, Medical Director
The Royal Berkshire NHS Foundation Trust is the main provider of hospital services for the population of Reading, Newbury, Wokingham and the towns and villages of west Berkshire.

At our heart we are a local hospital that works with NHS and social care partners to provide excellent healthcare services for over 500,000 people who currently live in our catchment area. We also provide specialist hospital services beyond the county’s borders.

We employ more than 5,500 staff from 39 different nationalities and deliver care from a network of facilities across sites in Bracknell, Henley-on-Thames, Reading, Thatcham and Windsor.

Each year we are responsible for efficiently and effectively spending more than £400m of NHS resources on the services we provide.

As a founder member of the Berkshire West Integrated Care System, we are one of NHS England’s demonstrator sites for integration between primary, community, mental health and acute healthcare services.

We are actively involved in research and development which supports our high quality work and benefits both patients and staff. We offer great careers for doctors, nurses, midwives and other professions.

4. Where we are today
### A typical day at the Trust

<table>
<thead>
<tr>
<th>Category</th>
<th>Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doctors</strong></td>
<td>218</td>
</tr>
<tr>
<td><strong>Nurses &amp; Midwives</strong></td>
<td>775</td>
</tr>
<tr>
<td><strong>Qualified Therapists</strong></td>
<td>90</td>
</tr>
<tr>
<td><strong>Support Nurses &amp; Therapists</strong></td>
<td>250</td>
</tr>
<tr>
<td><strong>Hospital Admissions</strong></td>
<td>175</td>
</tr>
<tr>
<td><strong>Patient Movements by Porters</strong></td>
<td>448</td>
</tr>
<tr>
<td><strong>Lab Samples Processed</strong></td>
<td>7,173</td>
</tr>
<tr>
<td><strong>Waste Collected</strong></td>
<td>4.17 tonnes</td>
</tr>
<tr>
<td><strong>Doctors</strong></td>
<td>260</td>
</tr>
<tr>
<td><strong>Nurses &amp; Midwives</strong></td>
<td>775</td>
</tr>
<tr>
<td><strong>Qualified Therapists</strong></td>
<td>90</td>
</tr>
<tr>
<td><strong>Support Nurses &amp; Therapists</strong></td>
<td>250</td>
</tr>
<tr>
<td><strong>A&amp;E Attendances</strong></td>
<td>339</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>82</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
<tr>
<td><strong>Ambulance Handovers</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Babies Delivered</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Occupied Beds</strong></td>
<td>555</td>
</tr>
<tr>
<td><strong>X-rays, Ultrasounds, MRI &amp; CT Scans</strong></td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Face-to-face Outpatient Attendances</strong></td>
<td>1,627</td>
</tr>
<tr>
<td><strong>Prescriptions Dispensed</strong></td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Meals Prepared &amp; Delivered</strong></td>
<td>2,740</td>
</tr>
</tbody>
</table>

- **£1.1m turnover**
- **35% of patients admitted through A&E are discharged on the same day**
- **15 participants consent to participate in research studies clinical trials**
- **240 staff members are being trained and educated**
Our role in the community

As well as being the principle provider of acute healthcare in Berkshire the Trust has a broader role to play in the life of the community.

Education and training
We provide education and training to develop our staff, which is essential for the workforce of tomorrow.
Together with our partners at the University of Reading we are looking to establish a health education campus.

Research and development
We work in partnership with the University of Reading and others to conduct research and clinical trials in the Thames Valley Clinical Trials Unit.

Facilities
We host a range of community and charity groups in our facilities throughout the week.

Place
Our location makes us the sole provider of acute services for the community, which creates a unique responsibility for us.

Economic impact
We directly employ more than 5,500 people and support the employment of many more through our supply chain and partners.

Our commitment to our community

- We will drive the development of new services to meet the needs of our community now and in the future. This will allow us to continue to serve a growing and ageing population and an increasing number of patients with multiple long-term conditions.
- We will continue to invest in our staff to retain and attract talent, improving the skills and expertise available locally.
- We will harness the benefits of research and development, transformation and continuous improvement for the benefit of our patients and the entire community.
- We will put our Trust at the forefront of the national development of digital hospitals and enhance the benefits of health data, analytics and whole system intelligence.
- We will continue to pursue our academic partnerships which provide exciting opportunities for the development of new types of healthcare professionals.
- We will support local businesses and work in partnership with local public sector organisations to support the economic and social development of our town and region.

“We see ourselves as being at the heart of the local community, working closely with our partners across the region to deliver integrated services. We employ over 5,500 staff from our community to ensure that our local population has the quality of care and help they need 24/7”

Sue Hunt, Non-Executive Director
Our recent achievements

In the last three years we have achieved a great deal. Our successes include:

Some of the best clinical performances in the country

- Our hyper-acute stroke service is in the top 10% nationally and our heart attack centre consistently achieves the fastest treatment times in the country.
- We achieved the best improvement nationally in the proportion of cancer patients receiving treatment within 62 days.
- We have been named by NHS Improvement as an exemplar site for other trusts for our A&E waiting time performance.
- We have been recognised as one of the top hospitals in the country by CHKS, a leading provider of healthcare intelligence and quality improvement services.
- The CQC recognised that the services we provide from the Royal Berkshire Hospital are ‘outstanding’ and that across our whole organisation services are ‘good’.

Managing more short-stay patients

- We have increased our capacity on some of our sites, allowing us to meet increasing demand. We also provide additional services; for example dialysis is now available in Bracknell, Reading, Thatcham and Windsor.
- We strive to ensure that all patients can get home as soon as they are well enough to make space for new patients. 35% of patients admitted through A&E are discharged on the same day.

Doctors in training. We are one of the best rated acute trusts for doctors in training by the GMC foundation doctor survey.

Our reputation amongst patients and partners

- We are valued by patients, with consistently high levels of satisfaction. The Friends and Family test, a national inpatient survey, places us in the top 10% of the country.
- We are designing new ways of caring for patients by working closely with community providers, primary care, social care and the voluntary sector for patients with conditions like diabetes, heart failure, pain and respiratory conditions. The Berkshire & Surrey Pathology Service has already changed how we deliver services to our local community and surrounding areas.
- We have award-winning ways of caring for patients, such as our integrated pain assessment and spinal services, our hip fracture unit, and our mobile audiology unit.

Piloting new ways of working for the NHS

- As a result of the performance and progress of our local health and care system, the Berkshire West Integrated Care System has been identified as one of eight integrated care demonstrator sites.
- We are a Fast Follower of the national Global Digital Exemplar initiative, working to improve digital technology across the NHS.

Our research activities and academic partnerships

- We are one of the most research-active district general hospitals in the country. We are one of the top recruiters of patients into trials and ranked as the fourth most active district general hospital in the UK. In 2017 we had more than 5,500 participants in around 100 studies.
- Our academic relationships allow us to develop our workforce and the clinical leaders of tomorrow in partnership with the Henley Business School, the University of Reading, the Academic Health Science Network and others.
Our clinical services cover core acute services, specialist services, elective services and integrated services. These services cater to patients with a variety of needs. Over recent years we have improved the care we provide in all four areas. Two examples are set out below.

Cancer services have been a major focus for improvement. Through working in partnership with local and regional commissioners, we have transformed our services and become the most improved performer in England and Wales.

Key to our success has been the introduction of daily cancer ‘huddles’ focussing on the individual needs of our patients. Taking the patient’s view means that every patient’s pathway in the service gets the attention it needs. Recent developments include the purchasing and installation of a new Linear Accelerator for the delivery of radiotherapy, closer working with partners to secure investment into the Berkshire Cancer Centre facilities, and collaboration with Frimley Health to deliver better cancer services to people in east Berkshire. This enabled the strengthening of relationships with our partners that will result in further investment in the next few years.

We have also made real improvements in our urology services. The one-stop urology outpatient service introduced in 2017 has further enhanced our services, enabling patients to have all necessary diagnostic tests completed in a single visit to the hospital, improving the speed with which care can be delivered. In 2016, the ‘Getting It Right First Time’ programme found that our urology service is providing excellent care across all areas.

Our reputation for innovation is underpinned by the early adoption of robotic surgery and our contributions to the Thames Valley Cancer Network for urology cancer services.
Over the past two decades the NHS has delivered dramatic improvements in patient outcomes, public satisfaction and reduced waiting times.

As we celebrate 180 years and the NHS begins its eighth decade, a combination of pressures presents a number of challenges to be met. These pressures are national but will be acutely felt in Berkshire as we have one of the fastest growing populations and ageing.

Key challenges facing the NHS

1. Increasing demand due to changes in health needs
2. Increasing possibilities due to changes in treatments, technologies and care delivery
3. Increasing expectations due to changes in preferences and behaviours
4. Increasing pressure on funding for health and care services

Together with our partners in the Berkshire West Integrated Care System (ICS) we have developed a strategic plan to address these challenges.

This plan will require us to make a number of changes to the way we work: We will need:

- A greater focus on preventing illness and supporting people to manage their own health;
- Increased multi-disciplinary working which draws together practitioners from across health and social care in a single team;
- More of our care to be delivered closer to patient’s homes, through the greater use of community centres and digital technology.

Alongside making substantial progress on the Berkshire West ICS programme, we have a number of specific challenges we are seeking to address; these are set out on the following pages.
Workforce

Recruitment and retention of staff is a key issue for the Trust and we are committed to having people with the right skills 24 hours a day for all our services.

The availability of staff is an issue across the NHS with numerous reports highlighting the shortfall between staff availability and vacancies in the number of posts required. More importantly staff groups critical to our operations, such as nurses and consultants in emergency medicine and other specialties, are on the national shortage occupation list.

Our position is not helped by our proximity to London and Oxford and the high costs of living locally. Equally as a healthcare business we must do more to improve the health and wellbeing of our own staff.

As a result of these factors we typically have a large number of vacancies and need to employ agency and locum staff, which adds to our costs and can impact on the continuity of care we are able to provide to our patients.

In 2016/17 we averaged 13.5% vacancies in nursing, 6.6% vacancies in medical staff and 8.6% vacancies in our admin and clerical team. While down on previous years we spent £13.3m on agency and locum staff (6% of our total wage budget).

Making progress on this issue requires us to:

- Invest in recruitment and retention;
- Develop a culture based on our values;
- Ensure that we offer people the opportunity to grow and develop new skills;
- Tackle discrimination and poor behaviours;
- Recognise and reward excellence;
- Support our staff to manage their health and wellbeing;
- Work with our partners across the Thames Valley to ensure we can attract, develop and retain our future workforce;
- Enable staff education, training and professional development.

Finance

Every day we spend over £1m of taxpayer’s money delivering our healthcare services. Despite the squeeze on spending over the past five years, we have maintained our financial viability. Last year we were able to deliver cost improvements of £17.6m.

While the government is committed to increasing the level of funding for the NHS over the next few years, the funding level available and the spending commitments already made indicate that the financial challenges facing acute hospitals will continue.

We have aspirations for our financial position to improve to a level where we can invest a proportion of our income in the broader health system to improve patient care. This will require us to continue to improve productivity and consider carefully how we deliver care, exploring how we might structure our services in more sustainable ways.

As an Integrated Care System we are being encouraged to develop and test new approaches to reimbursement and contracting for the services we deliver.

This will mean moving away from the existing fee-for-service models towards a system where we are given a budget to deliver care across an entire pathway and are paid in relation to the outcomes we achieve. In addition we are being encouraged to share the risk of overspending within our local health system with commissioners and our partners in community and primary care.

“We have a responsibility to spend tax payer’s money wisely and provide the best possible care for our community. Looking forward, we aspire to financial sustainability for our organisation and to contribute to the local health economy”

Craig Anderson, Director of Finance
Estates

A high quality, modern, accessible and welcoming estate is critical to our ability to serve our patients.

Like many hospital trusts, our estate is a patchwork of bespoke buildings built in a range of different eras across multiple sites. While several of our buildings are relatively new, the North Block at the Royal Berkshire Hospital which houses some of our specialist services is located in parts of the original 1830s hospital. Across the main site our buildings are ageing, and on-going maintenance remains a challenge, especially in regard to the Grade 2 listed North Block.

Equally, a number of our acute facilities (including our A&E department) were commissioned prior to the increase in our local population. With the population set to expand further we face the prospect that these facilities will struggle to deal with the demands placed on them.

As many patients know, we have infrastructure challenges around access and car parking which impacts the experience of patients, visitors and staff. We must also make progress to ensure that we reduce our impact on the environment.

However there are opportunities to meet these challenges while at the same time protecting our historical buildings for future generations. Equally we know that the facilities we operate across the county have the potential to provide more care closer to people’s homes.

Digital infrastructure

The way that people use healthcare services has changed over the past ten years. There is greater demand to access services online or by telephone. We will continue to implement modern technology and digital infrastructure as this is a significant enabler to the delivery of high quality care and supports the productivity of our staff.

Like the majority of acute hospitals in the NHS our adoption of digital technology has been slow and dominated by piecemeal approaches. As a result we have a number of out-dated systems that struggle to communicate with each other and with systems used in the rest of the local health and social care system. These systems also prevent us from interacting digitally with our patients.

While we have made strides over the last two years, we want to take a big step forward and have set out our plans to become a digital hospital. We were accepted into NHS England’s Global Digital Exemplar ‘Fast Follower’ programme, which will provide additional funding to support us to deliver on our long-term plans.

“Using digital technology to capture and record information as patients are treated, means that in the future, doctors and nurses will be able to spend more time with their patients, leading to safer and quicker care”

Mary Sherry, Chief Operating Officer
Overview of the Berkshire West Integrated Care System

The Berkshire West Integrated Care System (ICS) brings together provider organisations and commissioners to take collective responsibility for resources and population health. Together with the Berkshire West Clinical Commissioning Group, Berkshire Healthcare NHS Foundation Trust, providers of GP services and local authorities we are creating a new environment of collaboration and facilitating new ways of working.

Our objectives are to ensure that our population benefits from improved health and wellbeing, improved services and improved experience of services. The Berkshire West ICS also works towards the financial sustainability of the local NHS.

Challenges the Berkshire West ICS is seeking to resolve. As a local health system we are now facing a number of significant operational, clinical and financial challenges. Currently, providers and commissioners in west Berkshire are coming under increasing financial pressure. We expect rising demand on service performance and quality and a shrinking real terms budget. In addition, the local health economy is challenged by recruitment and retention issues in both health and social care.

The Berkshire West ICS aims to address these challenges with a set of key goals and principles:

- better integrating clinical pathways across providers to improve patient experience;
- increasing the capability and capacity of primary, community and social care to provide co-ordinated services delivered closer to people’s homes;
- better understanding the clinical needs of our population, maximising the opportunity to intervene early and enabling people to take more responsibility for their own health and wellbeing;
- developing a single, system-wide approach to the delivery and monitoring of quality;
- operating on a single budget for the whole health care system, making the most effective use of the west Berkshire pound and achieving financial sustainability.

Key programmes and activities

Berkshire West ICS partners have established a three pillar approach covering NHS England’s Five Year Forward View, new care models and new business models.

The Five Year Forward View prioritises six clinical areas: cancer, mental health, dementia, diabetes, learning disabilities, maternity; and the delivery of financial balance across the NHS.

The implementation of right care and new care models includes the delivery of locally identified clinical improvement opportunities. These include, amongst others, a new integrated musculoskeletal services model with a focus on prevention and early intervention and Berkshire West ICS system partners working together to transform outpatient services to deliver care closer to home, using technologies and integrated pathways. High-intensity users will be proactively managed and supported with community-based interventions. There will be changes to the management of chronic diseases with more services being delivered in primary care and the community.

The adoption of new business models will see new contractual forms and payment mechanisms. The system partners will ensure that our local bed capacity and configuration is fit to meet future demand. The current structure of back office functions will be reviewed and alternative models such as joint and shared functions will be explored. We also want to make the best use of the local NHS estate by working together to identify where we might share resources.
On January 11 2018, the Care Quality Commission (CQC) published the Quality Report of its inspection of the Royal Berkshire Hospital which took place between September and October 2017.

The CQC concluded that the Royal Berkshire Hospital was providing ‘outstanding’ care and the Royal Berkshire NHS Foundation Trust as a whole was rated as ‘good’.

As a result the Royal Berkshire Hospital is one of only 18 hospitals that have been rated as ‘outstanding’ to date by the CQC and only one of two acute hospital sites that have improved their rating from ‘requires improvement’ to ‘outstanding’ between inspections.

Professor Ted Baker, CEO of the CQC said about the result:

“During our inspection we found an experienced, credible and skilled leadership team with the tenacity to deliver high quality care. They set the tone and expectations of the organisational culture and in doing so have demonstrated a clear understanding of the trust’s challenges and priorities.

The trust has put quality and sustainability at the top of its priorities, with a defined strategy for the future while maintaining the focus not just on the delivery of care but on the quality of the outcomes.

During this inspection we have found examples of outstanding practice in all core services we inspected. In particular we have seen a significant improvement in the quality of medical care. Services are now flexible and highly personalised to meet patients’ individual needs and staff were proud to work for their trust and had invested effort and time into delivering the newly-agreed organisational values.”

We are hugely proud of our recent inspection and its confirmation of the hard work and unwavering commitment of all our staff. We look forward to our other sites and services being inspected so that we can demonstrate how outstanding they are too.
From day one our mission has been to improve the health and wellbeing of Berkshire and its surrounding areas. As an NHS provider committed to serving our local community this must always remain as our first priority.

We must always make sure that we are tackling the challenges the people living in our community face today. This involves constant reassessment of the position we find ourselves in and of developments in technology and policy.

Having considered our position carefully, we believe that over the next years our mission involves:

- Continuing to provide our community with the full range of acute healthcare services that they need, as close to their homes as we can;
- Striving to ensure that the services patients receive from us are as safe as possible and that the outcomes we deliver are on a par with the best the NHS can offer;
- Working with partners to deliver more integrated health and care services;
- Engaging more extensively in clinical and non-clinical research to bring new techniques and technologies to our patients;
- Being a leader of workforce, clinical, operational and digital change in the NHS;
- Becoming a learning focussed organisation, making the most from both our successes and our failures and being a place where people can develop their skills and build fruitful and rewarding careers;
- Fully participating in the economic and civic life of the towns and places that we serve, acting as an asset and resource for our community.

Our Trust vision statement seeks to capture and summarise these objectives.

‘Working together to provide outstanding care for our community’
What our vision means for patients, staff, and the community

‘Working together to provide outstanding care for our community’

<table>
<thead>
<tr>
<th>Patients</th>
<th>Staff</th>
<th>Community &amp; economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Patients receive ‘outstanding’ services every day across all our sites;</td>
<td>- Our staff consider the Trust a great place to work;</td>
<td>- Our partnerships with local technology and life cycle companies and the University are one of the drivers of economic growth in Reading;</td>
</tr>
<tr>
<td>- New facilities are available on the Royal Berkshire Hospital site;</td>
<td>- We offer a wide range of opportunities for personal and professional development;</td>
<td>- We provide local people with the opportunity to build the skills needed in modern healthcare;</td>
</tr>
<tr>
<td>- More services are provided outside the hospital borders and closer to your home and through digital channels;</td>
<td>- We are recognised by NHS employers as a pioneer of new roles;</td>
<td>- We have preserved the historic hospital buildings on the London Road site for the benefit of future generations;</td>
</tr>
<tr>
<td>- Reducing the use of paper communication between patients and the Trust and increasing use of online technologies;</td>
<td>- We will have greater representation of minorities in management and leadership positions;</td>
<td>- Working with our partners in local government we have improved transport and access to all of our sites.</td>
</tr>
<tr>
<td>- More specialist skills and services are available locally, reducing the need for patients to travel out of area for treatment and care;</td>
<td>- More of our staff have the opportunity to conduct research from RBFT;</td>
<td></td>
</tr>
<tr>
<td>- Most of our patients have the opportunity to take part in pioneering research and clinical trials;</td>
<td>- More work is in multi-disciplinary teams and in the community;</td>
<td></td>
</tr>
<tr>
<td>- Services are integrated with other providers such as GPs and community service providers;</td>
<td>- There are new facilities and IT infrastructure to support staff in their roles;</td>
<td></td>
</tr>
<tr>
<td>- More of our time is spent on prevention and promoting wellness.</td>
<td>- We have opportunities to show other parts of the NHS how we did it;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- We are a values driven organisation.</td>
<td></td>
</tr>
</tbody>
</table>
How we will achieve our vision

We are well placed to achieve our vision thanks to our existing performance and partnerships.

We start from a position of excellent clinical performance and financial responsibility

While we are predominantly a district general hospital serving the population of west Berkshire and the surrounding area, we also provide a range of specialist services to a wider population.

Over the last few years we have built a strong foundation of success. Many of our services rank in the top quarter of all services in the NHS, we are delivering on the key access standards expected of an acute provider, we have delivered our financial obligations and we are proud to be one of only 18 hospitals rated as ‘outstanding’ by the CQC (at the time of inspection).

We already provide services from six locations across the county, many of which are co-located with other community and primary care services

The Trust runs services from six sites across the county: Royal Berkshire Hospital, Townlands Memorial Hospital, Bracknell Healthspace, West Berkshire Community Hospital, Windsor Dialysis Unit and the Prince Charles Eye Unit.

The majority of these sites have space that can be used to expand the range of services available to patients, allowing us to deliver more care closer to home.

We have strong academic and research links with the University of Reading and the Academic Health Sciences Network

The Trust has a successful tradition of engaging in research and clinical trials. In 2017 we ranked as the fourth most active district general hospital in the UK, and we had over 5,500 participants in around 100 studies.

We have a track record of working effectively with local partners and our local population

The Trust has a long history of working with others to deliver improved care for the people we serve. We are working with our partners to develop a local Integrated Care System, which has been recognised nationally as one of eight exemplar Integrated Care Systems in England.

We are partnered with the Academic Health Science Network and Berkshire West 10 and have long standing relationships with other NHS providers such as Berkshire Healthcare NHS Foundation Trust, Frimley Health NHS Foundation Trust, Oxford University Hospitals NHS Foundation Trust and other tertiary centres.

A number of our services are already using technology to support patient care, something we expect to expand

The Trust continues to develop the technology we use. We are already utilising tele-medicine (i.e. our virtual fracture clinic) and our strategy will see this continuing and expanding. The Trust has also been awarded the status as a ‘Fast Follower’ to the digital exemplar Oxford University Hospitals NHS Foundation Trust which will advance the technology that we can use to support our clinical services.

We are located in the heart of the Thames Valley in close proximity to innovative health technology and life science organisations

The Thames Valley and its extended geography is home to a number of leading technological, medical-related and pharmaceutical companies and institutions. We want to work more closely with partners to harness knowledge and experience, and adopt new ways of thinking and working.
The following success story outlines how we improved our services and achieved remarkable benefits for our patients.

We recognised that hip fracture patients are often elderly and frail with multiple medical issues and complex rehabilitation and discharge needs. Whilst orthopaedics has the surgical skills for fracture repair, we acknowledged that there are other skills which can improve the care we offer to these patients.

It is over ten years since we were one of the first Trusts to appoint an orthogeriatrician, who provided valuable input from geriatric medicine for orthopaedic patients. Over the past decade we have made significant and continuous improvements. We convened a steering group comprising orthopaedic surgeons, geriatricians, anaesthetists, therapists, nurses and managers to develop pre-op optimisation guidelines for frail older patients, an integrated care pathway, falls assessments and daily ward rounds on trauma wards by orthogeriatricians.

We have also developed a fast-track protocol to get patients out of A&E quickly. The Trust reconfigured its bed base which allowed the development of a hip fracture unit with orthogeriatric care. In 2017, we began an early supported discharge pilot, which reduced the waiting time for community rehabilitation.

Our patients benefited directly from these continuous improvements. The average length of stay in hospital for these patients was 44 days over a decade ago. Since then we have reduced this average by around 30 days, resulting in an average length of stay of 14-15 days.

Other improvements included an increase in the number of patients mobilised on day one post-op from 54.3% to 91%. We saw large reductions in mortality and pressure ulcers and 98% of our patients recommended the unit in the Friends and Family Test (FFT).

In 2016, we won a National Health Service Journal Value in Healthcare award for our work in transforming hip fracture care at the hospital.

Examples of our work: Continuously improving care for frail and elderly patients
Successful delivery of our vision requires both:

1. A clear strategy around which short, medium and long-term goals can be identified, prioritised and delivered;
2. An organisational culture aligned with our vision and underpinned by a set of values that guide and support us.

1. **Strategic priorities**

We have identified five strategic priorities that are linked to our role in delivering NHS England’s Five Year Forward View in line with our vision and values. These priorities set our agenda as an organisation and will drive our work over the next years.

We will:

- Provide the highest quality care
- Invest in our staff & live out our values
- Drive the development of integrated services
- Cultivate innovation & transformation
- Achieve long-term financial sustainability

At the beginning of each year we will identify priority actions in each area. The Board will monitor progress against each priority on a regular basis and report on our performance in our annual report.

7. **Delivering our vision**
Provide the highest quality care

Ensuring safety and quality of care for every patient is our top priority.

We want to continue to be ambitious about the quality of care we provide. We want all our services to be outstanding every day of the week and to maintain our position as a top performer in delivering NHS access standards, and we will strive to be one of the safest and most caring healthcare organisations in the world.

In order to achieve this aim we will continue to invest in our quality processes, regularly assess the quality of our services, work tirelessly to address areas of concern and be open about our record when we have fallen short of our standards.

We want to achieve:
- Clinical outcome data indicating we are in the top 10 NHS organisations nationally;
- An ‘outstanding’ CQC rating across all our services;
- Delivery of the NHS constitutional standards;
- Recognition from patients on the quality of the medical and holistic care they receive from us;
- On-going excellent patient experience evidenced through feedback from the Friends and Family Test.

“\textit{We want to make sure that every single patient receives outstanding care. This means keeping safety as our top priority and continuing to strive for the best outcomes from our treatment and the best experience for our patients and their carers every time they come to see us}”

Caroline Ainslie, Director of Nursing

Invest in our staff & live out our values

Providing high quality healthcare services is reliant on a highly skilled and motivated workforce.

We recognise that working in the NHS will continue to be both rewarding and challenging. We know that healthcare professionals will continue to be in short supply for the foreseeable future. This means it is important to create a culture and an offer that ensures we can recruit, support, motivate, develop and reward the highest calibre of staff.

To deliver this we will invest in all staff groups to make sure we have the right skills and an engaged and motivated workforce. This includes increased efforts to improve the retention of staff by supporting the development of our employees, supporting the health and wellbeing of our staff and focussing on attracting new recruits.

In addition we will continue to strengthen our ‘\textit{What Matters}’ programme ensuring that all staff are aware of our values and recognise where we fall short. This will support them to change behaviours in the future.

We want to achieve:
- All staff to understand what our vision, values and strategic priorities mean to their role, with our key people processes driven by our vision, values and strategic priorities;
- Staff survey results to place us in the top 10% of NHS acute trust employers;
- To be known as a place where the best want to come, want to stay and want to be even better;
- Our staff to reflect our community and to be recognised as an organisation that values difference and inclusion;
- To drive down our vacancy and turnover rates;
- To lead the way on embedding new workforce roles.
**Cultivate innovation & transformation**

We are clear that the successful and sustainable healthcare provider of the future will look very different to today’s model. We must become more agile, less constrained by the four walls of our hospital, more adept at using technology to support our work, increasingly data-led and open to clinical innovation.

As a forward looking organisation we accept the challenge of transforming the way we work and embrace the opportunities that this will bring us.

Our success will depend on:

- Developing and embedding a common transformation approach and culture across the Trust;
- Supporting bottom-up developments and innovations;
- Strengthening our research activities and ensuring this remains a part of the Trust’s core business;
- Maximising the potential of our “Fast Follower” status in the Global Digital Exemplar programme;
- Deepening our partnership with the University of Reading;
- Developing a range of public and private sector partnerships with like-minded organisations.

**We want to achieve:**

- A fall in the number of acute admissions and acute bed days per capita relative to comparator areas and on a par with leading integrated care systems;
- An increase in the proportion of care we provide in the community;
- A reduction in the volume of outpatient services delivered at the Royal Berkshire Hospital by 50%;
- Active support for partners in primary, community, acute and social care to deliver services to patients;
- Lead provider structures established for the majority of services provided across Berkshire West.

---

**Drive the development of integrated services**

As the largest employer of healthcare professionals in west Berkshire and as one of the best resourced organisations in the local health system we have a responsibility to drive the development of integrated care envisaged by the Five Year Forward View and our Integrated Care System.

Our patients expect and need a more joined up, integrated and comprehensive healthcare service that focuses on preventing illness, improving wellbeing, and is available when they need it in locations that are convenient to them. Furthermore, they expect to be admitted to hospital only when it is absolutely required.

This will require us to work in different ways and harness modern technology, so that patients and other professionals can benefit from our expertise. Where it is in the interests of patients and taxpayers we also have a responsibility to take a leadership role in overcoming the fragmentation of care delivery. With our partners we must improve the coordination of care and make the best use of our existing infrastructure.

**We want to achieve:**

- A paperless organisation;
- The opportunity for all of our staff and patients to participate in research or trials;
- An academic healthcare campus established in Reading;
- Recognition from staff that transformation is ‘business as usual’.
Achieve long-term financial sustainability

We are committed to achieve financial sustainability which will allow the Trust to invest a proportion of our income in developing and improving services for patients.

Our aspiration is to improve our financial position so that we are seen as a resource for other healthcare providers, both locally and regionally. At the same time we will need to make significant investments in our infrastructure and make improvements to patient and staff transport and access.

Delivering these objectives will depend on how we work on a day-to-day basis, the delivery of our cost improvement and transformation programmes, the effectiveness of the partnerships we enter into and the decisions we take over how and where we provide services.

The transition away from ‘fee-for-service’ based reimbursement towards population and pathway based payments will present us with new challenges and require us to develop new skills and processes that build on our existing strengths.

**We want to achieve:**
- Delivery of financial targets set by the Department of Health;
- Our patient focused activities and our business support functions benchmark in the top quartile of NHS providers;
- Investments of 5%-10% of our turnover in projects inside and outside of the hospital that improve patient experience and care;
- A comprehensive and realisable estate plan;
- £1.5m of income a year from our charity to support the development of services, infrastructure and staff development;
- Substantial improvements in transport for patients and staff.
2. Organisational culture and values

A coherent strategy allows us to make strategic decisions and helps us to identify the priorities essential to achieving our vision. However, our success in executing the strategy relies upon each and every individual at the Trust and their ability to make choices that support the delivery of our vision.

To be successful we need to ensure that individuals are appropriately equipped, motivated and supported to act in ways that support the delivery of our vision and strategy.

This requires us to look at both the formal structures we put in place (how decisions are made, what we measure, how we pay people and how responsibilities are allocated) and the informal culture that exists (values, behaviours, commitments, relationships, language and team working).

Central to both are our values as an organisation and our culture and behaviour programme ‘What Matters’.

Our values

We have four core values which are a focus for how our staff and volunteers work with each other to provide care for our patients.

We think of our values as a set of guiding principles to refer to when making decisions and interacting with people and they help us to work together to continuously improve the organisation and ourselves.

"We want to be known as a great place to work and an organisation that respects and values diversity and difference"

Don Fairley, Director of Workforce

RBFT values

**Compassionate:** All our relationships are based on empathy, respect, integrity and dignity. In every interaction and communication we treat colleagues, patients and families with care and understanding.

**Aspirational:** We strive to continuously improve, to be the very best that we can be – as individuals and as an organisation.

**Resourceful:** We live within our means. We respond to the challenges of today and tomorrow in effective, efficient, innovative and optimistic ways.

**Excellent:** We commit to excellence in everything that we do – placing patient safety and quality at our heart. We learn from mistakes and we do what we say we are going to do and hold ourselves and others to account for adhering to our values and the behaviours we expect.

‘What Matters’

In March 2017 we launched ‘What Matters’, a big conversation with our staff about our values and how this affects all of our behaviours.

In the first nine months, more than 3,000 staff across all occupational and professional groups, specialities and Trust locations have taken part in ‘What Matters’.
We invest in the professional and personal development of all staff and support them to have the right skills and build a rewarding career with us.

We have formed a unique partnership with the Henley Business School, which has a global reputation and is ranked in the top 10% for internationally excellent and world-leading research.

Working together we offer a robust three year management leadership programme to our staff. Graduates achieve a BA (Hons) Chartered Manager degree.

The programme is suitable for those who are, or who wish to become, professional managers – people who will take the lead for people, projects and services that will deliver long term organisational success. It is applicable to all disciplines at the Trust – clinical and corporate – and the first cohort started in September 2017.

We have a number of other learning initiatives to support the development of our staff. These include:
- The award winning national HPMA “Investment In Excellence” programme;
- A 15 month ILM 3 Diploma in management delivered in partnership with the Hart Learning Group to provide junior and emerging managers or supervisors with the right skills and knowledge required to support them in their respective roles;
- We also encourage individuals and teams to embrace continuous personal development, and support this through a range of interventions.

Our Trust Library supports research and learning by providing access to evidence based resources available to all Trust staff, clinical and non-clinical.

“The Henley programme is a huge commitment for both myself and the Trust, and I am proud and feel valued to be part of it”

Quote from a participant of the Chartered Manager programme

Examples of our work: Management and leadership development and learning initiatives
Delivering our vision and strategic priorities will require us to change the way we work within our clinical services, and will require us to reshape our resources (people, estate, IT, research and finance).

We also need to develop and embed a transformation approach and culture throughout our organisation and to become better at connecting with, listening to and working alongside our community.

To drive each of these we have developed a series of enabling strategies that will work together to help us achieve success. It comprises four different levels and a brief summary of each is provided in the section that follows.

**Trust strategy**

- Vision, mission and objectives

**Clinical strategy**

- Clinical services strategy

**Enabling strategies**

- Quality strategy
- People strategy
- Estate strategy
- IT/digital strategy
- Finance strategy
- R&D strategy

**Transformation strategy**

**Communication and engagement**
Our **clinical services strategy** (CSS) is key to our strategic position and describes how we will develop clinical services for the population of Berkshire and surrounding areas. The CSS is a long-term programme in response to the challenges of increasing demand, financial pressures and workforce shortages. It ensures that we provide the highest quality healthcare, both inside the hospital and increasingly outside the hospital through our network of ambulatory care facilities and the Berkshire West Integrated Care System.

The CSS has been developed around a set of principles applied to our four key types of service core acute, specialist, elective and integrated. We will strengthen our core acute and specialist services on the main hospital site, as the principle hospital services provider for west Berkshire. We will also work with our partners in primary and community services to deliver care closer to home. This includes increasing activity and capabilities in our ambulatory care sites, the delivery of selected services in GP surgeries and the use of digital and telephone services. We will drive high quality clinical care, improve patient experience and reduce variation in outcomes through the use of evidence, data, and technology and standardised pathways.

Our **quality strategy** embeds our ambition to consistently provide the highest quality care and best outcomes for our patients. The strategy sets out our goals and targets in the areas of patient safety, clinical effectiveness and patient experience and will ensure our services are safe, effective, caring, responsive and well-led.

Our ambition is to maintain our CQC rating of ‘outstanding’ at the Royal Berkshire Hospital site, and to achieve an ‘outstanding’ rating across the rest of our services as we believe this will demonstrate that we are accomplishing our aim of providing the highest quality care to our patients.

Our **people strategy** brings together all our efforts to attract, develop, educate, retain, support, engage and reward our staff to meet our strategic priorities and to create an inspiring culture. We aim to be a great place to work; one that recognises talent, develops people to the best of their ability and supports their health and wellbeing.

Everyone matters in our organisation and we talk with our staff about our values, behaviours and the future of the workplace. In order to meet the new challenges and opportunities ahead it is vital that we have the right people in the right jobs with the right skills at the right time. We recognise the impact staff experience has on patient experience and the delivery of our Clinical Services Strategy through high quality safe and effective care. This is underpinned by our high standards of education and training.

Our **estate strategy** aims to shape and deliver a fit-for-purpose estate to support the delivery of our Clinical Services Strategy. We are facing the challenge of an ageing estate and busy hospital site with limited opportunities to expand the footprint. Key aims of our estate strategy are to ensure safe care, make best use of the capacity and resources we have in the Trust and to act as good stewards of our historic buildings. We will also align with other local and regional health and social care providers to optimise our estates.
Our **finance strategy** is focussed on achieving financial sustainability and the ability to support the local health economy in achieving a positive control total. The finance strategy enables the delivery of the clinical services strategy and the enabling strategies as well as transformation plans in a feasible financial envelope.

Our **digital strategy** enables the implementation of key aspects of the clinical services strategy such as digitally enabled care pathways, remote monitoring and non-face-to-face patient contact. The strategy describes our ambition to become a digitally advanced organisation and a paperless hospital.

We will benefit from being the ‘Fast Follower’ of the Global Digital Exemplar Oxford University Hospitals NHS Foundation Trust and enhance our existing programmes in our digital hospital roadmap which includes real time analytics, technologies for patient self-management, system-wide interoperability and connectivity.

Our **research & development (R&D) strategy** commits the Trust to innovation and research to pursue the best outcomes and excellence in healthcare delivery. We are one of the most research-active district general hospitals in the country and aim to continue to maintain this position. Central to our R&D strategy is a collaborative relationship with providers in the Berkshire West ICS and partnerships with the University of Reading and with other like-minded academic and commercial organisations.

Our research activities will benefit patients by providing greater access to new treatments, benefit our staff through participation in development opportunities, and support the wider NHS through testing new and innovative methods, pathways, and medications.

Our **transformation strategy** sets out our structured approach and our planned methodology to develop and manage a realistic but ambitious transformation and improvement programme for the Trust. The strategy combines strategic and operational perspectives and involves staff in a transformational and collaborative way to improve services, pathways and processes.

Our **communication and engagement strategy** is set up to encourage dialogue with our community. This includes patients and their families, staff, our local health and care partners, the media, our local politicians, charities and voluntary groups. We work to make sure we hear from and talk to these audiences in the right way and at the right time, as an important part of the care we provide for our community.
We consider partnership working a crucial element in providing high quality care. Our urgent care group caters for patients with high acuity needs, where fast response times and high quality interventions are critical. Together with our health and care system partners, we have made improvements to the quality and safety of patient care both in and outside the hospital. Some examples and results of this partnership working are set out below.

Our partnership with South Central Ambulance Service (SCAS) has helped cardiology to be the fastest in the country at treating heart attacks for the 7th consecutive year. Our excellent results in the Sentinel Stroke National Audit Programme (SSNAP) for thrombolysis (clot busting) show that we treat stroke patients exceptionally quickly and effectively, and the results have attracted peer visits from the Welsh NHS Delivery Unit. Despite a sustained increase in ambulance arrivals, our A&E handover times are reported nationally to be one of the best at compliance to the 15 minute handover standard.

Berkshire Healthcare NHS Foundation Trust (BHFT) supports our A&E and the rest of the Trust with a 24/7 psychological medicine service. We are planning to develop this partnership further with a perinatal mental health support service.

In autumn 2017 we started our GP streaming service to support A&E with mutual support from our enhanced Ambulatory Emergency Care Service. The BHFT WestCall team provides out of hours primary care services from the Royal Berkshire Hospital site and is available to support our emergency flow.

Another area of development in our partnership working is our community paediatrics team, working with BHFT to establish a new joint off-site facility to improve our patient experience.

Examples of our work:
Partnership working
Having a highly talented, educated, trained and motivated workforce is fundamental to achieving our vision and essential for delivering our strategic objectives. We want our staff to have sufficient and appropriate skills and competencies to deliver excellent patient care as well as the right attitudes and behaviours.

We run a number of educational initiatives, including the Trust wide multi-professional ‘Human Factors and Patient Safety’ programme, which focuses on error reduction, speaking up and development of both a learning and safety culture. We also offer a two year Leadership and Management programme for all new consultants to aid their transition into their new role. This is a novel approach and is not offered in other Trusts. Our ‘After Action Review’ programme promotes learning following an event, underpinning our organisational learning culture. We continue to run innovative resuscitation courses to support the safety of our patients. We have a dynamic and committed group of nurse practitioners who educate both in the classroom and by the bedside.

Our innovative approach to education was recognised nationally when we achieved finalist status in the HSJ awards for our education in patient safety and human factors.

Our Simulation Centre has continued to grow rapidly and now delivers over 35 types of different multi-professional courses. The faculty of committed educators and technical staff provide an innovative, engaging and interactive approach to learning and consolidating knowledge, skills and team working with a keen focus on patient safety. The Simulation Centre received a special mention in our latest CQC report as an outstanding example of continuous improvement and innovation.
Would you like to be part of the team?

This is an exciting time to be a part of one of the most innovative Trusts in the country. As the NHS turns 70, we want the Royal Berkshire NHS Foundation Trust to be a leading example of why our health service is valued so highly across the world.

There are many ways you can get involved to help us deliver world-class care for our patients.

- **Fundraising**: Help us to provide extra services by raising funds for the Royal Berks Charity. The charity supports the work of the Trust, raising money to provide the extras that make a difference to anyone who comes into contact with the hospital – staff, patients and their families and other visitors.

- **Volunteering**: Our volunteers help on the wards and in the clinics, drive our buggy service, conduct surveys, run shops and cafes, welcome and guide patients around the hospital and manage our hospital radio and medical museum.

- **Patient groups and service design and improvement projects**: We are always keen to work with patients to design and improve our services. By participating in our patient groups you can provide a patient perspective and learn more about how we work.

- **Taking part in research**: Become involved in research by asking your doctor or nurse, if you are eligible for a study at your next visit. Your participation will help support the development of new diagnostic and treatment options, making a difference nationally and internationally.

- **Membership**: You can become a member of the Royal Berkshire NHS Foundation Trust and have a say in how the Trust is governed and run.

9. Get involved

If you would like more information please visit our website. [www.royalberkshire.nhs.uk](http://www.royalberkshire.nhs.uk)
If you would like to find out more about the rich history of the Royal Berkshire NHS Foundation Trust, you can visit the nationally accredited Royal Berkshire Medical Museum, which forms part of the Berkshire Medical Heritage Centre.

The museum preserves and displays items of historical interest, particularly those with a local connection. The collection includes many hundreds of artefacts and photographs relating to medicine, nursing, pharmacy and dentistry.

It has a large range of medical, surgical, dental, pharmaceutical and nursing equipment and an extensive collection of memorabilia, photographs and other archival material. Displays include a dental surgery of the 1930s, a ward of the 1950s, an iron lung, audio recordings of patients and staff, a working demonstration of a fibre-optic endoscope, and live leeches. We have been granted custody of the archives of the Royal Berkshire Hospital, which include records dating back to 1837.

The museum is entirely run by volunteers, many of whom have worked at the Royal Berkshire Hospital or have a special connection to their local hospital.

Please visit our website for contact information and opening times of the museum.

www.royalberkshire.nhs.uk/get-involved/medical-museum.htm
For more information about the Trust, or get in touch or to join the conversation

www.royalberkshire.nhs.uk

foundation.trust@royalberkshire.nhs.uk

@RBNHSFT

www.facebook.com/RBNHSFT

@royalberkshospital

©2018 Royal Berkshire NHS Foundation Trust
All rights reserved. Not to be reproduced in whole or in part without the permission of the copyright holder.