



**Royal Berkshire**  
NHS Foundation Trust

# Vision 2025: Summary

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At the Royal Berkshire NHS Foundation Trust our vision is:

*'Working together to provide outstanding care for our community'*

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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, our 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 among 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.



**Graham Sims**  
Chairman



**Steve McManus**  
Chief Executive

## Who we are

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 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.

## What we have achieved

- Our services provide some of the **best clinical performances** in the country such as our hyper-acute stroke service, our heart attack centre and our cancer 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'.



- We have **increased capacity and established additional services** on some of our sites; for example, dialysis is now available in Bracknell, Reading, Thatcham and Windsor.
- We are one of the best rated acute trusts for doctors in **training**.
- We are **valued by patients** with consistently high levels of satisfaction. The Friends and Family test places us in the top 10% of hospitals in the country.
- We are a Fast Follower of the national Global Digital Exemplar initiative, working to improve NHS **digital technology**.
- We are one of the most **research-active** district general hospitals in the country and one of the top recruiters of patients into trials.
- Our academic relationships allow us to **develop our workforce** and the clinical leaders of tomorrow.

## Our vision

‘Working together to provide outstanding care for our community.’



## Our mission

- 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 values

Our values are a focus for how our staff and volunteers work with each other to provide care for our patients. These values are 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.

**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** and ensure 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.

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

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 continue this conversation and will build a values-based behavioural framework which will shape and form our culture.

### 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.



### What our vision means for patients



- Patients receive 'outstanding' services every day across all our sites.
- More services are provided outside the hospital borders and closer to your home and through digital channels.
- Reducing the use of paper communication between patients and the Trust and increasing use of online technologies.
- More specialist skills and services are available locally, reducing the need for patients to travel out of area for treatment and care.
- Most of our patients have the opportunity to take part in pioneering research and clinical trials.
- Services are integrated with other providers such as GPs and community service providers.
- More of our time is spent on prevention and promoting wellness.

## What our vision means for staff



- Our staff consider the Trust a great place to work.
- We offer a wide range of opportunities for personal and professional development.
- We are recognised by NHS employers as a pioneer of new roles.
- We will have greater representation of minorities in management and leadership positions.
- More of our staff have the opportunity to conduct research from RBFT.
- More work is in multi-disciplinary teams and in the community.
- There are new facilities and IT infrastructure to support staff in their roles.
- We have opportunities to show other parts of the NHS how we did it.
- We are a values driven organisation.

## What our vision means for the community



- Our partnerships with local technology and life cycle companies and the University are one of the drivers of economic growth in Reading.
- We provide local people with the opportunity to build the skills needed in modern healthcare.
- We have preserved the historic hospital buildings on the London Road site for the benefit of future generations.
- Working with our partners in local government we have improved transport and access to all of our sites.

For more information about the Trust, to get in touch or to join the conversation



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# Our framework to achieve Vision 2025

**'Working together to provide outstanding care for our community'**



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