

A large, stylized yellow graphic element that resembles a thick, jagged arrow pointing upwards and to the right, starting from the bottom left and extending towards the top right of the frame.

# Our Trust Strategy 2025 - 2030



# Welcome

At Royal Berkshire NHS Foundation Trust, we stand on the shoulders of nearly two centuries of compassionate care, community service, and clinical excellence. Our Royal Berkshire Hospital is older than the NHS itself, woven into the fabric of our communities across Berkshire and beyond.

Over the last 200 years, our communities have changed: in their makeup, their expectations, and their needs. Yet throughout this time, Royal Berks has remained a constant; pioneering then and pioneering now.

But legacy alone is not enough. The world is changing, and so must we.

Our vision, [working together to provide outstanding care for our community](#), is the foundation of everything we do. As we look to the future, our refreshed Trust strategy sets an aspiration that firmly places Royal Berks at the centre of the biggest industrial revolution in healthcare since the 19th century. And just as our founders did nearly 200 years ago, we are stepping forward ready to shape the future of care, [driving improvement and enabling innovation](#).

At the heart of the Royal Berks are over 7,000 dedicated staff and volunteers who bring our values to life every day. Their compassion, aspiration, resourcefulness and excellence are what make outstanding care possible. They are the driving force behind our ambition for the future and we are committed to [supporting our people to thrive](#). Over the coming years we will prepare our workforce for tomorrow, equipping our people with the digital tools and confidence to lead the future of care.

With our Strategy refresh, we are embracing the NHS's 10-Year Health Plan to lead transformation through innovation. From artificial intelligence and data, to genomics, robotics and advanced diagnostics, we will harness the power of technology to personalise care, improve outcomes, and increase our productivity. These tools will help us in [delivering the highest quality of care for all](#), improving our patient and service user experience and providing safe, effective, and compassionate care.

More than 2,500 staff, volunteers, patients, community members, and partner organisations came together to shape this strategy. It is a shared commitment to delivering care and improving the health and wellbeing of our community. Together, we are [partnering for impact](#) to empower patients and citizens, support prevention in our communities and deliver more care closer to home.

This strategy reflects who we are, and who we aspire to be. We are [building a sustainable future together](#) and will now work closely with our staff, volunteers, patients, community and partners to take our strategy forward over the next 5 years and beyond.



Steve McManus  
Chief Executive Officer



Oke Eleazu  
Trust Chair







Chief Executive and Chair Welcome	Page 2
About us	Page 4
Our changing context	Page 5
Our celebrations and achievements	Page 6
Introduction to our vision, values, and strategic framework	Page 7
<b>Our Strategic Objectives:</b>	
Delivering the highest quality of care for all	Page 8-9
Supporting our people to thrive	Page 10-11
Partnering for Impact	Page 12-13
Driving improvement and enabling innovation	Page 14-15
Building a sustainable future together	Page 16-17
<b>Royal Berks in 2030</b>	
Delivering our strategy	Page 18
Thank you	Page 19
	Page 20



# About us

## Royal Berkshire NHS Foundation Trust

The Royal Berkshire NHS Foundation Trust is one of the largest general hospital foundation trusts in the country. We are the main provider of acute and specialist services for Reading, Newbury, Henley-on-Thames, Wokingham and surrounding villages in Berkshire West and South Oxfordshire; serving a catchment area of over 600,000 people. In addition, we provide specialist Cancer, Cardiology and Renal services that serve a wider population of up to 1 million.

We work across our 7 main sites - Bracknell Healthspace, Dingley Child Development Centre, Prince Charles Eye Unit, Royal Berkshire Hospital, Townlands Memorial Hospital, West Berkshire Community Hospital and Windsor Dialysis Unit - as well as providing care in different community locations and in people's homes.

### A year at Royal Berks

**7000** staff and volunteers

**£650m** turnover

**715** inpatient beds

**23** operating theatres

**141,658** Emergency Department attendances

**4702** births

**761,364** outpatient appointments

**225,713** outpatient procedures

**29,305** Eye Casualty attendances

## Our Partnerships

### Thames Valley and Berkshire West

We work in close partnership with health, social care, and voluntary sector organisations across the Thames Valley Integrated Care System (ICS) to deliver coordinated, integrated care for our communities. As a member of the Thames Valley Acute Provider Collaborative (APC), we are committed to improving care quality, reducing health inequalities, and enhancing productivity by working together.

As the principal acute care provider in Berkshire West Place, we also collaborate with our Place-Based Partners to deliver outstanding care for our communities by working alongside colleagues in local government, primary care, and other health, care, and voluntary, community and social enterprise organisations. The Trust has been nationally recognised for our work with primary care and has an established partnership interface between the Trust and Primary Care.



### Our Networks

The Trust works with a range of networks, including the Thames Valley Cancer Alliance and Thames Valley Clinical Network. We are a partner of Berkshire and Surrey Pathology Services (BSPS), one of the UK's largest NHS-led pathology networks, which provides diagnostic testing and analysis across five NHS Trusts.

### Academia, Research and Innovation

We partner with several universities in our region to deliver across teaching, education, research, innovation and workforce development opportunities.

Through our strategic partnership with the University of Reading, we work together to transform the health and care of the people of Berkshire and beyond to advance healthcare practice and policy through excellence in innovation, research, and education.

Together with Health Innovation Oxford and Thames Valley, we support our innovators and the translation of research and development into clinical practice, such as the Brainomix programme utilising AI to support clinical decision making in Stroke care and access care more quickly.





# Our changing context

## Healthcare Challenges

We operate in a context of significant challenge and continuous change, perhaps more so now than ever before. The National Health Service (NHS) is at a historic crossroads. The Lord Ara Darzi Independent Investigation concluded the NHS was in 'critical condition' and unsustainable in its current form as demographic change and population ageing increase demand on an already stretched services. Outside the NHS, changes across local government and wider public services add further uncertainty. These evolving dynamics reinforce the importance of collaboration and adaptability as we plan for the future to collectively serve our communities.

## 10 Year Health Plan

The Government's 10 Year Health Plan for England, published during our strategy engagement, set out three major shifts that seek to ensure that the service is "fit for the future".

These shifts will shape the future of care:

- From treatment to prevention
- From hospital to community
- From analogue to digital

These shifts align closely with our ambitions and reflect what we heard from our patients, communities, staff, volunteers and partner organisations. They represent cross-cutting themes that run throughout this strategy and underpin our priorities for change.

## Our Commitment

Over the period of this strategy, we will reaffirm and restore our constitutional standards, ensuring we deliver timely, high-quality care across both urgent and routine pathways.

We are committed to working with our partners to transform our models of delivery and redesign our services with our communities.

We will do this whilst building a financial sustainable and resilient organisation, equipped to serve future generations. By making best use of our estate, workforce, and resources, and by reducing our environmental impact, we will ensure that the Royal Berks remains a cornerstone of outstanding and sustainable care in the Thames Valley.

We will keep listening to our patients and communities, using their experience and feedback to shape services that feel joined-up, easy to navigate and responsive to individual needs. Our ambition is that every person cared for by Royal Berks has an experience of care that is timely, compassionate and consistently excellent, wherever and however they access it.





# Our celebrations and achievements

Since we published our last Trust Strategy, Improving Together, in 2022, we have a lot to be proud of. Including:

Opening of our Frederick Potts clinical unit



Top Trust in 13 areas in the 2024 National NHS Staff Survey



New joint Fracture Liaison Service launched with the Acute Provider Collaborative



Opening of our award winning Oasis Health and Wellbeing Centre



Thames Valley Chamber of Commerce Employer of the Year 2025



More than 4600 staff told us what's important to them in our What Matters 2024 conversation

More than 4000 preventative community health checks carried out since 2024



Gold Armed Forces Employer Award recognising our support of our Armed Forces Community



New co-located Urgent Care Centre opened on the Royal Berkshire Hospital site



6 new University Departments via our Recognition of Excellence Scheme



Achieved the European Site Spark Award for commercial research



Expansion of our Virtual Hospital and specialist virtual care pathways

Over £120m invested into our capital programmes to improve patient care and experience



Expansion of our services at Townlands Memorial Hospital



Launch of Trust Park and Ride and our Green Rewards Programme





# Our strategic framework and values

## Our vision

At the Royal Berkshire NHS Foundation Trust, our vision is “Working together to provide outstanding care for our community.”

## Our framework

Our strategic framework is organised into five strategic objectives, each of which are supported by multiple priorities and a range of enabling activities to drive our progress. These will be underpinned by a set of metrics and targets derived by ongoing work in continuous quality improvement.

Together with our CARE values and supporting strategies, this framework will support us in delivering our strategy and in achieving our mission. In the pages that follow we set out our goals and aims for each of our strategic objectives.

## Our CARE values

### 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 while holding ourselves and colleagues to the highest standards.





# 1. Delivering the highest quality of care for all

At Royal Berks, our top priority is to provide the highest quality care to our patients and communities. High quality care is safe, effective, evidence-based, and centred around an individual's needs. It is not just about the right care at the right time, but also about choice, shared decision-making, and clear communication in every healthcare interaction.

Over the next five years, we will build on our strong foundations to make our care more personalised, improving how patients, families and carers navigate our services, and ensuring that everyone receives compassionate, accessible, and effective care.





# Delivering the highest quality of care for all

To help deliver the highest quality of care for all, our priorities for the next 5 years are:

## Person-centred and personalised care

Individualised for all our patients, reflecting their needs. One size doesn't fit all our patients, and over the next five years we will increase the personalisation of our services for each of our patients.

We'll empower patients to make informed choices and lead their care, continuing to strive to give patients the choice of care closer to home, delivering more services across all our sites and virtually, and using Patient Initiated Follow Up to give patients greater control over when and how to access follow-up care, based on their individual needs and preferences.

Our pathways will be transparent and optimised, continuously streamlining to improve our patient pathways from start to finish, making them easier to navigate, with clear expected waiting times.

As part of this, we will maximise our use of one-stop clinics and optimise our diagnostic pathways, and use personalised medicine and genomics advances to provide timely care specific to each individual patient.

## Communication that works for everyone

We will embrace digital technology like the NHS app to improve patient and service user experience, to book appointments, provide clarity on waiting times, communicate with professionals, receive advice, co-produce and view their care plans, and self-service. As the NHS increasingly moves from 'analogue to digital' we will work with partners to support our digitally excluded patients and communities to improve their digital access and literacy, if they choose to, so that everyone can access the care they need.

We'll also support staff to be confident in having compassionate conversations and improve how information is shared across departments, so that our patients, families and carers experience more seamless care. We will provide clear information and helpful videos about our services, staff roles, and locations, especially for children, young people, and those with additional needs.

We recognise the crucial role that families and carers play in supporting our patients. We will involve carers from the very beginning of care planning, supported by tools like the carer's passport. We will also build on our successful roll out of Martha's Rule, ensuring the voice of patients, families, carers, and staff are listened to and acted upon.

## Increasing accessibility of all our services

Including improvements to our wayfinding and signage across our sites, our physical accessibility, and necessary travel and transport, including car parking. By maximising the use of our satellite sites, we will increasingly deliver services closer to where people live.

We will improve how we support our patients with additional needs, ensuring our communications and information reflect the different needs of our patients and strengthen our staff training.

Through our partnership with AccessAble and co-design with Disabled people in our patient community, we will continuously review and enhance accessibility across our sites, ensuring our facilities such as Disabled parking, drop-off zones and signage meet the highest standards.

## Addressing health inequalities

By delivering care where it is needed most and co-designing services together. We will support attendance through flexible options and patient choice, translation services, and outreach such as our Meet PEET (Patient Engagement and Experience Team) and Seeking Sanctuary programmes.

We'll work with communities to co-create solutions that reflect their needs, especially in areas of highest deprivation, re-engineering our practices and services to remove exclusion.

## Improving patient experience and comfort

We want all our patients, families and carers to feel safe, respected, and comfortable across all Royal Berks services. We will prioritise improvements in our busiest environments, such as the Emergency Department, and ensure spaces are supportive for our most vulnerable patients.

We'll also focus on practical things that make a real difference to our patients experience such as continuing to reduce unnecessary disruptions during sleep and mealtimes, informed by our patient feedback.

## Listening, learning, and acting on feedback transparently

We will be transparent and share openly what we have learned and the steps we are taking to improve care, ensuring that feedback leads to actionable change that improves our patients' experience.

We will also work with our Patient Leaders to grow and improve how we capture feedback from our patients and communities, ensuring it is inclusive and represents those who we care for, so that every perspective can help improve our services.





## 2. Supporting our people to thrive

Our people are at the heart of everything we do. The most consistent feedback from our patients and community has been about the compassion and professionalism of our staff and volunteers, and we are proud of the care and dedication they bring every day.

In our 2024 What Matters conversation, 97% of staff said they are committed to our CARE values, which underpin how we work with each other, and with our patients and community. Over the next five years, we will build on our CARE values, and this strong foundation to support, develop, and care for our staff so they can continue to provide the very best care to our patients and communities.





# Supporting our people to thrive

Our priorities for our people over the next 5 years are:

## Health and Wellbeing

We're proud that our people have ranked us as the Top Acute Trust for taking positive action on staff and wellbeing, and of our award-winning Oasis Centre for Staff Health and Wellbeing. We know that a focus on staff health and wellbeing matters to our people, and we will continue to act on staff feedback to expand and tailor our wellbeing offer across the Trust, embracing innovation and partnerships to do so.

Improving mental health will remain a key focus, with our staff able to access dedicated psychological support and preventative initiatives. We will also develop new and innovative pathways in areas such as workplace stress, and diabetes prevention, to enable our people to stay well.

## Growing and supporting talent

Creating the next generation of Royal Berks and wider system leaders, with robust talent management, meaningful appraisals, clear objective setting, and career coaching.

We will create transparent pathways for development, supported by opportunities such as apprenticeships, secondments, and leadership programmes such as our RISE programme. All our people will have development pathways providing a roadmap for their future growth and support for career enhancement at the Royal Berks.

We recognise that we still have more to do to address the underrepresentation of minority, marginalised, and underrepresented communities in our senior leadership roles. Building on the success of our Global Majority Aspiring Leaders Programme, we will work to close this gap with expansion of our equality, diversity and inclusion actions.

## Education, development, and training

Education, development and training are important to our staff, our patients and our community. We will strengthen our investment in training that builds compassionate and inclusive leadership across our organisation, while also developing skills and creating a culture where our people are supported to grow and deliver the very best care.

Multiprofessional by design, our training will promote collaboration across disciplines, ensuring teams learn together and from each other to improve our patient care. We will champion development across all staff groups and departments, with equitable access to opportunities and supportive management that enables every member of staff to thrive.

## Preparing our workforce for tomorrow

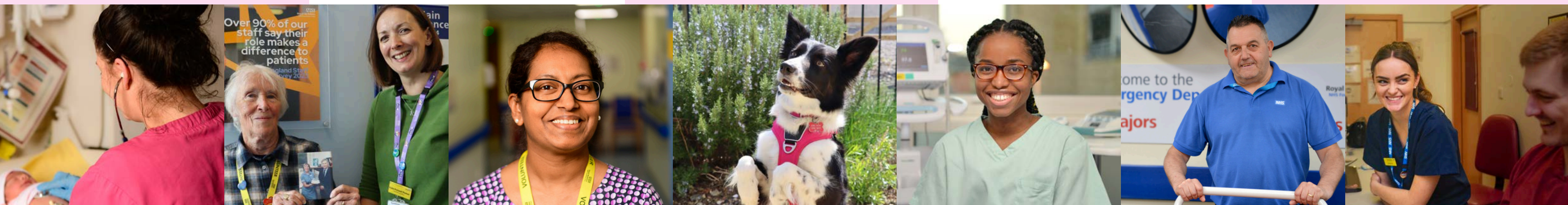
We will equip our people with the digital knowledge, tools, and confidence to use new technologies safely and effectively, including Artificial Intelligence (AI), automation and advanced diagnostic tools.

We will transform and develop workforce models that respond to the healthcare needs of the future, invest in training, development and ongoing support to ensure our staff are confident in adopting innovation and using digital tools to enhance patient care, enabling us to respond to new opportunities to improve our care as they arise.

## Strengthening our role as a community anchor

We will fulfill our responsibilities as a long-standing 'Anchor Institution' across our communities. As one of the largest employers in the local area responsible for spending significant funds and supporting the health of the Berkshire West population, we'll explore how our employment and procurement practices can deliver greater social value and drive economic growth for our communities.

By engaging with local schools to all our sites, via our Young Carers and Youth Forum programmes, we will build the Royal Berks workforce of the future and look to grow our recruitment from within our local communities, increasing the apprenticeship and other educational pathways into work. We will also develop our community partnerships to provide pathways and opportunities for care leavers and other under-represented groups.





# 3. Partnering for Impact

We work with hundreds of different partners to deliver patient care and improve the health and wellbeing of our community. Partnerships are central to our future success and to delivering high quality, joined-up care that meets the needs of our citizens. Many of our partners worked with us to create this strategy, sharing their views and ideas to improve how we work together.

The healthcare we deliver tomorrow will not look the same as it does today. Changing needs, evolving expectations, and advances in technology require new capabilities, different resources and learning from and alongside our partners.





# Partnering for Impact

Our shared priorities for the next 5 years are:

## Partnering for prevention

Every contact with our services is an opportunity to support prevention and early intervention. Together with our partners, we will identify the core areas of prevention, and the roles we play to improve them.

We will develop approaches such as preventative triage and build on our existing prehabilitation and 'waiting well' services to improve outcomes, reduce avoidable illnesses and support long-term healthy lifestyle change.

We already deliver many preventative services, such as breast and lung cancer screening checks, and health checks in our local community.

Over the next five years we will use our interactions to raise awareness and signpost patients to helpful services and information, and to encourage healthier lifestyle choices.

## Neighbourhood healthcare, closer to home

Joined up care closer to home, that supports people to improve their wellness and better manage their conditions is at the heart of the government's 10 Year Health Plan and our community feedback. We will work with our partner organisations to deliver neighbourhood care, closer to our patients homes.

Our patients and community will experience seamless care across Royal Berks, community, mental health, and primary care services, strengthened further by even closer collaboration with our local authority, and voluntary community and social enterprise sector partners.

Over the next five years, more care will be provided jointly with partners, helping patients manage their health and receive care closer to home.

We will strengthen partnerships to improve communication, integrate systems, and advance technology.

Building on the success of Connected Care and shared multidisciplinary meetings, we will deliver more coordinated services and prevention initiatives.

## Patients as partners, both in their care and in healthcare services design

As partners and experts in their own healthcare across all our services, including inpatient care:

Our patients will have access to a dedicated patient portal so they can manage their health with their information, appointments, test results and care plans all in one place. We will also expand our patient education and self-care support, building on innovations such as the award-winning Kidney Essentials programme developed by our Renal team.

And in the design and cocreation of services:

With the expansion of our successful patient leaders programme, improving our engagement with seldom-heard groups and building a strong, representative, and dynamic patient voice. Our patients and community are key to shaping our services and making Trust decisions that support our local population.

## Unlocking commercial, academic, and industry partnerships

We will make the most of our central Thames Valley location, life sciences, and health technology landscape to ensure our patients, community, and staff benefit from the latest research, technology and innovation.

We will work with commercial, academic and industry partners to solve challenges, bring fresh ideas and gain an 'outside-in' perspective.





## 4. Driving improvement and enabling innovation

We are committed to creating a culture where every member of staff feels empowered to contribute to improvement, supported to take forward their ideas, and recognised for the impact they make on patient care. Continuous Improvement, through our Improving Together approach, enables staff in every area of the Trust to manage and improve the quality of care for patients and deliver patient experiences and outcomes that are outstanding every day, everywhere.

At Royal Berks, we're an aspirational and research-active Trust with international recognition via our Global Clinical Site Accreditation. Over the coming years, we will continue to make research part of our everyday care, ensuring all patients and staff can take part and benefit from research.

By embedding our forward-looking approach, we will remain at the forefront of delivering high-quality, modern care, making sure our patients benefit from the very best that the NHS and wider healthcare system can offer. We will make innovation easier and more accessible, building infrastructure and support systems to help staff to turn ideas into action.





# Driving improvement and enabling innovation

Our priorities for the next 5 years are:

## Strengthening the foundations for a smarter, and more connected future

Strong and reliable infrastructure is essential to help our staff deliver outstanding care.

Over the coming years, we'll focus on consolidating systems and improving interoperability both internally and externally.

This includes speeding up and simplifying access for our staff with single-sign-on solutions, strengthening Wi-Fi across our sites, and ensuring our estate and digital foundations are fit for purpose.

## Leveraging data and insights to drive excellence

We will maintain a continued focus on improving our data quality, accuracy and capturing all our activity.

We will use these insights, along with population health data, to inform how we deliver services, identify patient groups most likely to require support, including those with multiple long-term conditions, and target our resources to prevent illness and improve patient outcomes.

We will empower everyone to use the tools available to make decisions and use predictive modelling to enable transformation and change.

We will also work with partners in the Thames Valley Secure Data Environment to provide and gain actionable insights, support system-wide planning, population health management, and collaborative improvement across our region.

## Building on our Improving Together Success

Our recognised and celebrated continuous quality improvement methodology, Improving Together is now embedded across Royal Berks. We are the top acute Trust for staff being able to make improvements in their area of work (NHS Staff Survey, 2024) and over the coming years will expand our improvement approach by increasing patient and community involvement and rapid process improvement workshops.

We will become the national exemplar for continuous improvement, sharing our methodology with other NHS trusts and healthcare organisations and the trusted partner of choice for healthcare improvement.

Through our in-house consultancy, LiveLab, we'll work alongside other organisations to embed our approach, offering practical support, coaching, and guidance to empower teams, streamline processes, and continuously improve patient care.

## Making innovation easier and more accessible for all our staff

We are committed to harnessing the creativity and expertise of our people across all groups and disciplines.

We've heard that it isn't always easy to progress ideas and navigate the healthcare landscape. Over the next five years we will build the infrastructure to support innovation and empower all our staff with clear and supportive governance processes, space for shared learning, collaboration, and idea generation.

We will explore ring-fenced funds and targeted support for staff-led innovation projects to ensure the best ideas can move from concept to implementation and beyond.

By democratising information and building networks for collaboration, we will ensure that good practice is spread quickly and consistently, without reinventing the wheel.

We will actively look beyond our own organisation, learning from best practice across the NHS and internationally to benefit our patients and staff.

## Innovating to improve patient experience before, during and after our care

This will include improving our communication and information to help patients make choices and manage their care, expansion of our virtual hospital and same-day access pathways to care for patients more quickly and at home where possible and making greater use of digital tools such as remote monitoring and wearable technology to empower patients to actively manage their health.

Research and innovations, such as ambient scribes, will also improve our staff experience by reducing administrative burden, supporting productivity and allowing our staff to spend more time directly caring for patients.

## Expanding research for all and keeping our eyes on the horizon

We will promote research opportunities for both patients and staff, making research part of our everyday care and expanding access to opportunities across all roles and departments.

We will strengthen our ability to anticipate and adopt innovations that will shape the future of healthcare.

Through horizon scanning, our strategic partnerships like our work with the University of Reading, and our research expertise, we will identify emerging technologies, treatments, and care models that benefit our patients, communities, and staff.

We will grow our partnership with the University by developing a joint research office and sharing staff and resources, including our Clinical Simulation Training Suite and Health Data Institute to further our excellence in innovation, research and education.





## 5. Building a sustainable future together

We are committed to creating a future where the Royal Berks can continue to deliver outstanding care for generations to come. We will focus on long-term planning and tracking progress toward financial sustainability, making the best use of our estate, workforce, and resources, and reducing our environmental impact.

Over the next five years, we will deploy approximately £3.5bn of revenue and £150m of capital expenditure. To best deliver our objectives, we will carefully target our investments across our workforce, estates, and services. We will work resourcefully and collectively, both with our staff internally and with partners, to ensure we get best value for the money we spend, whilst we also track back to a balanced financial budget. By achieving financial stability, we will ensure our services are resilient, efficient, and designed to meet the needs of our population both now and in the future.





# Building a sustainable future together

Our priorities for the next 5 years are:

## Planning for the long term to achieve financial sustainability

Central changes at NHS England and the Department of Health and Social Care mean we can now work together to plan across multiple financial years and invest more effectively in our future. Our teams will be supported to build our strong financial foundation, be resourceful, and ensure the best value for money for the taxpayer. Financial sustainability requires us to continue to identify and deliver efficiency savings, return to financial balance, and then generate surpluses to invest in our future.

We will expand the commercialisation of our expertise to allow us to invest more into our services. We will explore opportunities to generate additional income via our innovation, education, and training to share our knowledge while reinvesting in our future.

## Maximising our current estate, whilst getting ready for our New Hospital

We will deliver a clinically led estates master plan for how we will use all our sites and locations beyond them by working with partners over the next 15 years. In doing so we will identify how we can expand the range of services we can deliver remotely and in our patients' homes and what investments we need to make in our community-based hubs at West Berkshire Community Hospital, Bracknell Healthspace, and Townlands Memorial Hospital.

Over the next few years, with the support of the Government's New Hospital Programme, we will secure a site for our new hospital and continue to develop our plans. We will work together with our staff, patients, partners, and community to ensure our New Hospital meets the needs of our future populations.

## Evolving future-forward clinical support services

We will evolve our clinical support services to align with future models of care. In Pharmacy, we will optimise our medicines management, harness automation and technological advances, and make best use of our highly skilled pharmacy teams to ensure safety, value, and better outcomes for patients in the years ahead.

In Diagnostics, we will continue to expand capacity across our sites, reduce waiting times, and invest in digital advances. These changes will strengthen our clinical services and help us deliver excellent care that is more proactive, efficient, and centred around the needs of our patients and communities.

## Collaborating across our Thames Valley Acute Provider Collaborative

Working together with peer acute healthcare providers in our system, we will share resources, expertise, and both clinical and non-clinical services to improve our care.

We will work together to reduce variation and inequality in outcomes, access and experience, improve our collective resilience and productivity, and deliver best value for the taxpayer.

## Protecting our environment

We will protect our environment and reduce our carbon footprint in line with the NHS Net Zero ambition by 2040.

We will reduce our environmental impact through more sustainable travel and transport options, improved waste management, reduced reliance on printing, and greater energy efficiency across all our sites including £1.6 million decarbonisation works at Bracknell Healthspace.





# Royal Berks in 2030

“

I'm 13 now and I've been coming to the Royal Berks since I was little. Now I use the NHS app that connects with my wearable monitor, my diabetes nurse can see my levels and insulin doses before I even arrive. I get reminders and tips through the app, and there's a video that explains what to expect at each appointment, which helps me feel prepared.

We've had joint sessions with a dietitian and psychologist, all in one visit and it means I don't have to miss lots of school. I've learned how to manage my diabetes, and feel more confident every time I come in. And because we live in Whitley, I can now get most of my care locally through my Integrated Neighbourhood Team that includes my GP.

**Jakob, Local Resident**

”

“

I've worked at the Royal Berks for 15 years and have never felt so supported. Professionally, I've grown more than I ever thought possible. I'm part of the RISE leadership programme, and I've mentored two new nurses through their apprenticeships. With our multidisciplinary training I learn alongside my physios, doctor, and pharmacist colleagues, which has made our teamwork stronger and more collaborative.

I've also led a small innovation project to improve sleep routines for patients in our ward. It started as an idea in our Improving Together staff huddle, and now it's part of our standard practice. We include patients, families, and carers in our improvement work as standard because they sometimes see things we don't, and their ideas make our care better.

**Kai, Colleague**

”

“

I usually start my morning with a workout and some quiet time at the Oasis Centre, before beginning my workday at a one-stop clinic where patients receive imaging, bloods, and consultations in a single visit. I've noticed how patients arrive informed, having reviewed their care plans on the patient portal, making shared decision-making feel natural. Ambient scribes transcribe my notes and places order forms on our EPR for any required tests for me to confirm, freeing me to focus on care. It's amazing how much smoother things run now that diagnostics, consultations, and follow-ups are streamlined.

In the afternoon, I head to Newbury to join a community outreach clinic where translation services and flexible appointments make a real difference for patients. Later, I join a virtual ward round that uses wearable tech data to monitor our patients in our virtual hospital. The Trust has helped me pilot a new app for IBS self-management, and I'm excited to present it at next month's innovation showcase.

Before heading home, I join a multidisciplinary meeting with community partners. We discuss plans for the new hospital site in the future, and how services could expand at Bracknell Healthspace in the medium term. It's exciting to be part of a Trust that listens, innovates, and invests in its people.

**Sarah, Colleague**

”

“

My wife, Devinder, has cardiovascular disease and a few other conditions, and I've been her carer for years. At Royal Berks, I have a carer's passport, I'm recognised from the moment we arrive and it makes things easier if Devinder is admitted as an inpatient. Staff include me in conversations, ask about how I'm coping, and make sure I understand what's happening with her care.

I can access her care plan through the NHS app, and we get updates together. I've even joined the carers cafe that meets once a month, which has made a huge difference to my wellbeing.

**Aman, Local Resident and Carer**

”

“

I've been living with cardiovascular disease for over a decade, along with a few other long-term conditions. Managing everything used to feel overwhelming with different clinics, long waits, and repeating my story over and over. But now, it's different.

At Royal Berks, I use my patient portal to keep track of everything, my appointments, test results, care plans and information about my conditions. It's all in one place, and I can message my care team directly if I have questions.

Most of my care happens closer to home now, at Bracknell Healthspace, or virtually via telephone or video. When I do have to come into the Royal Berkshire Hospital, the signage is clear, the staff are kind, and I feel genuinely respected. Two months ago, I had a cardiac emergency and was admitted as a patient in the Royal Berks. They support my whole wellbeing, not just my conditions, and help me make better lifestyle choices.

I've joined the Patient Leaders programme, and I help co-design services. It's empowering to know my voice matters. I've seen real changes based on feedback, and I know this Trust is listening. It's not just about treating my conditions it's about helping me live well.

**Devinder, Local Resident**

”

“

"I work in the finance department of the Royal Berkshire Hospital. My role involves working closely with clinical teams, really listening to what they need and figuring out how we can support them in a way that is financially sustainable. Our new financial dashboards show real-time insights that help departments track spending against outcomes. We also use predictive modelling and population health data to guide our investment decisions that improves lives. It is amazing to see data driving smarter decisions!

We are exploring new income streams, such as commercialisation of our innovation and training programmes and I have also been involved in developing business cases for staff-led ideas. We are driving social value too, through local procurement and apprenticeships, so our impact is felt further than just inside the organisation. I am currently focused on my own leadership development, and I am keen to grow into a role focused on commercial business development within healthcare."

**Zara, Colleague**

”



# Delivering our strategy

Our Trust Strategy is not just a glossy document. It sets out who we are, and who we aspire to be. Each strategic objective and priority will have clear metrics attached, so we can track our progress and measure impact.

Delivering the  
highest quality  
care for all

Supporting our  
people to thrive

Partnering for  
Impact

Driving  
improvement  
and enabling  
innovation

Building a  
sustainable  
future together

Everyday improvement for everyone is delivered through our Improving Together continuous improvement approach, alongside our Breakthrough Priorities, Trust Projects and Strategic Programmes that are cross-cutting through all our strategic objectives.

To deliver our vision and our strategic objectives, our core Strategic Programmes for the next 5 years are:

## Experience First

Transform how patients, and their carers and families, experience our services from referral to arrival to discharge and beyond.

## Royal Berks @ Home

Supporting recovery, self-management and rapid access at home and in the community, through digital tools, flexible pathways and follow-up.

## Care where I am

Delivering care differently and in the places people live. Expanding urgent, elective and community services, working with partners to deliver neighbourhood services, prevent ill health, and tackle inequalities.

## Future Ready Spaces

Creating the physical and digital environment we need to deliver outstanding, compassionate care.





# Thank you



In 2025, we started the journey to refresh our Trust Strategy, with meaningful engagement at the heart of our approach.

Our Trust Strategy reflects the views, values, and priorities of more than 2500 patients, community, staff, volunteers and partner organisations who shared their time, energy and ideas.

We held over 65 workshops with our staff and volunteers across all of our sites.

We had 800 online survey responses and also undertook 34 community engagement events - from the Forgotten British Gurkhas in Central Reading, to the Family Fun Day in Wokingham; the Newbury EduCafe to the Caversham Jacket Potato Club; the Indian Community Centre in Whitley to Reading Pride.



This work was guided by our brilliant Strategy Steering Group - made up of staff, volunteers, patients, and members of the community who came together to share their experiences, design our engagement, and co-create our Trust Strategy.

We're grateful for both their valuable perspectives and the time they gave so generously to set our direction for the next five years.

And finally, thank you to the Royal Berks Charity who supported our engagement, helping us to reach out across our geographies and capture what matters most to our community.





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



Royal Berkshire NHS  
Foundation Trust



[facebook.com/RBNHSFT](https://facebook.com/RBNHSFT)



[@royalberkshospital](https://www.instagram.com/royalberkshospital)



[www.royalberkshire.nhs.uk](https://www.royalberkshire.nhs.uk)



[foundation.trust@royalberkshire.nhs.uk](mailto:foundation.trust@royalberkshire.nhs.uk)

