



Improving Together – RUH Strategic Plan 2018-2021 Year One Review

The Royal United Hospitals Bath (RUH) is an NHS Foundation Trust offering a range of secondary and specialist treatment and services.

In early 2018, after talking to our members and volunteers, staff and partner organisations, we published our strategy for the next three years, *Improving Together*. A year after its publication, this document reflects on our progress so far, confirms that the strategy remains unchanged, and considers our work going forward.

Our strategy is available to everyone on our [website](#). For a printed copy of the strategy, or for more information, please contact:

Fiona Bird, Head of Business Development
Royal United Hospitals Bath NHS Foundation Trust
Combe Park, Bath BA1 3NG
01225 428331 www.ruh.nhs.uk



How we developed our strategy

Our strategy is for all our patients, staff, members, partners and communities, sharing our vision of our role in the region and our priorities over the coming three years, and setting out the key goals, priorities and partnerships that will enable us to make progress across our five thematic areas.

We developed our strategy in partnership with our staff, members, patients and the organisations we work with at a local and regional level. This was done through a series of meetings, telephone interviews and events. Information was made available on the staff intranet during August and September 2017. For two weeks there was a virtual noticeboard where staff could post their comments and ideas. More than 450 people took part: around 140 members and volunteers (including governors), 300 staff and 30 representatives of partner organisations.

We then embarked on a two week engagement period to share the main findings of our conversations, and the draft vision and goals of our future strategy. Members of the RUH, volunteers, staff and external partners were invited to comment through an open online survey, with 152 people taking part. We then shared the amendments to the strategy at a number of internal meetings. Reports on both stages of engagement were made available to all RUH staff on our intranet.

We also looked at the strategies and policies of the government, NHS England, our regulators, commissioners, our local health system and other organisations.

Our strategy 2018 - 2021

Our vision				
To provide the highest quality of care; delivered by an outstanding team who all live by our values.				
Our goals				
Recognised as a listening organisation; patient centred and compassionate.	Be an outstanding place to work where staff can flourish	Quality improvement and innovation each and every day.	Work together with our partners to strengthen our community	Be a sustainable organisation that is fit for the future
Our values				
Working Together	Everyone Matters	Making a Difference		

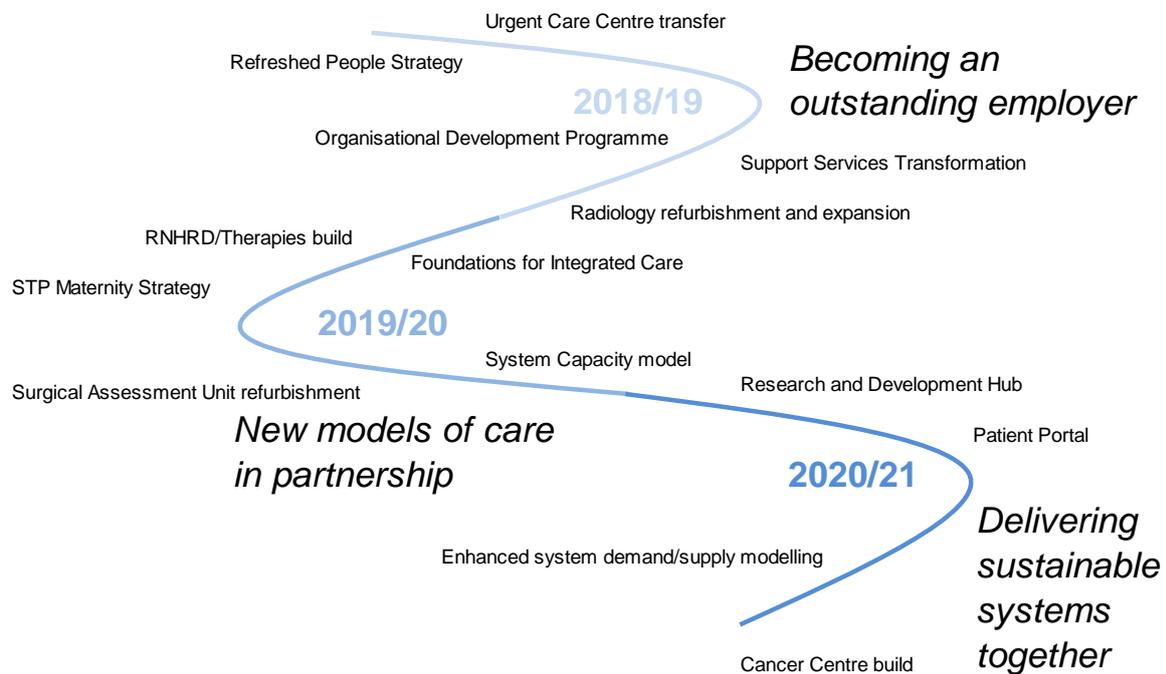


Year one in review

Our strategy is ambitious; achieving our vision and delivering consistently will take time. In the strategy, we outlined our planned key milestones along our journey, along with the governance process we then put in place to monitor our progress and adapt to changing conditions.

Planned milestones

The timeline below shows some of our planned key milestones over the next three years, and reflects the strategic themes we have identified for each year.



We also committed to work on the following priority areas over the three year period:



What we achieved

The table below summarises a few highlights around the progress we made in 2018/19:

Our vision	Proud to provide the highest quality of health services and care; delivered by an outstanding team who live and breathe our values.															
Our goals	Recognised as a listening organisation; patient centred and compassionate.		Be an outstanding place to work where staff can flourish		Quality improvement each and every day.		Work together with our partners to strengthen our community		Be a sustainable organisation, fit for the future							
What we said we would do in 2018/19			Refreshed People Strategy	Organisational Development programme		Urgent Care Centre transfer		Radiology refurb and expansion	Transform Support Services							
What we did in 2018/19	Talked to over 1000 people about how we should transform local maternity services , in partnership with our commissioners and neighbouring hospitals		Launched Improving Together , our four year organisational development programme. Five teams trained in the first wave; over 100 improvement ideas already implemented		Achieved a 'Good' rating from the CQC		Started the now annual March on Frailty to keep patients active and independent		Safely transferred the Urgent Treatment Centre to the RUH, working with local GPs		Began working with the newly formed BaNES and Wiltshire Integrated Care Alliances		Opened the newly refurbished and expanded Radiology Department in September 2018		Delivered our Financial Plan	
	Started lunch clubs on our inpatient wards, helping patients mobilise their normal routine	Opened the new Spiritual Care Centre in April 2018	Recruited 107 band 5 nurses to join our team	Held a health and wellbeing week for staff, looking at physical and mental wellbeing	Upgraded the X-ray machine in the Cardiac Cath Lab to improve the quality of care for patients	With the University of Bristol, secured a £2.1m grant for a UK-wide trial in to Parkinson's disease	Working with our community partners, reduced the number of patients staying more than 21 days by 21% in 2018/19		Went paperlight across our outpatient services		Invested in a new modular ward to allow us to undertake a programme of ward refurbishments					
	Held a Carer's Week to raise awareness of the support we offer to carers	Worked with patients who use the RNRHRD pain services to design a purpose-built new facility	Refreshed People Strategy drafted and to be tested with staff across the Trust in 2019/20.	Opened new staff specified orthodontics and maxillofacial surgery facility	Became one of 33 hospitals to take part in the Antibiotic Review Kit Programme clinical study	Supported the national Genomes Project to test 100,000 patients with rare inherited diseases or cancer		Provided leadership to the development of the local Acute Care Alliance		Reduced our water use by 2.8% and our waste costs by 10% as part of our Sustainability Strategy		Worked with our portering team to review how they support flow across the hospital				

2018/19 priorities

In 2018/19, we also set out to deliver a number of priorities which we believed would help us achieve our overall goal. The table below summarises the progress we made in year.

	Project		Target	Final delivery 2018/19	Notes
Patient	Listening to Patients	Actively collect, use and share patient and carer experience and feedback	Improved patient and carer experience, with improved services to meet their needs	Amber	Patient and Carer Experience Questionnaires are ready to go live on the external website. Currently attending to minor access issues.
	RUH Redevelopment	Complete work on OMFS & Orthodontics new department and enhancements to	Improve patient care through enhanced environment.	Green	Complete
Quality Improvement	Ward Refurbishments	Temporary Modular Ward	Install a modular ward to enable the ward refurbishment programme to commence in 2019/20	Green	Complete
	ePMA benefits realisation	ePMA (electronic prescribing) benefits realisation	Improve patient safety through use of electronic prescribing	Green	Adoption of patient safety aspects e.g. patient scanning across all ward areas - progress being made by all wards.
	Pharmacy Transformation	Improve TTA times and reduce delays along the entire pathway	Improvement in TTA time against agreed trajectory	Green	Further improvements in performance for February 2019: -TTA today turnaround within 2 hours = 95.2% - Compliance aid turnaround within 4 hours = 98.3%
		Implement new service models in the Pharmacy	Pharmacy Shop: new service in place	Amber	Pharmacy Shop: Delay in timeline due to contract negotiations; new shop opened in May 2019.
	Quality Account priorities	Priority 1: Transitional Care	Neonatal Transitional Care (NTC) aims to keep mothers and babies together and help with safe and effective parenting, attachment and the establishment of infant feeding.	Achieved	Milestones complete
		Priority 2: Reducing the waiting time for diagnostic tests	Reducing the time taken to get diagnostic invasive procedures for inpatients who are not on wards that specialise in those procedures, including patients who are waiting for invasive heart tests and non-invasive tests to examine the digestive tract	Part achieved	Milestones achieved for digestive tract tests; work is ongoing to improve access to heart tests.
		Priority 3: Ensuring our patients with a fractured neck of femur go to theatre within 36 hours of admission	The timing of surgery is an early marker of a patient's progress following a hip fracture. Patients who receive surgery within 36 hours are more likely to have improved outcomes post operatively. However, as the population ages there are an increasing number of patients who would not benefit from surgical intervention, and who are therefore managed conservatively.	Part achieved	Patient pathway redesigned to avoid delays, new x-ray protocols developed and medical optimisation now in place for patients undergoing surgery. Work continuing to get all appropriate patients to theatre within 36 hours.
		Priority 4: We will listen to patients and carers and use their feedback to improve services	We will actively collect, use and share patient and carer experience feedback to improve services, quality of care and patient, family and carer experience.	Achieved	Milestones complete

	Project		Target	Final delivery 2018/19	Notes
People	Organisational Development	Programme Management of the Organisational Development Programme	Implementation of the organisational development programme that supports staff to deliver the Trust's strategy	Green	Milestones complete
	Secure Staffing Levels	Undertake overseas recruitment	Staffing levels to budgeted establishment	Green	47 nurses now commenced employment at the Trust and awaiting start dates of remaining 60 nurses.
		Support divisions on retention initiatives and	reduction in index by 0.2; divisional succession plans	Amber	Work ongoing to improve performance but anticipated improvement not seen.
Health & Wellbeing	Create a smoke and tobacco free site for staff	Smoke & Tobacco Free Site by 31.12.18	Green	New policy ratified, smoking shelters removed. Vaping is still permissible on site.	
Systems and Partnerships	Front Door Flow	Urgent Care Mobilisation	Improved streaming & reduction in minor breaches of the 4 hour standard	Amber	Clinical re-modelling underway to integrate ED Minors and UTC together. 'Hello Nurse' pilots undertaken.
		Direct admits into the Medical Assessment Unit	20 per week as per ED 4hr Performance Improvement Trajectory Scorecard		Ongoing work to refine the process for patients going directly to MAU, using Plan-Do-Study-Act methodology to quickly test new approaches. Will continue to be a focus in 2019/20
	Length of Stay Reduction	Improve internal and discharge processes to reduce length of stay for key patient groups	Maximise Home First & IDS Impact, Participate in DTOC group, Embed Trusted Assessor, improve inpatient waits for diagnostics	Green	Sustained improvement in radiology and gastro diagnostic waits - challenges in Cardiology due to increasing number of referrals and improved efficiencies in the lab still be embedded. Home First met in year targets and will be a continued focus in 2019/20.
	Theatre Transformation	Review patient pathways for key surgical specialities, and expand the use of Chair Port for post-operative care.	98% patient satisfaction (ChairPort)	Green	Chair port now provides care for >60% of all daycases following an expansion to the unit in 2019. Good progress on pathway redesign in General Surgery, Trauma and Orthopaedics and Urology.
	Women & Children's Services Redesign	Paediatric Redesign Reconfiguration of the Children's Ward	Dedicated Day Surgery Unit in place	Red	Funding to be secured for the planned changes; the team are working with the Fundraising team (Forever Friends Appeal) and testing out different staffing model to support day surgery pathway prior to environmental changes being completed.
		Maternity Redesign Formal engagement and / or consultation on Maternity Services	Formal engagement complete and any changes implemented	Amber	Public consultation ended on 24th February 2019; excellent response rate. Business Case to be developed based on the outcomes of the consultation, anticipated in autumn 2019.
Sustainability	Trust Strategy 2018-2021 Completion of key supporting strategies	Develop a commercial strategy, clinical services strategy, communications strategy and people strategy	Ensure the Trust has a framework of sub-strategies to underpin the overall Trust Strategy	Amber	Good progress made in year on all sub-strategy development; further work required in 2019/20 to finalise the sub-strategies.
	Financial Sustainability	Improve the financial information available to clinical teams, and develop a new framework to support work to improve our financial sustainability	All specialties to have access to comprehensive PLICS data by Q4 Implementation of a framework that brings together divisions & corporate teams to progress larger scale programs in a structured way	Green	Complete Complete

Going forward

In 2019/20 we will continue to work towards achieving our vision and goals. Our [Operational Plan 2019/20](#) sets out in detail how we intend to do this.

2019/20 will be the first full year of our *Improving Together* organisational development programme. One area of work as part of *Improving Together* is ensuring that all of the projects we undertake, and improvements to services that we make, are in line with our strategy.

Listening to our Members

We have tested our strategic goals against the feedback we received from our Members at the Annual Member's Meeting in September 2018. We are confident that our current strategic goals are well aligned to the areas our members want us to continue to focus on.

The table below summarises the main themes of the feedback we received, which strategic goal they relate to and what we plan to do in 2019/20 in response to the feedback.

Theme	Our response in 2019/20	Strategic Goal
Communicate positive news stories to the local community	In progress, led by Communications. New twitter hashtag to support <i>Improving Together</i> coverage #RUHTogether	Patient experience
Improve accessibility of services, in terms of community locations and patient transport.	Community Clinic Review in progress; GPs from each CCG area part of the group to help consider new ways of working Work in progress with our commissioners on non-emergency patient transport services	Patient experience
Modernise our IT infrastructure to support new ways of working	Digital development is a strategic initiative for the Trust. Key new programmes of work in 19/20 include – eRostering, Inventory Management and eObservations. Work will also continue to optimise ePrescribing, paperless systems and bed management.	Sustainability
Support community management/self-care	Patient experience strategic metric based on patient surveys, which include questions on self care. Focus on patient empowerment through a number of improvements – text message reminders, Patient Portal, Living With and Beyond Cancer.	Quality of care
Greater push on organisational development and leadership	<i>Improving Together</i> programme focusses on delivering our Strategy through empowering staff	Supporting our staff
Greater focus on getting patients discharged in a timely manner	Included as a 2019/20 breakthrough objective	Working with our partners

We will undertake a full review of our Strategy in 2020.