





We are privileged to lead the Royal United Hospitals Bath NHS Foundation Trust. This is a special group of people, who come together to care for our patients and the wellbeing of local communities. Through the development of our strategy and plans together with our partners and stakeholders, we believe wholeheartedly in an ambitious and optimistic future for those we serve.



Cara Charles-Barks
Chief Executive



Alison Ryan Chair

Our vision

The RUH, where you matter

Our people groups and our goals

The people we care for

- Connecting with you, helping you feel safe, cared about and always welcome
- Consistently delivering the highest quality care and outcomes
- Communicating well, listening and acting on what matters most to you

The people we work with

- Demonstrating our shared values with kindness, civility and respect all day every day
- Taking care of and investing in teams, training and facilities to maximise our potential
- Celebrating our diversity and passion to make a difference

The people in our community

- Working with partners to make the most of shared resources to plan wisely for future needs
- Taking positive action to reduce health inequalities
- Creating a community that promotes the wellbeing of our people and environment

How we will deliver

Working Matters
Together
Difference

Our values

Improving Together

Our improvement system



Our enabling initiatives

Who we are

We have 657 hospital beds and 17 theatres

We provide care for

500,000

people in our local area

We treat over 3,100 patients with cancer per year

We care for

55,000 emergency admissions

We care for

40,000

planned admissions

We support

4,500

births a year

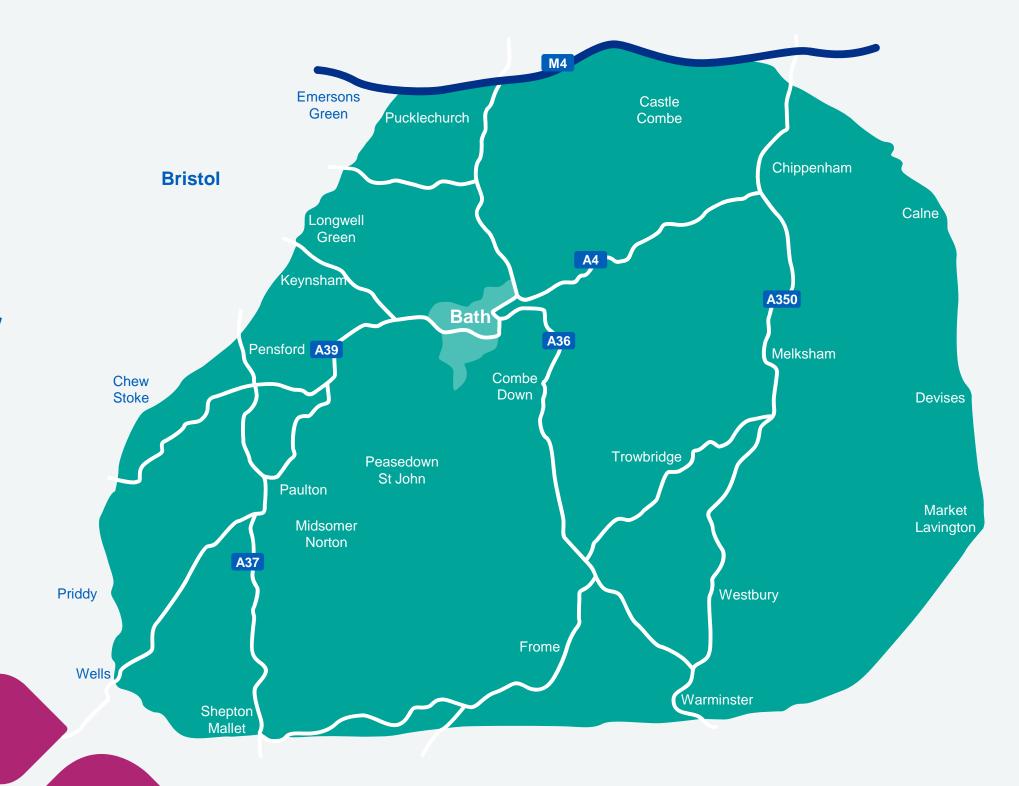
We hold over

540,000

outpatient appointments

Who we are

The local area we cover



Who we are

We work as part of an Integrated Care System (ICS) made up of NHS and local authority organisations working together across Bath and North East Somerset, Swindon and Wiltshire.



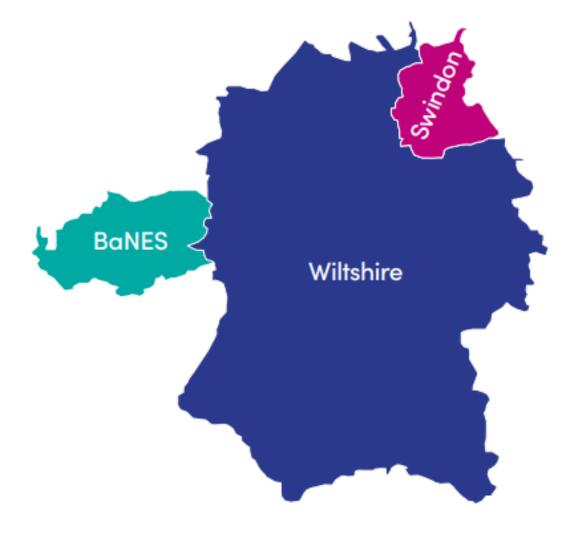
We work collectively with the two other hospitals in the ICS; Great Western Hospitals NHS Foundation Trust and Salisbury NHS Foundation Trust, as part of the Acute Hospital Alliance to ensure equity, sustainability and improved services for our collective population.











What we know

Our strengths

- Our well-established organisational values
- Our resilience through uncertainty and challenge
- Our Improving Together Programme, giving us the framework and tools to deliver our strategy
- Our skilled and committed staff
- Our specialised facilities, including the Royal National Hospital for Rheumatic Diseases and Sulis Hospital Bath
- Our Research & Development portfolio
- Our public support, including volunteering and contributions to innovations like robotic surgery and new facilities such as the Dyson Cancer Centre
- Our supportive system and relationships with delivery partners

Our weaknesses

- Patients waiting too long for urgent, elective and cancer treatment exacerbated by pandemic.
- Physical and workforce capacity constraints and demand pressures. Burn-out risk.
- Aging estate infrastructure requiring maintenance and improvements to continue to deliver best practice care
- Ongoing need to eliminate poor patient experiences, particularly with regard to communications and consistency of care quality
- Ongoing need to eliminate poor staff experiences, particularly with regard to consistently demonstrating our values
- Financial and environmental sustainability challenges of current service model

Opportunities

- New ways of working and collaboration at scale to deliver a more effective and efficient model of care
- Working locally and as an anchor organisation to improve preventative care, to understand drivers of population health, address health inequalities and enhance the wellbeing of the communities we serve
- Establishing a new estates and capacity plan
- Digital innovation and technological advancements

Threats

- Unmet need of a population which is getting older with increasingly complex health conditions
- Failure to transform our system at sufficient scale and speed, resulting in inadequate investment in prevention and unsustainable escalation of ill health demand
- National workforce challenges including shortages of some staff groups
- Longer term impacts of pandemic on community and workforce health
- NHS financial position and constrained investment resources combined with inflationary pressures
- The scale of transformation required

How we developed our strategy

February 22 March 22 April – May 22



808 people fed back as part of the Big Question – telling us what is important to them about the RUH and what impact we want to have



64 people attended vision workshops to look ahead to 2027 – exploring the possible, probable and improbable futures that lay ahead



as people fed back on our existing goals - whether they were still relevant and what we needed to change

August 22 July 22 June 22



Development of our people-focussed brand and further refining our vision and goals



Feedback from 263 staff and 1963 votes from members of the public helped to shape our first draft goals



Consolidation of feedback and development of our vision and goals



September 22

October 22

April 23

Launched vision, branding and shared our new goals



Business planning and reviewed our priorities for 2023/24



Refreshed goals in place with updated scorecards

Our vision: The RUH, where you matter

Let's create a future where everyone matters. Everyone means the people we care for, the people we work with and the people in our community.

Working together with you we will build one of the healthiest places to live and work. We will tackle inequality whenever and wherever we see it.

We will make the most of our available resources, talent, partnerships, advances in technology, ways of working, treatments and our estate.

We want to make a difference.



The RUH, where you matter

The people we work with

Together, we will create the



Our goals: what matters to

The people we care for

Together we will support you, as and when you need us most

 Connecting with you – helping you feel safe, understood, cared about and always welcome

 Consistently delivering the highest quality healthcare and outcomes

 Communicating well, listening and acting on what matters most to you

Measure: Recommend RUH as a place to have treatment score (patient survey)



Our deliverables and programmes for the people we care for

Foundation year

safe,

you feel helping you,

Connecting with

Patient safety

- Implementation of National Patient Safety Incident Response Framework
- Deteriorating patient
- 24/7 hospital services (night & weekends)
- Oliver McGowan mandatory training (Learning Disability and Autism)
- Mortality data quality
- Co-produce a Vulnerable Persons strategy
- Paperless inpatients

Clinical estate

Maternity Day

Assessment Unit

Commence One

Intensive Care Unit

Improving our environment

- Atrium redesign scoping
- Additional ward bathrooms
- Improve signage to help people find their way around

Year 2

- · Patient Safety programme vear 2
- · Integrated digital and health and social care systems
- · Infection control programme including estates plan

Research strategy

Year 3

- Patient safety programme year 3
- · Integrated digital and health and social care systems
- · Training and skills to work with different patient groups
- Infection control programme including estates plan
- Care closer to home model established
- Alongside Midwifery Unit complete
- Collaborative relationship with primary care creating integrated models
- Integrated nursing home model with ART+
- Service integration with key community services
- ED staffed to benchmark with peers with no agency
- Sulis Elective Orthopaedic Centre Theatres One Intensive Care Unit complete
- Rightsizing urgent care
- Refreshed front door strategy
- Lower GI hub

- New website
- Patient representatives on all committees
- Patient survey on discharge
- Proactively share outcomes and safety information

The people we care for

Together, we will

support you as

and when you

need us most

· Patient portal

with digital

bookings

- · Dyson Cancer Centre Opens
- embedded
- Theatre transformation
- at Sulis

Patient flow and hospital discharge

- ED transformation programme
- Same Day Emergency Care expansion and redesign
- Hospital flow programme and bed reconfiguration
- United Care Banes delivers 1000 hours of domiciliary care per week
- Hospital at Home reaches 35 patients at any one time

Patient experience

- Roll-out of DrDoctor patient engagement platform text reminders, electronic patient letters
- Customer care training
- Real-time feedback
- Communication standards
- Volunteers strategy

Communicating well, listening and acting on what matters most to you

Elective and cancer

- Elective recovery programme
- Introduction of Robotic Surgery
- · Day case unit in SSSU
- · Outpatient transformation
- · Community Diagnostic Centre

Consistently delivering the highest quality healthcare and outcomes



Our goals: what matters to

The people we work with

Together we will create the conditions to perform at our best

- Demonstrating our shared values with kindness, civility and respect all day every day
- Taking care of and investing in teams, training and facilities to maximise the potential of all that we have
- Celebrating our diversity and passion to make a difference

Measure: Percentage of staff recommending RUH as a place to work (NHS Staff Survey)



Our deliverables and programmes for the people we work with

Foundation year Demonstrating our shared values with kindness, civility and · Culture transformation programme Embedding strategy, vision, values & behaviours Embedding Improving Together Violence and aggression year 1 – all day dignity at work policy roll-out Burnout programme year 1 respect

Year 2

- · Violence and aggression year 2
- · Burnout programme year 2
- · Bullying and harassment
- · New staff recognition programme

Year 3

- Re-evaluate Culture Barrett's Values Assessment
- Evaluate Burnout & Violence & Aggression Programmes
 - Introduce new roles

The people we work with

Together, we will create the conditions to perform at our best

 Evaluate Anti Racist and Disability programmes

Basics matter year 2:

- Extension of wellbeing offer e.g. Manor House
- · Clarity on nursery service
- · Digital HR function easy to use
- · Clear succession plans
- New competencies & capability model for new job roles – clinical strategy
- Develop and roll out ally ship programme
- More channels to reach all areas of the organisation
- · Anti-Racist Organisation
- · Flexible/Agile Working programme
- · Commence Disability inclusive programme

Basics matter year 1:

- · Improve employee rest areas
- · Residential accommodation
- · Gym/health/wellbeing campus offer
- · Clarify car parking offer
- · Reduce pay errors
- · 24/7 hot food service
- · Bank process
- E-job plans
- · Access to uniforms
- New appraisals process

- Introduce cultural intelligence module as part of new leadership programme
- Introduce scope for growth i.e. talent management
- · Launch positive action programme
- Race, Disability, Equality board development

Taking care of and investing in teams, training and facilities to maximise the potential of all that we have

Programme

Simplification programme -

Strategic workforce planning

management solution

· Leadership Development

agency spend, digital, learning

· Optimising engagement and two

way communication channels.

Celebrating our diversity and passion to make a difference

Our goals: what matters to

The people in our community

Together we will create one of the healthiest places to live and work

- Working with partners to make the most of our shared resources and plan wisely for future needs
- Taking positive actions to reduce health inequalities
- Creating an environment that promotes the wellbeing of our people and environment

Measure: RUH social impact score (community and stakeholder survey)



Our deliverables and programmes for the people in our community

Foundation year

Improvement programme

shared resources

the

to plan

Norking with partners

- Identify the opportunities to improve how we spend our money
- Focused and appropriately resourced Finance Improvement Programme
- Productivity return to 19/20

Finance strategy & culture

- Finance Strategy sets out the long term financial plan and plan to return to financial balance
- Provide robust reporting and training to all budget holders
- · Develop a culture of innovation

 Transparent anchor organisation action plan

Year 2

- · ICU plan delivered
- Innovative ideas shared
- · Productivity improves further
- Clinical services plans commence
- Increased recurrent QIPP delivery

Year 3

- Innovative ideas shared across the Trust & TME
- Clinical services plan delivering savings
- Embedded opportunities to projects approach
- Deficit reduction

The people in our community

Together, we will create one of the healthiest places to live and work

- Health inequalities programme – year 3
- Population health data integrated digital H&SC
- RUH as an anchor organisation
- Target areas for promoting careers

 Community activation and self-care

- Health inequalities programme – year 2
- Bespoke access of care
- Support vulnerable community members – Core20plus5

Health inequalities programme

- Data analysis and utilisation including population health management (PHM)
- Awareness raising, training and communication stakeholder engagement and closer networks with partners
- Service planning including emergency admissions and elective pathways
- Preventative services cancer, smoking cessation, maternity

- Development of relationship and joint sustainability plan with BaNES Council
- · Start to have more services off site

Carbon net zero

Understand requirements for measurement and develop action plan to meet 2024/25 reporting

Care closer to home

- Community clinic utilisation review
- Review of services that could be delivered off site

Creating a community that promotes the wellbeing of our people and environment

Taking positive action to reduce health inequalities

How we will get there

How we will deliver

Everyone
Working Matters
Together
Difference

Our values

The bedrock of our Trust culture, underpinning how we bring our strategy to life for all of our people

Improving Together

Our improvement system

Our operating framework, which guides how we approach problems, and collectively work together to continuously improve



Programmes of work, taking a long term view of what we need to do to achieve our vision