

# Our Strategy

Working together to deliver  
outstanding care for our community

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## Why do we need a new strategy?

Our Vision 2025 strategy has served our patients and our organisation well since 2018. It has helped us steer a course through considerable uncertainty, prioritising work and providing outstanding care to our community, with huge support from our staff.

However, a great deal has changed since we launched Vision 2025, including:

- Delivery of a large proportion of the agenda we originally set out
- The introduction of the Health and Social Care Act, and the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care System (BOB ICS) which places a new emphasis on collaborative working at place and scale
- The Royal Berkshire Hospital site named as one of 40 hospitals to be redeveloped as part of the government's New Hospital Programme
- Technological development creating new opportunities to change service delivery, often with improved outcomes, enhanced experience and lower costs.
- The COVID pandemic which placed unprecedented pressures on our staff and organisation and will continue to do so as we work through the backlog of elective care and support staff to recover from the physical and mental well-being effects of their experience
- An increased focus on the role of healthcare organisations in reducing inequality, promoting social mobility and integration and tackling climate change

These local and national drivers required us to review whether our strategy was the right one to steer us through the next five years. Engagement with staff, patients and stakeholders has highlighted the need to refresh our strategy to reflect the environment we were operating in and our ambition for our services, our staff, our patients and our community.

This new strategy builds on the foundations of Vision 2025. We expect much of it will feel familiar to patients and staff, including our vision statement, our CARE values and the framework we set out of five strategic objectives and enabling strategies. But there are important differences, and there are six objectives we are seeking to achieve in refreshing our strategy:

- 1) Reflect changing conditions at the local, regional and national level
- 2) Adapt language to capture insight from engagement with staff and stakeholders, ensuring our strategy continues to resonate with our community
- 3) Set the direction of travel towards the new hospital encompassing how we work and what services we provide, as well as the physical infrastructure
- 4) Increase the focus and clarity on the actions we will take to achieve our objectives and how we will monitor our progress
- 5) Simplify the message and enhance the look and feel to aid communication and understanding and to keep us ahead of the pack
- 6) Acknowledge and celebrate our successes to date and where we want to move on or course-correct

## Who we are

The Royal Berkshire NHS Foundation Trust is the main provider of hospital services for people from Reading and its surrounding towns and villages across Berkshire, Oxfordshire and Hampshire. We serve over 600,000 people within our catchment area and provide specialist services for a broader population.



We employ more than 7,000 staff from 39 different nationalities, and each year we are responsible for over £500m of NHS resources.

As a champion of integration between primary, community, social, mental health, secondary and tertiary health care services, we are committed to working with our partners in the NHS, local government and beyond. 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 like health care assistants, housekeepers and administrative staff.

## A year at RBFT

- 4,876 births
- 128,226 ED attendances
- 33,197 ED patients admitted
- 525,000 face to face outpatient appointments
- 155,000 virtual outpatient appointments
- 43,000 non elective admissions
- 70,000 day admissions
- 39,000 day case admissions
- 12,000 other admissions
- 20,000 video consultations (patients rated them, on average 4.4 out of 5)
- 16,665 patients asked for appointment changes

## Our achievements

Over the last five years we have achieved a great deal as Trust, a few highlights include:

### Provide the highest quality care

- We improved and maintained our CQC rating from “Requires Improvement” to “Good” and all our core services are now ranked either “Good” or “Outstanding”
- We consistently rank as one of the highest performing Trust’s against core access and satisfaction standards including patient experience surveys, friends and families tests and waiting time standards
- We have transformed our outpatient services, with nearly 20% of our appointments being delivered remotely by telephone or video consultation. We have also introduced patient initiated follow up (allowing patients to access follow up appointments as their condition requires rather than being set on a rigid timetable) and advice and guidance services, enhancing the speed at which we can provide patients and partners in primary care the information they need to manage their health needs
- We are the first hospital in Thames Valley to use AI software in Stroke diagnosis and in March we celebrate two years of trail blazing AI in our Emergency Department (ED), and we became one of the first hospitals in the world trialling Augmented Reality (AR) HoloLens technology to target prostate cancer led by the same team who a couple of years ago carried out the European first study in new treatment for chronic pain from osteoarthritis
- In 2021/2 we delivered 8 million Covid PCR tests from our Lighthouse Laboratory at Bracknell which we built and mobilised in less than 6 months

### Invest in our people and live out our values

- We have invested in learning and development, establishing an award-winning BA in Healthcare Management; two cohorts of emerging leaders from across a wide range of professions have now completed this programme and another three cohorts are currently completing their studies
- We have established staff networks for a wide range of disadvantaged and often excluded groups including staff from BAME backgrounds, those intensifying as LGBTQI, and those with disabilities
- Through our “Route to Recruit” programme we have offered employment opportunities to more than 80 young adults with Special Educational Needs or Disabilities
- Our “What Matters” programme engaged with over 3,000 members of staff to develop our Behaviours Framework based on the Trust values of Compassionate, Aspirational, Resourceful and Excellent (CARE) and understand how we can best support staff through the Covid recovery period
- Our staff survey responses in each of the last three years have put us in the top 10% of Trusts in the UK

## Drive the development of integrated services

- We have worked with our partners in primary and community care to introduce the Integrated MSK service, which provides access to a wide range of conservative treatment to patients with knee and hip pain as alternatives and complements to surgery
- Our teams have significantly increased the number of outpatient services we deliver from Townlands Memorial Hospital, Bracknell Healthspace and West Berkshire Community Hospital bringing care closer to home for our patients
- We were one of the first hospitals in the country to establish a Long Covid Clinic which has received more than 1,100 referrals and seen 700 patients
- Our **virtual wards**, which grew from the Triage Into the Community for Covid-19 pathway (TICC-19), have managed around 900 patients and today we have more than 70 patients being cared for on a virtual ward, some receiving the new anti-viral nMAB infusion treatment

## Cultivate a culture of innovation and improvement

- Our digital hospital programme has transformed the way we operate, enhancing safety, quality and productivity
  - All our inpatient and out-patient records have been converted to digital, removing 65,000 paper records from circulation across the Trust, improving the reliability of our records, enabling us to bring care closer to home and eliminating cancellations due to a lack of availability of records
  - All our letters to GPs and patients are now available electronically. Last year 45% of patients viewed their letters digitally, in 2017 this was 0%.
  - e-Consent has enabled patients to view standardised, consistent documentary evidence relating to the benefits and risk of their procedure in their own time, helping them to make informed choices.
  - Robotic process automation has automatically processed 6000 eRS referrals a month, creating encounters within EPR in near real time. This has saved over 500 staff hours a month, reduced errors, and releases time to focus on patients.
  - 2300 staff now have remote access to Trust systems enabling them to work from any one of our sites and from home.
- We have established and strengthened partnerships with the University of Reading (UoR) to enhance our education, training and research agenda. Through the UoR partnership six of our departments Radiology Cardiology, Emergency, Intensive Care, Renal and Acute Stroke have achieved **University Department of Excellence Awards**, in recognition of excellence in clinical outcomes, collaborative research, and staff development. We have also supported 38 pioneering research studies across a wide range of specialties in the Trust.
- We are consistently ranked in the top five most research active District General Hospital in the country and have been nationally recognised for our contribution to research during the Covid pandemic.

## **Achieve long-term financial sustainability**

- We have consistently delivered on our financial targets as a Trust, which has allowed us to generate cash surpluses to support the renewal of our infrastructure and equipment.
- We have invested over £100m of capital including
  - Expanding our cancer, renal and diagnostic services at our hospitals in Bracknell, Henley and West Berkshire
  - Renewal of all four of our linear accelerators used to deliver radiotherapy services
  - Replacement of our MRI and CT machines at the Royal Berkshire Hospital
  - Providing new homes for our pathology, ENT and community paediatrics teams
  - Replacing failing electrical and water infrastructure and replacing our heating system at the RBH site, which combined have contributed significant financial savings and a XX% reduction in our carbon footprint.

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## Our strategic framework & values

Our strategic framework is organised into five strategic objectives, each of which are supported by three goals, a range of enabling activities and a set of metrics that we will use to assess our progress. 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, enablers and metrics for each of our strategic priorities.

### Our 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.

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## Strategic Objective One: Provide the highest quality care for all

*Safety and quality for every patient is our top priority. We will continuously improve so that all our services are outstanding for every patient every day.*

### Our aims

#### 1.1: We will enhance the patient experience

Outstanding care focuses as much on the way patients and their families experience the care they receive as it does on effectively treating a symptom. People who walk through our doors must be confident that in addition to receiving the best possible care, they will be treated with respect, understanding and empathy, and be informed and involved and supported in decision making. To do this we will:

- Live out our CARE values in everything we do to treat patients with compassion, integrity and dignity
- Continue to embrace innovation in technology and new models of care to better support patients with their conditions in the most suitable environment possible, whether that is on site, in the community, or at home through virtual or in-person care
- Invest in the built and digital environments in which our patients experience care, for instance by advancing our estate work with Building Berkshire Together and our virtual capabilities through the Digital Hospital programme
- Eliminate backlogs in elective care and other excessive waits by developing new ways of working, pursuing new roles, and increasing collaboration with our system partners
- Improve our communications with patients, their carers, and with colleagues providing onward care in primary, community and social care settings. This will include reviewing how we communicate with people whose first language is not English, those not familiar with medical terms and those whose comfort with and access to digital channels is limited

#### 1.2: We will achieve optimal outcomes

We will be relentless in our drive to prevent disease, manage conditions, address acute needs and consistently meet and exceed national standards and expectations. To achieve this, we will:

- Organise our services around pathways that are more explicitly wrapped around the patient journey, are delivered by highly trained multidisciplinary teams and are designed to deliver the right level of care, in the right place, at the right time
- Commit to adopting a Getting it Right First Time (GIRFT) approach across all our pathways
- Expand our capacity to focus on prevention and supporting people to live well
- Expand access to our services and tailor them so that all patients benefit from an equal opportunity to improve their wellbeing, regardless of their background
- Work with colleagues across the system to drive a coordinated approach to population health, leveraging opportunities in data science
- Continue to grow our activity in research, clinical trials and innovation
- Personalise care to individual needs by harnessing the power of digital innovation
- Promote a culture of continuous quality improvement

### 1.3: We will minimise harm

Patient safety is critical to our mission, our licence to operate and our ability to continue serving our community. It honours the trust patients place in us when they are most vulnerable, as well as the public's trust that we steward valuable public funds and resources with integrity. To do this we will:

- Reduce medical errors, adverse events and unwarranted variation, with support from investment into advanced analytics
- Foster a culture of openness, learning and development where we are willing and comfortable to speak up and identify issues early, address them and learn from them
- Promote transparency and accountability by tracking and reporting on the quality of and improvements made to the services we deliver
- Commit to organisational excellence in how our teams are led, how they function, behave and collaborate, and how they steward resources

#### How we will measure success

1. Improved patient experience survey results
2. Reduced unexpected mortality levels
3. Reduced incidence of harm

## Strategic Objective Two: Invest in our people and live out our values

*We will recruit, support, motivate and develop our people to become the best and most inclusive place to work in the NHS.*

### Our aims

#### **2.1: We will recruit, retain and develop our people to their highest potential.**

To provide the best care, we need to be a place where people want to come to start and develop their careers across all disciplines. This means providing a warm welcome to staff, offering opportunities for career-long learning and fostering a supportive environment where all staff can fulfil their potential. To do this we will:

- Bolster our attractiveness as an employer by reviewing our offer to staff and our reward package
- Overhaul our recruitment and appraisal processes to align with our values, drive inclusion and to support and nurture talent
- Nurture a culture of feedback, appreciation and recognition so that staff at all levels feel confident they will be recognised for their contribution
- Work with our partners to multiply opportunities for students, apprentices and trainees to join and gain experience across different areas of our Trust
- Expand opportunities for our experienced staff to develop and broaden their experience
- Leverage our 'leadership way' to attract and develop the most promising leaders and deliver representative leadership structures
- Build a collaborative programme with our system partners for temporary staff to support different areas of the system, improving workforce flexibility and system resiliency amidst an environment of continued staffing shortages
- Invest in staff health and wellbeing in the form of our new health and wellbeing centre and a wider programme to support staff to recover from the pandemic and manage the challenges that working in healthcare can bring

#### **2.2: We will foster an inclusive and supportive culture that connects all staff with our purpose and empowers them to live out our values every day.**

Achieving our vision statement of "working together to deliver outstanding care for our community", and our purpose of improving the health and wellbeing of the communities we serve, requires every one of our staff to connect with our mission and model behaviours that support each other to listen, learn, improve and perform. To do this we will:

- Embed our CARE values across everything we do to ensure that we are compassionate, aspirational, resourceful and excellent in how we care for our patients and how we treat each other
- Build programmes with a 'listen first' approach underpinned by our What Matters staff engagement campaign
- Foster a just, safe and civil culture promoting an environment where everyone feels comfortable in suggesting how we could learn and improve

- Nurture an inclusive culture that involves, empowers and motivates our people to deliver excellence for our patients
- Ensure our efforts across recruitment and development focus on equality, diversity and inclusion, doing the same in collaboration with our partners across the system
- Commit to ensure everyone is provided an equal opportunity to thrive within our organisation, growing diversity across all levels to reflect the community we serve

### **2.3: We will prepare our workforce for tomorrow.**

People in our community are living longer, but frequently with an increasing number of complex physical, social and mental health needs. While expanding, the healthcare workforce is not growing fast enough to keep pace with the needs of the population and many areas are experiencing shortages. The impact of the pandemic and the UK's exit from the single market are likely to add further challenges.

To adapt to these needs, we aim to develop an agile, skilled and digitally enabled workforce aligned to pathways of care and the needs of our patients. To do this we will:

- Adopt multidisciplinary models of work and learning, cross-training our workforce to improve its flexibility and adaptability
- Invest in developing new roles and skills that support our shift towards prevention and management of chronic conditions, working in joint programmes with our partners across the system
- Enhance our clinical training and education portfolios in partnership with the University of Reading and other institutions
- Develop a culture of continuous quality improvement that builds skills across the organisation so that every team is enabled to get better every day
- Develop and deploy digital solutions that enable staff to work to the top of their potential and reduce the administrative burden
- Optimise our e-rostering solutions to ensure effective deployment of staff
- Develop digital literacy and data science skills across our workforce.
- Invest in our estate, digital infrastructure, and equipment so that the resources we use drive the best quality and outcomes
- Strengthen the integration of our workforce, business and budgetary planning to improve our adaptability to an ever-shifting landscape

#### **How we will measure success**

1. Improved retention and turnover rates
2. Improved Workforce Race Equality Standard (WRES) scores

## Strategic Objective Three: Deliver in partnership

*We will work with partners locally and regionally to bring care closer to home, provide a seamless service for patients and support improvements in wellness and prevention.*

### Our aims

#### **3.1: We will work together with our partners to promote wellbeing and prevention—working to prevent the onset of disease and support those living with long-term conditions to stay well.**

Thanks to the success of the NHS and medical research, people are living longer. However, this brings new challenges, with more people living with complex physical, social and mental health needs. Meeting these needs in a sustainable way requires us to rethink the way we support those in our community, placing more emphasis on prevention, wellbeing and collaboration. To do this we will:

- Work with our partners across the NHS and local government to build a relationship with people throughout their lives, focusing as much on prevention and supporting those with long-term conditions as we do on responding to periods of crisis and emergency
- Work with partners in general practice, mental health and public health to make the most of every interaction we have with patients, raise awareness around the risk factors for chronic disease and promote healthy choices for the mind and body
- Invest the knowledge and expertise of our clinical teams into prevention and education initiatives, sharing learning and insight with primary care networks and community partners
- Strengthen our ability to detect and take care of health issues early, provide tools and information for people to co-manage their health care and invest in diagnostics capacity and digital tools to help keep people out of hospital
- Collaborate with partners across the system to address the social determinants of health and tackle factors that drive inequalities in outcomes

#### **3.2: We will proactively drive the development of integrated pathways of care that cross boundaries, are joined up, are led by the right provider and deliver seamless transitions in care for a “one NHS” experience of care.**

We know that people’s health needs do not begin and end within our walls, but too often patients experience NHS services operating in silos that hinder continuity of care. We are committed to overcoming organisational boundaries to improve outcomes and experience for our patients and their carers. To do this we will:

- Work with our partners to coordinate care in such a way that patients can’t tell where primary care ends and secondary care begins, improving our coordination and efficiency to help keep care close to people’s homes, avoid unnecessary trips to hospital and improve access to services
- Work with our partners to build integrated pathways that direct patients to the right setting for their care at the right time
- Ensure seamless hand-offs and facilitate appropriate communication and flow of information between our systems

- Ensure that resources follow the patient and are directed to the place where they bring most value—so if patients can be managed more effectively outside the hospital, the resources are in place to support this

### **3.3: We will work with partners to improve access to care for all patients.**

In addition to establishing integrated pathways and improving well-being, we will ensure people can access care as easily, conveniently and in as timely a manner as possible. The pandemic has led to a backlog of unmet need for urgent and elective care and has enhanced our learning around supporting people within our community, which means we need to improve and transform many of our services. To do this we will:

- Improve access to on-site services by making greater use of our sites in Newbury, Bracknell, Windsor and Henley-on-Thames, and co-locating some services with partners in community settings, GP practices and other settings such as drop-in centres.
- Invest in the expansion of our digital hospital programme, increasing the cross-boundary pathways using tools like patient portals, virtual wards, remote monitoring, video consults and mobile applications for care plan management
- Work with our partners in primary care and community care to develop an advanced, coordinated and digitally-enabled model of in-home care delivery so people receive care in their own homes when it is safer and more appropriate to do so
- Commit to learning from and applying best practice—locally, nationally and internationally to enhance quality and productivity
- Engage with patients, their representatives and community leaders to understand how we support vulnerable and excluded groups to access our services and understand advice from our clinical teams
- Collaborate with partners across the Thames Valley to identify ways to enhance capacity of our services and deploy new investment for maximum benefit

#### **How we will measure success**

1. Reduced rates of emergency admission in the population
2. Delivery of national waiting time standards in elective, diagnostic and emergency services



## Strategic Objective Four: Cultivate innovation and improvement

*We will encourage the development and adoption of advancements in medical practice and technology to enhance outcomes and experiences for our patients and staff.*

### Our aims

#### **4.1: We will improve care through insights that inform clinical and operational decision-making.**

As developments in medical science and data analysis continue to accelerate and converge, so has our responsibility to harness the power of our data to benefit patients and improve services. We aspire to strengthen our position as a key participant in world-leading research and innovation. To do this we will:

- Leverage our relationships with system partners (University of Reading, public health partners, life sciences sector) to increase opportunities for patients and staff to take part in cutting-edge research, trials and observational studies
- Expand our research across such fields as clinical science, health services delivery, health economics, public health and health policy
- Support team across the Trust to launch, progress and act on results from clinical research
- Develop our data science capabilities across descriptive, diagnostic, predictive and prescriptive analytics, building expertise in artificial intelligence (AI) and intelligent automation (IA)
- Develop timely and explainable decision support that integrates into our Electronic Patient Record (EPR) and is aligned to pathways to enhance and personalise care
- Build capabilities to produce real-time insights around our performance (e.g., dashboards fed by EPR) in support of our continuous quality improvement initiatives
- Use system-level patient data analytics more effectively to inform and improve population health management

#### **4.2: We will unlock new and better ways for our staff to deliver care and for our patients to co-manage their health**

With technology increasingly becoming a critical component to all our services, we must do more to close the gap between innovation and implementation. We aspire to be an early adopter of the most promising tools, techniques and practices arising from internal and external innovation. To do this we will:

- Leverage our Digital Hospital programme to expand the ways patients can access care virtually
- Curate and deploy a suite of tools and solutions to help patients adopt healthy behaviours, manage conditions and plan their care
- Leverage EPR to integrate new technologies that allow clinical teams to deliver care in revolutionary new ways (e.g., by enabling use of augmented reality in surgical procedures)



- Drive the interoperability and integration of clinical systems across the region, supporting effective distributed care, integrated pathways and population health management
- Mature our approach to supporting internal innovation and adopting external innovation by expanding the work of the RBFT Innovation Group, focusing on making it easier for staff to progress ideas that show promise and streamlining the path to contracting and implementing external innovation

#### **4.3: We will transform the user experience of digitally-enabled care for both patients and staff**

Digital systems unlock incredible value and efficiency, but significant user experience issues for patients and staff often prevent them delivering their full potential. We can also do more to leverage digital tools to drive improvements in the overall experience of care. To do this we will:

- Bring 'quality of life' improvements to patient-facing digital services, focusing on simplicity, accessibility and ease of use (e.g., booking and check-in, communication with provider, eConsent forms)
- Expand efforts to engage with those who may feel 'digitally excluded', offering alternative resources as well as training where desired, ensuring that the digitisation of our care does not become a barrier to access
- Bring 'quality of life' improvements to staff-facing services, focusing on areas such as optimising and automating processes to reduce wasted time, expanding EPR functionality, improving links between our data systems, optimising the integrity of our data and addressing the backlog in EPR change requests
- Leverage emerging capabilities in artificial intelligence and intelligent automation to optimise pathways, free up time for staff to spend on clinical activities and streamline the patient journey
- Drive digital literacy across our workforce, enabling staff to work to the top of their potential in an increasingly digitised environment

#### **How we will measure success**

1. Increases in the proportion of care delivered away from main Reading site
2. Increases in the number of patients and services involved in research projects

## Strategic Objective Five: Achieve long-term sustainability

*Using resources efficiently and responsibly allows the Trust to invest in developing and improving services for patients, look after our environment and renew the infrastructure supporting our operations.*

### Our aims

#### 5.1: We will live within our means

As an anchor institution in the community, we have a responsibility to ensure we steward public resources sustainably so we can continue delivering life-changing care for generations to come. This will require a sharp focus on maintaining financial surplus, supporting system delivery and generating resources to support capital investment. To do this we will:

- Continue to prioritise our Finance Matters programme which has already delivered success in its first three years with productivity gains and reductions in waste and unwarranted variation across services
- Invest in and support transformation initiatives across the Trust and beyond to increase efficiency and productivity, and further minimise waste
- Strengthen the process we have to ensure that we spend money efficiently and effectively, securing the best value for our patients in all our decisions
- Identify alternative sources of income (commercial arrangements, private patients, sponsorships)
- Drive participation in provider collaboratives that optimise the use of the system's resources and improve efficiencies for all participants
- Continue to engage with system partners to maintain a strong financial position locally and regionally
- Refresh our long-term financial model

#### 5.2: We will minimise our impact on the environment

Pollution is recognised to increase mortality as it is a leading factor in many long-term conditions including chronic obstructive pulmonary disease, asthma and lung cancer. Our ambition is to be proactive in preventing the onset of such conditions, and, given our significant footprint of facilities across the region, we have an opportunity to make a positive impact on our communities health by minimising our environmental impact. To do this we will:

- Deliver our Green Plan which outlines steps we are taking to deliver a 7% reduction in carbon emissions year-on-year until 2030
- Work with regional partners to coordinate and progress plans to reduce our carbon footprint at a system level
- Collaborate with other anchor institutions and co-create with our communities to enable greater engagement and pace

### **5.3: We will upgrade our infrastructure in line with our ambitions**

To sustain delivery of our vision over the long term, we must plan for regular investment in, and maintenance of, the infrastructure underpinning service delivery. We want our estate, equipment and digital infrastructure to keep pace with advances in clinical practice so they are key drivers of quality, efficiency and productivity—rather than hindrances. To do this we will:

- Undertake a major modernisation of our buildings through the Building Berkshire Together redevelopment programme, involving major investment over the next decade
- Reduce the backlog of essential maintenance on existing buildings whilst progressing the main hospital rebuild so that the built environment is not adversely affected by the redevelopment programme
- Make strategic capital investments and develop a delivery plan that ensures our equipment, digital hospital and essential IT systems are fit for the present and future

#### **How we will measure success**

1. Delivery of our revenue and capital budgets
2. Reducing our carbon emissions

## Delivering on our strategy

### Tracking our progress

Our strategy does not begin and end with the publication of this document. We will maintain a strong focus on the execution of our plans across each strategic objective. To do this we will:

1. Translate our ambitions into a set of measures that will accurately reflect our progress
2. Identify the target score for each measure and map out how long it will take to achieve
3. Regularly track and report on progress towards these targets, monitoring actual performance against planned performance so we can identify areas needing more focus and attention
4. Validate this system as we make progress against our targets, by seeking subjective feedback from patients, governors and staff on our performance against each strategic objective and ambitions—this will give an indication of the accuracy of our system and whether our efforts are translating into ‘felt’ improvements
5. Adjust our measures in response either to the subjective feedback, achievement of our targets or changing conditions.

### Better every day

Delivering on our ambition requires us to change how we work inside the Trust and with our partners across the health and care system. We are committed to fostering a culture of continuous quality improvement that builds on the agility, innovation and transformation shown by our staff during the pandemic. We will enable and equip staff in every area of the Trust to manage and improve the quality of care to patients and deliver patient experiences and outcomes that are “outstanding every day, everywhere”. We will use simple processes that can be built into everyone’s working day so staff can drive small improvements to quality and cost that collectively make a large difference.

For issues requiring a more concentrated focus, we will continue to implement a standardised approach to rapid evidence-based improvements for staff and patients. These events focus on internal process improvement, working with multi-disciplinary teams to understand the root cause of issues, removing barriers to improvement and measuring the impact of interventions made both on a proactive and reactive basis.