

Executive Summary

The Royal Berkshire NHS Foundation Trust (RBFT) is refreshing our Trust Strategy and invites the council to share their views and help develop our organisational strategy for the next five years.

The West Berkshire Health Scrutiny committee plays a key role in the strategic direction of RBFT as a local authority partner organisation whose responsibilities include or ensuring the need of our local residents are considered as we plan, develop and operate local health services.

This paper provides West Berkshire Health Scrutiny Committee with the background and context to the strategy refresh at RBFT and an update on engagement thus far, before opening a discussion to seek committee members recommendations and ideas.

1. Background and Context

1.1. The Trust Strategy was last reviewed in 2022 (a summary of the current high level aims and objectives is shown in Appendix 1), and the key drivers for a 2025 refresh are as follows:

- **Change in health landscape** with the legislation of Integrated Care Boards/Systems in 2022 and increased appetite/ask for collaboration over competition.
- **Stronger partnerships** further to the above across both Berkshire West place and the system via the Acute Provider Collaborative provide a new lens for our work.
- **National NHS review** following the arrival of a new government at the General Election including the Darzi independent investigation and upcoming 10 Year Plan.

1.2. The Trust Board has set the below timeline:

1. Exploration and Planning (from now until February 2025)
2. Engagement phase (March – July 2025)
3. Strategy development and refinement (July – August 2025)
4. Finalisation and approvals (September – November 2025)
5. Key enabler delivery plan development (post approval)

1.3. Key highlights from some of the exercises undertaken as part of the exploration and planning exercise are shown below.

- **Evaluation against our existing Trust Strategy**
We have undertaken a review against the 86 ambitions set out in our existing Trust Strategy. It showed that we have made significant progress in several areas of our current strategy, particularly in developing our continuous quality improvement methodology. This has led to enhanced care, improved patient safety, and stronger workforce development.

However, whilst we've worked well with our partners and improved how patients move through the system, progress has been slower in areas including resource sharing, adopting a unified digital approach, and fostering greater collaboration with partners outside of health. These are areas we want to explore further in the engagement and our new Trust Strategy.

- **Policy platform exercise**

So far, we've analysed over 50 local, regional, and national policy documents and reviews that may inform our strategy – including the Darzi report, BOB Joint Forward Plan and Core20PLUS5 alongside the Elective Care Plan published 5 January 2025. Several key themes emerged from this, including a greater national and local focus on addressing health inequalities, increased collaboration with partners and delivering more care closer to patients' homes in the community.

- **'What Matters 2024'**

'What Matters' is an organisation-wide conversation about our values and what they mean to our staff. Thematic analysis of the 4637 contributions to the 2024 What Matters conversation revealed the key areas identified by staff to enhance compassion, aspiration, resourcefulness and excellence (our CARE values) were as follows: maximising our use of digital where appropriate; improving our estate and digital infrastructure; and continuing our work on staff health and wellbeing, reward and recognition.

- **NHS Change Programme response**

The Department of Health and Social Care and NHS England are developing the 10 Year Health Plan with the public and health and care staff. For this, we hosted an engagement session with 100 RBFT Senior Leaders as part of our Senior Leaders Forum. The session focused on three outlined themes: making better use of technology; moving more care from hospitals to communities; and preventing sickness not just treating it.

- *Preventing sickness not just treating it:* Leaders highlighted that they felt there was significant opportunity to maximise earlier intervention with children, young people and maternity; the influence (both positive and negative) of social media amongst other information sources; and the role of legislative and policy action in removing barriers to healthier choices.
- *Moving more care from hospitals to communities:* Leaders strongly support delivering more care in the community and working with place and system partners to enable this. Key challenges to overcome will likely include logistical and workforce changes and effective risk management. The RBH virtual wards are seen as a local success story from which there is learning to share around technological enablers.
- *Making better use of technology:* Leaders conversations for this theme centred primarily around data and how we can maximise our Health Data Institute to assist with improving patient outcomes and planning our services.

2. Engagement

- 2.1. Our refreshed Trust Strategy will be co-produced with our staff and volunteers, our patients and community, and our partner organisations. With engagement tailored to each group to ensure ideas and inputs are captured across all RBFTs roles: as a provider of healthcare; a partner; an employer.
- 2.2. In our engagement, we recognise that several people will fall into multiple groups (e.g. many of our 6500 staff members live in our local community and use our services). The engagement will allow participants to engage in multiple roles.
- 2.3. The last Trust Strategy was developed in 2021 during the COVID-19 pandemic, with restrictions and pandemic response reducing the engagement. This latest refresh will comprise of thorough engagement across all three groups.
- 2.4. In collaboration with the RBFT Patient Engagement and Experience Team and the Communications and Engagement team, we have undertaken an extensive stakeholder mapping exercise to maximise our engagement and ensure all voices can be heard and to plan engagements around other calendared Trust communications.
- 2.5. We have also identified several accessibility needs including translation services, easy read formatting and paper-based options to avoid digital exclusion.
- 2.6. Patients and communities across West Berkshire have been involved so far via an extensive engagement campaign including social media posts, posters in the local community, parish council newsletters across West Berkshire, pop-up stands in the community and in West Berkshire Community Hospital, and at Meet PEET (Patient Experience Engagement Team) health checks. Focus groups with GP's and other health partners across West Berkshire are being organised to engage with our local partner organisations.

3. Committee Discussion

- 3.1. West Berkshire Health Scrutiny Committee are asked to provide their recommendations and input for RBFT's strategic objectives and aims for the next 5 years.
- 3.2. This work is a refresh of our current strategy, and in their thinking, the committee are recommended to consider RBFT's current strategic objectives (see Appendix) in the context of:
 - their relevance for the next five years;
 - future aims;
 - opportunities for further partnership working.
- 3.3 The committee should also not feel constrained by the current strategic objectives and are also invited to comment beyond the existing strategic framework.

Appendix: Our current Strategic Objectives and Aims (2022)

SO1: Providing the highest quality of 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:

- We will enhance the patient experience.
- We will achieve optimal outcomes.
- We will minimise harm.

SO2: Invest in our people and live out our values

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

Our Aims:

- We will recruit, retain and develop our people to their highest potential.
- We will foster an inclusive and supporting culture that connects all staff with our purpose and empowers them to live out our values every day.
- We will prepare our workforce for tomorrow.

SO3: 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:

- 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.
- 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 will work with partners to improve access to care for all patients.

SO4: 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:

- We will improve through insights that inform clinical and operational decision-making.
- We will unlock new and better ways for our staff to deliver care and for our patients to co-manage their health.
- We will transform the user experience of digitally-enabled care for both patients and staff.

SO5: Achieve long-term sustainability

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

Our Aims:

- We will live within our means.
- We will minimise our impact on the environment.
- We will upgrade our infrastructure in line with our ambitions.