



Royal United Hospitals Bath
NHS Foundation Trust

You Matter

Strategy

2023/24 to 2028/29

A *summary* of this strategy is also available.



Contents

Foreword	3
Who we are	
Our Trust	5
Our community	6
Our team	6
What we know	
Challenges and opportunities	7
How we developed our strategy	10
Our vision	11
Our strategic priorities	
The people we care for	12
The people we work with	15
The people in our community	18
How we will get there	21
Glossary	23

Foreword



Cara Charles-Barks
Chief Executive



Alison Ryan
Chair

“ 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. We are driven by shared values and a daily focus on continuous improvement. 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.

Over the last year, we have taken stock of where we are and where we want to be. There is much to be proud of:

- The care our staff give every day to our patients and their families, which lives out our Trust values – everyone matters, working together, making a difference
- Maintaining this quality of care during a period of uncertainty and challenge, with growing needs from our population, and the Covid-19 pandemic
- Our specialised services, including the Royal National Hospital for Rheumatic Diseases, where we offer world-leading care to patients from across our wider region and beyond
- Our Research and Development portfolio, which sets us apart from other Trusts of a similar size, and is an important part of our work to offer patient choice, attract diverse talent and improve our services
- New developments and innovations, including robotic surgery, the Dyson Cancer Centre and United Care Bath, our innovative partnership with Bath and North East Somerset Council to provide domiciliary (home) social care.

However, we are not yet where we want to be. We know that some patients do not get the care they need, when they need it and in the way that they want it. We know that not all members of staff feel valued, well supported to do their job, or able to provide the services they aspire to.

Over the last year we have been talking to our staff, our patients and our partners, developing our new vision and strategy: *The RUH, where you matter*. We are committed to being an organisation where every voice matters; we help you have your say, we listen, and we act.

We know it will take time to build consistency in how we achieve this simple but ambitious vision. Within this strategy, we set out how we will do this – our commitment to the people we care for, the people we work with and the people in our community.



Who we are

Our Trust

The Royal United Hospitals Bath NHS Foundation Trust, or the RUH, is a busy medium-sized provider of secondary care and some specialised services

From our main hospital site in Combe Park on the north-western side of the city of Bath, we provide services for adults and children needing emergency and unplanned specialist care, 24 hours a day, every day of the year. From that core is built a comprehensive planned surgical, medical, maternity and diagnostics service which is delivered across a range of geographic locations including direct to people's homes.

Our expansive list of services means that we can provide specialised care across a number of areas to a wider region. In 2015, we acquired the Royal National Hospital for Rheumatic Diseases, further expanding our portfolio of specialist services. In 2021, we acquired Sulis Hospital Bath, which provides planned diagnostic and surgical services to both NHS and private patients.



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

Our community

We are proud to serve adults and young people across both urban and rural areas of Bath, North East Somerset, North and West Wiltshire, Mendip and South Gloucestershire



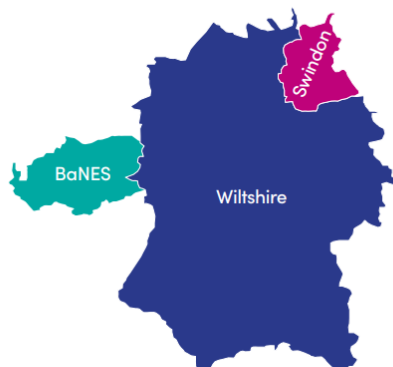
1 million adults and children



1,500 square miles



Cities, towns and rural areas



We work closely with partners in health and social care, and are a member of the BaNES, Swindon and Wiltshire Integrated Care System, a formal partnership between NHS, local authority and other organisations committed to improving the health of our local population. This strategy reflects our contribution to the *BSW Integrated Care Strategy*, the *BaNES Health and Wellbeing Strategy* and the emerging Wiltshire Health and Wellbeing Strategy.

The RUH, in partnership with local universities and colleges, also plays a major role in education and research.

On most health indicators, ranging from life expectancy to infant mortality, people living in our catchment are healthier than average for England. However, we know that this is not the case for all of our communities. We also know that our population is getting older, with increasingly complex health conditions.

Our team

Our clinical services are grouped into three Divisions – Medicine, Family and Specialist Services and Surgery. They are supported by the Corporate and Estates & Facilities Divisions, home to vital services such as catering, cleaning, finance, human resources, communications, IT, quality and safety, strategy, risk and governance and many more.

Medicine

- Acute Medicine
- Adult Fatigue
- Cardiology
- Care for older people
- Dermatology
- Diabetes & Endocrinology
- Emergency Department
- Gastroenterology
- Medical Physics & Bioengineering
- Neurology
- Radiology
- Respiratory
- Rheumatology
- Stroke
- Therapies

Family & Specialist Services

- Breast Unit
- Children's Therapies
- Haematology
- Maternity Services
- Neonatal Intensive Care Unit (NICU)
- Obstetrics & Gynaecology
- Oncology
- Paediatrics
- Pharmacy
- Sexual Health Services

Surgery

- Anaesthesia
- Audiology
- Critical Care
- ENT
- General Surgery
- Inpatient/Outpatient Booking
- Oral-Maxillo Facial Surgery
- Ophthalmology
- Pathology
- Pain Services
- Trauma and Orthopaedics
- Urology



What we know

Challenges and opportunities

There are challenges facing health and care providers, and areas where we know we must improve. There are also many opportunities to develop and transform our services in response to these challenges.

The **people** we care for

Nationally, there is an increasing demand for services, with hospitals across the country seeing sicker patients with acute need for high quality, accessible treatment. Locally, we have a growing population with more complex needs in all age groups.

Quality of Care and Outcomes

Challenges: Patients waiting too long for urgent, elective and cancer treatment with high backlogs, continually high admission rates and discharge delays.

Opportunities: New services and pathway improvements to deliver more efficient and effective care, improving access to care and treatment through investing in our estate, working with partners to improve preventative care, digital innovation such as DrDoctor

Patient Safety

Challenges: There is more we can do to ensure patients are safe at the RUH. We continue to work towards zero avoidable harm and a reduction in hospital acquired infections.

Opportunities: Delivery of the Patient Safety Incident Response Framework, improvements to estate to support Infection Prevention and Control.

Patient Experience

Challenges: There is more we can do to ensure patients feel safe, understood, cared about and welcomed at the RUH. Patients tell us that they want communication to be better about their and their family's care.

Opportunities: New ways of working including digital advancements, improved communication routes, shift in culture to ensure that we continually focus on what we can learn from our patients.



The people we work with

Nationally, health and care is experiencing workforce issues, particularly around shortages of some staff groups, pressures due to pandemic impacts, heightened demand for services plus constrained investment resources.

Staff experience

Challenges: Poor experience reported by some staff groups, particularly with regard to abuse, bullying and harassment and discrimination.

Opportunities: Together, create the conditions to listen to each other and act on what we learn. Focus on staff safety, cultural transformation programme, race equality programme.

Staff health and wellbeing

Challenges: Continued pressure on staff at work, exacerbated by wider societal pressures, impacting on the health and wellbeing of staff. High levels of burnout across NHS workforce.

Opportunities: Getting the basics right for staff, such as improving food and rest areas. Continue to improve health and wellbeing and employment offer.

Capacity

Challenges: There is a shortage of skilled healthcare professionals with some staff survey scores suggesting our workforce feels there are too many demands on their time and not enough staff to deliver the work required.

Opportunities: Recruitment transformation, improved workforce planning, reduction of bureaucracy and administrative burden, work on staff burnout. Developing our workforce through collaboration with other providers in our system.



The **people** in our community

Our communities are cared for by multiple organisations; it is our responsibility to ensure that we work well together, sustainably and act in ways which support the wider public good. Covid-19 highlighted the importance of working in collaboration as organisations worked across their boundaries to respond to the pandemic. The NHS landscape has further changed with localities now grouped into Integrated Care Systems, with more work taking place at a system level.

Health inequalities

Challenges: There are unfair and avoidable differences in health outcomes between patient groups in our community

Opportunities: Improving data, working with partner organisations to understand drivers of population health and address health inequalities

Resources

Challenges: Rising cost of drugs and new medical technology, inflation and funding for services not growing in line with demand is causing financial pressures, impact of Covid-19

Opportunities: Focus on efficiency, reduce waste and low value activity. Work with community partners to improve preventative care

Environment

Challenges: Some buildings we operate from are ageing and not designed or located to minimise environmental impact of our services or support best practice models of care for patients. Impact of climate change on the health of our people.

Opportunities: Working together with local councils to deliver a joint sustainability plan, strategic estates plan designed to deliver our clinical and people strategies

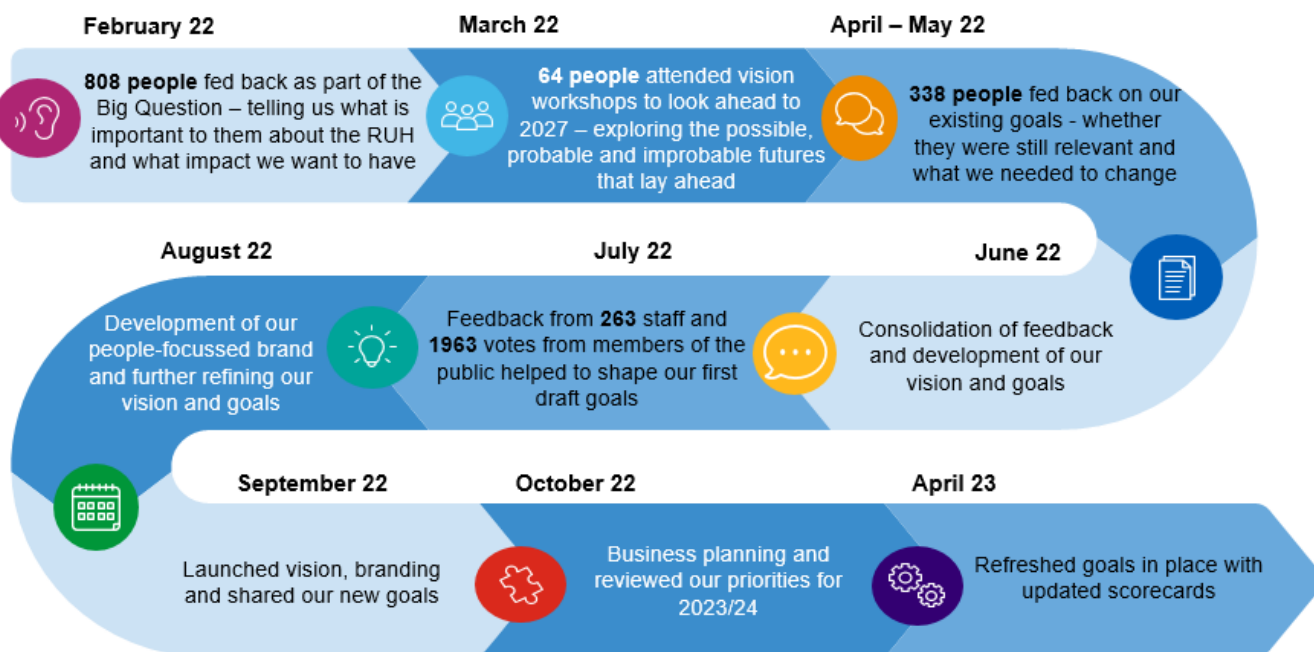
System working

Challenges: System relationships and processes still in development, scale of transformation required to support a 'left-shift' of care and finances into primary/community care, which are already under significant pressure.

Opportunities: Working together at scale to deliver the BSW model of care as set out in the BSW Integrated Care Strategy, creating local specialist services and care closer to home, tackling health inequalities, sharing resources and expertise.

How we developed our strategy

It was and remains important to us that our strategy was developed by and with our staff, patients, the local community and partner organisations. Thank you to everyone who has contributed.



We started a conversation in February 2022, when we asked our Big Question to understand what people felt was important to them about the RUH. This helped us to think about what impact we want to have and what the future might look like. We held vision workshops to explore this further and spent time together reflecting on our existing goals and whether they would get us to where we wanted to be.

Based on the feedback we received, we developed the first draft of our vision and goals in June 2022 and spent the summer sharing and refining these with staff and members of the public.

In September 2022 we launched our vision and shared our new goals, which formed a central part of developing our annual plan and priorities together with a roadmap of milestones for future years.

More information on our conversations with our people is available in the [You Matter Engagement Report](#).

This strategy reflects what matters most to the people we've spoken to and sets out key components of our ambitious but realistic plans for the next five years. It makes a commitment to our people. We will continue to listen to and work in partnership with the people we care for, the people we work with and the people in our community to ensure that we continue to develop our strategy and deliver against it to realise our vision.

Our vision

Our vision has been collectively developed by the people we work with, the people we care for and the people in our community.

The RUH, where you matter

The next pages of our strategy describe our areas of focus for each people group, including how we will measure success, the projects we will be working on and the outcomes we want to see.





The **people** we care for

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

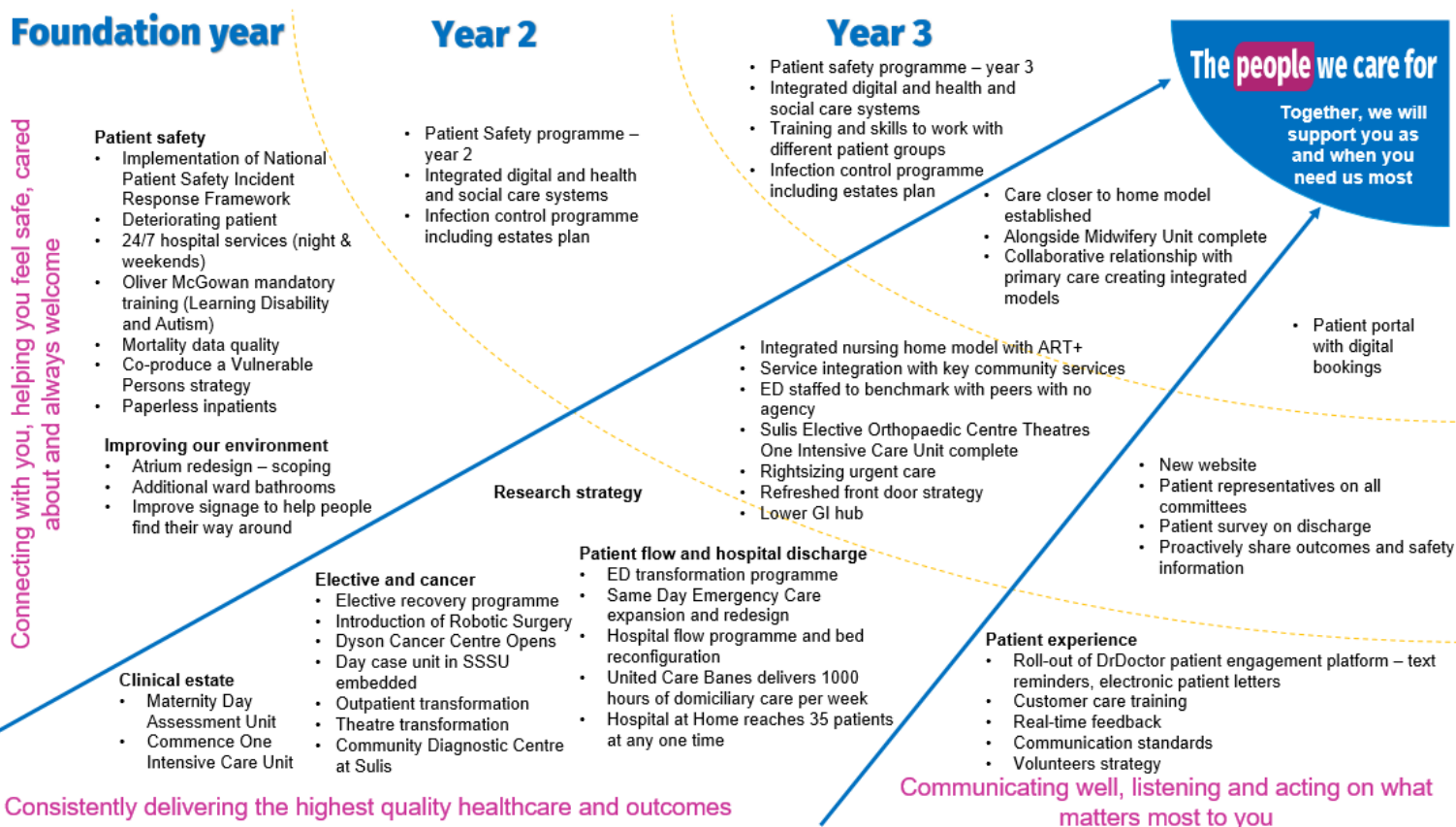
Our goals

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

Measures of success

- Reported patient safety incidents resulting in significant harm
- Number of patients waiting over 65 weeks
- Overall patient experience score

Our deliverables and programmes





The people we work with

Together we will create the conditions to perform at our best

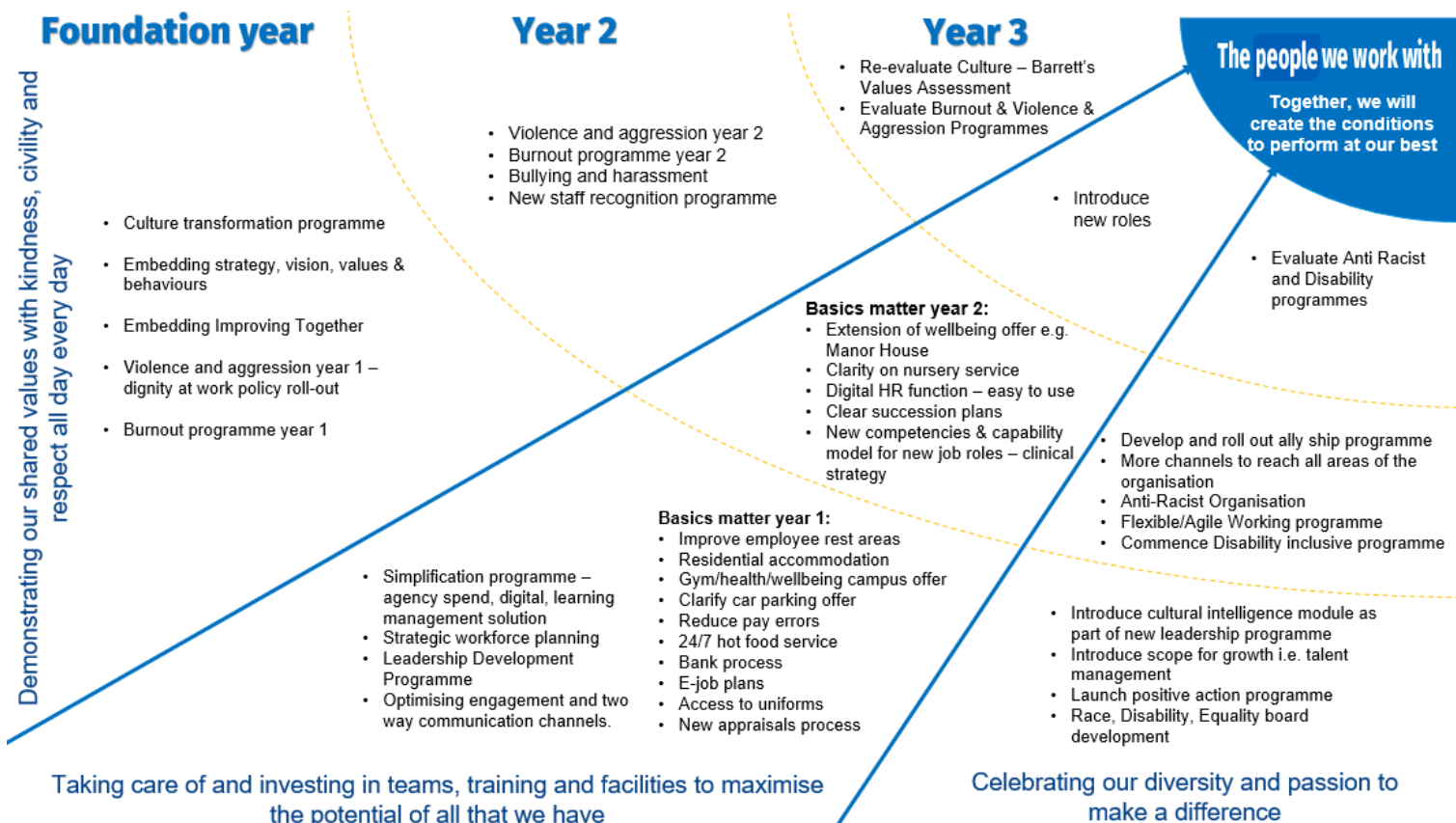
Our goals

- 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

Measures of success

- Percentage of staff recommending the RUH as a place to work
- Percentage of staff that say the organisation acts fairly with regard to career progression
- Percentage of staff reporting they have personally experienced discrimination at work from manager, team leader or other colleagues

Our deliverables and programmes





The **people** in our community

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

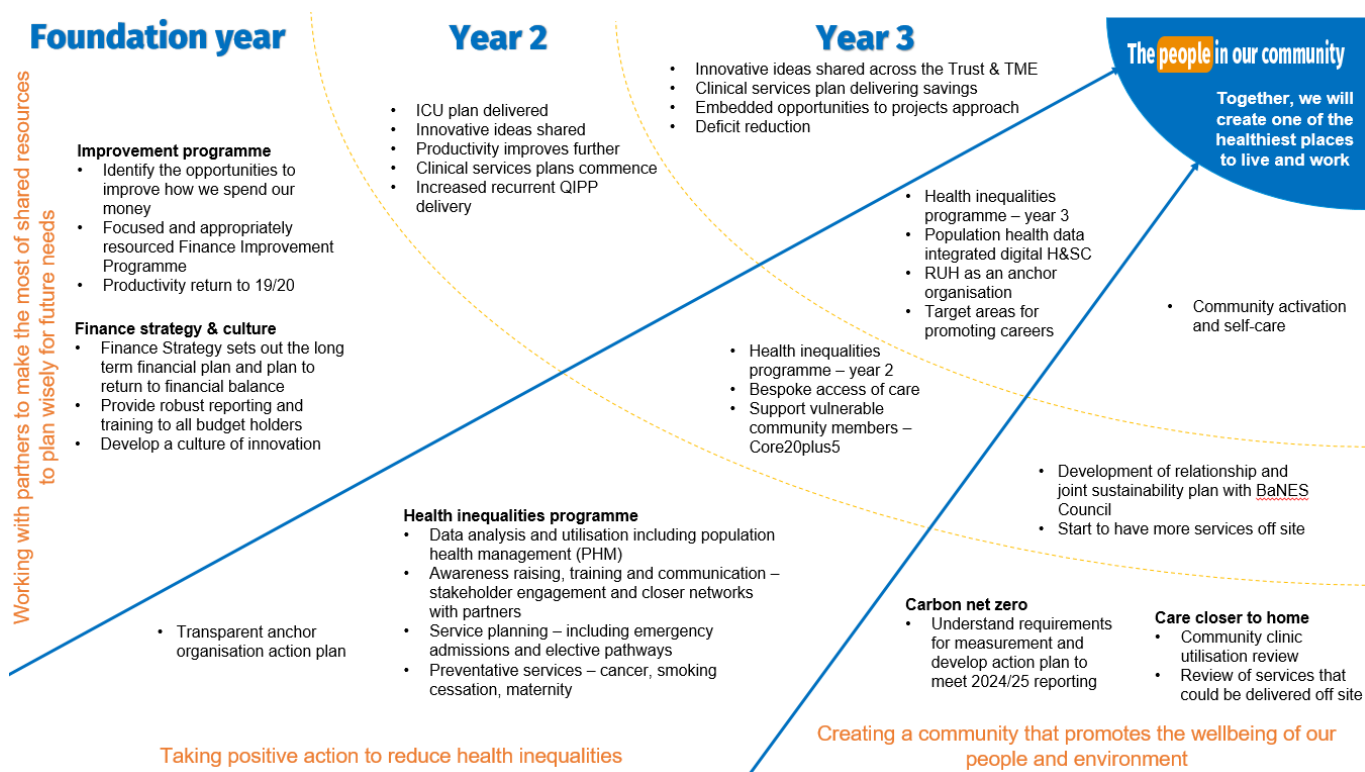
Our goals

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

Measures of success

- Delivery of breakeven financial position
- Equity of access to the RUH for all
- Carbon emission reduction

Our deliverables and programmes



How we will get there

We have set an ambitious vision for our people, and we know that it will take time to get there together. We work in a changing environment, so we will need to be flexible, and to continue to listen to our people to make sure that we are going in the right direction.

This Strategy is a living document, which will continue to be shaped by our people. It will guide our decisions and help focus our day to day actions.

We will deliver this Strategy through:

Our values

Our well-established organisational values are the bedrock of our Trust culture. Along with our commitment to kindness and civility and equality, diversity and inclusion, they underpin our approach to bringing our strategy to life for all of our people.



Improving Together, our operating system

Improving Together sets out how we work together to achieve our strategy.

At its heart, Improving Together is about Quality Improvement, giving the people closest to the issues the time, permission, skills and resources they need to problem solve. It involves a systematic and coordinated approach to solving problems using specific methods and tools with the aim of bringing about a measurable improvement.

Each year, using Improving Together methodology, we will set our **breakthrough objectives** and **mission critical projects**, which set out what we will do in this year to move towards our vision.

Throughout the year, we will monitor our progress towards our goals using the measures of success set out above, and use our comprehensive Board Assurance Framework to monitor new and existing risks to delivering our strategy.

Over a longer term, our five **strategic initiatives** set out the programmes of work to support delivery of the Strategy over the next 3-5 years:





The RUH, where you matter

The people we work with

People are at the heart of all that we do...

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

The people we care for

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

The people in our community

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

Our improvement system:

Improving Together

Our values:

Everyone Matters

Working Together

Making a Difference



Future engagement

The people we work with, the people we care for, and the people in our community are at the heart of our strategy. This strategy reflects what matters most to the people we've spoken to and sets out key components of our ambitious but realistic plans for the next five years. It makes a commitment to our people.

We will share regular updates about our progress, and listen to all of our people so we know when we are getting it right and where we still need to improve.

Thank you



Glossary

Alongside Midwifery Unit

This is a unit which is located next to an Obstetric Unit, where care is provided by midwives. We are planning to develop an AMU at our Combe Park site, to complement our existing community Birth Centres in Chippenham and Frome.

Anchor organisations

Anchor organisations are large, public-sector organisations, who get their name because they are unlikely to relocate, given their connection to the local population, and have a significant influence on the health and wellbeing of communities. We consider ourselves an anchor organisation. This means we have the opportunity to work with our partners and our population to make a difference to the lives of people who live in our area.

Breakthrough objectives

Annual objectives which focus our improvement efforts as we work together to achieve our vision.

Carbon net zero

The term net zero means achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it. This balance – or net zero – will happen when the amount of carbon we add to the atmosphere is no more than the amount removed.

Community activation

Motivating and inspiring the public to act, with the foal of changing behaviours or motivating action to improve health and wellbeing.

Core 20plus5

This is a national NHS approach to inform action to reduce health inequalities at a national and regional level. Core20 refers to the most deprived 20% of the national population, PLUS refers to local groups who experience health inequalities, and 5 describes the five areas of focus – maternity, sever mental illness, chronic respiratory disease, early cancer diagnosis and managing risk factors for hearts attacks and strokes.

DrDoctor

An electronic system that is designed to improve our communication with patients, giving patients more control over their care. The system will sends digital (text message and email) reminders about appointments, electronic letters, assessments and allow patients to cancel and reschedule appointments.

ED

Our Emergency Department, sometimes also known as A&E (Accident & Emergency)

Elective/Non Elective care

Elective care is the term used to describe operations, procedures or treatments that are planned rather than carried out in an emergency. Non-elective care is unplanned, emergency care – so for example, patients admitted through our Emergency Department.



Health inequalities

Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them

Hospital at Home

Hospital at Home supports patients to return home where they will continue to receive care, rather than staying in hospital, even though they are medically unwell.

Patients are safely looked after in the comfort of their own home, and remain under the care of their RUH consultant, until they have safely completed their programme of treatment.

Hospital flow

The movement of inpatients information or equipment between departments as part of their care pathway

Infection Prevention and Control

Infection prevention and control is the use of safe practices and ways of working that help to prevent or reduce infections within healthcare settings. We have a dedicated Infection Prevention and Control team, who provide education, carry out surveillance and audit, and provide specialist advice and guidance on all areas of infection prevention and control.

Integrated Care System

Integrated care systems (ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in their area. We are proud to be part of the Bath and North East Somerset (BaNES), Swindon and Wiltshire ICS, known as BSW.

ICU

Our Intensive Care Unit, a specialist ward which provides treatment and monitoring for people who are very ill.

Oliver McGowan Mandatory Training

A national training programme to provide social care and health staff with the right skills and knowledge to provide safe, compassionate and informed care to autistic people and people with a learning disability.

Preventative care

Preventative care helps prevent health problems, or finds them before they become more serious. This includes early detection of disease, and also promoting and supporting individuals to take care of themselves.

Same Day Emergency Care

Rapid specialist care for emergency patients who would otherwise be admitted to hospital.

Scope 3 emissions

These are carbon emissions that happen in our supply chain – so, for example, the carbon generated by companies making and delivering supplies to us, or dealing with waste we generate.



Secondary care

Relates to services provided by specialist doctors or other health professionals who generally don't have the first contact with the patient, but are referred by primary care (often by a GP). Secondary care services are usually provided in a hospital or clinic.

SSSU

Surgical Short Stay Unit, our ward that provides specialist care to patients having operations and who are likely to need hospital care for one or two days while they recover.

Sulis

Sulis Hospital Bath is based in Peasedown St John, and provides planned outpatient, surgical and diagnostic care to patients.

TME

Trust Management Executive; our leadership team.

United Care BaNES

A joint project by the RUH and BaNES Council, providing an in house team of health and social care workers to look after people in their own homes.

QIPP

Our Quality, Innovation, Productivity and Prevention work, which aims to use our resources as effectively as possible and minimise waste.