

You Matter

Strategy 2023-28

Executive Summary



The RUH, where you matter



“

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

The RUH, where you matter

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

Everyone Matters
Working Together
Making a 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

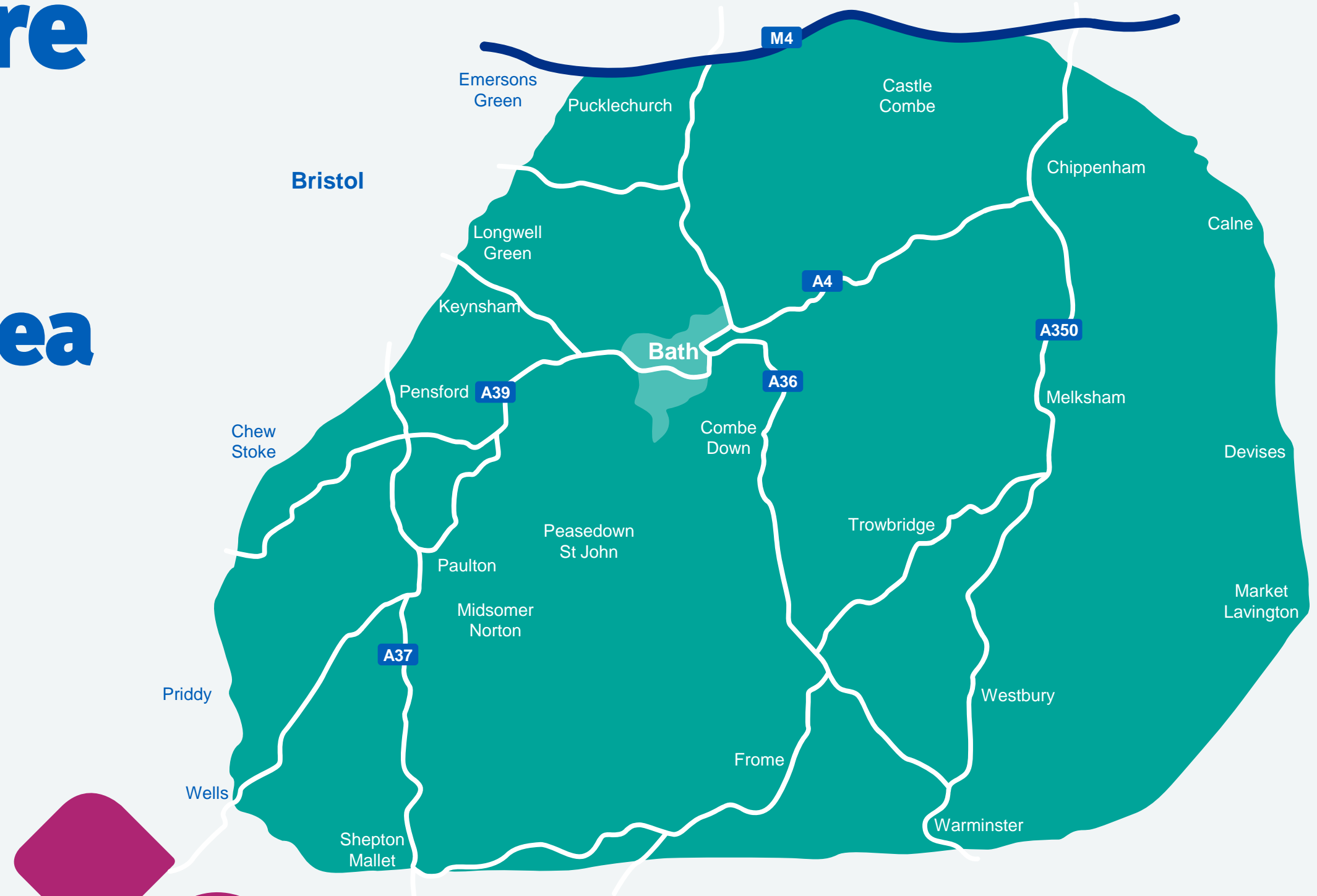
We support
4,500
births a year

We hold
over
540,000
outpatient
appointments

Who we are

The local area

we cover



The RUH, where you matter

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.



Bath and North East Somerset,
Swindon and Wiltshire Together

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.



Acute Hospital Alliance



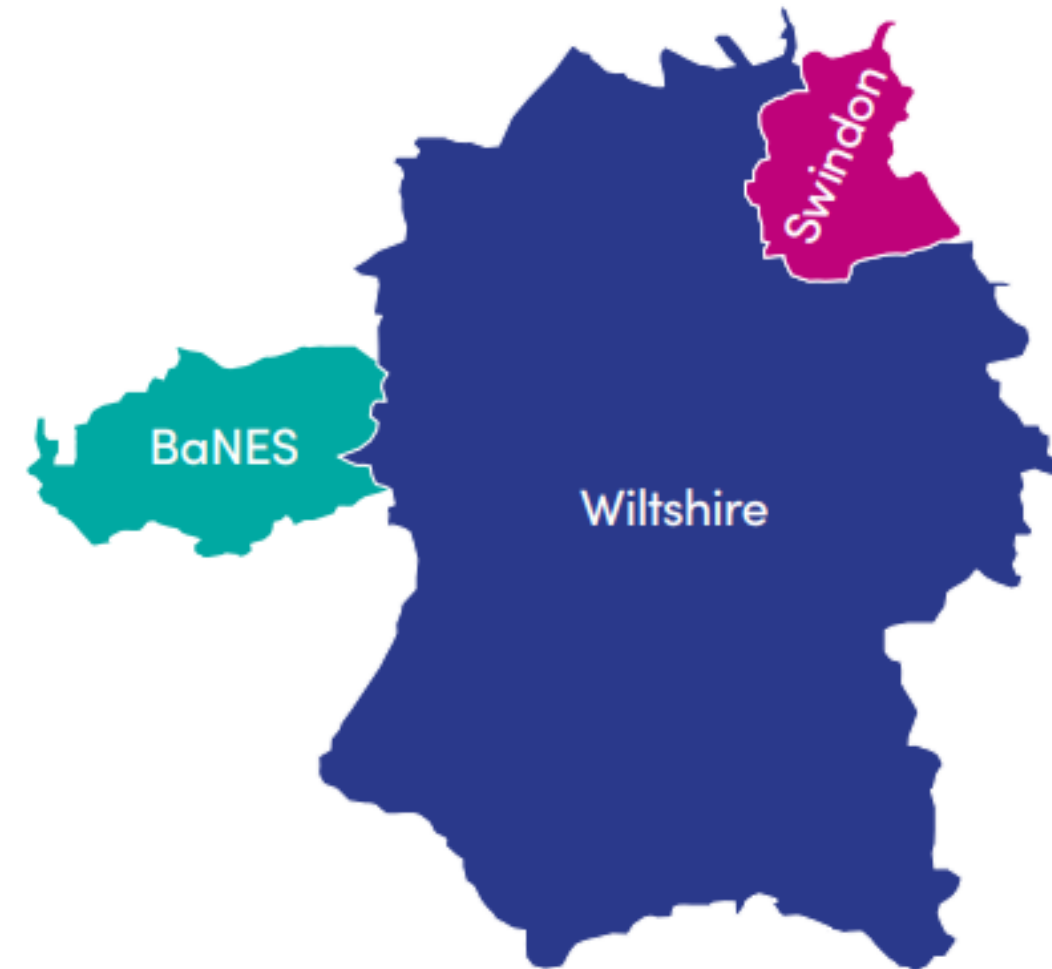
1 million adults
and children



1,500 square
miles



Cities, towns and
rural areas



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

The RUH, where you matter

How we developed our strategy



Our vision: The RUH, **where you matter**



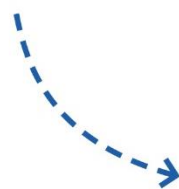
Let's create a future where everyone matters. Everyone means the people we care for, the people we work with and the people in our community.

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

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



The people we **work** with

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:

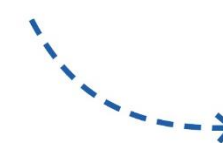
Improving Together

Our values:

Everyone Matters

Working Together

Making a Difference



Our goals: what matters to

The **people** we care for

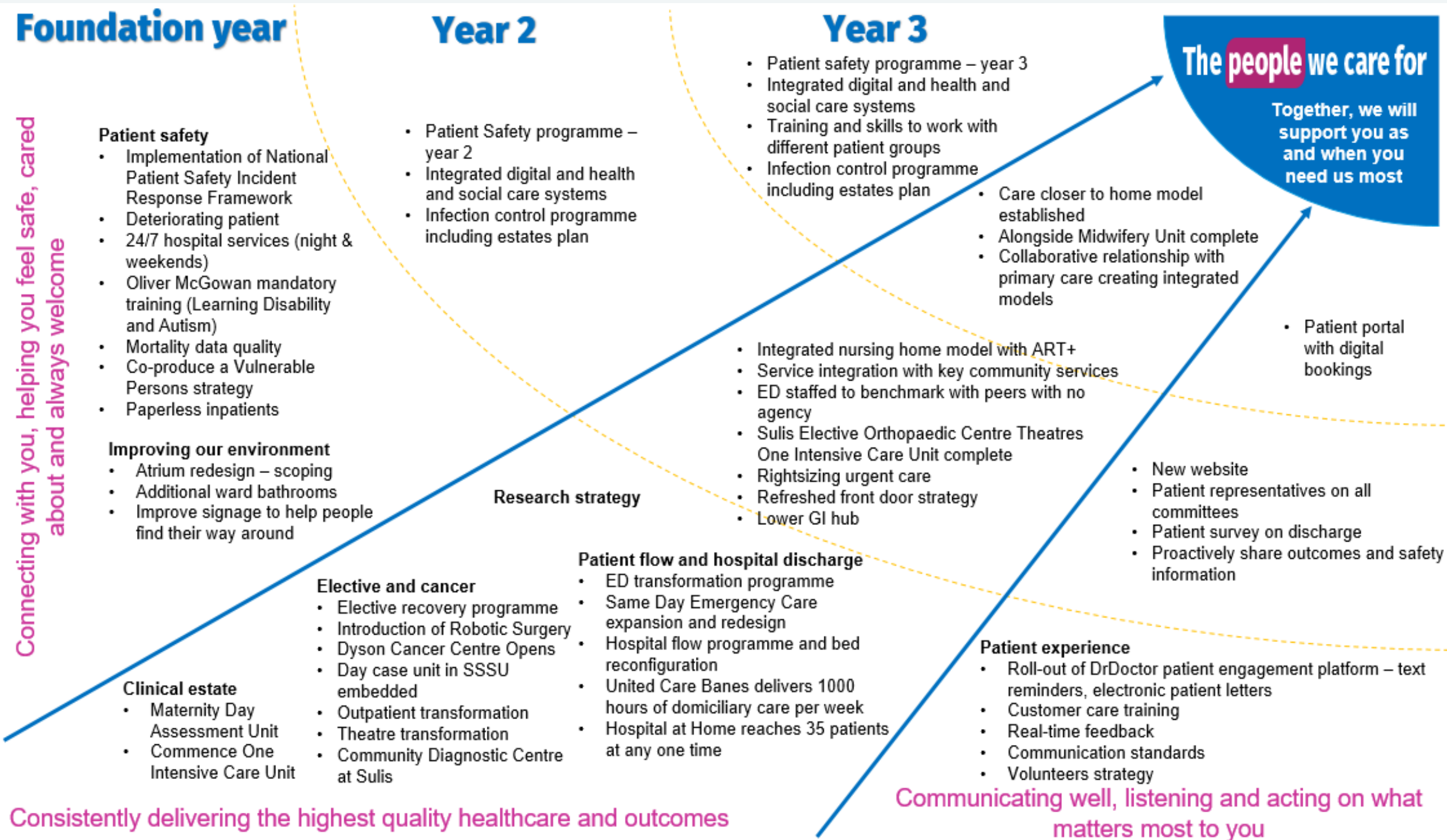
Together we will support you, as and when you need us most

- 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



The RUH, where you matter

Our goals: what matters to

The **people** we work with

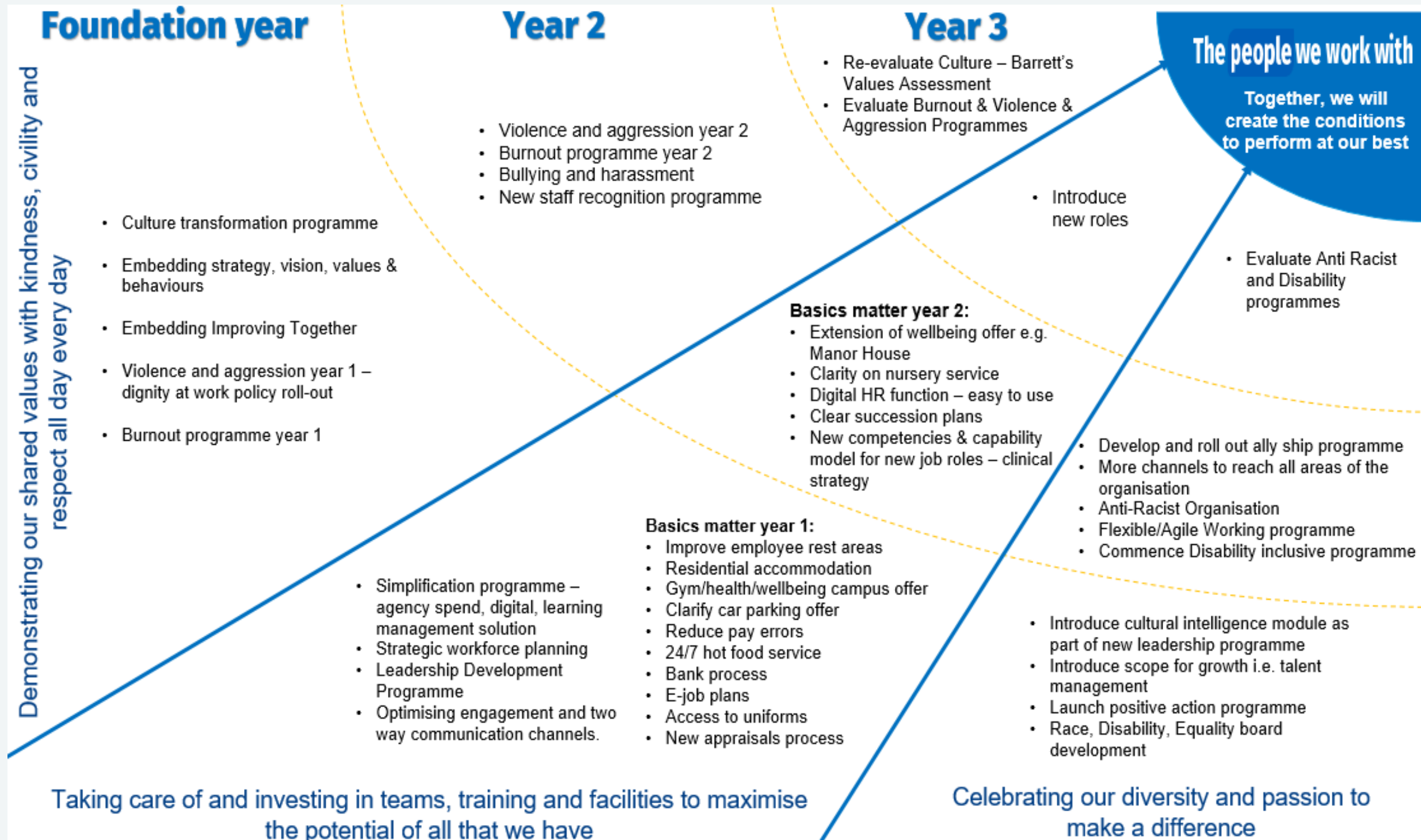
Together we will create the conditions to perform at our best

- 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



Our goals: what matters to

The **people** in our community

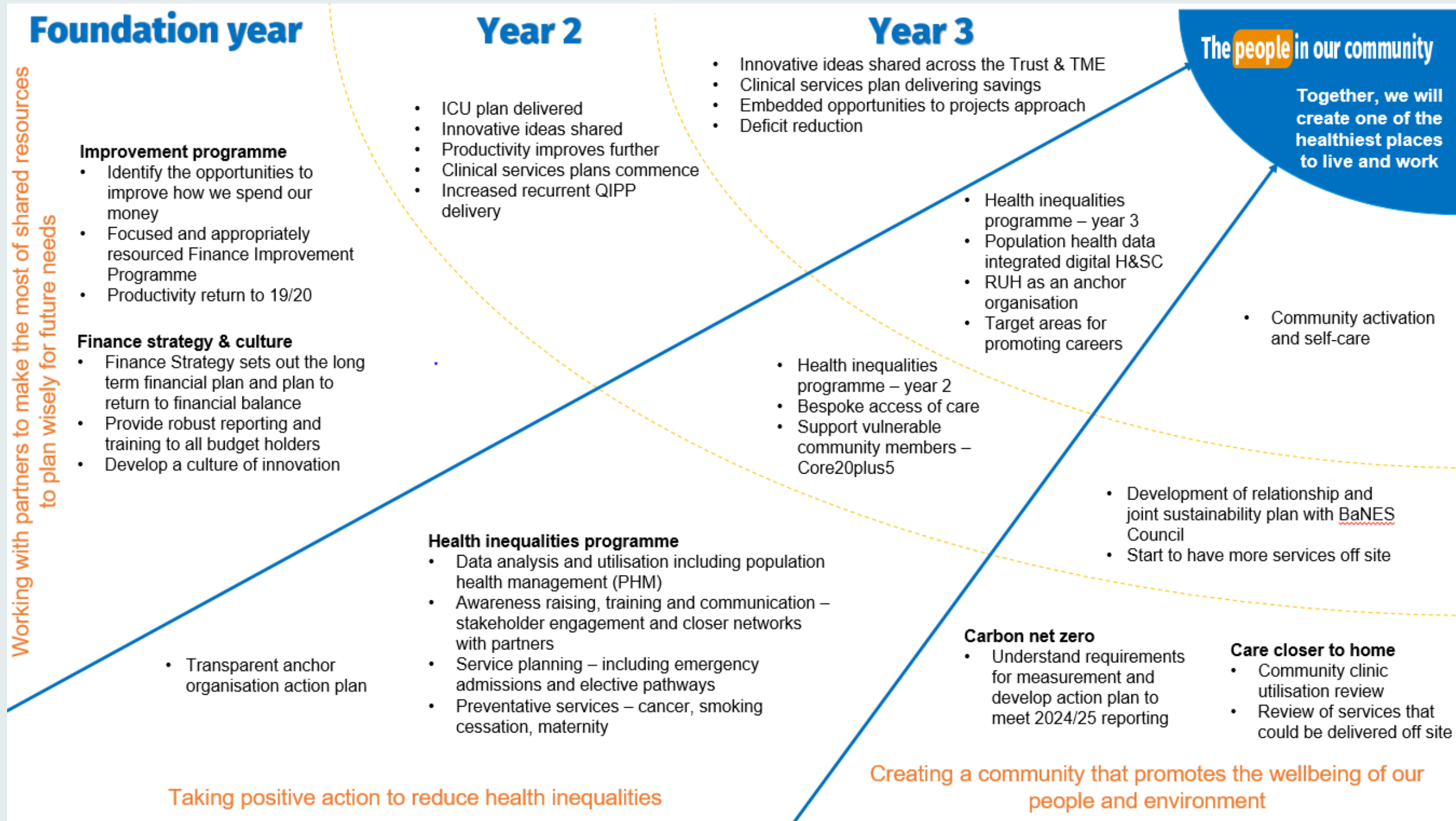
Together we will create one of the healthiest places to live and work

- 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



The RUH, where you matter

How we will get there

How we will deliver

Everyone Matters
Working Together
Making a 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



Our enabling initiatives

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