

READING HEALTH AND WELLBEING BOARD

DATE OF MEETING:	15 July 2022	
REPORT TITLE:	Royal Berkshire NHS Foundation Trust (RBFT) - Our strategy	
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ORGANISATION:	Royal Berkshire NHS Foundation Trust	

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Throughout 2021/22 we have recognised the need to review and update our Trust Strategy and the supporting strategies in order to ensure they remain stretching, achievable and relevant to the context, challenges and opportunities of the organisation, our patients and staff.
- 1.2 The purpose of this report is to present the Reading Health and Wellbeing Board (hereafter 'the Board') with a draft of the text of our revised Trust strategy for comment and feedback ahead of final publication by RBFT. The Board should note that the draft has yet to be professionally designed (this work is in progress).
- 1.3 Appendix 1: Draft of Our Strategy

2. RECOMMENDED ACTION

- 2.1 The Board is asked to comment as to whether the content of the draft sets out the principle aims, objectives and activities that it might expect the RBFT to engage in over the next 5 years and beyond.

3. THE PROPOSAL

3.1 Current Position

- (a) The purpose of our strategy review has been to:
 - (i) Reflect changing conditions at the local, regional and national level
 - (ii) Adapt language to capture insight from engagement with staff and stakeholders, ensuring our strategy continues to resonate with our community
 - (iii) Set the direction of travel towards the new hospital encompassing how we work and what services we provide, as well as the physical infrastructure

- (iv) Increase the focus and clarity on the actions we will take to achieve our objectives and how we will monitor our progress
 - (v) Simplify the message and enhance the look and feel to aid communication and understanding and to keep us ahead of the pack
 - (vi) Acknowledge and celebrate our successes to date and where we want to move on or course-correct
- (b) We have used six inputs in developing our strategy refresh
- (i) Staff views from What Matters, a comprehensive staff engagement exercise conducted throughout 2021
 - (ii) Team views from our business planning and the process of developing our new Clinical Services Strategy (published 30 March 2022)
 - (iii) Management input through our Executive Management Committees, Operational Management Team and discussions around each of our Strategic Objectives
 - (iv) Views of partners through bilateral conversations
 - (v) Engagement with patient leaders and governors
 - (vi) Review of national policies and literature and the strategies of peers
- (c) A draft of the text of the revised Trust strategy is provided at Appendix 1.
- (d) The Board will note that:
- (i) We have decided to drop the Vision 2025 title to the strategy, instead giving emphasis to our vision statement “working together to deliver outstanding care for our community” as this provides greater clarity on how we want people to respond to our strategy.
 - (ii) We have made subtle changes to our five strategic objectives, this includes:
 - (a) Adding emphasis of inclusion and equality through both strategic objectives 1 & 2
 - (b) Expanding our focus on partnerships beyond NHS partners in strategic objective 3
 - (c) Focusing on improvement rather than transformation in strategic objective 4
 - (d) Expanding our sustainability objective to encompass our impact on the environment
 - (iii) We have NOT changed our vision statement or our CARE values as these resonate with staff and stakeholders
 - (iv) We have set out a strong link from the strategy to our continuous quality improvement journey
 - (v) The draft is yet to undergo professional design which is in progress
 - (vi) We expect to be able to set clear measures for each of the three goals across our five strategic objectives; these are currently being developed and agreed internally
 - (vii) The strategy document is to include an opening letter from the Chairman and CEO which will be drafted following a discussion to capture their views and will reflect feedback received during public engagement

- (e) As with Vision 2025, we will be updating our supporting strategies (people, finance, R&D, estates, quality and improvement) throughout 22/23 to set out more detail on how we will deliver on our main strategy.
- (f) The Board is asked to COMMENT as to whether the content of the draft sets of the principle aims objectives and activities that the RBFT might be expected to engage in over the next 5 years and beyond

4. CONTRIBUTION TO READING'S HEALTH AND WELLBEING STRATEGIC AIMS

4.1 This document is applicable to all of the following priorities

1. Reduce the differences in health between different groups of people
2. Support individuals at high risk of bad health outcomes to live healthy lives
3. Help children and families in early years
4. Promote good mental health and wellbeing for all children and young people
5. Promote good mental health and wellbeing for all adults

5. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

N/A

6. COMMUNITY & STAKEHOLDER ENGAGEMENT

N/A

7. EQUALITY IMPACT ASSESSMENT

N/A

8. LEGAL IMPLICATIONS

N/A

9. FINANCIAL IMPLICATIONS

N/A

10. BACKGROUND PAPERS

N/A