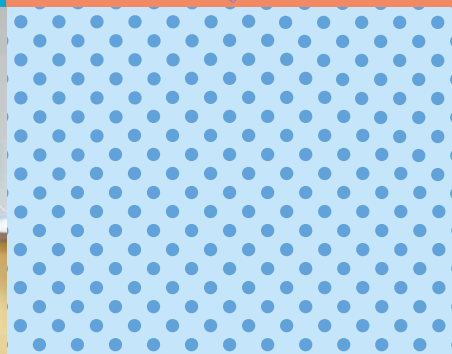
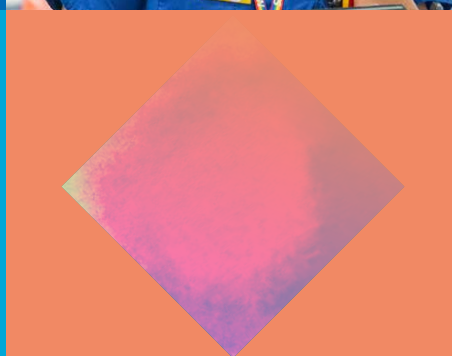
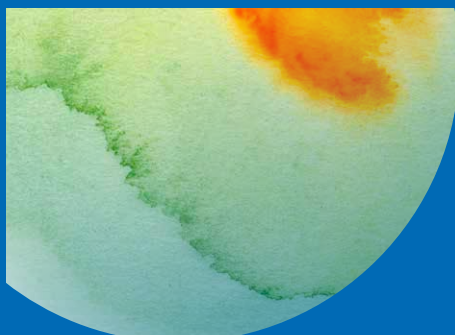
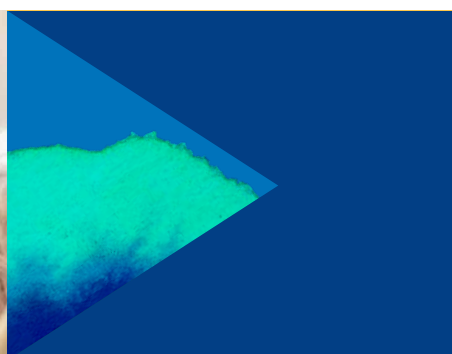




Our five year strategy

2025 – 2030



This strategy sets out our future vision, direction and strategic priorities for the next 5 years.

This is for Gloucestershire Hospitals, our wholly owned subsidiary Gloucestershire Managed Services and our trust charity, Cheltenham and Gloucester Hospitals Charity, which together make up our Hospital Group.



Foreword

Our strategy defines who we are, what we do and most importantly, why we do it.

We want our patients, staff and the public to be proud of our hospitals and the care and support we deliver.

For our staff and our communities, we want their hospitals to be recognised as a place to receive high-quality care and support.

We also want to support primary care and help shape the future development of neighbourhood health services, with a focus on long term conditions and frailty.

In developing the strategy, staff and communities told us what matters most to them:

- ▶ What we do is shaped by feedback from patients, staff and our communities.
- ▶ We are known as a good place to work and receive care.
- ▶ We provide good care which is safe, effective, inclusive and responsive.
- ▶ We get the basics right by doing the simple things well and consistently.
- ▶ We live with in our means and deliver value for money in everything we do.
- ▶ We work together to improve our estates and facilities, providing a good place to work and receive care into the future.
- ▶ We deliver our core acute and specialist services well and support wider health and care provision.
- ▶ We work in a joined-up way to support people to get care more locally where needed and in hospital when necessary
- ▶ We build on our research and innovation to find the care for tomorrow's generation.
- ▶ Our digital systems are easy to use and connect patients to better manage their own health.



Introduction from our Chair and Chief Executive

As Chair and Chief Executive of Gloucestershire Hospitals NHS Foundation Trust, we are proud to share our five-year strategy for 2025 to 2030. This strategy defines not only what we do but why we do it. Our absolute core purpose is to change lives and save lives. Our vision is clear and profound: to deliver the best care every day for everyone. This is both our promise and our challenge, and we embrace it with humility, ambition and a deep sense of responsibility.

Our hospitals have served the people of Gloucestershire and beyond for generations. Today we stand at a pivotal moment shaped by rapid change, complex challenges and new opportunities. Over the past five years we have transformed digitally, strengthened our workforce and changed care in ways that are delivering real benefits and better care to our patients and communities. We have also responded to the biggest shock the NHS has ever faced, Covid-19, and we know there is more to do.

This strategy is built on the values that guide us: caring, compassionate, inclusivity and accountability. These values are not abstract statements but promises, shaping the way we support patients, work together with colleagues and with our communities. At the heart of this is a determination to listen. The voices of patients, families and staff are essential to everything we do, not only in shaping services but in reminding us of the human impact of every decision we make.

We also recognise the persistent and unacceptable health inequalities that exist within our county. Our ambition is to ensure fair access to care and support

for all, regardless of background or circumstance which is the very foundation of the NHS. We will work with our communities to design services that reflect how patients and communities experience our services and promote health and wellbeing. Prevention, learning, improving and sustainable approaches will be embedded into everything we do.

This strategy is a call to action. It is a commitment to our patients, our staff and our partners. It is a promise to be ambitious for the future, to learn from the past and to act with integrity and purpose. Together we will build an organisation recognised not only for the quality of its care but for the pride, trust and confidence it inspires in those it serves.



Deborah Evans,
Chair



Kevin McNamara,
Chief Executive

Strategic progress and achievements 2018/19 – 2024/25

Over the period of our previous strategy, we have made significant strides across workforce development, clinical services, estates, quality of care and digital transformation.

2018	▶ Establishment of Gloucestershire Managed Services (GMS), wholly owned subsidiary company
2019	▶ Launched the Staff Advice and Support Hub, strengthening well-being resources for our workforce ▶ Introduced Sunrise clinical wrap improving digital records and clinical workflows ▶ Became a pioneer in a ground-breaking tissue donation initiative
2020	▶ Established the Covid-19 Vaccination Hub at Gloucestershire Royal Hospital, contributing to the largest immunisation programme in UK history
2021	▶ Advanced our Centres of Excellence vision by launching SABR treatment (Stereotactic Ablative Radiotherapy) for cancer patients
2022	▶ Streamlined recruitment with a reduction in time-to-hire from 79 to 42 days, supporting service continuity and workforce growth ▶ Opened Gallery Ward 2: a £4.5 million, 24-bed facility dedicated to dementia and acutely frail patients
2023	▶ Opened the Community Diagnostic Centre at Gloucester Quayside, increasing local access to early diagnosis and screening ▶ Rolled out ePMA (Electronic Prescribing and Medicines Administration), enhancing patient safety and medication management
2024	▶ Unveiled the new Emergency Department at Gloucestershire Royal Hospital, enhancing urgent and emergency care capacity ▶ Opened the Chedworth Day Surgery Unit at Cheltenham General Hospital, improving access to same-day procedures ▶ Launched the Patient Portal, empowering patients with access to their health information
2025	▶ Recognised as the 5th most improved trust nationally in the NHS Staff Survey, reflecting our focus on people and culture ▶ Opened a state-of-the-art Interventional Radiology Hub (IGIS) at Gloucestershire Royal Hospital, advancing diagnostic and therapeutic capabilities

Contents

About Gloucestershire Hospitals NHS Foundation Trust	7
Our communities and our population health	13
Strategic context challenges and opportunities	18
Our strategic framework	21
Our Strategic Aims	25
Our Golden Threads	37
Our Enablers of Success	42
Why and how we developed this strategy	50
How will we deliver the strategy and measure success	52

1

About Gloucestershire Hospitals NHS Foundation Trust

We have a proud and long history serving our communities. We are a large NHS trust, delivering acute, specialist and tertiary hospital services to the 660,000 people of Gloucestershire and beyond.



Our history

The origins and history of our hospitals

Cheltenham General Hospital built between 1848–1849



1229

Henry III gave the church of St. Nicholas to the hospital of St. Bartholomew of Gloucester for the support of the poor, leading to its recognition as a royal foundation.

1882

Cheltenham General Hospital

Expanded its range of services acquiring all operations of the Cheltenham Ophthalmic Hospital.

1930

Gloucestershire City General

The infirmary was transferred and became known as Gloucester City General Hospital.

1949

Gloucestershire Royal Hospital

Following amalgamation with Gloucester Royal Infirmary, became jointly known as Gloucestershire Royal Hospital.

1909

Gloucestershire General Infirmary

King Edward VII granted the title of Gloucestershire Royal Infirmary and Eye Institution.

1825

Gloucestershire General Infirmary

Major enlargement of the Infirmary with the addition of a south wing, with 54 beds in three wards.

1912

Gloucestershire City General Hospital

The guardians began a 149-bed infirmary on a block system on the other side of Great Western Road.

1755

Gloucestershire General Infirmary
Established in Southgate Street.

1813

Cheltenham General Hospital

Founding of the Cheltenham Provident Dispensary providing medical services to the local community.



1948

Cheltenham General Hospital

Joined the newly formed National Health Service (NHS).

1852

Gloucestershire City General Hospital

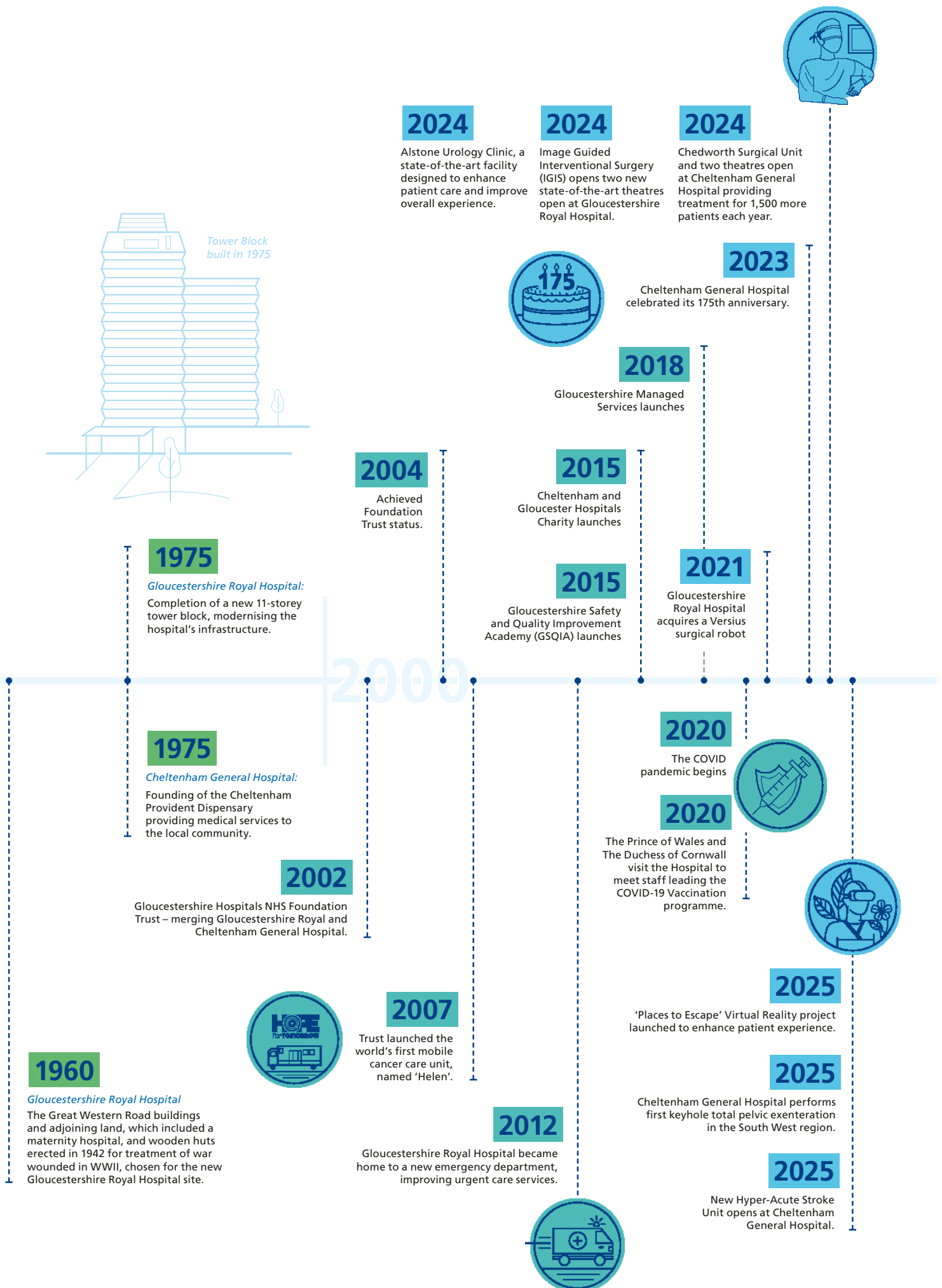
A new infirmary building was completed west of the workhouse, designed by John Jacques & Son.

1955

Queen Elizabeth II visits Gloucestershire Royal Hospital.



Gloucestershire General Infirmary, built in 1755



Our guiding principles

At Gloucestershire Hospitals NHS Foundation Trust we believe in delivering the best care every day for everyone.

We have a proud and long history serving our communities, delivering acute, specialist and tertiary hospital services to the 650,000 people of Gloucestershire and beyond.

We are committed to providing safe, effective and compassionate care that is inclusive and responsive to the needs of every individual. We listen actively, communicate clearly and treat all with dignity and respect. We strive to eliminate health inequalities and ensure equitable access to care and support regardless of background, identity or postcode. We work in partnership and collaborate with our communities and partners to plan and co-design services that are joined up, reflect lived experiences and promote health and well-being.

We value our staff as the heart of our organisation and foster a culture where everyone can flourish where kindness, compassion, accountability and inclusivity guide our actions. We invest in staff, development and well-being ensuring our people feel proud of their work and empowered to make positive change. We celebrate diversity, encourage innovation and support each other to grow and thrive.

We hold ourselves to the highest standards of quality, safety and delivery. We focus on the brilliant basics doing the simple things well consistently. We embrace continuous improvement, learning from feedback and insights to enhance patient outcomes and staff experience.

“We are committed to providing safe, effective and compassionate care that is inclusive and responsive to the needs of every individual”

We act swiftly on concerns and uphold a culture of transparency and excellence.

We believe that collaboration is essential to achieving sustainable, joined-up care. We work with local partners, charities and national networks to address the wider determinants of health. As a community anchor institution we champion social value, inclusive growth and environmental sustainability.

We are committed to financial sustainability, digital innovation and research-led practice. We use our resources wisely to deliver long-term value and invest in the future of healthcare. We embrace technology to improve access, empower patients and support our workforce. We embed sustainability in every decision striving for a greener, healthier Gloucestershire.

This is our promise to our patients, our communities and each other. Together we will build a Trust that is safe, caring, inclusive and proud; providing care free at the point of delivery now and in the future.

Our story

Gloucestershire Hospitals NHS Foundation Trust was established in 2004 through the merger of Gloucestershire Royal and East Gloucestershire NHS Trusts. However, our hospitals have a long and proud history, dating back to 1755 when Gloucestershire Infirmary was built. It was later granted the title “Royal” by King Edward VII in 1909. Cheltenham General Hospital has similarly deep roots, originating in 1813 as a dispensary.

Both hospitals became part of the National Health Service when it formed in 1948 and they have a long history of serving those most in need in our communities. This approach continues to this day with the work of our Hospitals Charity, links with community groups and our focus on eliminating health inequalities.

We have an annual operating income of £800m and deliver a wide range of acute and specialist services. The majority of our core services are delivered from our two general hospital sites in the city of Gloucester and the town of Cheltenham. We also deliver maternity services and a range of planned care services, including surgery, from Stroud General Hospital, as well as other community hospitals in Cirencester, the Forest of Dean, Tewkesbury and the Cotswolds. We employ 9,000 staff and hundreds of volunteers who work with us to provide care and support for the 660,000 population of Gloucestershire and beyond.

In 2018, the Trust established a Subsidiary Company (Gloucestershire Managed Services), which has a responsibility for delivering our estates, facilities and ancillary services.

We have our own Trust charity, Cheltenham and Gloucester Hospitals Charity, which supports patients, families and our staff by fundraising for state-of-the-art equipment, local cancer care, ground-breaking research and mental health and well-being. Its latest campaign, the Big Space Cancer Appeal, will transform cancer care in Gloucestershire by providing a new state-of-the-art cancer centre. We also have many other charities and volunteers who make a real difference and help enhance the services and support we offer.

“We employ 9,000 staff and hundreds of volunteers providing care and support for the 660,000 population of Gloucestershire and beyond.”

Together, Gloucestershire Hospitals NHS Foundation Trust works with Gloucestershire Managed Services and Cheltenham and Gloucester Hospitals Charity, who form our hospital group.



Our Trust in numbers

30k

patients admitted
to a bed via our
EDs per year



537

procedures
performed
by our 4 robots
per year



£2.3m

Average daily Trust spend



155k

patients attending
our Emergency
Departments
per year



2.3k

number of research
participants
per year



120

number of
research
studies
per year



568k

Radiology images and scans per year



36

number of air
ambulance arrivals
per year



856

number of beds
in our hospitals



177k

video and
telephone
appointments
per year



791k

outpatient attendances
per year



26k

cancer
referrals
per year



38

number of organs
retrieved for
transplants in 2025



3.1m

diagnostic tests per year



660k

population of
Gloucestershire, 2023



5.3k

Average births
per year



28k

Children seen by
the Paediatric team
per year



33

number of
operating theatres
in our hospitals



33k

patients treated
in our SDEC units
per year



900k

meals prepared for
patients and staff



36k

Ambulance
attendances
per year



1.5m

items of post



33k

planned
operations
per year



2

Our communities and our population health

Collaborating closely with partners and local communities, we are dedicated to enhancing health and well-being while ensuring equitable access to services.



Understanding the health and needs of our communities

We serve a population of over 660,000 people across urban and rural areas across Gloucester, Cheltenham, Stroud and Berkeley Vale, Tewkesbury, Forest of Dean, Cotswolds and beyond.

Although a large proportion of our population enjoy relatively good health, this is not the case for all with some communities in our county experiencing significantly poorer health.

We know that even if we deliver the best acute care possible, much of what drives health outcomes exists outside of our Trust. However, that does not mean we do not have a role in improving those wider determinants as a large anchor organisation employing 9000 staff and spending around £800 million on delivering care.

Average life expectancy at birth is 80 years for males and 84 years for females, which is above the England average. The number of people living over 80 is also increasing, with a consequent rise in our frail elderly population.

On average, people in Gloucestershire enjoy 67 years in good health. However, these figures mask significant and unfair differences in health and well-being between different groups of people. People living in the wealthiest areas of the county including the Cotswolds, experience on average 11 years longer of 'healthy life' compared with those in the least wealthy areas, like the Forest of Dean. The age at which people are living in good health is also declining. This means that people start to develop conditions such as diabetes, heart disease and respiratory disease when they are younger.

Embedding health equity and inclusion in our work

Health inequalities are avoidable and unfair differences in health outcomes between different groups in society. These inequalities encompass various aspects, such as life expectancy, the health conditions people experience and the availability of care.

The conditions in which we are born, grow, live, work and age significantly impact our health and well-being. These are known as the wider determinants of health. In our area, the life expectancy gap between the most and least deprived areas is 11 years. This disparity is evident in how people access and experience our services. For instance, individuals living in the most deprived areas are less likely to benefit from planned care and cancer screening appointments but access our urgent care services.

Health inequalities and disease prevention are closely linked. The NHS 10-Year Plan points to a vision for improving the long-term health of communities by shifting the focus from treatment to prevention.

We are dedicated to embedding a preventative approach to healthcare delivery. Our commitment includes ensuring access to evidence-based services that address smoking, obesity and alcohol intake for both patients and colleagues. Building on our work with the county council, mental

health services and local charities to ensure homeless people in the centre of Gloucester are supported. We will collaborate with partners to implement a whole-system approach to prevention and integrate these preventative measures into our service delivery.

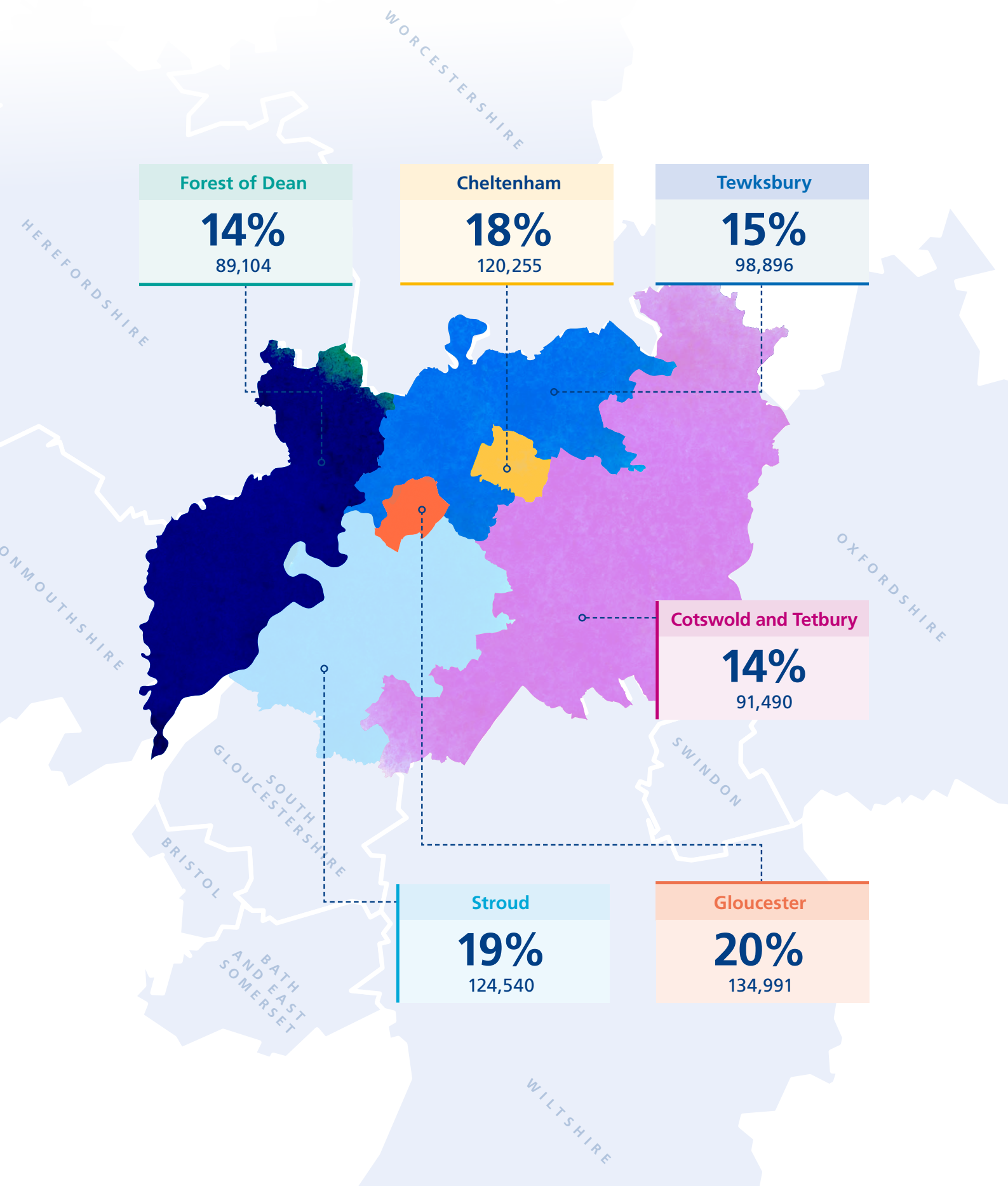
The significant difference in health and health outcomes between our most and least wealthy areas in the county is one of the main drivers behind us working together with other partners as One Gloucestershire in our ambition to eliminate health inequalities, creating equity for all.



Population distribution of Gloucestershire

Total population:
659,276 people

We provide care and services to the communities of Gloucestershire and beyond, working in partnership with other NHS organisations across the region.

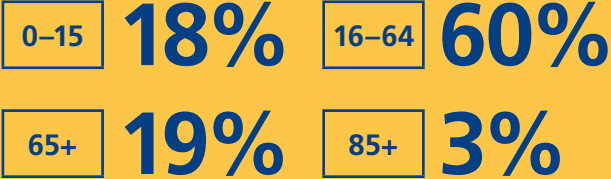


Our population's health

Pregnancy and birth



Broad age range



The three leading causes of death for our population are:

26%

Cancer

24%

Circulatory disease

11%

Respiratory disease



Life expectancy: good health

Male

63.7 years

61.5 years

NATIONAL AVERAGE, ONS

Female

63.6 years

60.3 years

NATIONAL AVERAGE, ONS

The number of years an individual could expect to live in good health (healthy life expectancy) in 2021–2023.

Life expectancy: deprivation

Male

8.2 years

9.7 years

NATIONAL AVERAGE, HEALTH FOUNDATION

Female

6.6 years

8.0 years

NATIONAL AVERAGE, HEALTH FOUNDATION

The difference in life expectancy of those living in the 10% most deprived and 10% least deprived areas in 2021–2023.

Household composition



30%

One person household

19%

Couples with no children

25%

Couples with children

9%

Lone parent family

17%

Other households

16.8%

of the population are disabled under the Equality Act (2010)

24% NATIONAL AVERAGE, ONS



16.8%

have a long term physical or mental health condition

17.3% NATIONAL AVERAGE, ONS

12

neighbourhoods within the 10% most deprived nationally

3 NATIONAL AVERAGE, ONS

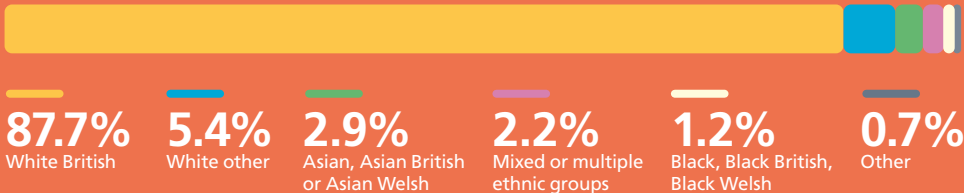


12.9%

children live in relative low income families

22% NATIONAL AVERAGE, ONS

Ethnic groups



8.6%

of Gloucestershire's population are Unpaid carers

684k

total population of Gloucestershire by 2028

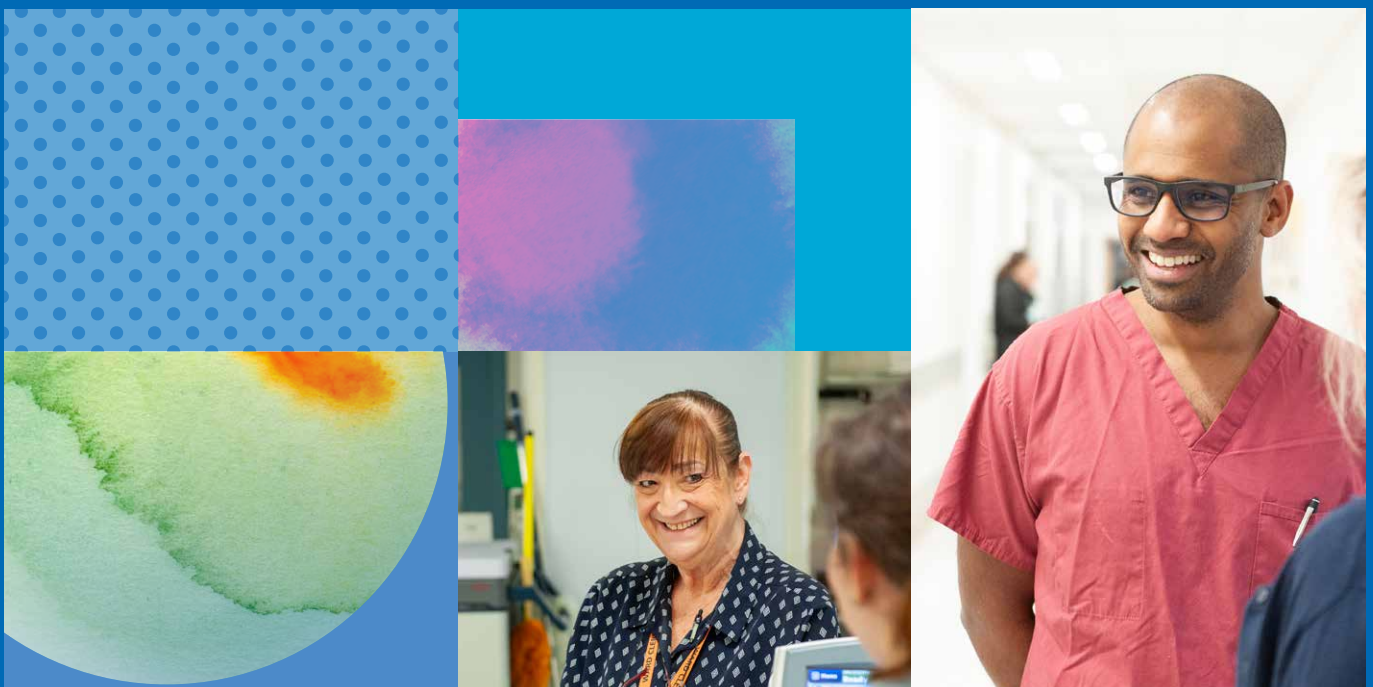


3

Strategic context challenges and opportunities

Since our last strategy was developed in 2019, there have been significant changes and events at international, national and local levels.

These shifts have not only shaped the strategic context in which the NHS operates but also impact on locally delivered care.



Challenges and opportunities

Like many NHS Trusts across England, we face a range of challenges that impact on our ability to deliver high-quality, responsive and sustainable care.

These pressures come from both inside and outside of our organisation, including growing demand for care, which often exceeds our capacity, leading to shortages, longer waits and poorer outcomes than we would want to deliver.

Delayed discharges also add pressure, especially when patients are ready to leave but there is a lack of suitable care at home. Despite improving access to same-day emergency care and support in the community, our emergency departments are still under significant strain, with more patients arriving both by ambulance and on foot leading to longer waits with many of our patients waiting in ambulances far longer than we would want.

We recognise the importance of culture in enabling a positive working environment for our staff. This has helped us to make good progress in reducing staff shortages in nursing, midwifery and in our medical workforce, but there's more to do.

We've balanced the books in recent years, including 2024–25; however, it is becoming more challenging. Like many trusts, we're under constant pressure to make savings without affecting patient care and securing these recurrently remains a significant challenge. We also know we cannot make more asks for taxpayer funding without being absolutely sure we are delivering value from every penny we spend.

We've made progress in digital transformation, including a new electronic patient record system and automation in several areas. But there's still more potential to unlock.

Much of our estate is ageing and needs investment. We have invested more than £100 million in the last five years, including a new A&E department and state-of-the-art image-guided interventional surgery (IGIS) unit. However, we still have outdated buildings and limited space, including in critical care and oncology, making it harder to meet demand and deliver modern care in positive environments for patients and for staff.

We continue to tackle health inequalities, particularly in disadvantaged areas where outcomes are often worse due to socio-economic factors and access to services. We have significant work to do to improve equity of access.

We're also working to improve our collaboration across health and social care, but integration across hospitals, primary care and social care in Gloucestershire remains a challenge.

These challenges require careful consideration; they have informed and shaped our strategy and our priorities for the years ahead to ensure we continue to be ambitious for our patients, staff and communities.

Independent investigation of the NHS in England

The Independent Investigation of the National Health Service in England, led by Lord Ara Darzi, provided a comprehensive and critical analysis of NHS performance. The report explored critical challenges and opportunities facing the NHS including:

- ▶ Funding, investment and technology gaps
- ▶ The impact and legacy of the Covid-19 pandemic
- ▶ The need to improve patient and staff involvement
- ▶ Structural and systemic inefficiencies
- ▶ Declining national health and the impact of the cost-of-living crisis
- ▶ Growing access challenges and waiting lists
- ▶ Misaligned spending with preventative care
- ▶ Lower productivity
- ▶ The potential social value NHS organisations offer within local communities

It also highlighted the profound influence of external factors, particularly the wider determinants of health, on NHS performance. These findings directly reflect experiences and challenges identified within Gloucestershire and the Trust.

The National 10-Year Health Plan

The recently published plan builds on the themes of the Darzi Report and outlines three major shifts to shape the NHS over the next decade:

- ▶ A move from hospital to home, enabling more care to be delivered in the community or closer to where people live
- ▶ A shift from analogue to digital, ensuring the workforce is supported by the right technology and innovation to deliver high-quality care
- ▶ A focus on prevention rather than treatment, helping people stay well and reducing the need for more intensive interventions

The 10-Year Plan also includes reshaping the NHS landscape, including:

- ▶ A new operating model with changes to NHS England, Integrated Care Boards and better alignment with new Strategic Authorities across larger geographies which will join up health, care and wider public services at this regional level
- ▶ A focus on Neighbourhood Health and long term conditions and frailty
- ▶ A restoring of NHS Foundation Trust models with greater flexibilities

For Gloucestershire this means much closer working with our partners across Bristol, North Devon and South Gloucestershire as these new regional areas emerge.

4

Our strategic framework

Our strategy is shaped by what we've heard from patients, staff, communities and wider stakeholders, including regulators. It reflects their views of our Trust and the services we provide.

It also sets out the priorities we will focus on to address our challenges and make the most of opportunities, helping us deliver our vision and ambition for patients and our staff.



Our vision and values

We have taken a fresh look at our strategic framework. This serves as the cornerstone of our strategy and keeps us focused what our patients, staff and stakeholders tell us is most important.

We believe the best care happens when it is compassionate, inclusive and responsive.



Our vision is simple, we want to:

Deliver the best care every day for everyone

Central to our vision is a refocus on delivery of our core services as an acute and specialist hospital provider and working as a good partner to deliver joined up integrated care for the people of Gloucestershire.

We see getting the basics right across all our services as an essential part of achieving our vision.



Our values and behaviours

The way we go about our work is as important as what we do. Our values guide our behaviour, whether with our patients, with one another or with wider stakeholders.

We have refreshed our values, which have been developed in partnership with our staff:

- ▶ **We are Caring** – always showing kindness and concern for others
- ▶ **We are Compassionate** – focusing on our relationships with others by listening, respecting and valuing their experiences
- ▶ **We are Inclusive** – ensuring everyone gets the care and support they need regardless of identity or background
- ▶ **We are Accountable** – taking personal responsibility for our actions, decisions and behaviours

These values sit alongside the wider [NHS Values](#) which all NHS employees are expected to uphold.

Our strategic priorities

It's vital that all 9,000 of our staff and volunteers have the opportunity to shape and influence our strategy. That's why, over the past year, we've focused on creating the right conditions to make this possible.

It's equally important that everyone understands what our organisation is aiming to achieve – our strategic objectives, our priorities for improvement and how each person, in their specific role, contributes to this.

Everyone at Gloucestershire Hospitals plays an important part in helping us achieve our mission: to deliver the best care every day for everyone.

Our Strategic aims:

Patient Experience and Voice

Prioritising and acting upon patient feedback to continuously adapt our services to equitably meet patient needs

People, Culture and Leadership

Enhancing staff experience and ensuring sustainability in an organisation where everyone can flourish

Quality, Safety and Delivery

Providing equitable, timely and responsive, high-quality, safe and effective services at all times for everyone

Digital First

Empowering patients and staff in the care journey through digital technology and an innovative culture



Our strategic framework

Our vision

To deliver the best care
every day for everyone

Our values

we are **caring**

we are **compassionate**

we are **inclusive**

we are **accountable**

Strategic aims Our top priorities



Patient experience and voice

What we do is shaped by feedback from patients, carers and our communities.



People, culture and leadership

Making our Trust somewhere everyone is proud of and would recommend as a place to work and receive care



Quality, safety and delivery

Provide good care which is safe, effective, inclusive and responsive



Digital first

Helping patients and staff work together using technology and new ideas to make care better

Golden threads that runs through everything we do



Health inequalities

Working with our communities to prevent illness and tackle health gaps



Continuous improvement

Involving staff and patients to make innovation and improvement happen



Brilliant basics

Simple actions that when done well and consistently, make a difference to patients and staff



Green sustainability

Our actions must be green, fair, and affordable

Enablers of success Supporting how we succeed



Living within our means

We live within our means and deliver value for money in everything we do



Estates and facilities

Improve our estates and facilities, providing a good place to work and receive care into the future



Research and innovation

We build on our research and innovation to find the care for tomorrow's generation



Partnerships with purpose

Work in a joined-up way to support people to get care they need

5

Our Strategic Aims

These are our four strategic aims to support our vision:
to deliver the best care every day, for everyone

Patient experience
and voice



People, culture
and leadership



Quality, safety
and delivery



Digital first



Patient experience and voice

Our goal is to ensure what we do is shaped by feedback from patients, carers and our communities.

Introduction

Patient Experience is a key aspect of quality care, alongside patient safety and clinical effectiveness. It refers to the perceptions of our patients, their carers and families regarding the process of receiving care within our organisation. Everyone involved in a patient's journey shares responsibility for shaping these experiences. Gaining insight into the perspectives of those using our services informs how we deliver, improve and design our services.

Patient Experience

Patient experience should be responsive and personalised and shaped by what matters to people. This empowers people to make informed decisions and design their own care so that it is coordinated, inclusive and equitable. Patient experience and person-centred care is at the heart of our strategy. Being person-centred is about focusing on the needs of the individual. Placing people's preferences, needs and values at the centre of our decision-making means we provide care that is respectful and responsive to what matters most to them.

A positive patient experience is about getting high quality treatment in a comfortable, caring and safe environment delivered in a reassuring way. It is about having timely, accurate information to make choices, to feel confident and feel in control. It is also about being spoken and listened to as an equal and being treated with honesty, respect and dignity.

The 10-Year Plan

The 10-Year Plan is built on what patients and staff have said matters most: faster access, better communication, and care closer to home. It promises a shift from hospital to community care, from analogue to digital systems, and from treatment to prevention. These shifts are designed to improve both outcomes and experience by making services more responsive, accessible, and joined-up.

Listening and learning

Providing opportunities for patients to give feedback about their experiences is important for informing service improvements and supporting public confidence. There are mandated national surveys across differing service areas as well as the continuous feedback tool, Friends and Family Test (FFT). These tools together with digital platforms, PALS and Complaints services enables us to develop a picture of the experiences of our patients and carers.

Where are we now?

Patient experience and involvement across our services are central to how we deliver care and we have made progress through co-designed projects and service evaluations. We continue to build on this foundation through increased engagement with people with lived experience including our Accessibility Panel and Young Influencers.

We gather feedback from a wide range of sources including the Friends and Family Test (FFT), local and national patient and carer surveys, PALS, compliments and complaints and our Council of Governors plays an active role in patient experience. These insights alongside involvement of people with lived experience and community groups helps us understand what matters most to the people we serve, where we have gaps and how we can improve our services.

Using this approach we have developed our Patient Pact linked to our Clinical Vision of Flow programme and our Carers Charter, both of these documents have provided a clear set of standards for us to work to.

Feedback shows that many of our services are highly rated, reflecting the dedication of our teams and the quality of care we aim to provide every day. However, we also recognise that for some patients the experience is not always good and we need to ensure we are able to listen and improve when things go wrong.

Our priorities

To ensure our patient experience is central to our delivery of care there are three strategic areas of focus: co-designed care, responsive feedback systems, and digital transformation.

Co-designed care

This should be the foundation of our service delivery. This means involving patients, carers and healthcare professionals in shaping care pathways, treatment plans, and service improvements.

Co-designed care involves patients, carers, and communities as equal partners in shaping healthcare services. It moves beyond engagement to genuine collaboration, where lived experience informs decisions about service design, delivery, and evaluation. This builds public confidence and trust, improves health outcomes, fosters innovation and ensures that care is responsive to diverse needs.

Responsive feedback

Responsive feedback systems are essential to creating a culture of continuous improvement. Feedback must be actively sought, systematically analysed, and visibly acted upon.

Our feedback mechanisms must be accessible, inclusive, timely and responsive to what matters to patients. This includes expanding digital feedback platforms, simplifying complaints processes, and ensuring that feedback leads to tangible changes in care.

Nationally and locally, there will be a drive for a simpler, more accountable patient safety system, with the Dash report recommending a national directorate for patient experience and plans to streamline how patient voice is captured and acted upon.

Digital transformation

Digital transformation that is inclusive and must underpin efforts to deliver personalised care. The NHS App and other digital tools offer opportunities to give patients more control over their health, from booking appointments to managing medications and accessing tailored health information. There are also opportunities to enable access to and engagement with care for example to support communication and increase accessibility.

The national plan envisions a “doctor in your pocket” model, where digital services support proactive, planned care and enable patients to participate more fully in their health journey.

For our Trust this means continuing to invest in digital infrastructure, ensuring equitable access to digital services, and training staff to use technology in ways that enhance, not replace, human connection.

Getting the basics right is critical to our success

Brilliant Basics outlines a set of everyday standards and behaviours that staff are encouraged to consistently uphold to improve patient experience. These basics are simple actions that, when done well and consistently, make a significant difference to how patients, families, and colleagues experience care and services.

- ▶ Treat people with empathy, dignity and respect
- ▶ Introduce yourself and your role with kindness
- ▶ Communicate clearly and accurately to enable patients to be involved in decisions about their care and treatment

- ▶ Listen to understand and respond promptly and compassionately to individual needs and preferences
- ▶ Maintain a clean, calm and welcoming environment

Summary

Putting patients and their experience at the centre of everything we do is not just about satisfaction, it is also about outcomes, equity, and accountability. When patients feel heard and involved, they are more likely to engage with their care, follow treatment plans, and report better health.

It also helps build public confidence in our hospitals and services, improve staff morale and is part of the continual improvement of the quality, compassion, and effectiveness of care we strive to deliver.

People, culture and leadership

Our goal is to make our Trust somewhere everyone is proud of and would recommend as a place to work and receive care.

Introduction

From a challenging starting position, over the last few years we have laid foundations for staff to flourish, and improved people systems that support and enable better governance and processes. Through the development of thoughtful, creative, evidence-based and staff-informed programmes of work, we aim to enhance staff experience and ensure long-term sustainability in our workforce.

To achieve our goal, we will focus on 5 key areas.

Staff experience

Staff experience is at the heart of our strategy. Regularly seeking and reflecting on staff feedback allows us to identify areas for growth and implement changes to create a better work environment. Key aspects include:

- ▶ Regular staff surveys and feedback sessions
- ▶ Established systems to integrate learning
- ▶ Enhanced communication channels
- ▶ Recognition and reward systems

Workforce sustainability

Workforce sustainability means having a stable workforce, enabled by effective systems. This involves addressing critical areas such as recruitment, rostering and workforce controls. By investing, we build a resilient and adaptable workforce. Key initiatives will include:

- ▶ Strategic workforce planning
- ▶ Systems that support efficient, effective and productive workforce deployment
- ▶ Creative, high-quality recruitment with a focus on reducing local unemployment levels
- ▶ Career development and talent management pathways

Equity, Diversity, Inclusion and Belonging

To foster an environment in which everyone feels they belong involves addressing systemic barriers, creating policies that support diverse groups, ensuring that all individuals can succeed, and recognising our responsibilities as a large local employer to address health inequalities. Key actions include:

- ▶ Clear policies and procedures to protect staff from violence, racism and sexual harassment
- ▶ Encouraging open dialogue and feedback from all staff
- ▶ Promoting diverse recruitment practices and creating pathways for under-represented groups
- ▶ Building increased local accountability to deliver improvements for staff with protected characteristics

Health and Wellbeing

The health and wellbeing of our employees is paramount. We are committed to creating a healthy work

environment that supports physical, mental and emotional wellbeing. Our wellbeing initiatives include:

- ▶ Comprehensive health support
- ▶ Mental health support services
- ▶ Wellness programmes and activities
- ▶ Establishing healthy working conditions.

Leadership and Management Development

Investing in leadership and management development is crucial for our long-term success. We provide ongoing training and development opportunities to ensure our leaders are equipped to guide the organisation effectively. Key initiatives include:

- ▶ Leadership development programmes
- ▶ Mentoring and coaching
- ▶ Opportunities for continuous learning and growth

Getting the basics right and embracing digital and Artificial Intelligence is critical to our success.

Brilliant Basics

Brilliant Basics across the People Portfolio is a fundamental part of our strategy, ensuring that all employees have access to the essential tools and resources they need. This will promote operational excellence and efficiency across the organisation. Key components include:

- ▶ Standardised processes and procedures
- ▶ Comprehensive training and support
- ▶ Quality assurance measures

Digital

Embracing digital opportunities across our People Teams is vital for our future growth. We leverage technology to enhance productivity, communication, and innovation. This initiative includes:

- ▶ Implementation of refined digital tools and platforms
- ▶ Continuous digital literacy training for staff
- ▶ Encouraging a culture of innovation and experimentation

Summary

Our People, Culture, and Leadership plan is a comprehensive approach to fostering a supportive, innovative, and sustainable work environment. By focusing on staff experience, workforce sustainability, operational excellence, digital opportunities, health and wellbeing, and leadership development, we are building a strong foundation for the future.

Quality, safety and delivery

Our goal is to provide good care which is safe, effective, inclusive and responsive for everyone.

Introduction

The Trust is committed to delivering continuous improvement across all NHS constitutional standards, with a strategic focus on planned, urgent, cancer, and maternity care.

As a national leader in reducing waiting times for planned treatment, the Trust is working to restore the 18-week Referral to Treatment (RTT) standard by 2029, with an interim goal of diagnosing and treating patients within 45 weeks by March 2026.

Cancer services are being streamlined to meet the Faster Diagnostic Standard (FDS), aiming for 80% of patients to receive a diagnosis within 28 days through tumour-site level alignment with national best practice, one-stop diagnostic visits, and virtual appointments.

Urgent care services are being redesigned to reflect the success seen in planned care, with a focus on expanding ambulatory pathways that allow patients to be assessed and treated in specialist areas, avoiding unnecessary Emergency Department waits.

Maternity services are also being enhanced to ensure timely and equitable access to community midwifery and antenatal care, with improved coordination of booking, clinic, and diagnostic scan services. Emergency access through the maternity helpline and triage is being strengthened in line with national standards to improve patient experience and outcomes.

A core priority across all areas is ensuring equity of access for all communities and patient groups. Building on successful work in diagnostics and planned care, the Trust is introducing priority booking pathways for disadvantaged groups and setting shorter access standards for children and patients with learning difficulties, recognising the greater impact of delayed care on these populations. These initiatives aim to eliminate health inequalities and ensure that every patient receives timely, high-quality care regardless of background or circumstance.

Regardless of whether we are thinking about quality at the level of a clinical team or at population level, we need a clear framework to support and drive improvement, based on a balance of quality improvement, planning, control and assurance – a quality management system implemented at every level.

Statutory duties

Patient experience

Responsive and personalised – shaped by what matters to people, their preferences and strengths; empowers people to make informed decisions and design their own care; coordinated, inclusive and equitable.

Caring

Delivered with compassion, dignity and mutual respect.

Safe

Delivered in a way that minimises things going wrong and maximises things going right; continuously reduces risk, empowers, supports and enables people to make safe choices and protects people from harm, neglect, abuse and breaches of their human rights; ensures improvements are made when problems occur.

Effective

Informed by consistent and up-to-date high-quality training, guidelines and evidence; designed to improve the health and well-being of a population and address inequalities through prevention and by addressing the wider determinants of health; delivered in a way that enables continuous quality improvements.

To achieve our goal, we will focus on 4 key areas.

Developing our quality management system

We will design a framework that brings together processes and practices to ensure high-quality care is consistently delivered by focusing on four key aspects: Quality Planning, Quality Improvement, Quality Control and Quality Assurance.

Quality planning

Set direction and priorities. Every year we will set clear quality priorities and report on our progress with our Quality Account.

Quality improvement

Our quality improvement plan will emphasise the importance of continuous improvement through data-driven decision-making and targeted interventions. We need to equip our staff with the knowledge and tools to improve services and address issues they identify.

Quality control

Bring clarity to quality. We will ensure that we use agreed evidence-based standards across the Trust to support adoption of best practice.

Quality assurance

Provide assurance that services are meeting the needs of patients. We will ensure that processes and systems are in place to consistently deliver quality.

The Best Care for Everyone – Excellence

Patient experience and person-centred care is at the heart of our strategy. Being person-centred is about focusing care on the needs of the individual. Ensuring that people's preferences, needs and values guide clinical decisions, and providing care that is respectful of and responsive to them. Regularly seeking and responding to patient feedback enables us to identify areas for change to create better care.

Brilliant basics

Consistently delivering high-quality care by focusing on the fundamental aspects:

- ▶ Doing the basics well – safe, effective and compassionate care
- ▶ Improving and delivering on standards
- ▶ Empowering staff to enhance and improve their services

Raising concerns

Providing clear pathways for staff and patients to report issues and raise concerns about the quality of care. Evidence highlights the importance of acting quickly to address quality failings and to act on the signals from staff, people using services and carers.

Staffing for quality

Right staff with the right skills in the right place, at the right time. Ensuring that there are adequate numbers of appropriately skilled staff available to deliver safe, high-quality care tailored to the needs of patients.

Improved and optimal health outcomes

Equity, diversity, inclusion and belonging (EDIB) in healthcare focuses on ensuring all patients receive fair and equitable access to care, regardless of their background, identity or circumstances. This involves recognising and addressing systemic barriers and biases that may lead to disparities in health outcomes.

Safety

Patient safety is the cornerstone of quality healthcare, encompassing the prevention of avoidable harm and reduction of risks associated with medical care. It's not just about preventing negative outcomes like mortality and morbidity, but also about promoting positive health outcomes like appropriate self-care.

Effective healthcare requires a culture of safety, robust systems and skilled professionals who can identify and manage risks, communicate effectively and utilise evidence-based practices.

Clinical effectiveness

Clinical effectiveness focuses on delivering the right treatment at the right time, based on the best available evidence, to achieve optimal patient outcomes. It is a core component of quality care and clinical governance, ensuring that healthcare interventions are both effective and efficient.

Digitally enabled

Make Artificial Intelligence (AI) everyone's trusted assistant, saving time and supporting decision-making.

Reduce inequalities in outcomes, experience and access

Tackling inequalities in healthcare provision is our direct responsibility and must be the prime focus of our action.

The enduring mission of the Trust is best care for everyone. This means narrowing, by tackling, the relative disparities in access to services, patient experience and healthcare outcomes.

Summary

Our Quality Strategy is a comprehensive approach to deliver high-quality care – safe, effective and positive patient experience.

By focusing on the Best Care Every Day for Everyone, we are building a strong foundation for the future.



Digital first

Our goal is to make our digital systems easy to use and help patients and staff work together using technology and new ideas to make care better.

Introduction

Over the past five years, Gloucestershire Hospitals NHS Foundation Trust has transitioned from a predominantly paper-based organisation to one that is increasingly digitally enabled. This transformation has laid the groundwork for a future where care is more personalised, preventative and accessible - core ambitions of the NHS 10-Year Plan.

Technologies such as digital patient records, patient engagement portals, the Federated Data Platform, and collaboration tools have improved connectivity, enhanced safety, and empowered both staff and patients. These digital foundations are enabling a shift from:

- ▶ Hospital to home
- ▶ Analogue to digital
- ▶ Treatment to prevention

This mirrors the national direction for healthcare reform.

To achieve our goal we will focus on 7 key areas.

Digital leadership

Digital transformation begins with confident, inclusive leadership. We are committed to developing digital and data capability across all levels of the Trust to enable meaningful, patient-centred change. This includes:

- ▶ Building digital and data leadership capacity across clinical and operational teams
- ▶ Strengthening governance for digital delivery, cyber security, and risk management
- ▶ Involving staff in the design and evaluation of new technologies to ensure relevance and usability
- ▶ Championing digital inclusion to ensure no one is left behind, particularly in under-served communities

Infrastructure and resources

A resilient, modern infrastructure is essential to delivering safe, seamless care. Our priorities include:

- ▶ Investing in multidisciplinary teams across clinical, technical, informatics, and design disciplines
- ▶ Progressing sustainable, cloud-based digital services that support flexible and mobile working
- ▶ Ensuring access to modern devices and intuitive systems that work across sites
- ▶ Enhancing software and connectivity to support integrated, joined-up care

Secure digital foundations

Digital services must be safe and secure by design. We will embed standards, tools and oversight that protect our systems and patients as we innovate. Key actions include:

- ▶ Meeting national standards through the Data Security and Protection Toolkit
- ▶ Strengthening our cyber security strategy, investment and assurance
- ▶ Expanding our Clinical Safety expertise to oversee digital safety and governance

Empowering people

Our staff are at the heart of digital transformation. We will equip them with the confidence, tools and support to embed digital in everyday care. Key developments will include:

- ▶ Promoting a digital-first mindset and celebrating staff-led innovation
- ▶ Providing digital, data, and cyber literacy training to build confidence and capability

- ▶ Ensuring systems are intuitive and efficient, reducing time spent on administration
- ▶ Offering integrated 24/7 digital support and rapid issue resolution
- ▶ Supporting flexible and mobile working across sites

Empowering patients

Patients should have the tools and confidence to actively participate in their care. We will make sure digital services are inclusive, accessible and designed around real needs. Key initiatives include:

- ▶ Delivering joined-up experiences through national platforms like the NHS App and local services
- ▶ Providing self-service tools for triage, referrals, condition management, and advice
- ▶ Ensuring access to care plans, test results, appointments, and key information
- ▶ Expanding digital inclusion initiatives to reduce inequalities in access and experience

Improving care

Digital tools will help us redesign services and improve outcomes. We will:

- ▶ Re-craft pathways using data-driven insight and patient involvement
- ▶ Embed clinical decision support across care settings
- ▶ Support team-based care through collaboration tools
- ▶ Apply national data and documentation standards to ensure consistency and quality of information

Providing insight

We will turn information into insight that improves care, informs planning, and drives innovation. Key developments include:

- ▶ Using data to inform operations and enable proactive, personalised care
- ▶ Sharing data across systems to improve population health and reduce inequalities
- ▶ Enabling clinical trials and real-world evidence through trusted data use
- ▶ Leading the adoption of the Federated Data Platform to support research, planning, and innovation

What will be different

- ▶ Staff will spend more time with patients and less time with systems
- ▶ Patients will be more informed, more in control, and more connected to their care
- ▶ Digital will be embedded in everyday practice, supporting resilient services, confident staff, and empowered communities

Summary

Our Digital, Technology and Insights strategy is a vital enabler of change across our organisation. By focusing on leadership, safety, inclusion and innovation, we will embed digital ways of working that support resilient services, confident staff and empowered patients.

6

Our Golden Threads

We have identified four golden threads that run through our strategy and all that we do.

**Health
inequalities**



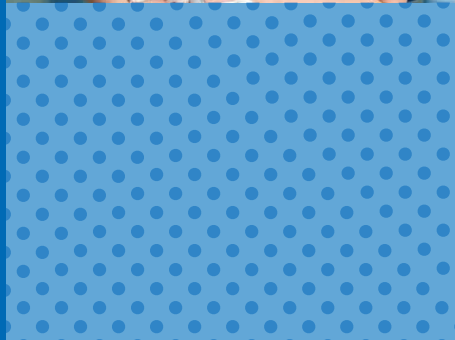
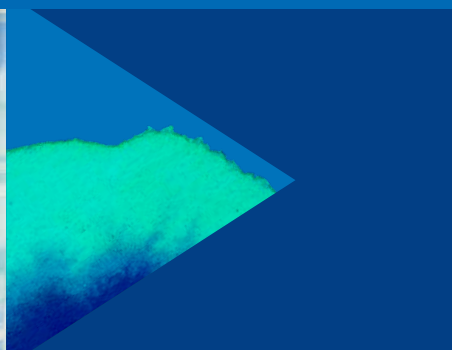
**Continuous
improvement**



**Brilliant
basics**



**Green
sustainability**





Working with our communities to prevent illness and tackle health gaps

We must go beyond treating sickness and move to being preventative and tackling the root causes of poor health.

Health inequalities are persistent, avoidable and unjust. It affects life expectancy, quality of life and access to care, especially for deprived communities, ethnic minorities, people with disabilities, the LGBTQ+ community, and those facing homelessness or mental ill-health.

Embedding health equity across our strategy is essential. It ensures everyone, regardless of background or postcode, receives safe, high-quality and compassionate care. Equity is not a standalone goal, but it underpins everything we do and our four strategic aims.

To get the basics right, we must begin with understanding the communities we serve and having robust, inclusive data. We will strengthen our data collection and analysis to uncover disparities in the care we provide so we can change this. This will guide targeted interventions and ensure accountability through transparent and timely reporting throughout our organisation.

Our goals

- ▶ Our goal is to deliver safe, high-quality care that is equitable for all and targets those in greatest need, no matter who they are or where they live.
- ▶ Our goal is to develop a diverse, inclusive workforce.

- ▶ Our goal is to tackle inequalities in access and reduce preventable demand for care, making our services more sustainable.
- ▶ Our goal is to work with local partners, we will address wider health determinants like housing, education and employment.

Key areas of focus

- ▶ Identifying and fixing any unfair differences in how people access services, the care they receive and the results they experience. For example, our project in the Emergency Departments to support vulnerable and homeless patients and working with Black Maternity Matters to help ensure safe, respectful and equitable care for Black mothers.
- ▶ To support staff development, foster inclusive leadership and ensure equitable opportunities so all our staff can flourish.
- ▶ We will use population health management approaches to help us target resources so that access and delivery of care is equitable.
- ▶ As an anchor organisation and partner, we will use our influence as a major employer and purchaser to promote inclusive growth, local opportunity, social value and environmental sustainability. We will amplify community voices, especially those under-represented, to shape services.



Continuous Improvement

We have a history of continuous improvement to improve safety and quality of care and a well-established Improvement Academy, GSQIA.

Our academy puts patient safety and quality first, ensuring that our staff are supported with the knowledge, skills and confidence to continually strive for safety and quality improvement and excellence.

Over the last 10 years, more than 4000 of our staff have already benefited from improvement training and support with over 150 who are Gold Coaches, ensuring that our staff and patient benefit from our improvement focus and philosophy across our organisation.

In this next phase of our improvement journey, we plan to double our efforts by offering the opportunity for all our 9000 staff to benefit from our improvement approach so that continuous improvement becomes the beating heart of our organisation.

Critical to this is connecting this strategy and priorities, which our staff have co-produced and backed to achieve our vision of 'best care every day for everyone'. It is our ambition to be a continuously improving organisation across our clinical areas, wards, theatres and laboratories, estate and facilities, teams, services and divisions and organisation-wide.

We already know that there are some areas where we need to do better and work is already underway on these. Through listening and acting on what our patients, our staff, our communities and regulators and stakeholders tell us and our prioritisation processes,

we will concentrate our improvement resources to secure improvements in safety, quality, delivery performance, outcomes and productivity.

Our goals

- ▶ To improve year-on-year the safety, quality, delivery performance, outcomes and productivity of our organisation for patients and relatives, staff and visitors
- ▶ To improve year-on-year the experience of our patients
- ▶ To further develop a highly skilled, motivated and engaged workforce which continually strives for continuous improvement of patient care, outcomes, delivery performance and productivity

Key areas of focus

- ▶ Better alignment between our strategy and strategic framework, our improvement academy and where the work happens our clinical areas, wards, theatres and laboratories, estate and facilities, teams, services and divisions
- ▶ Offering all our 9000 staff improvement training and support so they benefit from continuous improvement thinking
- ▶ Deployment of expert improvement capacity and capability on key areas where there is greatest need for improvement for our patients and relatives, our staff and visitors



Building our 'Brilliant Basics'

The 'brilliant basics' are the things that all of our colleagues do as part of their role. Everyone has the opportunity to influence simple things and decisions we make together, that do not require skill or knowledge, but add value for ourselves and those around us.

To embed a clear quality improvement approach, we want to place emphasis and value on getting the basics right where every they are in our organisations giving responsibility and decision-making back to staff within their areas.

The focus will be on driving forward a culture of continuous improvement through staff development and improving the experience and quality of care for our patients.

Examples of our Brilliant Basics include:

For patients:

- ▶ A warm welcome – greet patients with kindness and make them feel seen and heard
- ▶ Clear communication – use plain language, explain what's happening, and check understanding
- ▶ Responsive – dealing with concerns or complaints quickly and openly
- ▶ Respect and dignity – always treat patients with compassion, privacy and respect
- ▶ Listening actively – take time to listen to concerns and respond with empathy
- ▶ Clean and safe environments – ensure spaces are tidy and hygienic

For colleagues:

- ▶ Say thank you – acknowledge effort and show appreciation regularly
- ▶ Be approachable – create a supportive atmosphere where others feel comfortable asking for help
- ▶ Share information – keep teams in the loop to avoid confusion or duplication
- ▶ Be punctual and prepared – respect others' time by being ready and on time for meetings or handovers
- ▶ Support well-being – check in on colleagues and encourage breaks and balance
- ▶ Lead by example – model the behaviours you want to see in others
- ▶ Strengthen our Just Sort It fund to empower services to make improvements that matter to them

Our staff have told us how important it is to feel proud of the work they do and working here. They want it to be a place where they would recommend it to work and receive care. A place where it feels safe, caring and respectful for everyone.

We want our teams to feel empowered to make positive changes that improve the spaces we work in and the care we provide. This includes continuing to remove clutter, report maintenance issues and update signage so that our environments are organised, welcoming and support high-quality care. We will build on existing initiatives and provide the support needed to help staff lead improvements that make the Trust the best it can be.



Green sustainability

We want to embed sustainability into our organisational culture.

Sustainability must underpin all actions and decisions, becoming part of what we think and how we do things. All staff have a role to play in this change.

Every decision and project, especially those linked to long term strategy or business planning, must consider how the planned action will contribute to sustainability – not just environmental but also social and economic.

This sustainability vision aligns with the values of both organisations, for GHNHSFT 'Caring', for GMS 'Inclusive and Integrity' and our shared values of 'Listening and Excelling'. Sustainability supports these values and will help us achieve them.

Our goals

We are committed to achieving the following sustainability targets:

- ▶ Zero Carbon Footprint – achieve an 80% reduction by 2032 and reach net zero by 2040
- ▶ Carbon Footprint Plus – reach net zero by 2045
- ▶ Sustainable Care Models – develop and embed care models that are environmentally responsible and supported by digital technologies to improve patient outcomes

Key areas of focus

- ▶ Work with ICS to take collective action on climate change across the county and for the benefit of all
- ▶ Drive decarbonisation across our sites, reducing our energy and water demands
- ▶ 90% fleet to be low or ultra-low carbon emission engines by 2028
- ▶ Sustainability embedded in decisions for corporate investment and key decision-making
- ▶ Support clinical teams to deliver services that promote health equality, are more sustainable and reduce adverse environmental impact
- ▶ Meet waste legislation in relation to recycling and segregation
- ▶ Use research initiatives to drive innovation in sustainable service delivery

7

Our Enablers of Success

There are four key strategic enablers that are central to delivering our strategy, working alongside our other priorities and day-to-day activities.

Living within
our means



Estates
and facilities



Research
and innovation



Partnership
with purpose





Living within our means

Our aim is to live within our means and deliver value for money in everything we do.

This involves generating a sustainable surplus to invest in people, buildings, and equipment.

Over the past five years, we've balanced our finances through savings and increased income, maintaining high care standards.

Our strategy focuses on three key areas:

1. Strengthening core services by defining expectations for patients, communities, and partners
2. Exploring growth opportunities that align with our mission and add value
3. Delivering recurrent savings by improving resource management for long-term efficiency

To succeed, we must master the basics and leverage transformational opportunities within our services, enhancing patient care and ensuring value for money. We must maximise the impact of the Gloucestershire pound.

We collaborate transparently with partners to manage resources effectively, using benchmarking and patient-level costing data to set goals and support clinical teams.

Efficiency will enable investments in staff, buildings, equipment and digital healthcare.

Finance leadership

Strong financial leadership is crucial. Our focus includes:

- ▶ Self-service through new financial systems
- ▶ Strengthening governance with internal audits
- ▶ Training staff as financial experts
- ▶ Promoting a culture of embracing new ideas for sustainability

Brilliant Basics

We must adhere to our governance structure to make patient-centric decisions. Our priorities are:

- ▶ Solid financial training for budget holders
- ▶ Streamlined systems and processes aligned with financial rules
- ▶ Using benchmarking data to support change decisions
- ▶ Identifying and acting on improvement areas promptly

What will be different

The finance team will be more visible, offering drop-in training, monthly touchpoints and increased communications to raise awareness and drive sustainability improvements.

Summary

Finance underpins every decision at the Trust. We all share responsibility for improving patient outcomes and experiences while eliminating inefficiency and waste. Each of us can contribute to financial sustainability by addressing inefficiencies, striving for better patient outcomes and showing determination to strengthen Gloucestershire's future.





Estates and facilities

Our goal is to Improve our estates and facilities, providing a good place to work and receive care into the future.

We have been ambitious in our plans over the course of our previous strategy, with a £101 million hospital improvement programme. However, our long history does mean that our main operating sites of Gloucestershire Royal Hospital (GRH) and Cheltenham General Hospital (CGH) have an ageing estate.

We face challenges in terms of backlog maintenance and the complexities of navigating old buildings, new buildings and facilities investments. These have sometimes impacted on service quality, delivery and productivity, as well as the experience of our patients and staff.

Recent investment on the CGH site has included new operating theatres, a day unit and the establishment of enhanced radiology and oncology departments. In addition, with support of the Cheltenham and Gloucestershire Hospitals Charity, there are well developed plans for a new Cancer Centre, which will serve the population of Gloucestershire and farther afield.

At the GRH site, the Emergency Department has been expanded, and new facilities including an Image Guided Interventional Surgery (IGIS) Hub, a hybrid vascular theatre and a Surgical Assessment Unit have been introduced. GRH was the first NHS hospital to use the CMR Versius robot for an upper GI programme, while the Aspen Centre now offers a new Dermatology Outpatient service.

With an ageing estate, safety and compliance, general maintenance and backlog maintenance, we have some significant work to do to ensure we can continue to provide safe and effective services now and for the future.

Key initiatives

- ▶ To deliver best care within high-quality environments that support patient and staff experience while meeting expected safety and quality compliance
- ▶ To continue to develop and innovate our estate and facilities now and for the future
- ▶ To plan and deliver estates and facilities effectively as a Trust Group and working with strategic partners and wider One Public Estate

Key areas of focus

- ▶ Develop an estates strategy to better support effective planning and utilisation of our estate that is fit for now and for the future
- ▶ Assessment of assets, both freehold and leasehold, and the potential opportunities to rationalise and reinvest
- ▶ Deliver improvements in statutory compliance across the whole estate starting in areas of greatest risk
- ▶ Effective routine and backlog maintenance
- ▶ Development and delivery of the 5-year capital programme



Research and innovation

Our goal is to build on our research and innovation to find the care for tomorrow's generation.

For the Trust, research and innovation are not peripheral activities, they are central to our mission of delivering safe, effective and compassionate care.

Our Research Innovation and Genomics (RIG) plan sets out a bold and practical vision: to embed research and innovation into everyday clinical practice and make them 'business as usual' across all services.

Why it matters

Research-active organisations deliver better outcomes. Patients involved in research often experience improved care, and staff engaged in research and innovation projects report higher satisfaction and professional growth.

Our strategy recognises this and aims to ensure that every patient and staff member has the opportunity to participate in research studies and contribute to innovation initiatives.

Key areas of focus

Driving research

We will align our research programme with the health and care needs of the people of Gloucestershire. This means making research more visible, accessible and inclusive – ensuring that every patient has the opportunity to participate, and every member of staff has the support to contribute. For example, we aim to improve study setup and delivery, ensuring at least 80% of studies meet or exceed recruitment targets.

Targeted innovation

Through the Gloucestershire Advanced Research and Innovation Institute (GARII) we are addressing complex challenges in healthcare. Innovations are rapidly adopted using a new process and their impact is measured through clinical and well-being impact, cost savings and improved efficiency and productivity.

Multi-disciplinary workforce

We are expanding training and education to increase the number of Principal Investigators and broaden research participation across clinical areas.

Our new Expression of Interest process ensures 80% of support requests are responded to within 10 working days.

Collaboration, communication and engagement

We are strengthening partnerships with academic institutions and building a rigorous Patient and Public Involvement (PPI) service.

Over 90% of research participants say they would take part in research again and patients report increased awareness of research opportunities during their care.

Genomics

Our work around genomic medicine is beginning to reshape how we diagnose and treat patients. By looking at a person's genome alongside their health and lifestyle, we can provide more personalised and targeted care.

We're seeing promising developments in how genomics is helping us better understand health and disease. With support from digital tools, this approach is shifting care towards prevention and earlier intervention. It's a step toward making healthcare more tailored and effective and I'm pleased that we're part of this progress.

Financial sustainability

We want the Trust to be financially sustainable in its approach to research. All study costs are recovered and commercial trials are generating income that is reinvested into infrastructure and local studies.

Effective infrastructure

We are reviewing and upgrading RIG facilities and systems to ensure they are fit for purpose. Horizon scanning for national funding opportunities will support the development of local infrastructure to meet future research demands.

Impact on quality and safety

This strategy will directly enhance the quality and safety of care by:

- ▶ Enabling earlier adoption of proven treatments and technologies
- ▶ Supporting evidence-based decision-making
- ▶ Creating a culture of continuous improvement and learning
- ▶ Ensuring services are inclusive, responsive, and future-ready

Looking ahead

By 2030, we want the Trust to be recognised as a research-led organisation where innovation is embedded in every service.

This will benefit patients through better outcomes, staff through enriched careers and the wider system through more efficient, joined-up care.





Partnership with purpose

Our goal is to work in a joined-up way to support people to get care they need.

To realise our vision, we recognise that meaningful partnerships are not optional – they are essential. We understand that no single organisation holds all the answers and the most effective, sustainable solutions to health and care challenges emerge through collaboration.

Integration and joined-up care

We are committed to supporting integration across our health and care system. This means designing services that are joined up around patients, removing fragmentation and ensuring continuity of care.

We will continue to support services at neighbourhood and place level, particularly across community hospitals, to ensure care is accessible, responsive and locally tailored.

One Gloucestershire

In 2022, NHS organisations and local councils came together with primary care, the voluntary sector and other organisation to form Statutory Integrated Care Systems (ICSs) and Integrated Care Boards (ICBs) covering the whole of England. Their purpose is to drive and support integration and partnership working between and across organisations to achieve improvements in population health and healthcare by taking collective responsibility for improving care and support and managing resources.

We work closely with our community and mental health partner, Gloucestershire Health and Care NHS Foundation Trust and primary care in strengthening neighbourhood services. We also work with our university partners in Gloucestershire and Worcester in training the next generation of healthcare professionals and in cutting edge research.

There are likely to be significant changes to the NHS and Local Authority landscape over the next few years, which will provide both opportunities and challenges to the Trust in the delivery of both core and integrated care services.

A new duty will be introduced for Strategic Authorities to focus on health improvement and reducing health inequalities. We are expected to have influence and responsibility over a number of areas (set out below) and ICBs are expected to align to these new boundaries.

- ▶ Transport and local infrastructure
- ▶ Skills and employment support
- ▶ Housing and strategic planning
- ▶ Environment and climate change
- ▶ Health, well-being and public service reform
- ▶ Public safety

We already play an active role in partnership with others across many of these areas and we will continue to do so as we transition to any new structures. As a Trust, we also work

within networks alongside other trusts; these wider geographic arrangements are essential to delivering safe, sustainable and high-quality services for the people of Gloucestershire.

Gloucestershire 2050

Public sector organisations across the county have been working together on a wide-ranging conversation that began in 2018. The aim is to explore ideas and shape Gloucestershire's long-term future by engaging all stakeholders, especially younger people, to understand how we can plan for and address the priority issues emerging from our changing demographic.

The key findings from this work are important for us and for Gloucestershire's health services, and include:

- ▶ Limited job opportunities
- ▶ Net migration of younger people out of county
- ▶ Loss of skills
- ▶ Loss of investment to cities
- ▶ Limitations of infrastructure, transport and internet connectivity
- ▶ High cost of housing

Acting as a community anchor institution

As one of the largest employers county, we understand our role as a community anchor organisation. This means going beyond our core responsibilities to address the broader social, economic and environmental determinants of health. We will:

- ▶ Support prevention in healthcare
- ▶ Improve access to employment and apprenticeships
- ▶ Embed social value in our supply chain
- ▶ Lead environmental sustainability as a 'Green Trust'

By doing so, we contribute to the long-term well-being and prosperity of our communities.

Connecting our communities

We are passionate about involving local people in shaping the future of healthcare. Involvement is not a tick-box exercise – it is a cornerstone of our approach. We work in partnership with patients, families and community groups to understand lived experiences, identify barriers to access and co-design culturally sensitive services that meet real needs.

These partnerships provide invaluable insights that help us improve outcomes, reduce inequalities and deliver care that truly matters to the people we serve.

8

Why and how we developed this strategy

Our strategy is a promise. It's a promise to our patients, to our communities, and to each other.

It's a promise to work together to provide care we can be proud of and to build an organisation we love working for.



Building our strategy

Our strategy has been co-designed by staff, patients, communities and partners.

To gather feedback for our new strategy, we created a toolkit with open-ended questions. The aim was to help understand what matters most to staff and patients about what kind of organisation we should be and our role within local communities.

We started by listening to nearly 2000 staff, through a series of workshops. The listening engagement involved large-scale discussions, surveys, focus groups, structured interviews and workshops.

We also involved a number of partner organisations and groups, including Gloucestershire Managed Services (GMS), our Trust Charity, Governors, One Gloucestershire, Inclusion Gloucestershire, Healthwatch and the VCSE Alliance.

There was a series of focused community engagements with the NHS Information Bus visiting Tewkesbury, Forest of Dean, Gloucester, Stroud, Cheltenham and Cotswolds with over 560 people sharing their views with our teams.

People told us what mattered most to them, sharing what they viewed were our key challenges and opportunities. This has helped shape our strategic objectives.

We would like to thank all the staff, partners and communities who have been involved in shaping our new Trust strategy.

We are committed to placing the voices of staff, patients and local people at the heart of everything we do, and the views shared have helped define our vision, values and strategic goals.

What you told us:

- ▶ Ensure safe, high-quality patient care
- ▶ Maintaining and improving our ageing estate
- ▶ Support staff well-being, value their contributions, and offer development opportunities
- ▶ Take pride in our work, share learning, and set clear goals
- ▶ Recognise both challenges and successes in our services
- ▶ Celebrate achievements and promote our impact
- ▶ Embrace our diverse workforce and communities
- ▶ Commit to being inclusive, curious, and compassionate
- ▶ Address financial pressures, cost-of-living impacts, and estate issues
- ▶ Improve digital systems for easier, more efficient access
- ▶ Use digital innovation and AI to enhance care and systems
- ▶ Strengthen our role in employment, education, and accessibility
- ▶ Collaborate with partners to transform and improve services
- ▶ Rebuild public confidence in our services and the NHS

9

How will we deliver the strategy and measure success

This strategy provides a clear and ambitious vision for the next five years, shaping our future and responding to the challenges ahead. We are confident that by working with our partners, we can make it a reality.



Delivering our strategy

To deliver our vision and strategic objectives, we need substantial change in how we provide and deliver our services.

We do not under estimate the scale of the challenge and developed a delivery plan that sets the stages required achieve our ambitions.

Our approach to determining how we best work to achieve each of our objectives – and how we track and evaluate progress towards them – will build on the components we already have in place for business planning, quality improvement, governance and performance monitoring.

Annual priorities will be set through our annual planning cycle

To help us demonstrate progress against our strategy, we have developed key performance indicators and measures of success alongside our strategy. These will be tracked and monitored as part of our annual plan and will help us ensure that we are making progress against the things that are important to us.

Each of the priorities outlined in our Strategic Framework will have a delivery plan developed by the end of Q4 2025/26. This will set out the specific deliverables, key milestones and benefits to action the goal set out in the priority to deliver the best care every day for everyone.

Strategic aim	Our goals	What will be different in 2030?	How will we measure success/ know we have achieved the goal?
Patient experience and voice	Our goal is to ensure what we do is shaped by feedback from patients, carers and our communities.	We will have established robust systems to capture patient experience and feedback through various channels. Collected feedback is analysed and used to identify improvement across all services. Services are continually shaped and adapted based on feedback creating a dynamic and responsive system. We will be working together in a integrated care system, with the voluntary sector, with a shared goal of putting patient experience at the heart of what we do.	Improvements and recommendations gathered from National Patient Survey Programme, NHS Staff Survey, alongside feedback captured through real time patient survey e.g. Friends and Family Test (FFT), PALS and Complaints to develop a picture of the experiences of those using our services. Improvement in the CQC National Inpatient Survey scores to support improvement in Trust place on the NHS Oversight Framework alongside formal assessments from regulators and partners, including the Care Quality Commission. Thematic review and sentiment analysis of experiences shared across a range of platforms, including Care Opinion, social media and community engagement to support and influence how our services are shaped.

Strategic aim	Our goals	What will be different in 2030?	How will we measure success/ know we have achieved the goal?
People, culture and leadership	Our goal is to make our Trust somewhere everyone is proud of and would recommend as a place to work and receive care.	The Trust will be in the top 25% of acute hospitals in staff recommending the Trust as a place to work and receive care	The shape and size of the workforce will be affordable and fit to deliver high-quality services in the right setting, as effectively and efficiently as possible
Quality, safety and delivery	Our goal is to provide good care which is safe, effective, inclusive and responsive for everyone.	The services we provide will be fair and accessible to everyone, regardless of their background or circumstances. Our services will be well-designed, evidence-based, and produce a clear benefit for patients without causing them harm.	We will be using data and public engagement to inform our decisions and to design services that are centred on the needs of the community. We will be using data, digital technology, and innovative solutions to transform service delivery and provide more convenient, accessible, and efficient services. We will be using a combination of outcome measures, which reflect the final results for patients, and process measures, which assess how well systems are working, as this will provide a comprehensive picture of our service's performance.

Strategic aim	Our goals	What will be different in 2030?	How will we measure success/ know we have achieved the goal?
Quality, safety and delivery (continued)		Patients will no longer be having to wait for long periods for diagnosis and treatment for planned care services, cancer, or urgent care services.	We will have restored the commitment to the 18-week referral to treatment standard. We will have restored compliance with cancer waiting times. We will have restored compliance with the 4-hour waiting standard in Emergency Departments

Strategic aim	Our goals	What will be different in 2030?	How will we measure success/ know we have achieved the goal?
Digital first	Our goal is to make our digital systems easy to use and help patients and staff work together using technology and new ideas to make care better.	In 2030, our hospital will use digital technology to help healthcare professionals care for patients in every part of the hospital. Systems will be easy to use, will help staff find the right information quickly and work together seamlessly. Patients will be able to interact with their own health records, book appointments, and communicate with their care provider effectively. Everything will work together better. This means less waiting, fewer mistakes, and more time spent helping people feel better.	Doctors and nurses say the system helps them do their work better. Patients say they feel looked after and know what's happening with their care. We see fewer missed appointments, shorter waiting times, and less waste. Staff feel proud of how we use technology. Our hospital is seen as one of the best at using digital tools and at the higher end of the digital maturity assessments moving up from the current score of 2.4 Success means everything works smoothly – and people feel the difference.



Our five year strategy

2025 – 2030