



Gloucestershire Hospitals
NHS Foundation Trust



SUMMARY VERSION

Our five year strategy

2025 – 2030

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 within 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.

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.


Gloucestershire Hospitals
NHS Foundation Trust


Gloucestershire
Managed Services

 **Cheltenham
Gloucester**
HOSPITALS CHARITY

Introduction to our Strategy 2025–2030

Gloucestershire Hospitals NHS Foundation Trust's five-year strategy sets out a bold vision: to deliver the best care every day for everyone.

This strategy is rooted in the Trust's core values: Caring; Compassionate; Inclusive; Accountable; and reflects our deep commitment to listening to patients, staff, and communities. It is both a promise and a challenge. We want to change and save lives, to act with integrity, and to ensure fair access to care for all to good quality and safe care.

Our Trust serves a diverse population across Gloucestershire and beyond, with 9,000 staff and hundreds of volunteers working from our two main hospitals and within the communities. Together we deliver safe, effective, and compassionate care, working with partners to eliminate health inequalities and co-designing services that meet our local community needs. Our staff are at the heart of the organisation, and we are building a culture of kindness, accountability, and continuous improvement.

Understanding the changing health needs of the people we serve is critical in the way we are developing our services, delivering the right care whilst living within our means financially. While many residents enjoy good health, significant disparities continue, with an 11-year gap in healthy life expectancy between the most and least affluent areas. To meet this challenge in our role as an anchor institution, we must think beyond the four walls of our hospitals to address the wider determinants of health such as housing, employment, and education, and work with partners to create lasting change.

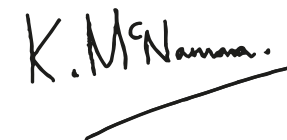
The strategy also acknowledges the challenges ahead: rising demand, workforce pressures, financial constraints, and the need to modernise our ageing estate.

There has been good progress made in our digital transformation and workforce development, but ongoing efforts are needed to go further, and to improve access, more joined-up care, and sustainability across our services.

Aligned with the national NHS 10 Year Plan, the Trust is embracing a shift toward community-based, digital, and preventative care. Through collaboration, innovation, and a focus on quality improvement, Gloucestershire Hospitals NHS Foundation Trust is committed to delivering the best care every day for everyone.



Deborah Evans,
Chair



Kevin McNamara,
Chief Executive

Our Trust in numbers

£2.3m

Average daily Trust spend



30k

patients admitted to a bed via our EDs per year



537

procedures performed by our 4 robots per year



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



Our vision

We have taken a fresh look at our vision and values. 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 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

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 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

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



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

Better feedback systems, including digital platforms and streamlined complaints processes, ensure that what people tell us can lead to real change.

Digital transformation will support personalised care, with tools like the NHS App improving access and engagement. By putting patients at the heart of service delivery, the Trust aims to improve how we provide care that meets the needs of local people.

People, culture and leadership



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

Our staff experience and culture is shaped through regular feedback, workforce planning, and recruitment and career development pathways.

We need to make sure everyone feels welcome and included in our workplace.

We support staff health and wellbeing, train leaders to manage well, and use digital tools and simple basics so everyone has what they need to give great care.

Quality, safety, and delivery



We want to provide good care which is safe, effective, inclusive and responsive for everyone.

Continuous improvement is driven by good processes and shared learning.

Acting on concerns and building a culture of safety build better health outcomes and ensure accountability.

Patient experience, safety, and clinical effectiveness are core priorities, with a focus on restoring national standards for planned, urgent, cancer, and maternity care.

Digital first



We want our digital systems to be easy to use for staff, and to connect patients to better manage their own health.

The Trust now uses digital systems instead of paper, making care safer and more connected. Staff have the tools and training they need, and patients can access records, book services, and get tailored information.

Strong digital foundations and leadership support better planning, teamwork, and data-driven improvements, so staff spend more time with patients and people can manage their own health.

Our golden threads

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

Health inequalities



We are committed to reducing unfair health gaps that affect life expectancy, quality of life, and access to care – especially for deprived communities, ethnic minorities, people with disabilities, and other marginalised groups.

We know that even by providing the very best acute care, we will only influence around 20% of what drives good health, and we will work with partners to help improve access to jobs, education, housing and transport.

We'll improve data to find gaps and work with local partners on issues like housing and jobs.

Our goal is safe, high-quality care for all, a diverse workforce, and inclusive growth across Gloucestershire.

Continuous improvement



We are focused on always getting better. The Gloucestershire Safety and Quality Improvement Academy supports this by helping staff learn and share ideas.

Over the next five years we will align our improvement efforts with our strategic priorities and build a culture of shared learning and innovation.

Staff must be empowered to drive improvements in safety, quality, delivery, and productivity across all areas.

By listening to patients, staff, and partners, we aim to improve care, experience, and performance every year.

Brilliant basics



Our 'Brilliant Basics' are the everyday actions that make a big difference. For patients: a warm welcome, clear communication, respect, quick help, and clean spaces. For staff: being approachable, sharing information, showing appreciation, supporting wellbeing, and leading by example.

It also means addressing those things within our control that make a difference to good care and experience for patients and staff.

When a patient calls, it will be answered. We will have IT systems that are resilient and an estate that supports good care.

Green sustainability



Sustainability is part of everything we do, covering the environment, people, and finances.

The Trust aims for an 80% reduction in carbon footprint by 2032 and net zero by 2040, with 90% of its fleet being low or ultra-low emission by 2028.

Key actions include decarbonising hospital sites, embedding sustainability in investments, supporting clinical teams to deliver sustainable care, and meeting new legislation.

Every staff member plays a role in achieving a greener, healthier Gloucestershire for future generations.

Our enablers

There are four key strategic enablers that are central to delivering our strategy.

Living within our means



Every part of the NHS and wider public sector is facing real challenges in living within their means, particularly post-COVID.

By 2030, we aim to be financially sustainable so we can invest more in staff, buildings, and equipment. Our plan is to strengthen core services, find growth opportunities, and save money by managing resources better. We'll improve finance systems, governance, and training so decisions are patient-focused and efficient. This will allow us to fund staff, infrastructure, and digital healthcare, with the finance team giving visible support and guidance.

Estates and facilities



Delivering care in the right environment is essential for patients and staff. Over the last five years we have invested over £101m into our hospitals. However, we still have significant challenges with an aging estate, backlog maintenance, and complex site navigation.

Our investments have modernised facilities, including new operating theatres, radiology, oncology departments, and emergency care units.

Over the next five years, we need a strong estates plan, meet fire safety rules, fix maintenance issues, and set a clear capital programme. This will make sure services are safe and effective now and in the future, improving experiences for patients and staff.

Research and innovation



Our research and innovation needs to be part of everyday clinical practice. The Research Innovation and Genomics (RIG) plan aligns with local health needs, making participation accessible for patients and staff.

The Trust supports targeted innovation through the Gloucestershire Advanced Research and Innovation Institute (GARII), rapidly adopting new solutions and measuring impact.

Through new training we want to expand our participation, and partnerships with academic institutions will help strengthen engagement.

Genomics is reshaping diagnosis and treatment, enabling personalised care. Financial sustainability is ensured by recovering study costs and reinvesting income, while upgraded infrastructure supports future research demands and quality improvement.

Partnership with purpose



We cannot change everything on our own. Only by building strong partnerships we can achieve our vision. We work with NHS organisations, councils, primary care, universities, and local communities to design joined-up services that are easy to access and tailored to local needs.

Patients, families, and community groups help co-design care, giving insights that improve outcomes, reduce inequalities, and make services that truly matter..

Delivering the strategy and measuring success

Our 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.

We do not underestimate the scale of the challenge and have 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.

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.



Tangible differences

What will be different if we deliver our strategy by 2030.





NHS
Gloucestershire Hospitals
NHS Foundation Trust



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