

Foreword

We are delighted to present our ambitious strategy for 2022-2027.

Over the last five years we have given £144m to fund transformative research and healthcare projects in East London and we are proud of the impact our funding has achieved (with some case studies on page 19 by way of example). We will now build on this with a further £150m+ to be given over the next five years in key areas of research and healthcare.

We have revisited and refreshed our vision and mission, which are the guiding stars for all our activity. We have also set ourselves five overarching strategic objectives that will direct our activity over the next five years and by which we can measure our success. Working with all of the Charity team, we have also created a set of core values that we will live by.

Central to our 2022-2027 strategy is the importance of our strategic partnership

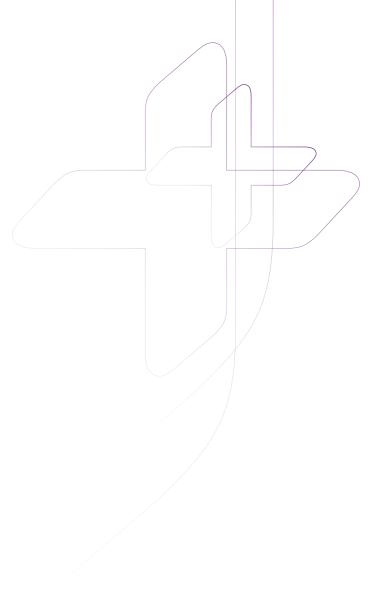
with Barts Health NHS Trust (Barts Health) and the Faculty of Medicine and Dentistry at Queen Mary University of London, which enables us to identify, develop and support transformational healthcare and research projects that will make life-changing improvements for the people of East London.

Finally, a momentous milestone takes place during the life of this strategy which is the celebration of the 900th anniversary of St Bartholomew's Hospital in 2023. To mark this wonderful anniversary and in line with our strategic objectives, we will aim to fund two new world-class medical centres in East London: a dedicated Breast Cancer Centre at St Bartholomew's Hospital and a state-of-theart Clinical Research Facility at The Royal London Hospital.

Fiona Miller Smith

Chief Executive, Barts Charity

In rule South/



What we do

We are a charity dedicated to supporting improvements to healthcare and transformative research with a primary focus on the issues that matter to the people of East London. We do this by funding high quality research, innovative patient care projects and NHS staff wellbeing initiatives that would otherwise not be funded by the NHS or other funders.

We mainly award our funding to Barts Health (which runs St Bartholomew's, The Royal London, Mile End, Whipps Cross and Newham Hospitals) and to the Faculty of Medicine and Dentistry at Queen Mary University of London, where there are six medical research institutes. We also support researchers at the School of Health Sciences at City, University of London.



Vision

Life changing improvements to health for the people of East London.

Mission

A charity with its roots in East London, dedicated to supporting improvements to healthcare and transformative research for local health benefit.

We work in partnership with the NHS, local research institutes and others who can help us achieve our goals and maximise our impact.

Our 2022-2027 strategic objectives

We wanted Barts Charity's new vision and mission to provide the strategic context for each area of our charitable activity and we have used them to frame five strategic objectives for 2022-2027.



Research

We fund high quality and innovative research that enhances our understanding of health and illness and has the potential to improve and/or save lives in East London.



Healthcare

We facilitate transformation to patient care and support for our dedicated NHS staff, primarily focusing our efforts at Barts Health.



Fundraising and Communications

We are transforming our approach to fundraising to significantly grow revenue and enable us to achieve our ambitions for our mission.

We aim to inspire greater support by communicating about the people and projects we fund and the impact they make.



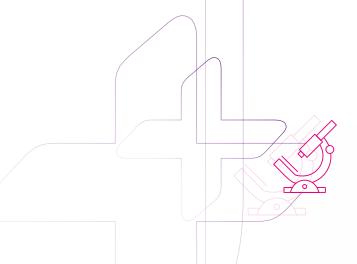
Endowment

We manage our endowment to ensure we take full advantage of potential opportunities to deliver our mission, now and in the future.



How we work

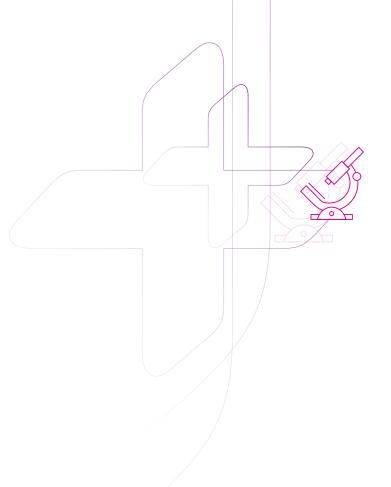
We set ourselves high standards for how we operate and aim to maximise the impact we make with our resources.



Strategic objective 1:

Research



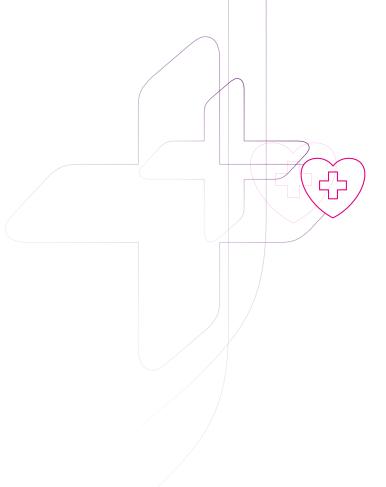


Strategic objective 1:

Research

What we do	Outcomes expected
We will fund and enhance health-related research at the Faculty of Medicine and Dentistry at Queen Mary University of London, Barts Health and City, University of London.	To enrich our knowledge of the science underpinning health issues in East London and foster an environment for integrated research and healthcare.
We will encourage and enhance patient-focused research training at the Faculty of Medicine and Dentistry at Queen Mary University of London, Barts Health and City, University of London.	To develop and increase the number of healthcare professionals in East London concentrated on patient-focused research.
We will invest in strategic, impactful and pioneering opportunities at the Faculty of Medicine and Dentistry at Queen Mary University of London and Barts Health that will enable research to accelerate improvements in local healthcare.	To help put East London at the leading edge of integrating research and patient care, for the benefit of the local population.
We will identify and support opportunities with a broader range of partners where research could help tackle specific and important local health issues.	To tackle important health issues in East London through research where working with a broader range of partners could have greater impact.

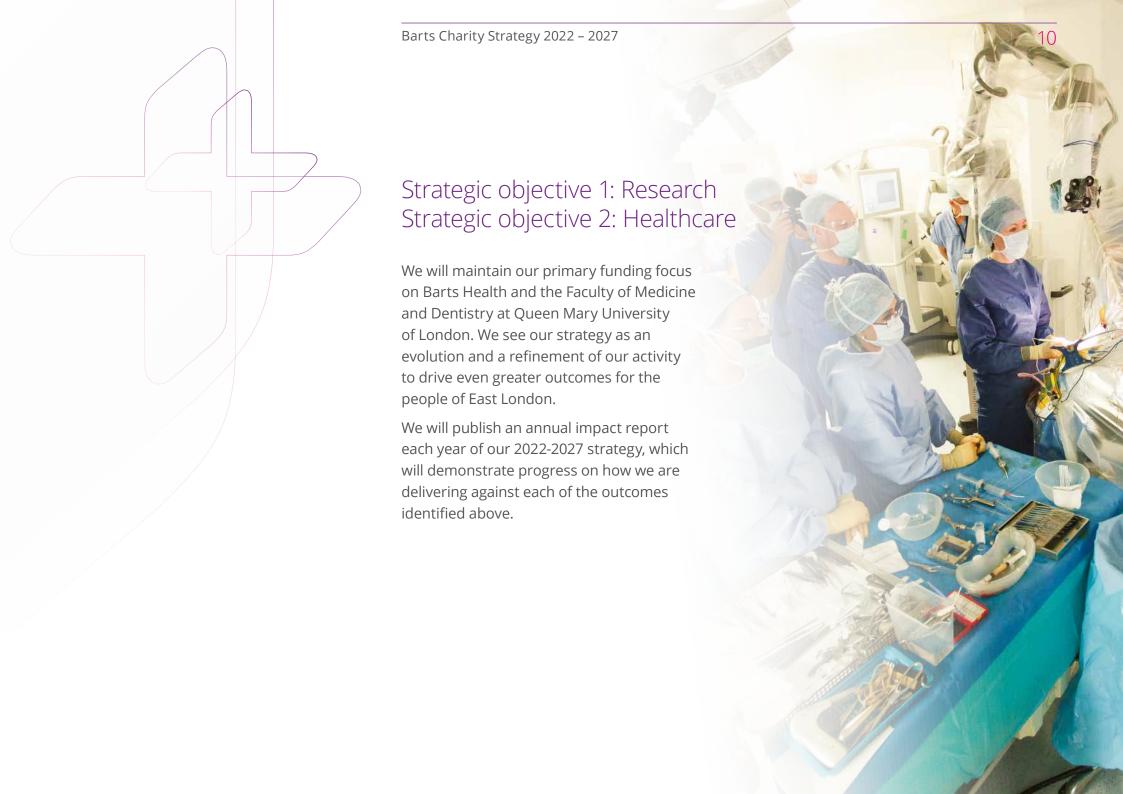


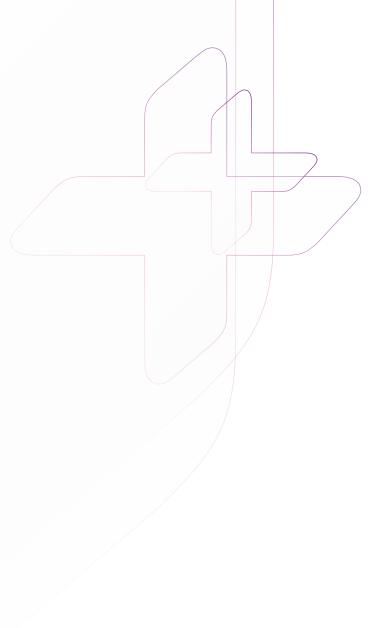


Strategic objective 2:

Healthcare

Outcomes expected
To optimise patient health outcomes and/or patient experience.
To accelerate improvements in patient health outcomes and/or care.
To support Barts Health staff in continuing to provide excellent support for the health and care of people in East London.
To help put East London at the leading edge of patient care for the benefit of the local population.
To extend Barts Charity's reach in addressing health issues faced in the wider community of East London.





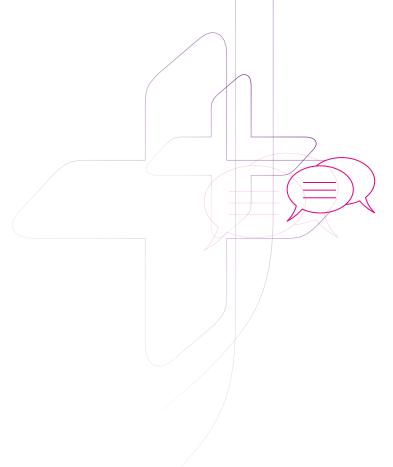
Our funding principles and focus

As part of our strategy process, we also looked at the key funding principles that underpin our approach to ensure that they were completely aligned with our strategic objectives.

To achieve our funding and impact strategic objectives we will focus our funding where:

- We can create transformational change.
- We can leverage further support for our funded projects.
- Other funders or revenue sources cannot or do not cover.

Barts Charity's primary focus is on our funding being relevant to, and having an impact in, East London but we expect that much of the activity we support will continue to have wider health benefit, both across the UK and globally.



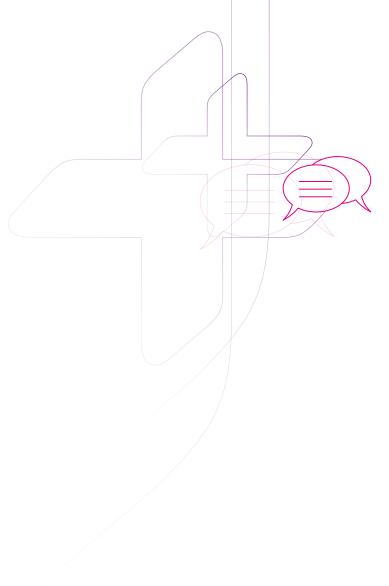
Strategic objective 3:

Fundraising and Communications

The work we do and the projects we support really resonate with donors. However, we know that there is so much more that we can do in the next five years to increase our fundraising income and ensure that we are always able to fund the best and most exciting projects.

There is also more that we want to do to tell the story of the people and projects that we fund from the start of the journey to the impact that is delivered over the coming years. We have learnt that the more we bring these two elements together, the more successful we will be in engaging audiences and generating income.





Strategic objective 3:

Fundraising and Communications

What we do	Outcomes expected
We will create compelling opportunities for those who want to help with our goals to contribute financially.	We can fund key projects both now and into the future.
We will ensure that all our donors are supported and connected to our mission.	We have long-term, meaningful relationships with our donors who will continue to contribute financially.
We will tell the stories of what we fund and raise our profile and enhance brand awareness across East London.	Our audiences trust us to deliver important outcomes and through better engagement, they feel connected to the people and places we fund.
We will enhance relationships with staff at Barts Health and the Faculty of Medicine and Dentistry at Queen Mary University of London.	The staff recognise their ongoing importance in the delivery of our mission.

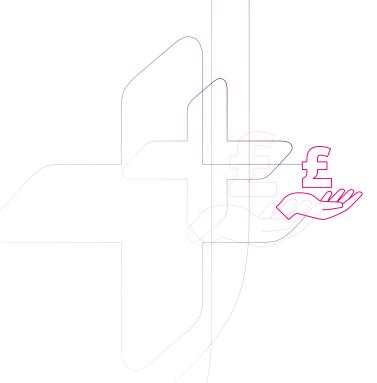


Strategic objective 4:

Managing our endowment

Barts Charity's investment portfolio is a powerful engine to underpin our ambitions for the next five years and the decades beyond. We want to ensure that we are always thoughtful in the way we approach the management of the portfolio, ensuring we balance risk and returns so that we are always in a strong position regardless of the economic environment or market conditions.

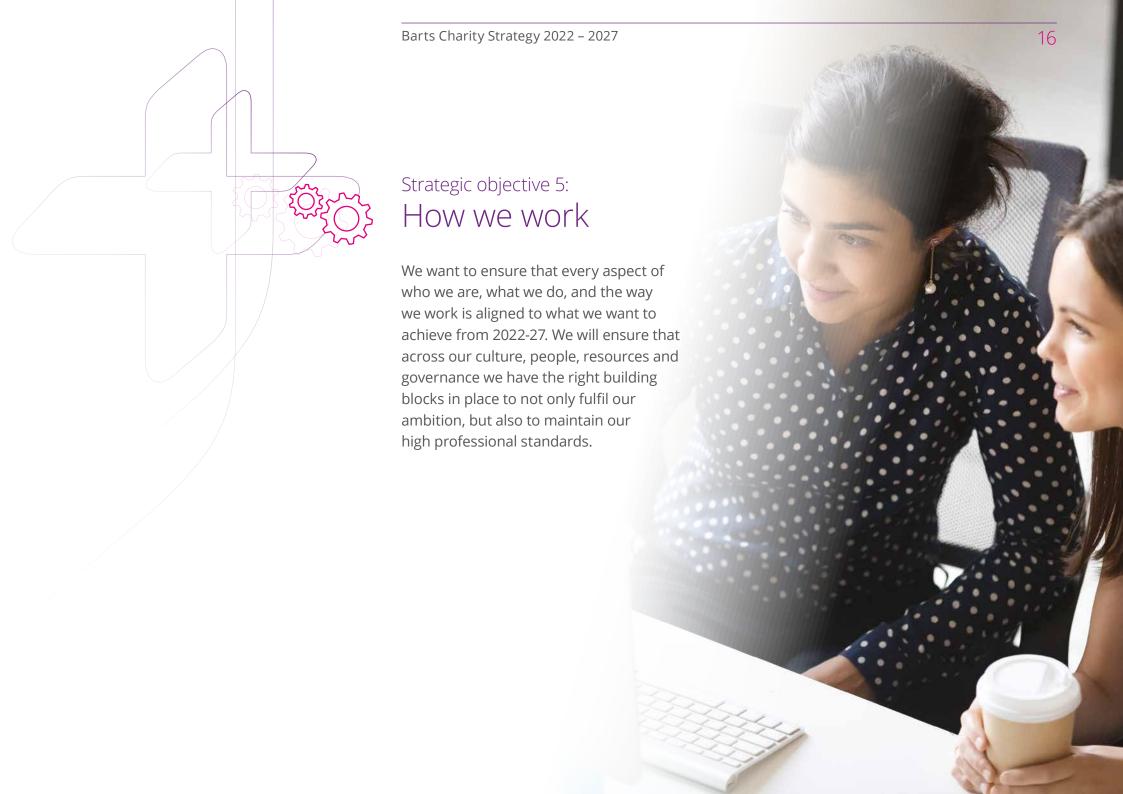
We also want to ensure that we are thoughtful stewards of our portfolio, embedding responsible investment principles in our approach.

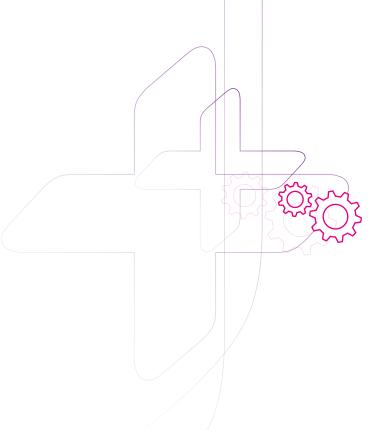


Strategic objective 4:

Managing our endowment

What we do	Outcomes expected
We will optimise returns, balancing this with responsible consideration of risk and liquidity within the portfolio.	Our endowment supports charitable activity both now and in the future.
	We can take a longer-term perspective of performance which allows sufficient liquidity to meet our requirements without ever being a forced seller of assets.
We will embed environmental, social and governance factors in investment decisions.	Our focus shifts towards greater sustainability.
We will consider rebalancing portfolio elements towards mission-related options.	Our investment activity aligns with mission goals where performance would not be affected.





Strategic objective 5:

How we work

What we do	Outcomes expected
We will inspire in Barts Charity staff a sense of purpose and connection to our cause and help them achieve their full potential.	Our staff are motivated and supported in the effective delivery of personal and corporate objectives.
We will adopt robust governance that we regularly review and refine.	We are effective at decision-making, ensuring that we are making best use of our resources; we maintain our reputation for excellence and professionalism.
We will ensure our systems and processes are efficient and effective.	To ensure time and effort is focused where it adds most value so that we can make better decisions and increase our impact.
We will integrate our Equality, Diversity and Inclusion (EDI) principles into all aspects of our work.	By recognising and valuing differences we will be a better workplace and our work will have a greater impact for our beneficiaries.
We will operate in accordance with our values.	By consistently applying a set of standards to guide actions, we will aid decision making and allow for better challenge of non-optimal working practices and behaviours.



Our values

We are proud of the work we do. We have created a set of values that express who we are as a charity, the way we want to work and the culture that we want to live and breathe every day.

We are...

ONE TEAM

We work collaboratively as one team, supporting and respecting each other and embracing diverse experiences and perspectives.

AMBITIOUS

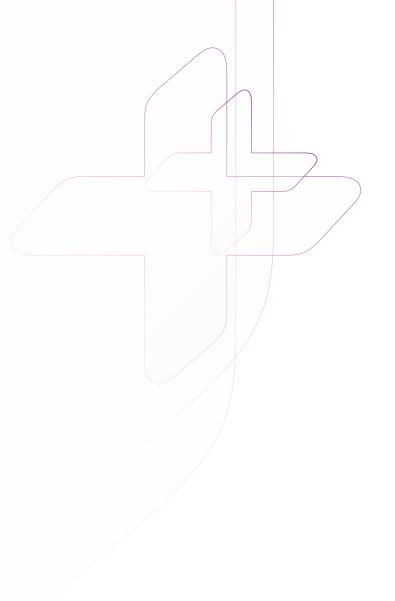
We care passionately about Barts Charity's mission, empowering each other to constantly improve and achieve our best.

OPEN

We are honest and transparent, sharing information willingly and encouraging the giving and receiving of constructive feedback.

ACCOUNTABLE

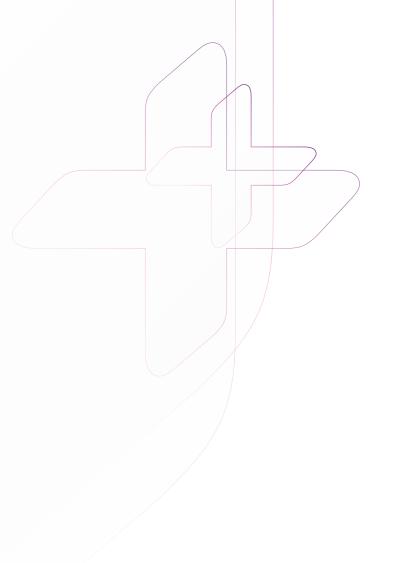
We take pride in doing the right thing and acting with integrity. We take ownership of our actions and learn from our mistakes.



Looking back: The impact of our funding

Over the last five years, we have spent £144m on innovative research to enhance our understanding of health and illness and on healthcare projects to transform the lives of patients in East London, as well as supporting our dedicated Barts Health NHS staff.







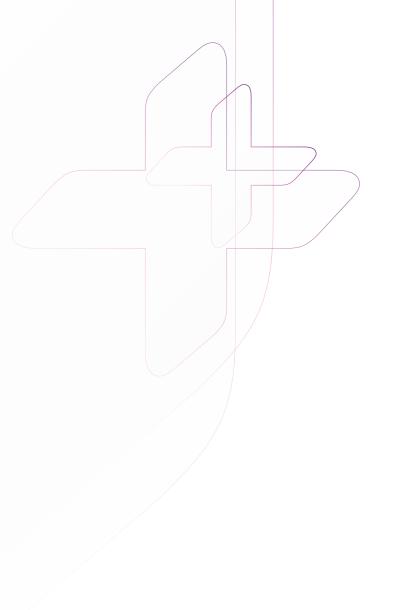
40% fewer patients bleeding to death thanks to trauma innovations

Traumatic injury is the biggest killer of people under 40 in the UK, with over half of all trauma deaths resulting from patients bleeding to death. We previously awarded £3.8m to Professor Karim Brohi to establish the Centre for Trauma Sciences, a world-leading Centre of Excellence for trauma research at Queen Mary University of London that is partnered with The Royal London Hospital's Major Trauma Centre. Since the centre opened in 2012, the team's innovations in trauma care have led to a reduction in the number of trauma patients bleeding to death at the hospital by almost half. This influential work has been incorporated into both national and international clinical guidelines, improving outcomes for trauma patients worldwide. In 2021, we invested an additional £3m, aiming to reduce trauma deaths even further.



Accelerating the development of new treatments for cancer

In 2018, Queen Mary University of London recruited Professor Victoria Sanz-Moreno to Barts Cancer Institute as part of Barts Charity's £10m strategic investment into cancer research. One of the major challenges in treating cancer is that cancer cells can become resistant to certain drugs over time. Since her recruitment, Professor Sanz-Moreno has made significant contributions to our understanding of the mechanisms that drive this process and has produced several high impact publications. This includes work showing how skin cancer cells can evade anti-cancer drugs by modifying their intricate internal structure, called the cytoskeleton, highlighting a potential new target for combatting cancer that has stopped responding to treatment.





Supporting our NHS staff through Covid-19

During the pandemic, we spent £4.5m on supporting the wellbeing of NHS staff across the five Barts Health hospitals. Each hospital now has a staff wellbeing hub and improved staff facilities such as rest rooms and secure cycle storage. A Barts Healthwide psychological support service was also established, with a dedicated psychologist at each site. More than 6,500 staff members have had contact with the service including one-to-one sessions and team group support. The pandemic highlighted the importance of supporting NHS staff wellbeing and as such this will remain a strategic priority for Barts Charity beyond Covid-19.



Enhancing training for healthcare professionals undertaking research

Our fellowship schemes enable healthcare professionals to undertake research through PhD training that will improve our understanding of health and illness, leading to better health for East London. Freya Sparks is a speech and language therapist at The Royal London Hospital working with people who've had surgery to remove their voice box after throat cancer. These people often experience distressing changes to their ability to speak and communicate, yet there is little evidence on how best to treat this condition. Through her PhD studies, Freya is developing a new voice therapy approach that could help improve communication, greatly improving patients' quality of life.

"Central to our 2022-2027 strategy is the importance of our strategic partnership with Barts Health NHS Trust and the Faculty of Medicine and Dentistry at Queen Mary University of London, which enables us to identify, develop and support transformational healthcare projects that will make life-changing improvements for the people of East London." Fiona Miller Smith Barts Charity Chief Executive

