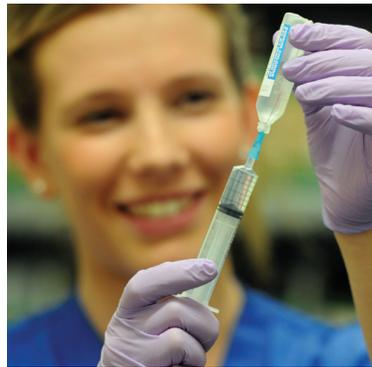


Strategy 2011-2016



Welcome

The Royal Devon & Exeter NHS Foundation Trust's (RD&E) new strategy sets out our vision and priorities for the next five years.

Since we published our previous 'Strategic Directions' in 2007, the Trust's dedicated and hard working staff have worked tirelessly to achieve its key aims and objectives. Now, almost five years later, we decided to set out our new priorities for the period ahead taking into account the different context in which we are operating and the current and future pressures on NHS budgets. Our new strategy sets out our priorities for service planning and delivery building on our reputation for innovation, clinical excellence, quality of patient care, performance against targets and financial stability.

About the RD&E

The RD&E is proud of its long history of providing healthcare to the people of Devon. We provide specialist and acute hospital services to a core population of over 400,000 people living in and visiting Exeter, East and Mid Devon. Some of our patients come from further afield because we have nationally and internationally recognised excellence in specialist fields including orthopaedics, neuro-rehabilitation, diabetes, neonatology and cancer services.

Our main hospital sites are at Wonford and Heavitree in Exeter; but increasingly we are providing patient care closer to home, including managing the day case surgery activity in East Devon community hospital theatres, community midwifery services and renal dialysis units. The RD&E manages over 300,000 outpatient attendances and over 115,000 day case or inpatient admissions each year.

The RD&E has a high standing in the local community and we recognise the duty we have to uphold the highest standards to maintain the affection and respect with which we are regarded. In recent years, with the freedom which comes with our Foundation Trust status, we have become more engaged with local people about their needs and aspirations for their RD&E. This has been made possible by the involvement and contribution of the publicly-elected Council of Governors, supported by the Board of Directors, our staff, 13,000-strong public membership and relations with local people and partner organisations.

Developing the strategy

In developing our new strategy for 2011-16, our Board of Directors took into account a wide range of issues and influences so that it can continue to guide the RD&E to provide good quality and safe healthcare to our patients within a rapidly changing NHS.



One of the key influences on us was the views of our members - a group that is broadly representative of the wider community we serve. Over the last year we have sought to find different ways to understand better our members' views and concerns. For example, at one of our 'Members Say' events in 2010 local people told us what they expect from the RD&E:

- ✓ A hospital where I am seen as soon as possible
- ✓ A hospital that has access to the latest technologies & drugs
- ✓ A well maintained environment that is clean, safe & modern
- ✓ A seamless NHS service from GP through to the hospital & beyond

These views, and more detailed analysis of the views of our members, have helped shape the Trust's future direction. Some of the other issues we took into account included:

- The RD&E's role as a teaching hospital in partnership with the Peninsula College of Medicine & Dentistry
- Our strength as a base for research
- The attractiveness of the RD&E as a major employer
- Our track record for providing quality care, performance and financial management
- The national change in commissioning arrangements with a strategic intention to move care closer to home
- Anticipated changes in the healthcare market with increased competition
- Continued pressure on NHS services as we live longer and the increased prevalence of certain diseases and conditions
- Advances in technology, and improving clinical research, knowledge and skills
- The financial savings the NHS has to meet as part of the national response and management of economic pressures
- Increasing responsibility regarding the environment & sustainability

Our Vision

The Trust's long term vision is to provide "safe, high quality, seamless services delivered with courtesy and respect."

Our Strategic Objectives

The RD&E Strategic Objectives - which will support this strategic direction - have been grouped under three themes: Respond, Deliver & Enable:

We will Respond by:

- Eliminating avoidable hospital infections
- Delivering services in a comfortable, caring environment
- Recognising our responsibility to the community & the environment
- Listening & responding to the views of our patients & community

We will Deliver:

- National & local performance targets
- Highest possible standards of care
- Cost effective, accessible services
- Excellent, up-to-date general & specialist services
- High quality teaching, research & innovation

We will Enable:

- Prompt delivery of care in the most convenient, appropriate location
- RD&E to be an employer of choice, with our staff being valued
- Staff to achieve their potential by developing & supporting them
- Sustained future success by sound financial management.

Our Values

Our work to progress these strategic objectives will be underpinned by the following values:

- Honesty, openness & integrity
- Fairness
- Inclusion & collaboration
- Respect & dignity

Our Strategic Direction

The RD&E will work to achieve our vision and our objectives that we have set ourselves over the next five years. We recognise that this will involve different ways of working to both benefit patients and to ensure that we continue to maintain our financial stability going forward. This will involve:

- Maintaining sound operational delivery of existing clinical, research and teaching services.
- The integration of care from the community through to acute care within our catchment area, and back out again into the community. This will be done in partnership with other service providers of care, as well as by increasing the Trust's provision of the whole patient journey. This will mean seeking to break down the barriers that currently fragment the experiences that many patients have of the NHS.
- The further development of the Trust's acute services across a wider area by building upon the clinical networks and partnerships that are already in place.