

OUR CORPORATE STRATEGY



Royal Devon and Exeter
NHS Foundation Trust



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Our Strategy



Our strategy defines how we will work together to build a health and care system that delivers for all, now and into the future.

Introduction

These are challenging times for the NHS. But in the face of these challenges, there are real opportunities to forge a new approach to meet the health and wellbeing needs of the people we serve. Our strategy defines how we will work together to build a health and care system that delivers for all, now and into the future. This will involve big changes in the way we work with people, communities and staff while continuing to focus on things that matter most to our patients.

We are proud of being a high performing and successful organisation and our strategy sets out a framework for us to stay that way. We believe we need to be at the forefront of change, informed by the best research and evidence-based practice. We are increasingly working as part of a wider system and we recognise that much more will be achieved by working together with our partners, people and communities.

Our strategy sets out what we stand for, our intent and what we plan to achieve. It is driven by our values which remain constant and act as a guide to all that we do. By working with our staff and Governors we have also to define better what we stand for and our key qualities as an organisation – vital at a time when the context we work in is so complex and fast-paced.

We would like to thank our staff, volunteers and Governors who contribute so much every day to making the RD&E a great organisation, always striving to do the right thing for our patients, people and communities.



James Brent,
Chairman



Suzanne Tracey,
Chief Executive



Our vision of
the future



Our values:

Fairness

Honesty, openness &

integrity

Respect & dignity

Inclusion & collaboration

Our vision of the future

We will be a leader in transforming the health and care system, working in partnership to connect people, services, communities and voluntary groups to meet the needs of the communities we serve.

In doing so, we will continue to provide safe, high quality, seamless services delivered with courtesy and respect.

Our values will always guide us:

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

Our values set out what is important to us and guide what we do and how we do it: they drive our recruitment, inform our decision-making, and influence how we treat each other and our patients. They apply to all of us equally and underpin everything we do as we work together to provide care for our communities. We will expect to be challenged, and will challenge ourselves, to bring these values to life, every day, and in everything we do.

To shape our work, we have set ourselves three guiding objectives. We will:

Listen to people and continually improve what we do.

Connect people, communities and services so that we can work together to improve health and well-being for everyone.

Innovate so we can continue to grow our world-class specialisms, working with partners and our patients to push forward the best medical research.



We asked staff and Governors to help us define what makes the RD&E a special place

Our distinctive qualities

For the first time, based on analysing our staff survey results and feedback from our stakeholders, we asked staff and Governors to help us define what makes the RD&E distinctive. We found that there are three key traits that make the RD&E a special place:

- We are kind and caring in all we do – that sense of personal connection with the people we care for and the warmth and friendliness we share.
- We know how to make teams work – staff, partners, patients and communities united by a common cause and a determination to get things done.
- We are always improving - seeking out new ways of providing the people of Devon with the care they need.

These qualities come together in a unified statement or “golden thread”: “We work together”. This reflects what we see as our rare gift - to look out for each other, break down barriers, link more people together and reach out to our staff, people and communities.



We work together

The key qualities that we stand for at the RD&E:

KIND AND CARING

- Listening, demonstrating empathy, understanding and friendliness
- Always providing the human touch – a gesture and kind words in those moments that matter, or some ‘tough love’ when required
- Enjoying a strong connection with our communities – and pride in our special place in Devon
- Creating a warm atmosphere, an air of positivity and optimism
- Caring for our staff as much as we do our patients
- Building a great place to work that nurtures and develops people

TEAM WORK

- Uniting closely-knit teams behind a common cause to get the job done
- Generating positive engagement and ensuring everyone has a voice
- Supporting other team members when they need it and inspiring a sense of joy in what we do
- Demonstrating a strong leadership culture, encouraged at all levels, with development opportunities for all
- Celebrating and encouraging inclusion and diversity in our actions, but also in our thought and style

ALWAYS IMPROVING

- Striving for excellence, even at times of great pressure
- Always searching out better ways of providing care
- Working with partners to take the lead in new clinical practices, research and technologies
- Openly forging new relationships, collaborating with others around a shared purpose
- Having an openness and appetite for change including the use of new technologies
- Putting wellbeing as well as healthcare at the forefront

Listen

Connect

Innovate



The challenges
we all face



We recognise that radical change is necessary if the whole system is to be clinically and financially sustainable.

The challenges we all face

While the NHS performs well in comparison to other health systems globally, and the public is broadly satisfied with the care provided by the NHS, we recognise that radical change is necessary if the whole system is to be clinically and financially sustainable. The challenges we all face include:

- **Life expectancy:** The success of the NHS and welfare systems, thanks, in part, to the advances made in medical treatment over the last seven decades, means that women and men live at least 12 years longer than they did in 1948. However, the result is that, although more people are living longer, they often have complex health issues, putting pressure on the NHS.
- **Lifestyle choices:** Many health issues people confront are the result of the lifestyles they choose to lead which can result in long-term conditions. At the same time, people's expectations of the NHS have increased, placing a bigger burden on the service.
- **Costs:** NHS funding has not kept pace with the rising costs of healthcare or of medical advances.

- **Workforce skills:** The most important asset for health and social care is the people who deliver it. Yet the NHS faces significant challenges in having a workforce that has the right skills in the right places, that is not overloaded or stressed, and that is motivated and empowered.

The RD&E will work to address these challenges so that we fundamentally change the way that care is delivered now and into the future. The financial challenges we face have sharpened the need to make far-reaching change – but more money alone is not enough. As important is to bring our stakeholders and partners, including primary care and social care, along with us. We must help people to live healthier lives, to manage their expectations of what the NHS can do for them, and to build strong communities which are able to help each other.



John's story: Listening to our patients



“Being back at home has made such a difference. I’m so much happier.”

John and his wife of over 50 years love spending time together - particularly in their garden. Recently though, John contracted pneumonia and fell badly which resulted in two weeks at the RD&E. He got better at hospital but found it difficult to sleep on the ward because of the noise. He also missed his wife and home and as a result started to get really down. As soon as he was ready, his therapist referred him to the Urgent Community Response team to get some short-term support at home.

As he arrived home, he was visited by the team to assess what support he needed. In discussion with John and his wife, it was agreed he needed some living aids including the use of an adjustable height bed, a higher armchair and a caddy for his walking aid so he could carry drinks and meals.

“Being back at home has made such a difference. I’m so much happier” John said.

A daily social care reablement visit was also organised to help John with dressing and washing. After the first visit, the support worker listened to John’s concerns and how he felt and as a result he was provided with more support in the evenings.

“The work the team has done, and particularly Ben the physiotherapist, has been great, it’s really given me back my quality of life,” he said.



Our way of
working



Continuously improving high quality, safe acute care to those that need it while at the same time working to fundamentally change the model of care.

Our way of working

As a provider of integrated health and care services, we need to align the development of our care model with a number of different factors.

These include:

- Our broader corporate strategy
- The external context including developments and innovations in medicine
- Our partnerships developed with other organisations over a number of years
- Our ambition to grow our world-class specialisms and research

We will continue to focus on providing and continuously improving high quality, safe acute care to those than need it while at the same time working to fundamentally change the model of care.

The health and care system in Devon is making strides to shift its focus from ill health and hospital-based care to a new way of working that better manages the resources we have to meet the changing needs of our population and to keep us healthy.

This new focus now needs to accelerate.

This means a greater emphasis on:

- Preventing ill health, keeping people well for longer and focusing on independence and wellbeing, drawing on the best evidence-based practice and research
- Helping people manage their own care needs in the community and at home and providing more individualised support
- Working with and alongside communities and volunteers to support people
- Tailoring what we do better to meet the identified needs of towns and communities in Devon
- Harnessing technology, including a new care record system, that empowers people through access to their own information



Shifting the question from 'what's the matter with you?' to 'what matters to you?'

The Trust is learning to work with people and to shift the question we ask them from 'what's the matter with you?' to 'what matters to you?'.
This new approach involves:

- Better care coordination
- Social prescribing and reablement
- Improved partnership-working with social care, primary care, voluntary groups, communities and people
- Self-managed care
- Learning and innovating to inform and drive the best care

For those that require acute care, the aim will be to ensure that they only remain in a bed that is not their own for as long as it is beneficial to them. This means developing new ways of working together, enhanced by technological changes, to ensure that care is streamlined and timely and avoids delay and duplication.



Darcy's story (aged 12): A caring "Soup"er star



"All the nurses know Soup and love her lots. You can tell she is proud of her job – everyone says so!"

"Sue is one of the domestic staff on Bramble and I call her Soup. She is always very calm, happy and chilled. She comes in and cleans the room and when she's done she puts one of my teddies under the covers and pretend it's sleeping. She always finds time to talk to me and she has a friendly smiley face.

Soup tells me funny stories like when she had to take her dog for a walk at 3 o'clock in the morning in her dressing gown over a field because it wouldn't go to the loo in the garden. She looks after other animals too – like the day she rescued a hedgehog and then a frog from a dog that was trying to eat it.

Soup makes lovely comments - at breakfast she gets me a little star yoghurt and says, "This is for you because you are a little star". She always remembers what patients want for breakfast – even the mums and dads. I know that if I am feeling sad I can rely on her to cheer me up. All the nurses know Soup and love her lots. You can tell she is proud of her job – everyone says so!"



Our guiding objectives in detail



We have set out on a journey to reimagine health and care services in Devon – to make the bold and fundamental changes required

What we are planning to do

The RD&E is a high performing Trust but we know that, even if we continue to get better at what we are currently doing, this is not going to be enough to tackle the issues we, and the wider NHS system, face. That is why we have set out on a journey to reimagine health and care services in Devon – to make the bold and fundamental changes required.

This means continuing to focus on providing excellent acute clinical care using the latest innovations and cutting edge technologies, backed up by high quality research and evidence. However, we know that delivering excellent care in hospital is not enough on its own to address the complex issues we face.

Delivering our strategy will require a sea change in our practices, our ways of working and our culture; and it will also require a significant shift in the attitudes and expectations of the public. It will need to take into account that the causes of

good and ill physical and mental health are often the result of wider issues concerning environment, housing and economic opportunities, underlining why the RD&E cannot meet the challenges alone. Tackling the issues we face will involve working together in a collaborative effort involving health organisations, GPs and local government, and social services in particular, as well as the voluntary sector, communities and people.

The extent of the transformation we now need to put in place needs to be more radical and far reaching than at any moment since the NHS first began in 1948. To achieve this transformation we will work together with our partners to “change the rules” across the whole health and care system to ensure we can continue to deliver excellent care to the communities we serve. This provides a real opportunity for the Trust to reshape what we do resulting in ever better care, in the right place, for the people who need it.



Objective 1: Listen to people to build on and continually improve what we do

We will build on our track record of providing safe, high quality services delivered with courtesy and respect. We will:

- Ensure we maintain high quality services for the people and communities we serve
- Make sure that our services are safe as well as clinically and financially sustainable
- Keep improving at all levels - from using the latest technological advances through to small but important changes to improve patient experience
- Recognise our responsibility to the community, which includes listening and responding to the views of our Trust Members and Governors and the public.
- Engage with people to co-design and deliver sustainable services
- Listen to our staff and engage them to collectively influence, design, shape and test new ways of working and organising ourselves



Listen

Objective 2: Connecting people, communities and services, to work together to improve health and well-being

We will focus on wellness, prevention and ill-health management, seeing patients as people and empowering them to be in control of their own care. We will:

- Work better to identify the current and future needs of our local communities
- Aim to minimise the length of stay in hospital and maximise the potential for rehabilitation
- Shift our focus from “patients” to “people”, and from “What is the matter with you?” to “What matters to you?”
- Increase delivery of outpatient and same-day services closer to where they are needed
- Work with social care and GPs to improve coordination and make services easier to navigate
- Help connect and support people, services, community initiatives and voluntary groups together within a local system of care



Connect



Objective 3: Innovate and grow our world-class specialisms and research with our partners

We know that patients have better outcomes by being involved in clinical trials. The RD&E is already nationally and internationally recognised for excellence in a number of specialist fields such as diabetes, orthopaedics and genomics. Thanks to our long-standing partnership with the University of Exeter and its Medical School (UEMS), we have developed first class training, research and development capabilities. These ensure we are able to embed and offer the latest clinical care, technologies and medicines to transform the lives of our patients and their families. We will:

- Build our research capability in order to enhance our clinical care as well as improve our reputation and our financial position
- Establish academic departments where there is success in leading externally funded research and develop staff to take part in research activities
- Increase the numbers of patients taking part in clinical trials in all departments
- Strengthen our links between the Trust and the University of Exeter
- Use new technologies and practices to transform what we do



Innovate



Amy's story: Living life to the full



Determined to lead the life she wants to lead and build a happy and loving family

Amy Maggs grins from ear to ear in excitement. "I love my life" she says. In three days' time, she's off on holiday to Cornwall in her brand new retro VW campervan - and she cannot wait to share the experience with her husband, her young daughter and her dog Hugo. Although this will be her first trip in the new campervan, it is not the first time she has been on holiday - whether that is camping in England or going to more far-flung places such as Florida, Cuba and Kenya.

Living a full and productive life is important to 26-year-old Amy from Dawlish in Devon. Like any other young mother, she is determined to lead the life she wants to lead and build a happy and loving family caring for those around her and giving her daughter the best start in life. She works part time in her family's electrical business and when she's not working she looks after her three-year old daughter.

Yet Amy has faced some difficult issues since being diagnosed with cystic fibrosis at the age of three: "I have faced lots of obstacles along the way," she explains. Like other cystic fibrosis patients she faces a number of long term conditions that impede her and make doing some of the things that most of us take for granted much more difficult.

But with the right support and a dedicated care team around her, alongside some fairly simple interventions such as a portable nebuliser and the ability to self-administer her medicines, Amy is able to lead a full and active life. Amy receives amazing support from her family and friends and this is complemented by her medical team - who she talks to several times a week and who are there for her when she needs them. She also currently receives much-needed physio at home.

Through the support she received from the RD&E, Amy was able to fulfil an ambition that she thought might well be unattainable: having a baby daughter. "It was the most amazing thing that has happened to me," she says. "They give me brilliant support. They are like my second family."



Our new emblem

Our new “We work together” emblem emphasises the central driver of our strategy - our ambition to be a leader in transforming the health and care system, working in partnership to connect people, services, communities and voluntary groups to meet the needs of the communities we serve.

WE WORK TOGETHER



HOME . COMMUNITY . HOSPITAL

