

BETTER TOGETHER



Royal Devon
University Healthcare
NHS Foundation Trust

Our recipe for transformation



Your brilliant
IDEAS

Cutting edge
TECHNOLOGY

Learning
TOGETHER

Transformed
SERVICES

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Our recipe for transformation

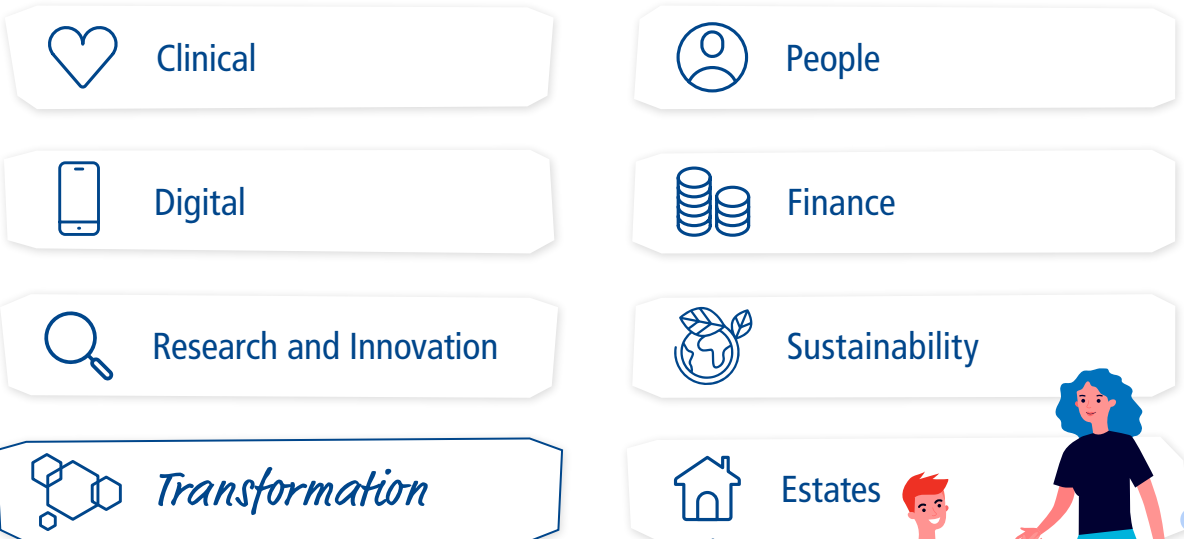
is one of the enabling strategies to help us deliver our overarching Better Together Strategy. The graphic to the right shows the other strategies which will all work together to help deliver our Better Together Plan.

The strategy described in this document sets out our approach to transforming our services through a culture of curiosity in an organisation fuelled by bright ideas, new technology and learning together. This strategy builds upon the values set out in the Better Together approach of **compassion, integrity, inclusion and empowerment**, as well as the four strategic objectives, **collaboration & partnerships, a great place to work, recovering for the future and excellence and innovation in patient care**.



Our **BETTER TOGETHER** Strategy

Our enabling strategies:



The Royal Devon has much to celebrate and, like all NHS organisations, some big challenges to face.

Our urgent care system is under more pressure than ever, waiting times for planned treatment are long and our financial position is extremely challenged. Equally important is that our staff are under real pressure, high national vacancy levels mean that staff are being asked to do more after a challenging and uncertain period over the Covid-19 pandemic.

In order to meet the scale and complexity of these challenges, it is clear that we need to think differently, be prepared to innovate, take risks and invest in change. Specifically, this document outlines:

- What our strategy aims to deliver
- How we will encourage and enable grass-roots innovation whilst also supporting the delivery of strategic transformation in areas such as outpatients, urgent and elective care
- The key elements of the strategy
- The “save to invest” model, underpinning the development of the Transformation Team
- A 3-year road map, showing key milestones on our transformation journey
- The significant communication plan accompanying the strategy, designed to inspire staff from across the organisation to share their ideas as part of a social movement of innovation and change

Finally, this strategy is about hope.

As a result of many of the pressures described earlier and also in the face of social, economic and political changes projected onto all of us through the media, it is easy for our staff to feel powerless, worried and overwhelmed. Whilst, as an organisation there remain things beyond our control, this strategy aims to empower our staff, listen to their ideas for change and provide support to make them happen.



What will the Transformation Strategy achieve?

What would we like to see?



Improvement culture

An engrained culture of creativity, problem solving and innovation



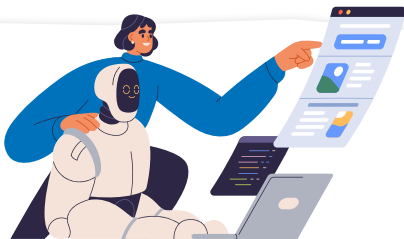
Cost effective care

Large scale, high value delivery of cost improvement



Service-level change capability

Teams feel empowered and supported to rapidly adapt services to meet new challenges



Digital / Technical capability

Digital transformation is hard-wired into our approach to improving services



Strategic change capability

Growing capacity and expertise to tackle our bigger challenges



Training and development

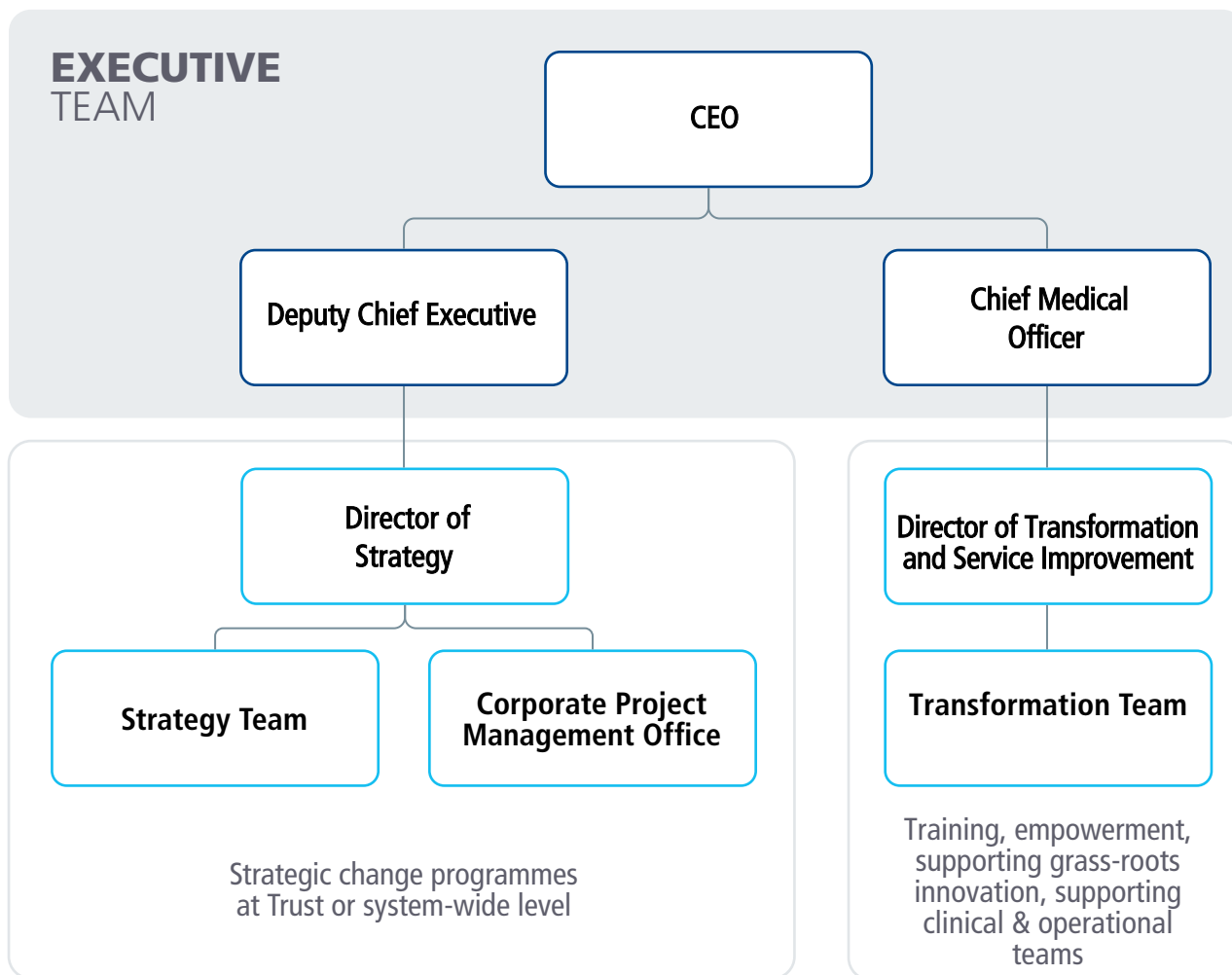
All leaders and staff with good ideas have access to high quality training in change management

Structuring our transformation resource

In order to best address the scale and complexity of the challenges we face, we have restructured our change-management teams, with a key aim being to balance the need to stimulate and enable grass-roots innovation, whilst providing capacity and expertise to support more strategic programmes at Trust and system level.

The Director of Strategy will lead two teams with a remit of strategic projects (such as healthcare inequalities and development of the corporate strategy) and corporate project management (such as the merger). The Deputy Chief Executive will have Board level responsibility for this portfolio.

The Director of Transformation will lead the Transformation Team, which will work alongside clinical and operational teams to transform operational services. The Chief Medical Officer will have Board level responsibility for this portfolio. There will be a degree of overlap with the different teams and the Directors of Strategy and Transformation will work together to allocate resources to best meet the needs of the Trust.



The Strategy

Our 'recipe for transformation' aims to encapsulate a number of complex interventions and strategic approaches into a simple, easily digestible formula as illustrated below.





Your brilliant IDEAS

This element of the strategy aims to energise and inspire people to share their ideas for improving services.

A golden thread through this element of the strategy is that **everyone's voice matters**, including staff from every profession, gender, sexuality, ethnicity, class and educational background, as well as the voice and ideas of our patients, who equally have a unique and valuable perspective.

The sections here briefly highlight the different elements of the strategy aimed at generating ideas to improve our services.





Your brilliant ideas

Through a variety of print and digital media, staff will be encouraged to share their ideas for improving services. These ideas can be large-scale strategic proposals or simple ideas relating to fixing something that could work better within a single service. The ideas can be about any topic, including improving patient care, making care more environmentally sustainable, supporting staff wellbeing, reducing the cost of services or anything else.

Staff will be able to submit ideas in a variety of ways including QR codes on posters, digital media and table standees, dropping ideas into physical post-boxes or talking to a member of the team.

Once ideas are received by the Transformation Team, there will be a process to triage, respond to the sender, allocate resources to support as required to implement changes and evaluate their impact. All ideas will be logged and metrics regarding the key themes and demographics of idea generators will be collated. This will enable us to steer our communications in the right way to ensure that we are reaching any under-represented groups.

Be more Kevin

Kevin replaced plastic spoons with metal spoons and disposable orange juice cartons with glasses and juice from a larger bulk bought carton. This has saved the Trust tens of thousands of pounds, whilst making the experience for patients feel more like home and reducing our consumption of plastic.



What if we receive more ideas than we can cope with?

This is a new approach and we won't know for certain what the response will be from patients and staff until we implement the programme.

Having too many ideas would be a great problem to have, as it would be a clear indicator that the underlying proposition is appealing to our patients and staff. In the event that demand exceeds our capacity, we will celebrate the influx of good ideas, whilst letting our patients and staff know that we are pausing whilst we process the ones we have.

We were able to pilot this approach during the recent "Royal Devon Recovery Week" initiative in October, where we asked staff to give us any ideas relating to improving patient flow. We received more than 50 ideas over the week, which was a fantastic response. Some of these ideas made a real difference and none of them required additional resource.



We may theme requests to help manage demand. For example; specifically asking for ideas relating to Epic, staff wellbeing, or reducing costs.

If there are proposals that require significant additional resource and will deliver exceptional positive change, we will:

- Review the workload of the Transformation Team and potentially reprioritise their work
- Support operational teams to implement change if they had capacity or
- Develop larger-scale ideas into proposals, which could be taken to the Trust Operations Boards so that resources could be allocated based upon the costs and benefits of the specific case



Different is a superpower

The diversity of our staff and community brings vital insight and experience that can fuel innovation, but we know that there are many factors which can lead staff to feel that their views are less likely to be listened to than others including ethnicity, class, education, profession and sexuality.

Our aim is to actively encourage staff who may feel things that make them “different” to share their ideas. We will celebrate successful implementation so that other staff will see this and also feel empowered to share their ideas, with an aim of creating a virtuous circle of service improvement, empowerment and positivity.



Transformation café

The Transformation café will be a regular session where staff can meet members of the Transformation Team and other senior managers and share their ideas or challenges they would like some help to fix. The transformation café will have portable banners, so it can be set up in any location across our acute and community services to enable as many staff as possible to attend and share their ideas.



Patient ideas

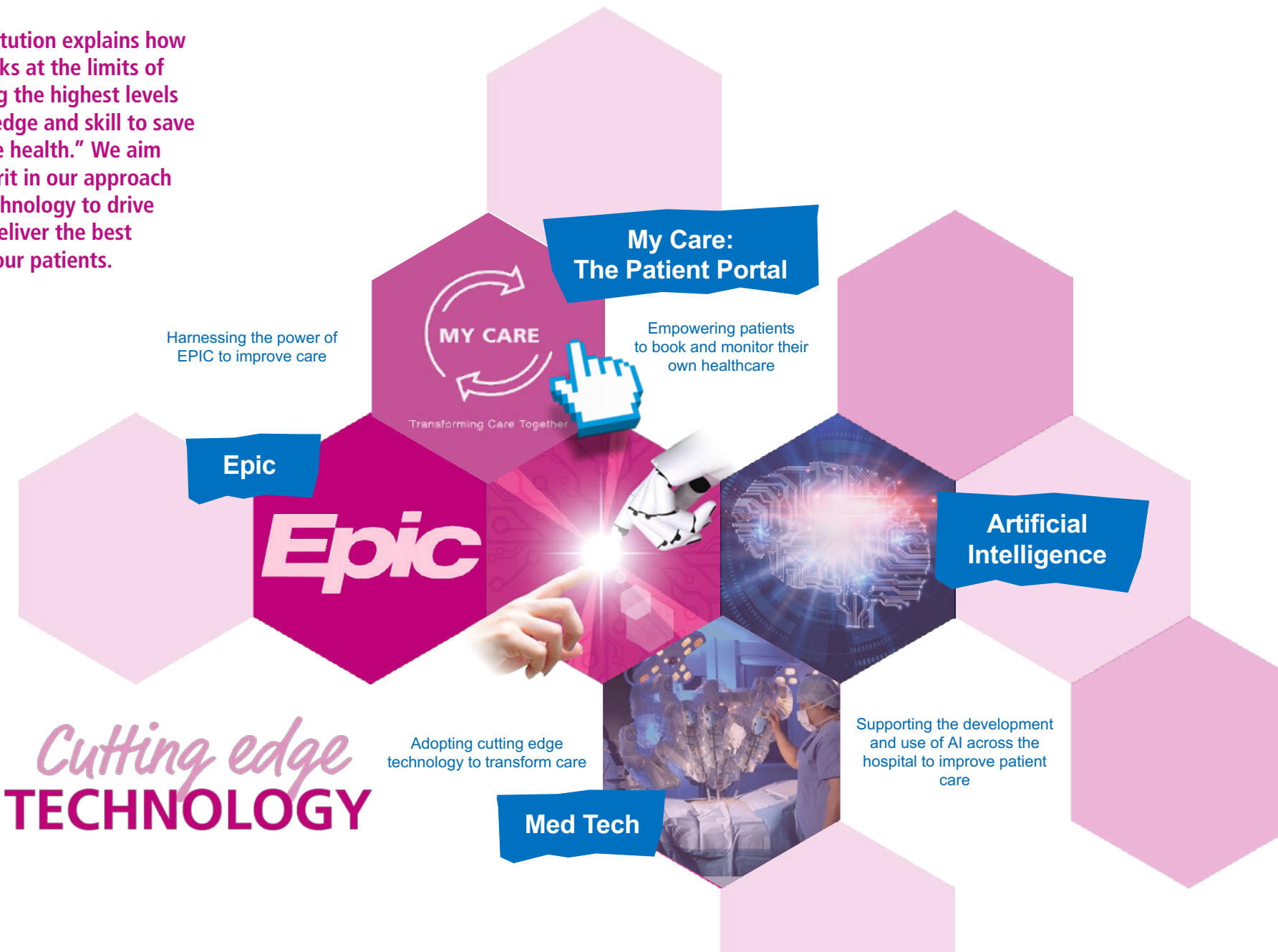
Our patients each have a unique set of experiences and expertise in their own right and an extremely valuable perspective as a service user. They often spend considerable amounts of time experiencing our services. Our communication plan includes posters and a web page specifically designed to encourage patients to share their ideas for improving our services. Patients can submit ideas for improvement via the Trust website.





Cutting edge TECHNOLOGY

The NHS constitution explains how the NHS “works at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health.” We aim to foster that spirit in our approach to harnessing technology to drive innovation and deliver the best possible care to our patients.



Cutting edge TECHNOLOGY



The introduction of Epic into both our Eastern and Northern services has already revolutionised care by providing instant, accurate and up-to-date patient information to thousands of our staff. The opportunities provided through an Electronic Patient Record (EPR) to transform patient care, streamlining pathways, reducing waste and improving patient safety are endless.

Linked with Epic, the My Care patient portal provides opportunities to transform our care in many innovative and exciting ways such as; remote monitoring, patient self-booked appointments, admissions avoidance through connecting patients and clinical teams, improved palliative care and the ability to reduce demand for follow-up outpatient appointments.

The Trust so far has over 50,000 patients signed up to My Care, with a target of 100,000 by the end of 22/23. Within 3 years, over 250,000 patients are expected to be using My Care, which should offer further opportunities to create new models of care for our patients.

Implementing change across thousands of users in a methodical and sustainable way, however, can be complex and relies upon a combination of clinical and operational engagement and technical know-how from our Clinical Digital Team.

Continuously identifying and implementing opportunities for refining and optimising how we harness the benefits of Epic will remain the single most important focus of our digital transformation for the foreseeable future.





Artificial Intelligence

AI and other emerging technology such as Robotic Process Automation are increasingly being used to speed up and increase the accuracy of healthcare processes in clinical areas such as medical imaging and back office areas. Whilst the opportunities in this technology are significant, the AI marketplace is complex and it can be difficult to identify which AI products to pilot and how best to support their implementation. We will work at Trust and system level to:

- Identify a robust process to horizon-scan and collate and triage the available opportunities with support from partners such as the Academic Health Science Networks
- Establish an expert panel to determine which technologies to proceed with
- Support the implementation of the chosen interventions
- Partner with academic institutions such as the Universities of Plymouth and Exeter, support evaluation of AI and RPA technology



Med Tech

Medical Technology is an umbrella phrase for the implementation of technology spanning the breadth of our health services to improve patient care. Examples of current technologies being supported include:

- Machines to capture waste halogenated anaesthetic gases, removing harmful gasses from the environment
- Use of apps to streamline patient referrals and reduce unnecessary outpatient appointments

- Software to turn data into usable information to support clinical research
- Wearable patient devices to support rehabilitation after orthopaedic operations

We will work with our clinical and operational staff, as well as industry partners, to support the development and implementation of med tech that improves patient care, making it more efficient, safer or more cost effective.





Learning TOGETHER

The way we learn together, grow from taking on the ideas and experiences of all our staff and be generous and open-minded in the way we work with partner organisations says a lot about who we are.

Expert advice, peer support and resources that inspire and support quality improvement projects

QI Academy and QI Hub



Training

High-quality improvement training for leaders and innovative staff who want to make change happen



Transformation fellowships

For large scale ideas – the opportunity to join the Transformation Team and see your idea through



Learning alongside fellow providers, academics, researchers, national thinktanks and industry partners

Working with partners

Learning TOGETHER



Training

The Transformation Team is small and at present does not have the capacity to deliver the enormous scope of improvement work required across the Trust, which now has over 15,000 staff and a budget approaching £1bn.

In order to maximise the transformational capability of the Trust therefore, a key role of the improvement experts in the Transformation Team is to provide training to clinical and operational staff to enable them to lead successful change projects themselves.

Some excellent training in Quality Improvement methodology exists already, however the coverage is not consistent across the trust and many of our middle managers and clinical leaders have no formal training in QI or project management. We will develop and provide a programme of high-quality training for service leaders over the remainder of 2022/23. Training will be available for leaders from all professions, with an aim to encourage multi-professional sessions so that staff can benefit from each other's experience whilst learning about change methodologies.

In addition to this, we plan to offer appropriate training in change methodologies to staff who submit bright ideas and might need some help to implement a change. This approach aims to make best use of our training resource by focusing on the innovators who have taken the step of submitting an idea and demonstrated a desire to make change happen.



QI Academy and QI Hub

The Trust has two excellent Quality Improvement groups in operation, the QI Academy and the QI Hub. These groups have developed organically over time thanks to the ingenuity, hard work and perseverance of a small number of clinical champions.

The QI Academy offers in-person training and support. Staff attend regular meetings to take an improvement project from concept to completion. The QI Academy began as an approach for trainee doctors but has expanded to include all staff.

This approach is led by one of our most innovative and inspirational consultants with a passion for developing staff and improving services.

Developed by two of our excellent Specialist Registrars who were keen to support innovation across the Trust, the QI Hub is an on-line community aimed at creating an open space for people to swap ideas and discuss issues as well as a repository of learning materials regarding quality improvement. It is aimed at people who may not have the time to go to in-person events but want to network, find out more and develop their QI knowledge and skills.

As part of this Transformation strategy, the Trust will support the on-going development with communications support to promote the activities of the groups, financial support for leadership and dedicated management capacity to support the delivery of projects.





Transformation fellowships

Many of the ideas received by the Transformation Team will be easy to implement however others will be longer-term, more complex and may require dedicated management or clinical resource from outside the team.

For those bespoke pieces of work, we will consider Transformation Fellowships, where members of staff can apply to join the Transformation Team for a period to support a more complex project. This could apply to staff from any profession, at any level in the organisation and could be full or part time depending upon the project. Fellowships must be fully funded by one of three routes:

- Vacancies within the Transformation Team budget
- Vacancies within the host operational divisional or support service budget
- A case being approved at the Operations Board based upon the cost and benefits of the proposed project

The person undertaking the role may formally transfer to the Transformation Team or remain within their host team depending on the nature of the project, however in either case, they will be provided with support and training to help deliver their change.

In addition to providing a route to delivering more complex change programmes with their associated benefits, this is expected to deliver other benefits including:

- Greater retention of staff who may benefit from a change to their clinical or operational management role
- An infusion of knowledge and skills in change management into the Trust as staff return to their duties upon completion of the project



Working with partners

Royal Devon is one of a great number of organisations working hard to tackle complex problems in a challenging socio-political landscape. We will work and learn alongside our other hospital and community NHS and social care providers across the county and beyond.

We have ever strengthening ties with our academic partners such as the Universities of Exeter and Plymouth and will continue to foster a culture of co-operation and shared learning through our networks with partners, such as the Academic Health Science Networks and industry partners with a wealth of expertise in innovation and change.





Transformed SERVICES

Given the breadth of service improvement encapsulated in this Transformation Strategy, it is hard to definitively set out the changes we aim to see.

Below are examples of what is aimed to be delivered over the next 12 months through schemes already supported by the Transformation Team. There are many other projects and benefits that

could be shared and those below are selected as examples of the scale of the benefits that this strategy aims to deliver.

We expect this picture of transformed services and their associated benefits to be a continuously evolving picture, with improvements being delivered across the spectrum of patient safety, performance, waiting times, patient and staff experience, greener

healthcare and cost improvement. We also hope to see some harder-to-measure benefits, such as **culture of empowerment, with staff at all levels, professions and backgrounds sharing and testing ideas for change.** This should lead to an increasing number of our staff feeling that their voices will be heard and they will become part of a growing movement of curiosity, creativity and change.



Improved patient care

MORE THAN
25k
MORE APPOINTMENTS PER YEAR THROUGH SMARTER WORKING



Greener healthcare

REDUCING CARBON BY
650
TONNES PER YEAR



Cost-effective care

GENERATING
£2m
FINANCIAL BENEFIT IN 2023/24



A culture of curiosity

A place where ideas can flourish and all staff feel they have the power to effect change





Improved patient care

Through the Elective Recovery Productivity Programme, Ophthalmology transformation programme and the development of Community Diagnostics Spokes in Northern Devon, we aim to provide over **25,000 more patient episodes of care across outpatients, day surgery and inpatient elective treatment in 23/24.**



Greener healthcare

Developments we are making in providing virtual clinics are **saving patients 3.5m miles of driving every year.** This reduces carbon emissions by over 650 tonnes each year, as well as saving our patients over £500,000 on fuel and £600,000 on parking charges.

Another project is aiming to reduce paper consumption and postage by considerably reducing the 2m letters we send each year. This could save us around £500,000 and hundreds of trees which are currently felled each year.



Cost effective care

We aim to **reduce our costs by over £2m** in 2023/24 as a result of the schemes mentioned already, as well as others, such as tackling spend on drugs and focusing on environmental projects.

Through a "save to invest" approach, approximately 25% of the savings made will be reinvested in developing the Trust's improvement capability. This in turn will enable the Trust to deliver more change and create a cycle of improvement funding greater and greater benefit.

Within 5 years, it is anticipated that **over £20m of cost improvement will have been delivered,** enabling the development of a larger and more diversely skilled workforce of transformation agents.



A culture of curiosity

Peter Drucker, influential consultant, educator and author once said "Culture eats strategy for breakfast, every day."

Cultural change is of course more difficult to measure than other benefits. Our staff survey asks some specific questions regarding the extent to which staff feel listened to and empowered to make change. In addition to this, a key element of the strategy has been the recruitment of a communications lead into the Transformation Team. This person will focus on celebrating success from changes we have made, which in turn should encourage others to come forward and help create a positive social movement of change where our staff feel proud that the Royal Devon is a creative, innovative organisation.

As well as being harder to measure, this sort of cultural change will of course take time to deliver. However, the approach set out in this Transformation strategy is a blueprint for continuous, positive change, where **success self-generates further success and the impact and cultural gains multiply and snowball over time.**

Communications will be vital to inspire hope, a culture of curiosity and call people to action, by sharing their ideas for improving services.

Engagement is key to the “Your brilliant ideas” campaign. Once people are engaged we will build on that by summarising the outcomes (how people have engaged, how many people have engaged, what kind of ideas they have raised) and also the impact (what ideas are being progressed and how they are being progressed) and playing it back to the organisation to empower staff.

We recognise the challenge of communicating with a large and varied workforce that is under pressure, we meet this with a bold and proactive, yet sensitive, approach. This approach has been reflected in the vibrant artwork. To make sure we are reaching people working in the community each member of the Transformation Team will take responsibility for a community site. The team will work with their community service to keep communication material up-to-date and hold regular Transformation cafés. This will ensure that all staff can access support for their transformation ideas.

We will use a range of channels to reach all staff groups and take an iterative approach to improving accessibility throughout the campaign by testing messaging and channels and using the insight to drive future steps.



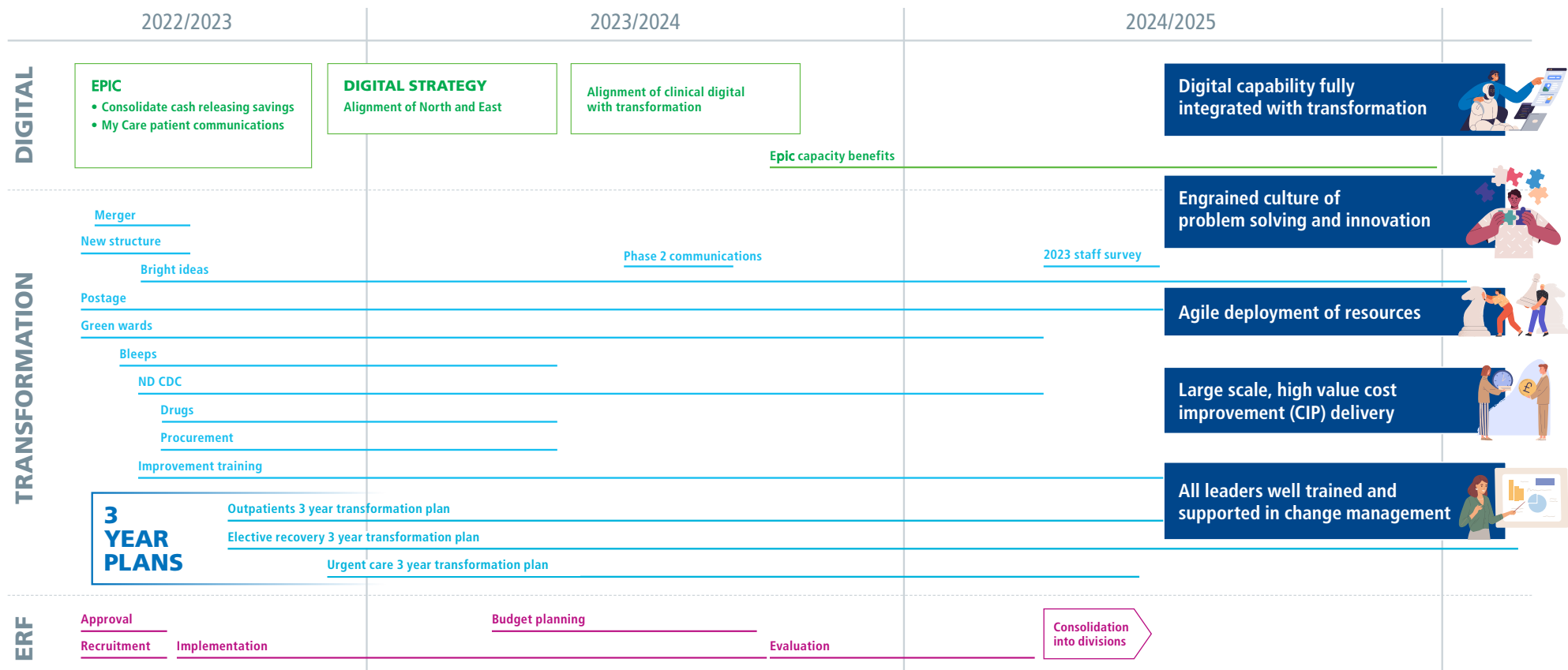
Roadmap 2022-2025

Whilst some of the interventions described in this document are well underway, this strategy sets out a long-term vision, which will be delivered over the next 3-5 years. Whilst it is certain to evolve, the graphic below sets out a current 3-year road map of key milestones to

transform the Trust's current capability and approach to service improvement.

The approach sets out how three important elements of the transformation infrastructure, Clinical Digital, Transformation and the Elective Recovery Fund (ERF)

Productivity Programme will work to deliver ongoing improvement benefits. This roadmap is expected to change as the Clinical and Digital strategies, currently in development, are produced and our transformation resource is allocated to support their delivery.



This strategy provides a blue print for our approach to transforming our services.

It aims to facilitate wide-spread engagement, positivity and implementation of grass-roots service change, whilst also building capacity and capability for strategic programme management.

The strategy comprises a number of complex elements, which have been condensed into a simple **“recipe for transformation” – transforming our services through a culture of curiosity in an organisation fuelled by bright ideas, new technology and learning together.**

The plan will take time to deliver, however, it is underpinned by a “save to invest” model, which will ensure that successful cash-releasing transformation projects lead to expanding capacity and capability to deliver greater and greater change across the Trust.

This will lead to an increasingly capable and diverse transformation workforce and a positive cycle of cultural change through **empowerment, listening to staff and celebrating the success of their brilliant ideas.**

The challenges we face as an organisation are considerable, however, they are matched by the creativity, potential and spirit of staff of the Royal Devon.

Only through innovation, making bold decisions and investing in transformational change can we meet those challenges head-on and meet the needs of our patients and our brilliant staff in the future.





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BETTER

TOGETHER

More information can be found
on our website and social media

www.royaldevon.nhs.uk

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