



Royal Devon
University Healthcare
NHS Foundation Trust

Our strategy

BETTER

TOGETHER



WHY? Our mission

Working together to help you to stay healthy and to care for you expertly and compassionately when you are not

WHAT? Our **CARE** objectives

To deliver our mission, we are focusing on our four CARE objectives

How? Our values

Our four values set out how we will put our strategy into practice by guiding how we behave

C

Collaboration and partnerships

We will work in partnership to improve the health of our communities



A

A great place to work

We will create a culture which retains, develops, supports and attracts people to work as part of a team to deliver patient centred care



R

Recovering for the future

We will deliver an equitable recovery and capacity for further change



E

Excellence and innovation in patient care

We will embrace new technologies and ways of working to deliver the best possible care and to enable people to stay well



Compassion



Integrity



Inclusion



Empowerment

| | | | |
|---|----|---|----|
| Welcome to our new strategy: Better Together..... | 4 | A great place to work..... | 13 |
| About us..... | 5 | Recovering for the future..... | 14 |
| This is us: Better Together..... | 6 | Excellence and innovation in patient care..... | 15 |
| Our strategy..... | 7 | | |
| The external context..... | 8 | Our Better Together delivery roadmap 2022-2025..... | 16 |
| Our values and strategic objectives: CARE..... | 10 | Delivering our strategy..... | 17 |
| Our values..... | 11 | What does it mean for you?..... | 20 |
| Collaboration and partnerships..... | 12 | Our destination..... | 21 |



Welcome to our new strategy: Better Together

Our new strategy – **Better Together** – sets out our journey to enhance staff experience to transform care across Northern and Eastern Devon, and to cement our position as a leading, digitally-enabled and clinically-led teaching Trust over the next five years.

We launch our strategy at a time when we are beginning to emerge from an unprecedented and devastating pandemic that will continue to cast its shadow as we start to recover.

And yet, our experience over the last two years has shown us that rapid, radical transformation is possible. Our strategy sets out our intention to harness this approach, to build on the foundations we have put in place, and to continue to empower our clinicians to lead the transformation of our services as we recover from the pandemic.

Our new strategy offers a clear sense of our purpose, the way we work and our determination to achieve great care for our population – drawing on:

- clinical excellence
- digital capabilities
- innovation and creativity
- cutting-edge research and development
- the value we place on partnerships and our amazing staff

In healthcare, how you do something is as important as what you do. Our values are writ large in our new plans and underpin everything we do, how we act and behave, and what we hold important.

Our plans build on the legacy and the strengths of the merged Northern Devon Healthcare NHS Trust (NDHT) and the Royal Devon and Exeter NHS Foundation Trust (RD&E). Both Trusts have very special and distinct cultures and histories. In 2022, through integrating our organisations, we began a process of bringing teams together to create stronger services in partnership with each other whilst respecting diversity and difference.

Our plans and priorities have been influenced by our staff, our governors and the public.

We listened to staff about their ambitions for our services and what values they felt were important.

All too often a strategy can be something that sits on a shelf – or on a web page you never visit! Our determination is that we live and breathe our new plans – to make them our own – because it is only in this way that we can achieve all we want together.

So, I hope you will share our excitement as we look forward over the next few years, as we work together in recovering our services and setting a course which achieves the best possible outcomes for the patients in our care, helps keep people well and supported in their own communities and ensures our staff are valued and supported.



Dame Shan Morgan
Chair



Suzanne Tracey
Chief Executive Officer

We provide core services for 615,000 people

We have two acute hospitals, 17 community hospitals and a range of community, specialist and primary care services

We have an annual core budget of £864m for 2022/23

Our core services cover more than 2000 square miles across Devon

Our urgent and emergency services saw more than 183,000 attendances last year, which equates to over 500 people every day

Some of our specialist services cover the whole of the peninsula

We have more than 15,000 staff – more than 11,000 whole time equivalents – making us the largest employer in Devon



This is us: Better Together

As a merged Trust, we have much to offer our partners, stakeholders and communities across Devon.

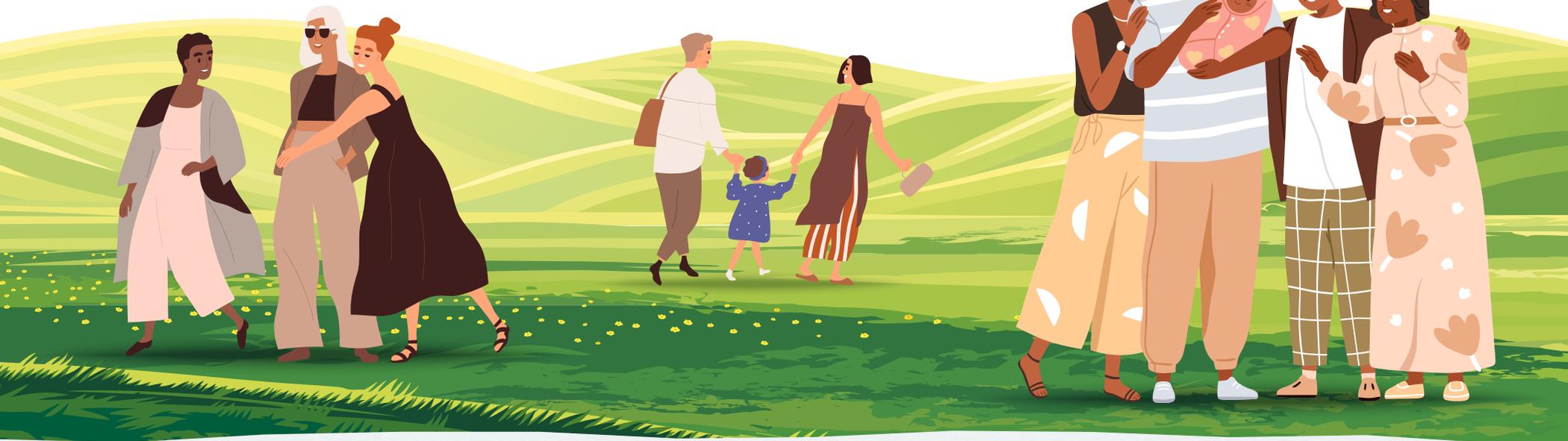
The Royal Devon University Healthcare NHS Foundation Trust provides acute and community healthcare services to the population of Northern and Eastern Devon with some specialist services across Devon, Torbay, Cornwall and beyond. Our mission is to work together to help you to stay healthy and to care for you expertly and compassionately when you are not.

The organisation has been formed from the merger of Northern Devon Healthcare NHS Trust (NDHT) and the Royal Devon and Exeter NHS Foundation Trust (RD&E). The strategy builds on the strengths of the legacy of both organisations and the deep partnership that has evolved over several years, to deliver benefits to patients, staff, communities and the Devon NHS system.

As one organisation, we are in a stronger position to improve patient care, quality, resilience and sustainability across Northern and Eastern Devon, and to tackle our most pressing challenges.

Both organisations are known for delivering great care to our populations and have a track record of success.

Combining forces as a single organisation has unlocked opportunities to deliver the benefits set out in our case to merge our organisations and this has been incorporated into our strategic objectives.





Our starting point

The Royal Devon University Healthcare NHS Foundation Trust is launching its strategy at a time of transition for the NHS.

As we begin to emerge from the pandemic and work fast to recover our services and reduce waiting lists, we will apply the learning we have developed, the innovation we saw, and the use of technology to transform our services.

This approach, coupled with the foundations we have in place such as our digital platform and investments in new infrastructure, the merger, and our incredible and caring staff, place us in a strong position to achieve our goals.

We believe that the Royal Devon, as part of the One Devon partnership and alongside other organisations, can make a significant step change in achieving the best possible outcomes for the patients in our care, keeping people well and supported in their own communities.

Why do we need a strategy?

Our strategy identifies the common purpose all of us who work in our new Trust share, based on bringing together the best of both organisations. It also seeks to ensure we understand the environment in which we operate and the opportunities we have to make a difference.

Our values and strategic objectives offer a clear sense of our purpose, the way we work and our determination to achieve great care for our population. Our strategy also sets our priorities for the next five years.

As a public benefit corporation, it is also important to set out our plans and priorities openly and transparently.

Our staff are central and that is why we have a clear focus on career development and the health and wellbeing of our people, ensuring that [#teamRoyalDevon](#) are supported in delivering excellent care to our communities in whatever role they have.

We've listened

As we launch our new organisation, we've been listening to our staff, our patients and our stakeholders to help us think through how, as part of the health and care system in Devon, we play our part effectively.

In developing this strategy, we listened to colleagues about their ambitions for our services. Our Board took this feedback and used it to influence the development of our future plans and priorities.

As the last few years have shown, a good strategy needs a flexible approach so we will regularly review our plans and adapt accordingly.

As we do so, we will continue to listen to our stakeholders and be driven by our clear resolve to help people stay well yet provide the best possible care should they need it.

[#wecarebettertogether](#)

In developing our strategy we have taken into account the external context and the potential opportunities and risks to achieving our goals. The external environment – nationally, regionally and locally – sets the context for Better Together.

As we implement our strategy, we will ensure we are aware of:

- Key external opportunities and challenges now and into the future that might impact on our objectives
- New and emerging policy framework set out by the Government, NHS England, our regulators and our partners in the Integrated Care System for Devon (ICS)
- The views and opinions of the people and communities we serve

Policy context

The NHS Long Term Plan (2019) set out a 10-year programme of phased improvements to NHS services and outcomes with an emphasis on partnership working, digital enablement, better co-ordination of care, greater personalisation and reduced health inequalities.

Integrated Care Systems

The NHS aims to improve services by establishing Integrated Care Systems (ICS) across the country. ICSs are new partnerships to coordinate services and to plan in a way that improves population health and reduces inequalities. The new ICSs will establish local care partnerships (LCPs) with two – the Northern and the Eastern LCPs – in the geography served by the Trust.

One Devon priorities

The Integrated Care System for Devon (ICSD) is a partnership of health and social care organisations working together with local communities across Devon, Plymouth and Torbay to improve people's health, wellbeing and care. The ICSD will:

- improve population health and healthcare
- tackle unequal access, experience and outcomes
- enhance productivity and value for money
- support broader social and economic development

Opportunities

While the context presents challenges, there are significant opportunities looking ahead, including: use of big data, new digital innovations and artificial intelligence; our status as a university trust; becoming an integrated health and care organisation; personalised care; reducing operational pressures through effective population health management; our role in supporting broader social and economic development.





There are now over six million UK residents on an NHS waiting list, a record high.



The pandemic has highlighted – and worsened – underlying structural health inequalities in Devon.



There are not enough healthcare professionals in the NHS to meet demand.



Long-term conditions and complex multi-morbidities continue to increase.



Some parts of the county are remote and people face significant obstacles in travelling to an acute hospital or taking part in digital consultations.



The NHS in Devon faces continuing pressures on hospital beds, social care services, and variations in clinical outcomes.

Our values and strategic objectives:

CARE



Our mission – to work together to help you to stay healthy and to care for you expertly and compassionately when you are not – is supported by a clear set of values that we seek to embed into every part of our organisation.

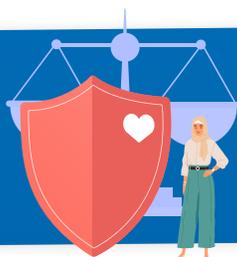
Our values define who we are, what we believe, how we act, the decisions we make, and our relationships with our patients, our community and our colleagues.

In developing our values with our staff, we have taken into account the NHS values and the existing values of the legacy organisations. We want to develop a new culture built on the best of both organisations that will enable us to adapt and change what we do to improve our services.



Compassion: We are compassionate

We are kind and treat our patients, our partners and each other with empathy, sincerity and understanding. We listen and act without judgement



Integrity: We act with integrity

We are honest, open and trustworthy. We have the courage to speak out and learn from our mistakes



Inclusion: We are inclusive

We are creating an inclusive culture, which values and celebrates individual differences so we feel like we belong and can bring our whole selves to work. We listen and take action to ensure there is equity for everyone, and work in collaboration with others for the common good



Empowerment: We empower people

We are developing a culture where our patients have greater autonomy over decisions and actions affecting their health, and where our staff feel trusted to act independently in the best interests of patient care, within clear guidelines



Collaboration and partnerships

We will work in partnership to improve the health of our communities and play a key role in prevention and tackling health inequalities in Devon.

Why?

- Outcomes are improved when patients participate and set out what matters most to them
- Partnerships have a critically important role to play in encouraging collaboration between providers, primary care, local government, wider public services, the voluntary sector and citizens to achieve positive outcomes
- We need to bridge the gap between research and practice and collaborate with commercial and academic partners
- Understanding and comparing data and insight is key to addressing health inequalities
- Place-based partnerships are fundamental to addressing health and wellbeing and tackling health inequalities
- The health and social care system contributes around 4–5% of England's total carbon footprint



How?

- Help develop effective partnerships with relevant stakeholders and work as an integral part of One Devon
- Increase patients' partnership and participation in care
- Develop effective commercial, academic and research partnerships to improve patient care
- Use data to drive reductions in health inequity
- Ensure we develop effective place-based partnerships to address population health with our primary care, voluntary sector and statutory colleagues
- Reduce our carbon footprint

Outcomes?

- To be a good corporate citizen and partner who plays a key role in prevention and tackling health inequalities in Devon
- To have enabled patients as partners
- To use cutting edge research, data and innovation to improve services
- To deliver healthcare sustainably, minimising the impact on our planet
- To play a key role in the ICS and place-based partnerships

What are we doing?

- Playing a key role in our Local Care Partnerships to tackle the drivers of health inequalities
- Significantly reducing our carbon footprint by changing anaesthetic gases, reducing energy usage and miles travelled

- Developing our partnership further with the University of Exeter to deliver benefits for the population and build on our success as a leading centre for high quality research and development
- Establishing strong clinical networks through our Acute Provider Collaborative to ensure efficient, resilient services



A great place to work

Creating the culture and environment to retain, develop, support and attract people to work as part of a team to deliver patient-centred care.

Why?

- Our values should drive consistent behaviours at all times across our organisation
- The pandemic has had a negative impact on the health and wellbeing of our people and has reduced motivation
- We strive to learn but we don't always apply our learning
- We strive to create an inclusive place to work but we don't always get it right
- Our people have the best ideas on innovation and practice change but this is sometimes not harnessed effectively

What are we doing?

- Embedding our values through our new staff charter
- Better supporting managers through leadership development
- Improving our work environment and rest areas so staff feel valued
- Progressing and promoting our diversity and inclusion plan at every level

How?

- Instil a fairer and safer culture to improve system learning
- Embed our new values and behaviours
- Look after the health and wellbeing of our staff
- Develop a culture of learning and development
- Enable inclusion and a sense of belonging
- Support and drive change and innovation in all that we do

Outcomes?

- To be a great employer that values its people, that embraces diversity and is well-led
- To support our people and listen to them
- To demonstrably value difference
- To have developed a new culture built on the best of both organisations that will enable us to adapt and change
- To be a collaborative partner with patients and stakeholders
- To have built a culture of continuous learning and improvement
- To have developed a just culture



Why?

- Recovering from the pandemic and restoring services will take time
- There needs to be fair and equitable access to health and care services
- There is need for greater innovation and capacity to improve services and apply learning
- There remain unacceptable delays in the flow of patients through and out of our hospitals
- Devon remains a financially challenged system
- There is a need to work with partners to harness community assets to improve health

How?

- Restore services to meet national waiting time targets and recover from the COVID-19 pandemic
- Continuously improve our service offer to patients
- Reduce delays in the flow of patients through our sites
- Support communities to meet their longer term health needs
- Ensure fair access for all and tackle health inequalities
- Make a significant improvement to address our financial position

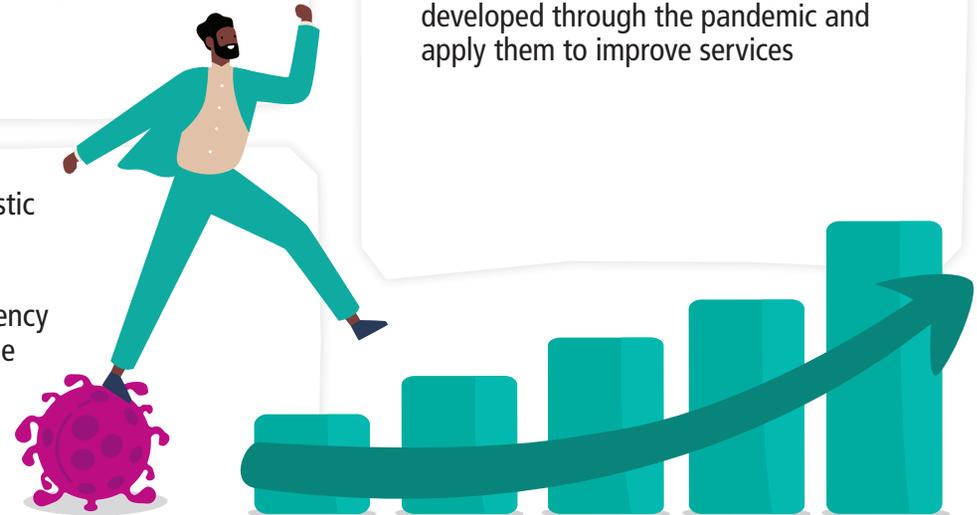
Outcomes?

- To be an integrated organisation that has recovered elective backlogs and used the opportunity to drive change
- To make a significant improvement in the financial deficit
- To have enhanced patient flow and played a key role in making Devon's wider health and care services resilient
- To enhance our facilities to improve patient care
- To have supported community development with our partners
- To build on the innovative approaches developed through the pandemic and apply them to improve services

What are we doing?

- Reducing our waiting lists by using our dedicated facilities such as the Nightingale Hospital Exeter and Jubilee Ward (North Devon District Hospital)
- Improving our financial position and demonstrate best value

- Increasing our diagnostic capacity to reduce waiting times
- Expanding our Emergency Departments and same day ambulatory care services to deliver quicker urgent care



Why?

- Empowering citizens to take control over their own health and wellbeing can enhance their outcomes
- Our staff have insights and innovative approaches to healthcare which we need to better harness
- Digital health has the potential to prevent disease and lower healthcare costs, while helping patients monitor and manage chronic conditions
- People who are digitally excluded are at risk of worse access to services and worse health outcomes
- People with protected characteristics are less likely to have access to the internet and the skills to use it
- A positive experience contributes to a more positive patient recovery experience which can improve physical and mental wellbeing

How?

- Transform our relationship with patients and empower citizens to have greater control of their care
- Empower staff to take a Quality Improvement (QI) approach
- Empower the organisation through greater integration and the use of digital technologies
- Address digital inclusion with our partners
- Improve patient experience
- Use our data and our research capabilities to transform patient care
- Maximise the use of digital and related technologies to make a step change in patient care

Outcomes?

- To be working together with patients in our care on the outcomes they want to achieve using digital, artificial intelligence and high quality research
- To consistently deliver efficient, effective data-driven care based on good practice
- To be recognised as a leading digital health organisation
- To be a leader in genomics
- To integrate a Quality Improvement (QI) approach in all that we do
- To be recognised as a leading teaching Trust

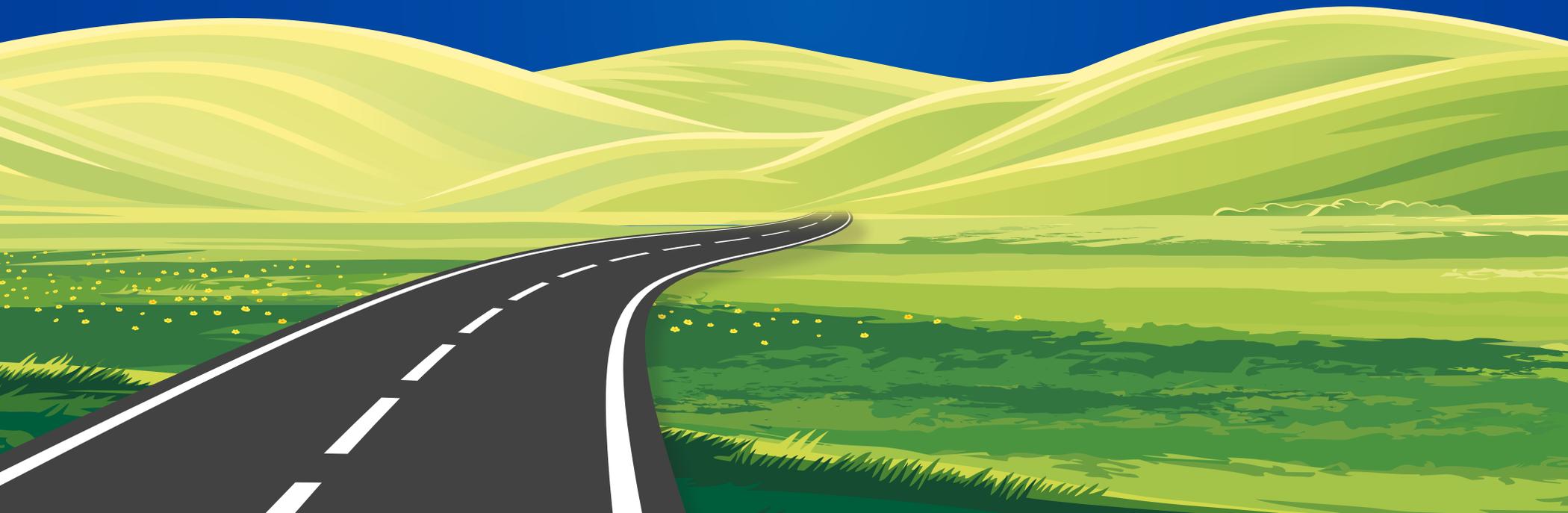


What are we doing?

- Rolling out the Epic digital system across our Northern services to put in place a single electronic patient record (EPR) across the Trust
- Improving outpatient services so patients only visit hospital when absolutely necessary
- Improving patient experience by empowering staff to be proactive
- Implementing the Epic patient portal and digital app to give patients greater control

Our Better Together delivery roadmap 2022-2025

Our delivery roadmap sets out some of the key milestones over the next three year period based on detailed planning. As we move forward we will adapt our plans and provide further detail for years 4 and 5.



In order that we can deliver on our objectives, we need to transform how we provide our services – we know that business as usual will not be sufficient. We do not underestimate the scale of the challenge and have developed a transformation programme to support the delivery of this strategy.

We will primarily deliver our strategy:

- through our enabling strategies which will be focused on the outcomes set out in our strategic objectives
- through clinically-led transformation of our services
- through our patient experience strategy and other sub strategies
- by working hand in hand with our health and care partners, local government, academic institutions and the voluntary sector in common cause
- through our most precious resource – our people, who, in whatever role, demonstrate their total commitment to high quality patient care

Our Board will track the delivery of these milestones to ensure accountability through agreed key performance indicators. Our Council of Governors will ensure that our Board is holding the organisation to account and that our decisions are consistent with our status as a public benefit corporation.

Our enabling strategies:



People will deliver a new culture based on the best of both



Clinical will deliver our new model of care



Finance will make significant improvements, moving us towards financial stability



Digital will make the most of digital opportunities to improve patient care



Sustainability will deliver our carbon reduction target



Research and Innovation will enable us to change and improve services



Estates will ensure we have the right estate for our clinical needs

Our Better Together delivery roadmap 2022-2025

These are our plans for the next three years. As we move forward we will adapt our plans and provide further detail for years four and five.

| | 2022/23 | 2023/24 | 2024/25 |
|---|--|--|---|
|  <p>Collaboration and partnerships</p> | <ul style="list-style-type: none"> • Sustainability strategy launched • Strategic case for reviewing social care support • Refresh clinical strategy with Acute Provider Collaborative • Submit a bid for a biomedical research centre • Long Term Plan consultation begins | <ul style="list-style-type: none"> • Health inequalities / partnership strategy • Implement plan for supporting social care • Implement clinical strategy • Local Care Partnerships beginning to form • Development of closer ties with social care | <ul style="list-style-type: none"> • LCPs take on place-based commissioning |
|  <p>A great place to work</p> | <ul style="list-style-type: none"> • Launch of our staff charter • Start to align our culture • Workforce strategy developed and implementation begins • Proposal on key worker housing developed | <ul style="list-style-type: none"> • New training centre at North Devon District Hospital (NDDH) site submitted • Key worker housing schemes begin • Leadership and management programme commences | <ul style="list-style-type: none"> • Training and development centre opens • Key worker housing opens |

Our Better Together delivery roadmap 2022-2025



Recovering for
the future

2022/23

- New adult emergency department facility opens at RD&E
- Strategic Outline Case for Our Future Hospital approved (NDDH)
- New investment in urgent care and elective recovery in place
- Deliver on Nightingale Exeter and Jubilee ward (NDDH) investment
- Estates strategy and site development plan approved
- Five year financial plan delivered

2023/24

- Children's emergency department expansion delivered (RD&E)
- Outline Business Case for Our Future Hospital approved (NDDH)
- Capital funding awarded for site development
- Diagnostic and Endoscopy extra capacity in place
- Financial improvement begins
- Waiting list begins to reduce

2024/25

- Full Business Case for Our Future Hospital approved (NDDH)
- RD&E site development continues



Excellence and
innovation in
patient care

- Service transformation strategy launched
- Full benefits of Epic optimised across Eastern Devon
- Epic goes live across Northern services
- Clinical and digital strategies launched in line with ICS for Devon
- Outpatient reform project begins

- Benefits of integrated Epic system begin to deliver
- Artificial Intelligence (AI) test of change to enhance care
- Rollout of Epic patient portal to enhance patient-led care

- Artificial Intelligence roll out
- Digital integration with primary care / mental health
- Outpatient appointments managed by patients

What does it mean for you?

20

Our new strategy sets out our plans and priorities for the future with the aim of having a positive outcome for everyone.



Our patients, carers, and service users

- Have access to high quality, seamless and safe care
- Receive kind, compassionate, empathetic personalised care and are listened to and treated with dignity and respect
- Benefit from research, innovation, digital and artificial intelligence
- Are able to access their health records digitally
- Are empowered to set their own healthcare goals with clinicians
- Are supported to live well and healthily in their homes and communities
- Have equitable access to services and are supported
- Expect that carers are recognised and supported
- Expect support for children and vulnerable people



Our staff

- Are recognised, supported, valued and are listened to
- Are well managed and compassionately led
- Expect everyone to uphold our values
- Feel positive about their role and that it makes a difference
- Benefit from a good working environment and experience
- Are empowered to act individually and in teams
- Benefit from an excellent health and wellbeing programme
- Benefit from training and the harnessing of talents
- Work in a culture where people act with civility and kindness
- Work within a safe and healthy environment
- Belong and difference is valued and celebrated



Our communities and partners

Expect us to:

- Partner with our key stakeholders and third sector organisations for the common good
- Use our status as an anchor institution to support economic and social development and address the social determinants of ill health
- Reduce our carbon footprint
- Support community development and the realisation of community strengths and assets
- Be open, transparent and honest
- Listen and engage with citizens and proactively seek the views of the seldom heard

Our destination describes the overall outcomes or impact we aim to achieve by delivering our strategy.



A step change in the health and wellbeing of local people



Patients having more control over their care



Equal access to care and more care closer to home



A reduction in the length of our waiting lists



A reduction in our carbon footprint by 80% by 2030



A reduction in health inequalities



An improved financial position



Motivated, supported and valued staff in an inclusive culture



Care is more joined up



Evidence and data-led quality improvement and transformation

Our CARE Objectives

To deliver our mission, we are focusing on our four CARE objectives



Collaboration and partnerships



A great place to work



Recovering for the future



Excellence and innovation in patient care

Our Values

Our four values set out how we will put our strategy into practice by guiding how we behave



Compassion



Integrity



Inclusion



Empowerment



The NHS Long Term Plan and One Devon's priorities set the context

We will work hand in hand with our partners, social care and the voluntary sector.

Our enabling strategies:



People



Clinical



Finance



Digital



Sustainability



Research and Innovation



Estates



Royal Devon
University Healthcare
NHS Foundation Trust

BETTER

TOGETHER

More information can be found
on our website and social media

www.royaldevon.nhs.uk

 @RoyalDevonNHS

 NHSRoyalDevon