



Royal Cornwall Hospitals
NHS Trust

Our Trust Strategy

2026 - 2035

Summary

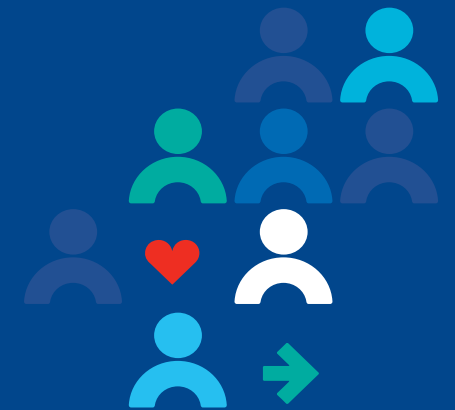
Our values

Respect

Compassion

Honesty

Teamwork



*Outstanding
Care for One+All*

Our Vision Outstanding Care for One and All

Our Values Respect Compassion Honesty Teamwork

The Principles of our Strategy

- 1** Our Trust values of Respect, Compassion, Honesty and Teamwork underpin all that we do.
- 2** Our patients will have the best quality and experience of care, enabled by shared decision making.
- 3** We enable neighbourhood healthcare, so care is localised where possible, but centralised where necessary.
- 4** We ensure the most effective acute care is provided, through our strong relationships with acute partners across Cornwall and Devon.
- 5** We forge new partnerships beyond the NHS to help us modernise and develop our services.
- 6** Our ambition goes beyond meeting targets: we will innovate, transform and excel.
- 7** We empower our staff and patients alike, through the best technology and digital capability available to us, transforming the way care is delivered and experienced.
- 8** We support our teams, through training, development and an emphasis on health and wellbeing.
- 9** Our care is evidence based: we actively encourage the expansion of research and development, and we drive improvements to population health and reduce health inequalities.
- 10** We respect and value resources with sustainable approaches for our environment, our finances, our culture and our patients' time.

Our Clinical Focus

Neighbourhood Health

We will co-design, partner and integrate with impact, ensuring that the neighbourhood health model of Cornwall and the Isles of Scilly enables both excellence in acute and specialist secondary care services as well as transforming the health and delivery of care in our local communities.

Planned Care

We will transform our approach to planned care to ensure timely and equitable access to modern, planned care.

Women & Children's Services

We will embrace our new Women & Children's Hospital and the opportunities this brings for women and children to support lifelong health.

Integrated Urgent and Emergency Care

Together with our partners, we will optimise our urgent and emergency care pathways across Cornwall and Isles of Scilly, enabling us to deliver our clinical vision of flow.

Cancer Care

We will enable the earlier diagnosis and treatment of cancer, with more cancer care provided in Cornwall.

Clinical Academia

We will grow our clinical academia, increasing participation in research and become a University Hospital by 2030.

Our Trust Strategic Objectives

Safe, High-Quality Care

We will provide safe, high-quality care, refining our model of care to be person-centred and as close to home as possible.

Supported and Valued People

We will nurture a culture where everyone feels respected, heard and supported to thrive. We celebrate inclusion, foster belonging and purpose for all - empowering teams to make a meaningful difference every day.

Improving Together

Together we learn and make improvements to become a sustainable organisation, for our staff, for our finances and our environment.

Partnering with Purpose

We will build strong and lasting partnerships which enable us to deliver outstanding care for One & All.

Key Enabling Strategies and Plans

- Quality and Safety Strategy
- Clinical Site Strategy
- Digital Strategy
- Medium Term Financial Plan
- Medium Term Workforce Plan, and People Plan
- Green Plan

Summary

Our new strategy sets out how we will meet the national challenges set in the 10 Year Plan for Health, while also addressing our most immediate challenges locally to help ensure we can provide the right acute care for Cornwall and the Isles of Scilly now, and in the future.

While most people think of our main hospitals, we deliver acute care in several ways:

1

At home

We support individuals to access care at home and remain at home where possible.

1

In the community

We deliver care across our communities and support our partners to keep people well in the community.

2

On the Isles of Scilly

We enable access to clinical expertise and provide care services directly on the Isles of Scilly.

3

Across Cornwall

We provide county-wide acute healthcare services and work with our community partners to connect our population to ongoing support.

4

In the south west

We work with clinical teams across the region to deliver specialised or networked services and continue to develop clinical research.

The way care is experienced will change over the next 10 years:

- Fewer people will be expected to travel to a hospital for care, with more care being delivered in our communities, leading to a bigger shift towards neighbourhood care.
- We will support more people to live healthier lives for longer.
- We can expect a digital first approach, meaning a greater role for the NHS App, more access to digital information and care at home.



What does our strategy mean for us in 2026-27?

Safe, High-Quality Care

- We'll continue to reduce waiting times for planned appointments and urgent and emergency care.
- When people are admitted to hospital, they will know what happens next and when they can expect to go home.
- We'll introduce eCare, our electronic patient record, transforming how we work and how care is delivered.
- We'll develop a new Quality and Safety Strategy, building on what we already do well.
- We'll launch a new surgical robotics programme, increasing access to state-of-the-art acute care here in Cornwall.



Supported and Valued People

- We'll use our values to rebuild trust, embed new ways of working and better support staff through the changes needed to sustain our services.
- We'll make sure staff know how to access a wide range of wellbeing support and work together to improve our culture.
- We'll keep listening and making changes to improve our workplace.

Improving Together

- We'll work together to improve our culture, making sure everyone feels part of RCHT.
- We'll work with teams, so everyone feels respected, heard and able to make a difference.
- We'll take a sustainable approach to everything we do.



Partnering with Purpose

- With our partners and communities, we'll start developing neighbourhood-based services, so more care happens closer to home.
- We'll strengthen relationships with local councils, public health, and the voluntary and community sector, supporting initiatives that help people stay well at home.
- We'll work more closely with our partner universities, expanding joint clinical academic roles to strengthen local research and innovation.

Our Medium Term Roadmap

Our values **Respect** **Compassion** **Honesty** **Teamwork**



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Contact the Strategy Team on rcht.strategy@nhs.net if you need to view the RCHT Strategy in a different format or if you would like to learn more.

Visit the
RCHT website



Scan to
learn more

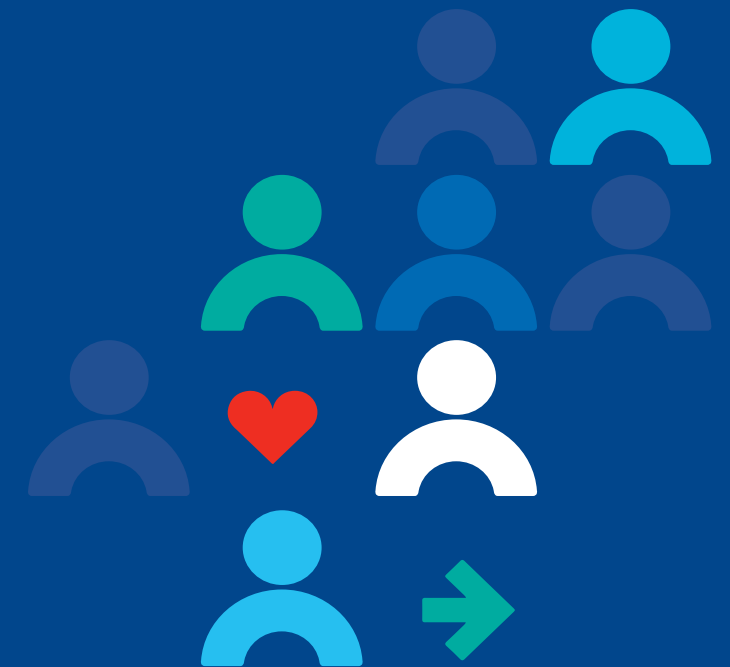
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