

SUMMARY REPORT			
TRUST BOARD		02 May 2019	Agenda Number: 07
Title of Report	Journey to Brilliant: 2019 – 2022 Trust Strategy		
Accountable Officer	Thom Lafferty, Director of Strategy and Performance		
Author(s)	Zoe Greatrex, Head of Strategy Plus input from a number of contributors		
Purpose of Report	The purpose of this report is to provide Board with our 2019-22 Trust Strategy, which describes our journey to delivering our new vision of 'Aspiring to Provide Brilliant Care to One + All'.		
What is the question for the meeting to consider?	Board are asked to receive and approve the 2019-2022 Trust Strategy		
Recommendation	Board is asked to approve the 2019-22 Trust Strategy		
Consultation Undertaken to Date	<p>The strategy has been developed over a number of months, with input and consultation undertaken in a number of ways including:</p> <ul style="list-style-type: none"> • Organisational Development Roadshows, where our colleagues were asked what Brilliant Care means to them • Care Group Business Planning process, where Care Group teams were asked to consider how they could deliver our strategic goals • Through a number of committee discussions, including Board and Exec Board 		
Signed off by Executive	Thom Lafferty	26/04/19	
Reviewed by Executive Team	Executive Board	10/04/19	
Reviewed by Board Committee (where applicable)	N/A		
Reviewed by Trust Board (where applicable)	The development of our vision, strategic goals and pledges has been discussed at Board on a number of occasions		
Next Steps	<p>Our 2019-22 Trust Strategy describes our vision for RCHT, and the actions we will take to deliver this. Following approval at Board, our plan will be launched to ensure that all of our colleagues know what our strategy is, and their role in supporting us to deliver this.</p> <p>We will also carry out further engagement and consultation on our strategy with our patients and wider health economy.</p> <p>Key to the success of our strategy will be our implementation, and so the actions and milestones for the delivery of the first year of</p>		

	our strategy will be detailed in our Annual Plan, which will be submitted to June Board.
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Executive Summary

Our 2019-22 Trust Strategy describes the steps we are taking to deliver our new vision of 'Aspiring to provide Brilliant care to One + All'.

Alongside this, we have also developed three key strategic goals: Brilliant Care, Brilliant People and Brilliant Improvement. Supporting each of these goals are a number of pledges, which have been reviewed and refined with our colleagues through the OD Roadshows. These pledges describe our commitments for Brilliant Care, Brilliant People and Brilliant Improvement.

Our Trust Strategy recognises that in order to provide Brilliant Care, we need to create an environment that supports Brilliant People, who have the skills and capability to deliver Brilliant Improvement. Central to our strategy is a focus upon ensuring we support and develop our colleagues, in a culture that has quality improvement at its heart. It is through this approach that we will truly be able to provide Brilliant Care for Cornwall and the Isles of Scilly.

Following approval of the strategy, we want to ensure all of our colleagues know about our strategy, and understand their role and the role of their team in supporting us to deliver Brilliant Care, Brilliant People and Brilliant Improvement. We will engage with teams across RCHT about our strategy, how it relates to them, and how they can support us to deliver our Vision. We will also further engage and consult with our patients and healthcare partners on our strategy. Summary versions of the strategy will be produced to support communication, which will be published on our public website alongside the full version.

In our strategy, we describe a number of actions that will enable us to deliver our vision of Aspiring to Provide Brilliant Care to One + All. We will monitor the delivery of these actions through our 2019/20 Annual Plan, and through our Accountability Framework, ensuring we have visibility of our progress on our Journey to Brilliant.

Our strategy is not a static document, and will evolve and develop as our Journey to Brilliant continues. Our strategy will be updated yearly to ensure it continues to reflect our ambition and the actions we need to deliver to provide Brilliant Care.

Our Journey to Brilliant starts here.

Financial Risks	The strategy describes our approach to becoming financially sustainable in the long-term
Key Risks	The strategy responds to the key risks which our organisation faces, and our approach to tackling these. In particular, the strategy describes how we will ensure our organisation can provide Brilliant Care to the Cornwall and Isles of Scilly population.
Disclosure Statement	The strategy has been developed using a number of sources of information, including local, healthcare system and national reports and datasets.
Equality and Diversity	The strategy describes our approach to improving the care we provide to all of our population, highlighting the specific

Statement	challenges that we face in Cornwall and the Isles of Scilly and the importance of further development of system working to ensure we can respond to these.
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RCHT Strategy 2019 – 2022

Our Journey to Brilliant

Foreword

At Royal Cornwall Hospitals NHS Trust (RCHT), we **'Aspire to Provide Brilliant Care to One + All.'**

Our Strategy is based on a recognition that the Trust has to improve and aspire to achieve greater things than has been the case over recent years. We know that our patients and our local population expect and deserve more.

In order to achieve this, we want to reinvent our organisation, placing Quality Improvement at the heart of everything we do, so we become and remain a brilliant place to work and receive care. We need to change, transform and modernise, refocussing our efforts on delivering the right services, in the right locations, with the right workforce, to a brilliant standard. Ultimately, we want to ensure we are one of the safest hospitals to receive care.

To do this, we will focus upon three key strategic goals: **Brilliant Care; Brilliant People and Brilliant Improvement.**

In developing our strategy, we have sought the views of the people who work and volunteer at RCHT, who are central to ensuring our strategy is delivered. In early 2019 we carried out roadshows across RCHT to speak to our colleagues, finding out what Brilliant Care means to them and how we can deliver this. Unlike many other acute hospitals, the majority of our colleagues have also been patients, carers or parents at our hospital, uniting us all in our aspiration to provide the best care we can. We have used these roadshows to test our vision and strategic goals, with the aim of ensuring we have a strategy that reflects how we are working together to achieve brilliant services. We have also used the roadshows to highlight the importance of our values and behaviours, recognising that how we do things is just as important as the outcome.

Essential to our future success is a commitment to working with our care partners and listening to our local population. Our strategy specifically focuses on RCHT, but has been developed within the wider context of Shaping Our Future, which is the Cornwall and Isles of Scilly health and social care partnership. The success of Shaping Our Future and our ultimate ability to become an Integrated Care System, is central to providing Brilliant Care.

Here's to a brilliant future for health services in Cornwall.

Our **Journey to Brilliant** starts here.

Kate Shields
Chief Executive Officer

Dr Mairi McLean
Chair

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Who are we?

We are the main provider of acute and specialist care services in Cornwall and the Isles of Scilly. Cornwall has a population of around 553,000 people, a figure that can increase significantly with visitors during the busiest times of the year. We employ over 5,000 staff and we have a turnover of £454 million.

We provide services at three main sites with around 750 beds:

- **Royal Cornwall Hospital (Treliske) in Truro.** This site provides comprehensive acute emergency service for adults and children, as well as planned specialist care and maternity services. This site is primarily our urgent and emergency care hub, bringing together the Emergency Department, Critical Care, diagnostics, acute medical patients and the most complex surgery.
- **St Michael's Hospital in Hayle.** This hospital serves as a planned care hub, specialising in orthopaedic and breast surgery. The site also includes Marie Therese House which provides a specialist neurology centre. Over the last year, we have moved the majority of our planned orthopaedic activity to this site, with the intention to develop this site to become an orthopaedic centre of excellence for Cornwall and the Isles of Scilly.
- **West Cornwall Hospital in Penzance.** This hospital provides an acute diagnostic and surgical treatment centre, together with a newly developed 24 hour Urgent Treatment Centre.

We also provide outreach services in a number of community and GP settings, such as outpatient services at Falmouth Hospital, St Austell Community Hospital and Newquay Hospital, as well as pharmacies and GP practices.

We have teaching hospitals status as part of the Peninsula College of Medicine and Dentistry and University of Exeter Medical School. The Knowledge Spa on the Royal Cornwall Hospital site and the University of Plymouth Faculty of Health and Social Work have further enhanced our strong reputation for training and education. This plays a vital part in attracting and retaining our highly skilled teams of doctors, nurses and other health professionals.

Keeping at the forefront of medical advances, we are continually developing our clinical services and we are committed to maximising the range of specialist care that can be offered locally. Aligned to this is our growing reputation for research and innovation.

Our services

Our hospitals provide acute emergency and planned care services to our local population, in addition to maternity services. We also provide a number of specialised services (such as the treatment of cystic fibrosis and head & neck cancer), often working as part of a network with other acute hospital providers.

We have recently changed how our services are structured, moving from services being managed within four Divisions to having seven Care Groups, each of which has a clinical, nursing and management lead. The creation of smaller Care Groups with improved clinical, nursing and general management leadership has a number of benefits, including:

- Helping to ensure all of our services are centred on the needs of patients;
- Providing clear 'line of sight' from Ward-to-Board and Board-to-Ward;
- Creating a flatter structure that has reduced bureaucracy and brought our senior management teams closer to the delivery of care;
- Delivering clearer accountability and responsibility.

Our services are split into seven Care Groups:

- Anaesthetics, Critical Care and Theatres;
- Clinical Support;
- General Surgery and Cancer;
- Specialist Medicine;
- Specialist Services and Surgery;
- Urgent, Emergency and Trauma;
- Women, Children and Sexual Health.

We also have leadership teams in place at St Michael's Hospital and West Cornwall Hospital to provide dedicated management to these sites.

Through our new Care Group structure, we have created teams who are able to implement the improvements required to deliver Brilliant Care.

Who do we serve?

Cornwall and the Isles of Scilly is a rural county, with a widely dispersed population. With a magnificent coastline of almost 300 miles, Cornwall is located in the far west of Great Britain on a peninsula tumbling into the Atlantic Ocean. Cornwall is the location of England’s most westerly point, Land's End, while 28 miles off shore and even further west is an archipelago of small islands that make up the Isles of Scilly.

Our geography means that for much of the Cornwall and Isles of Scilly population, we are the only acute provider which can be easily accessed. The Isles of Scilly also present a further challenge to the provision of care due to their inaccessibility at times throughout the year. Whilst people living towards the east of the county may access services in Devon, for the majority of Cornwall, **we are it**.

At the height of the tourist season, there can be around 400,000 extra people in the county, which can mean our Emergency Department and Urgent Treatment Centres face high levels of attendances in the summer months, especially in August, in addition to the usual winter demands experienced by all hospitals across the UK.

Our population in Cornwall is growing and changing. The number of people living in Cornwall is growing above the national average and in 10 years, we anticipate there will be a 6% increase in the number of people who live here. The number of people aged over 75 is also above the national average and increasing. Over the next 10 years, we expect a 39% increase in the number of people aged 75-84 and a 39% increase in those aged over 85 years. These age groups represent a high proportion of users of health services and this projected increase will present significant demand upon our services.

The figure below shows how our population will compare to the national average by 2029 and demonstrates that not only will Cornwall and the Isles of Scilly have a higher proportion of people aged 75+, but also that there will be a lower proportion of working age people.

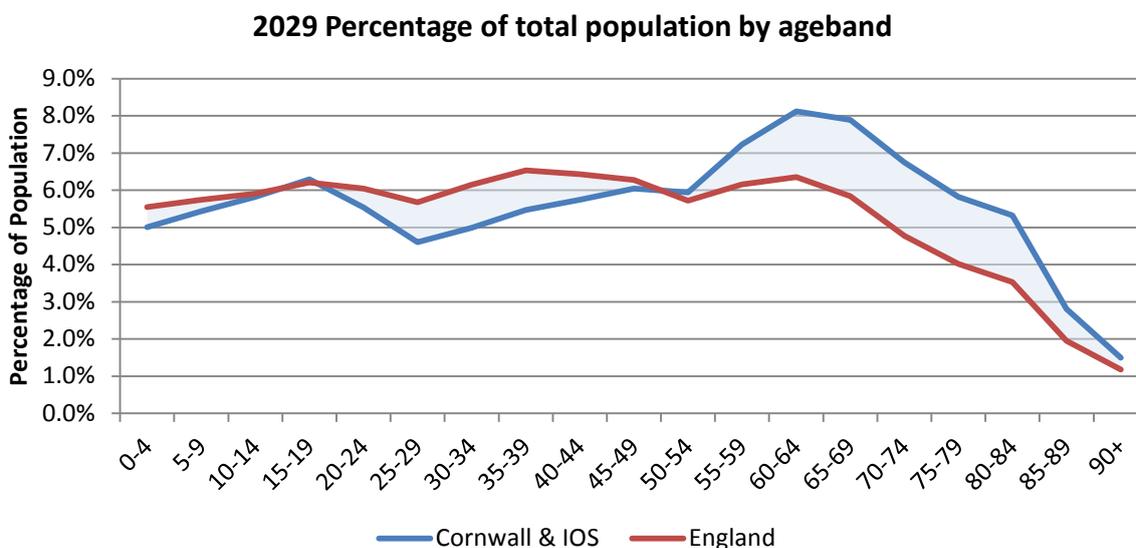


Figure 1: 2029 Population Distribution

We also have significant pockets of deprivation in the county, alongside areas of relative affluence. Seventeen of our neighbourhoods are among the 10% most deprived in the UK and around 25-30% of children in our county live in poverty.

People living in areas with higher levels of deprivation are more likely to have long-term health conditions. Compared to other areas most similar to us, we have a higher prevalence of stroke, coronary heart disease, heart failure, hypertension, diabetes, chronic obstructive pulmonary disease and asthma.

Over the past five years, we have seen an increase in demand across the majority of our services, with an increase of 25% in Emergency Department attendances and 19% in emergency admissions.

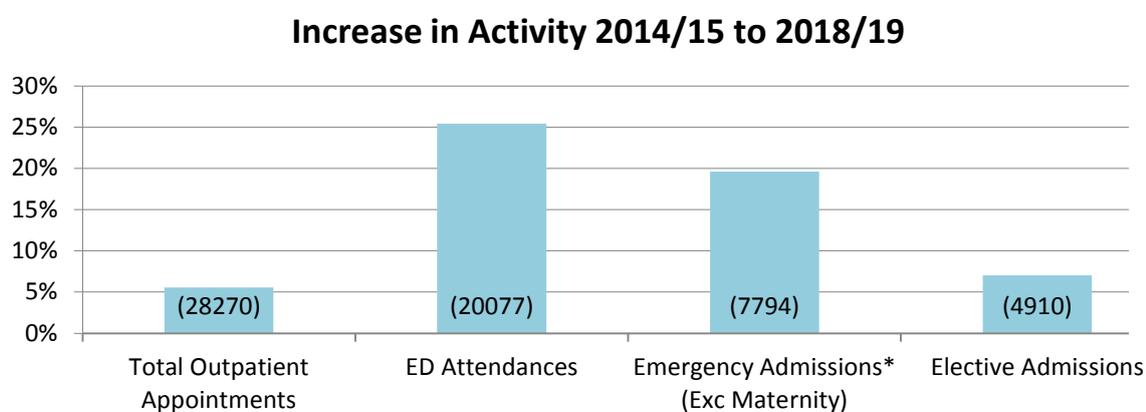


Figure 2 - Increase in activity

This represents significant growth for our services and presents another challenge when considering how we plan to deliver services in the long-term. In developing our strategy, we need to ensure we are providing healthcare that can respond to our changing population and their future healthcare needs, as well as the year-on-year increase in demand.

The wider strategic context

As well as thinking about our local population and its needs, as part of formulating our strategy, we need to be aware of other influencing factors. Below describes the main features from the national and local strategic plans.

National

The NHS published its new Long Term Plan in January 2019, which aims to ensure that over the next five years the NHS will:

- Increase out-of-hospital care;
- Redesign and reduce pressure on emergency hospital services;
- Offer more personalised care when people need it;
- Make digitally-enabled primary and outpatient care mainstream; and
- Focus on population health and local partnerships with local authority funded services.

There are also a number of cross-cutting themes within the Long Term Plan, describing the key ambitions for the NHS over the next few years, including:

Productivity:	Workforce:	Digital:
<ul style="list-style-type: none"> • A return to financial balance, achieving a productivity growth of at least 1.1% a year; • Reducing the growth in demand for care through better integration and prevention; • Making better use of capital investment and our existing assets. 	<ul style="list-style-type: none"> • Establishing a national workforce implementation plan; • Deployment of electronic rotas by 2021 • Creation of an additional 5,000 nursing clinical placements from 2019/20 and increasing Medical school places from 6,000 per year to 7,500; • 7,500 new nursing associates starting in 2019, an increase of 50%. 	<ul style="list-style-type: none"> • Creation of integrated care records across GPs, hospitals, community service and social care; • Development of Digital innovation hubs to support clinical research; • Creation of an NHS app which will create a standard online way for people to access the NHS; • All patients able to access a GP digitally by 2024.

The key challenges which the NHS Long Term Plan is responding to are similar to the ones faced at RCHT and healthcare providers across the country:

- Increasing health inequalities;
- Pressures from a growing and ageing population;
- Constraints upon healthcare budgets; and
- Workforce challenges across all staff groups

Central to the success of the NHS Long Term Plan is ensuring that health and social care providers work together to transform care.

For RCHT, we have already started to develop plans which will support the delivery of the NHS Long Term Plan. Examples of how we are doing this include:

- Development of an Outpatient Transformation programme, which will change how outpatient care is delivered;
- Delivery of Same Day Emergency Care and Urgent Treatment Centres to improve our urgent and emergency care;
- Working with our health and social care partners to focus on population health management, including increasing care at home or in the community where appropriate;
- Developing a Digital Strategy to support us to transform how we provide care;
- Rolling out e-Roster across RCHT for staff rotas;
- Through our QI Hub, introducing an approach to Improvement which combines quality and efficiency in order to sustainably increase productivity.

Local

Regionally, Shaping Our Future is the name of our Integrated Care System. Shaping Our Future brings together Cornwall's health and social care partners, to develop a shared vision and plan of how our system can be transformed to improve the outcomes for our patients.

The four strategic objectives of Shaping Our Future are:

- | | | | |
|--|--|---|---|
| 1. Improve health and wellbeing and reduce inequalities by working in partnership and creating opportunities for our citizens. | 2. Provide safe, high quality, timely and compassionate care and support in local communities whenever possible. | 3. Work efficiently so health and care funding give maximum benefits. | 4. Make Cornwall and the Isles of Scilly a great place to work in health and social care. |
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The system ambition is to develop and mature our system working arrangements so we can become an Integrated Care System. An Integrated Care System is when local NHS organisations, in partnership with local councils and others, take collective responsibility for managing resources, delivering NHS standards and improving the health of the population they serve. Moving towards an Integrated Care System will help us to mobilise our collective resources for a major shift in our model of care, how it is provided and how it is commissioned.

Central to Shaping Our Future is the requirement to redesign care to meet the needs of our population. This system approach to redesigning health and care services is essential to

ensuring we are able to provide the care our population needs. Figure 3 below shows the key changes.

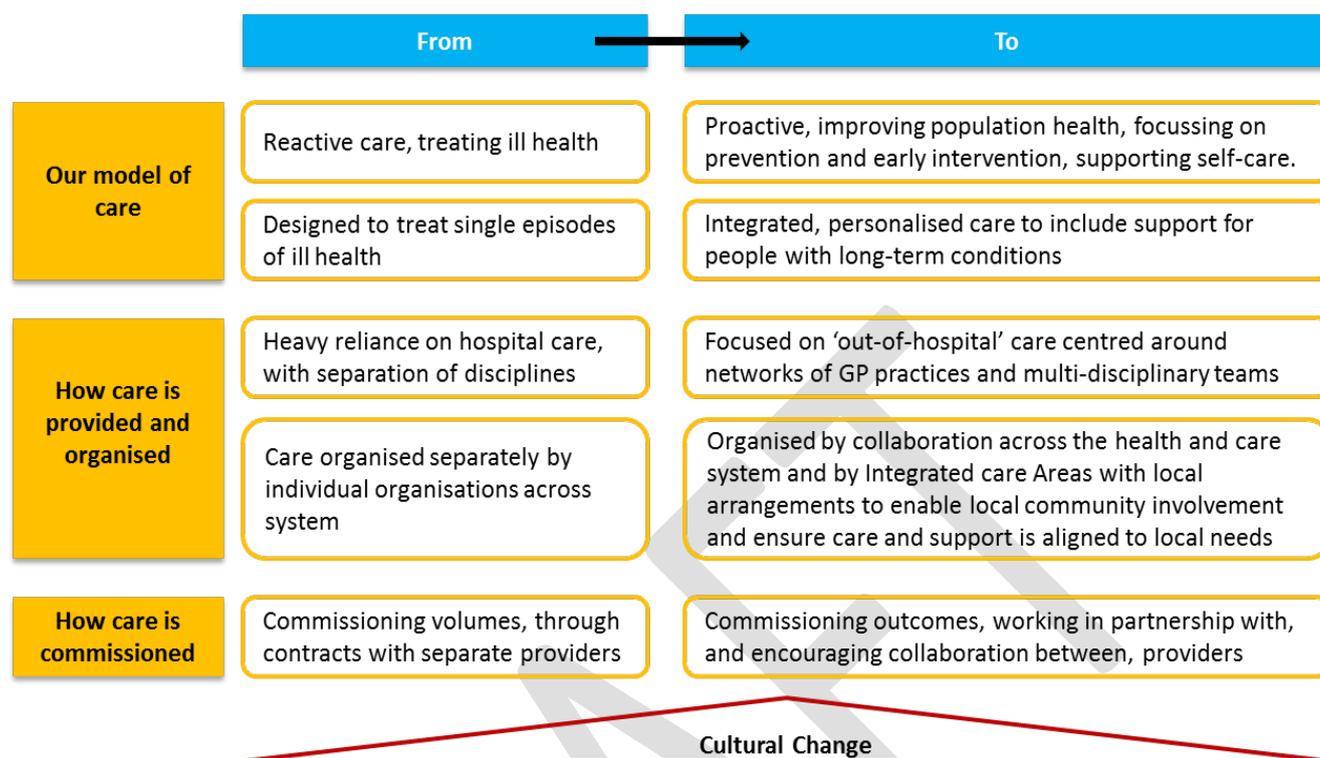


Figure 3 - Shift in models of care

Central to delivering this will be the development of 'out-of-hospital' care, which ensures care is delivered in a person's home wherever possible. The starting point for doing this is building a relationship with local people and communities. To do this, we have developed seven Integrated Care Communities, where neighbouring GP practices work together to support their local population.

We are a key partner in Shaping Our Future and are actively supporting the development of our system plans. In summer 2019, we will be co-developing our system strategy, which will set out the next steps we will take to become an Integrated Care System.

Our Strategy

Our **Vision** is:

Aspiring to Provide Brilliant Care to One + All

Our vision sets out that we want to deliver consistently Brilliant Care, but recognises that we are not yet there and so our strategy is to describe our **Journey to Brilliant**.

To deliver our vision, we have developed three key strategic goals, each of which are supported by a number of pledges that we have committed to delivering.

Our **Strategic Goals** are:

Brilliant Care

Always providing safe, effective and compassionate care, where we listen and learn to provide an excellent patient experience and reduce avoidable harm.

Brilliant People

Working together in a supportive environment to attract, develop and retain brilliant people.

Brilliant Improvement

Instilling a culture of quality improvement where everyone feels empowered to make changes for the benefit of our patients.

Core to delivering our vision are our values and behaviours. Simply put, our values and behaviours are 'how we do things here'. We already have an agreed set of values at RCHT, which were established in 2015 following extensive staff engagement and consultation. Our focus now is on what our values and behaviours really mean in practice, what we expect from every colleague and importantly, what every colleague can expect from the organisation.

Our **Values and Behaviours**, set out below, will be how we ensure we succeed on our Journey to Brilliant.

Care + Compassion

Inspiration + Innovation

Working Together

Pride + Achievement

Trust + Respect

Organisational Development Roadshows

In developing our strategy, we have carried out Organisational Development Roadshows across the Trust, so we can talk to our colleagues about what Brilliant Care means to them. The feedback from these sessions has been invaluable in helping us to shape this strategy, as well as identifying things we can do in the short-term to improve our services.

A key part of the roadshow was to discuss the shared commitment between all of our colleagues around what our values mean and what this means our colleagues should be able to expect from the organisation and from each other. From an organisation perspective, we have a responsibility to support and look after our colleagues, enabling them to be the best they can be. From a colleague perspective, we all have a responsibility to ensure our values are lived every day, that we deliver Brilliant Care and that we speak up if we see something that is not right.

These roadshows demonstrated that there are many areas of Brilliant Care in our hospitals, where colleagues feel valued and supported. However it also showed that there are still some areas where the care we deliver can be improved and where our values are not lived, resulting in colleagues feeling disengaged and unhappy.

We know that we can only deliver Brilliant Care if we have Brilliant People and we are committed to developing a positive culture where all colleagues feel valued and supported. This is why living our values will underpin everything we do on our **Journey to Brilliant Care**.

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How we will deliver our strategy

1. Brilliant Care

Brilliant Care is:

Always providing safe, effective and compassionate care, where we listen and learn to provide an excellent patient experience and reduce avoidable harm

To support this, we have a number of pledges that we have committed to. It is through delivering these pledges that we will know we are providing Brilliant Care.

Brilliant Care Pledges
<ol style="list-style-type: none">1. We provide care that is consistently safe and avoids harm;2. We are open and honest with people about their care;3. We listen and learn from patients, their families and carers and treat them with compassion and respect;4. We provide clinically effective care, which minimises delay and the amount of time people have to spend in our care;5. We work with our health and care system to improve the health of our community;6. We provide an environment that is clean, safe and welcoming.

Whilst we have many examples of Brilliant Care at RCHT, we have not always delivered the level of care we aspire to. Having been placed in special measures and rated 'Inadequate' in 2017, the CQC reported in December 2018 that the Trust rating has improved to 'Requires Improvement' with care rated as 'Good' across all of our hospitals. The report is a strong indication that we are heading in the right direction and it sets the scene for this coming year.

To support this, we will build upon our existing Trust Strategy and develop a **Brilliant Care Strategy** which will set out in detail the steps we will take to continue to improve our patient safety and quality.

Pledge 1: We provide care that is safe and avoids harm

We want to build on the work that has already started to ensure we deliver Brilliant Care for our patients, providing care that is safe and reduces harm. In the first year of our strategy, we will focus on continuing to deliver improvements in quality and safety across our services by building the foundations of a **brilliant safety culture**. To do this, we will focus on three key areas: 1) Improving our **patient safety information** to support us to identify where improvement is required and importantly, where we can celebrate and learn from successes; 2) Developing **staff knowledge and capability** in relation to patient safety, so everyone has the skills to improve care; and 3) Implementation of an ambitious **harm reduction programme**, with the aim of reducing avoidable harms by 50% over the next three years. In 2019, we will engage with colleagues and patients to find out about their experiences of safety and what we can do to reduce avoidable harm.

We will roll-out and embed **Ward Accreditation** across all areas, supporting our approach to improving safety and quality. We will utilise technology to make improvements in how we **recognise and treat** patients who are deteriorating, as well as improving how we record and share our nursing assessments. We will also continue to standardise best practice, through further embedding **Safety Huddles and SAFER** across all inpatient areas.

Key to our success will be embedding our new **Care Group structure**, ensuring all our processes are aligned to supporting Care Groups, resulting in **strengthened governance** structures throughout RCHT. Through our revised structure, Care Groups will be encouraged and supported to improve all aspects of our services.

We also want to ensure that everyone at RCHT understands how their role supports the delivery of Brilliant Care, even if they are not in a clinical role. To support this, in 2019/20 we will start an initiative which will mean that once a month, there is an opportunity for non-clinical staff to spend time working in clinical areas. Through this we hope to encourage the development of further quality improvement ideas across RCHT.

Pledge 2: We are open and honest with people about their care

We know that a key aspect of developing a strong safety culture is ensuring we are open and honest with people about their care, particularly where we have made a mistake. To do this, we will support our colleagues so they have the knowledge and capability to effectively **manage incidents** and to have open discussions about these with everyone involved. We will also develop our colleagues to improve the **quality of safety investigations**, in order to generate improved patient safety insights.

We have recently created **Duty of Candour champions** across the Trust to help strengthen how we manage incidents and we are improving our digital system which we use for recording and reporting incidents to make this more effective.

What underpins all of this is the development of a safety culture, where we are open and transparent about all we do and our colleagues work in an environment where they are supported to improve care, so we can become a true learning hospital.

Pledge 3: We listen and learn from patients, their families and carers and treat them with compassion and respect

We want to ensure that patient involvement and engagement is central to our journey to Brilliant. We know that patients are key in ensuring we truly deliver Brilliant Care and to support this, we need to embed patient involvement and engagement in all we do. We will refresh our existing **Patient Involvement and Engagement Strategy** to set out how we will embed the patient voice into all we do.

In our maternity service, we already have an excellent example of patient involvement in the **Maternity Voices Partnership**, which supports the development of quality improvement opportunities across maternity. We want to use this model across more of our services and

will roll this out further over the next 2 years.

We will continue to improve how we learn from incidents, building upon our monthly learning newsletter to support communication across all staff. We will also further strengthen our processes around **responding to complaints** in a timely manner, working towards ensuring 95% of complaints are responded to within 30 days.

Pledge 4: We provide clinically effective care, which minimises delay and the amount of time people have to spend in our care

We will continue to **minimise delays**, with the aim of ensuring 90% of our patients receive their planned care within 18 weeks of referral in 2019/20, improving to over 92% in 2020/21 onwards.

We recognise that, in order to achieve Brilliant Care, in some cases, significant service change and the provision of services outside of the traditional model will be required. We must be brave to embrace change and recognise the need to continually improve and modernise.

To support this, we will be undertaking a strategic review of our services in 2019/20, both internally and with our healthcare partners. Internally, we will be developing our **clinical service strategies**, to ensure our services have long-term plans in place which support the Trust to deliver our vision of providing Brilliant Care.

We want to be bold in delivering Brilliant Care, so we will be inviting external third party organisations to work with us where it has been identified this would be beneficial. Two areas where this has already been identified include the development of the St. Michael's Hospital site as a centre of **elective orthopaedic excellence**; and the development of a service model in cardiology which would ultimately deliver **One Cardiology Service** for NHS patients in Cornwall.

We also want to further develop West Cornwall Hospital, building on its existing service portfolio to develop it as a Centre of Excellence. We will explore opportunities to expand day case activity at West Cornwall Hospital, which would enable us to centralise the majority of our day case activity in one centre, providing the ability to develop excellent day case facilities and services, whilst also allowing us to protect our planned activity from the impact of emergency care pressures.

All of our Care Groups have developed **business plans** which describe their key priorities and actions for 2019/20 and how they will support the implementation of Brilliant Care, Brilliant People and Brilliant Improvement. It is through these business plans that we will continue to make improvements in the effectiveness and safety of our services.

Pledge 5: We work with our health and care system to improve the health of our community

We will work with Shaping Our Future to ensure that **patient care is optimised across the**

system, so that only care that needs to be provided in a hospital setting is done so. In 2019/20, we want to make more progress in working as a system to ensure we provide the best possible care for the Cornwall and Isles of Scilly population. To do this, we will work with Cornwall Partnership NHS Foundation Trust to **realign services** between our two organisations. The aim of this is to ensure that services are structured around patient journeys, rather than organisational ownership. This will support transformation across our Urgent & Emergency and Community care and will also support the system ambition of becoming an Integrated Care System.

With Shaping Our Future, we will also continue to focus on developing system-wide plans focussed upon the key areas of Planned Care and Urgent and Emergency Care. For Planned Care, in the short-term we will **redesign planned care**, ensuring patients receive brilliant planned care in the right place and in the right way, promoting prevention and reducing growth. In the longer-term, we will develop a model for planned services which **optimises planned care** across the system, ensuring we make best use of our facilities and workforce and effectively align demand and capacity. For Urgent and Emergency care, we will continue to **enhance urgent care in the community**, improving our crisis response and reducing emergency admission length of stay. In the longer term, we are currently carrying out a system diagnostic to identify how we can create additional capacity in the system through improving productivity, and the outputs from this will form the blueprint for our longer-term plan.

We will engage in the **Peninsula Clinical Service Strategy** work which is taking place between Shaping Our Future and the Devon Health and Care System, to develop a sustainable model for acute services in the Cornwall, Isles of Scilly and Devon peninsula, meaning, wherever possible, people do not need to travel out of the peninsula to receive their care.

We also want to develop our **partnerships** with our regional Acute Trusts, to ensure that effective pathways are in place for specialist and tertiary level services between ourselves and other tertiary providers in the region (University Hospitals of Plymouth NHS Trust and University Hospitals of Bristol NHS Trust).

A key part of our role as a healthcare provider is supporting the health of our community. We want to ensure that when patients come into contact with one of our services, that we use this as an opportunity to discuss their wider health needs, embedding advice and guidance for our patients as part of our everyday practice.

Pledge 6: We provide an environment that is clean, safe and welcoming

Central to providing Brilliant Care is ensuring that our environment is fit for purpose, clean and welcoming for both patients and staff.

We know that some of our estate and equipment is ageing and needs updating. To support this, we will develop a **Building Brilliance Estate Strategy**, which will outline our long-term plan for investment in our estate, underpinned by our clinical strategies.

We are already on track to relocate our MRI and Cancer services to their new facilities by 2020/21. We also continue to develop a long-term plan for the creation of a new hospital for women and children. Alongside this, we have also been allocated NHS Improvement funding to support capital developments at West Cornwall Hospital and St Michael's Hospital.

What does success look like?

- ✓ Our patients and colleagues recommend us as a place to receive care
- ✓ We have delivered improvements across all safety metrics
- ✓ We reduce avoidable harm by 50% over the next three years
- ✓ We have a learning culture that is open and honest
- ✓ Services are designed around patient need, rather than organisational ownership
- ✓ We have sustainable acute services for the south west peninsula

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Brilliant Care in action:

To deliver Brilliant Care, we need to ensure we listen to our patients and learn from our mistakes when we get things wrong. An example of this comes from the work we have done to improve the care we provide to patients with a spinal cord injury.

In 2017, one of our patients had an experience of care which fell below the standards we aspire to provide. This patient had a spinal cord injury, which meant he required specialist bowel care. Usually the patient could manage this independently, but knew that after the planned operation he would not be able to do this, and would require specialist bowel care. The patient also raised that failure to follow his usual bowel care routine could result in a life threatening deterioration of his health.

Despite the patient raising his concerns prior to his operation, we failed to put the right support in place. Following the operation, we did not have appropriately trained staff that were able to provide the bowel care that was required, and the patient had to wait to receive this care, resulting in the risk of him becoming unwell. We had also failed to work effectively as a healthcare system, and had not put the support in place which was needed to allow the patient to return home soon after his operation, resulting in the patient being in hospital for 15 weeks before he was able to return home.

This is not the standard of care we want to provide. Since this experience, we have worked closely with the patient and other patients with a spinal cord injury to improve care, and to ensure no other patient goes through a similar experience.

We have held spinal cord injury study days with our patients and colleagues from multiple professions from both RCHT and other providers. This has enabled our staff to learn about spinal cord injury care for our patients, and plan how we can improve our practice. We have developed a spinal cord injury patient passport, which provides information about the patient and communicates the individual care required; this can also help ensure we have the right care in place prior to an admission. We now have a policy for bowel care management, alongside providing training so our colleagues are competent to provide this care. A professional and patient group also meets monthly, to drive the changes required to improve our care.

We know we haven't always got things right, but we will listen, learn and improve.

2. Brilliant People

Brilliant People is:

Working together in a supportive environment to attract, develop and retain brilliant people

Brilliant People Pledges
<ol style="list-style-type: none"> 1. We provide great leadership and support to help colleagues be the best they can be; 2. We create a safe environment so colleagues feel supported to speak up; 3. We make sure colleagues receive feedback to know how they are doing; 4. We provide development to help colleagues learn and grow; 5. We provide an environment that supports colleague safety, health & wellbeing; 6. We are true to our values and create a brilliant place to work.

Our people are our greatest asset. The link between happy staff and happy patients is well evidenced and we know that in order to deliver our vision of Brilliant Care, we need Brilliant People. We have particular challenges at RCHT in relation to staff morale and perceptions of RCHT as a good employer. These have been highlighted in the NHS National Staff Survey results in recent years, as well as through our own staff engagement. There is compelling evidence that NHS organisations with high levels of staff engagement (where staff are strongly committed to their work, have compassionate leadership and are involved in decision-making) deliver better quality care and have better outcomes. It is through developing Brilliant People that we will ultimately be able to deliver safe care.

We employ 5000 full time equivalent (FTE) staff across clinical and non-clinical services and are the second largest employer in the Cornish economy. Among this workforce, the largest group are qualified nurses and midwives who account for over a quarter of the staff employed, in addition to over 300 consultants and another 400 junior medical staff. Two thirds of the workforce delivers frontline services, with the remaining one third working in supporting and corporate services.

We face significant workforce challenges. Like many acute trusts across the country, we have vacancies across most staffing groups, particularly with regard to Registered Nurses, where we consistently have a 200 FTE vacancy gap and our Medical workforce, where we have gaps at both consultant and junior levels across our specialities. We also have many emerging occupational shortages within therapies and pharmacy. For RCHT, our geographical location poses an additional challenge to recruitment, as there is limited regional movement of the workforce; however we know that for some people, Cornwall is a highly attractive location to live and work.

To respond to the challenges we face and ensure we can deliver our Strategic Goal of Brilliant People, we will build on our existing plans through developing a **People Strategy**, which will further describe how we will transform our workforce to ensure we can deliver Brilliant Care. The People Strategy will build upon our **Organisational Development (OD) Strategy** which we launched in December 2018.

Pledge 1: We provide great leadership and support to help colleagues be the best they can

be

Our OD Strategy describes our cultural change programme and the key actions we're going to deliver to create an organisation that is:

Less:

- Hierarchical and submissive
- Secretive and closed
- Defensive and negative
- Accepting of the status quo

More:

- Equal and respectful
- Open and honest
- Responsive and positive
- Focused on improvement & learning

To do this, we aim to increase the **leadership and management capacity and capability** within the organisation and have commenced an aspiring 'Journey to Brilliant' culture change OD programme to support this. The first part of our programme is to engage with colleagues throughout our hospitals to hear of their experiences working at RCHT. This feedback has enabled the design of a new '**Being Brilliant**' leadership development programme, which will develop our first 100 leaders commencing in May 2019 and then our next 1,000 leaders by the end of 2019.

Our Being Brilliant leadership programme will ensure all of our colleagues understand their role in delivering Brilliant Care and will have a specific module focused upon this.

We are also reviewing and updating all of our People and OD Policies and Procedures, ensuring these are fit for purpose and support us in delivering Brilliant Care.

Pledge 2: We create a safe environment so colleagues feel supported to speak up

In order to ensure the care we provide is safe, it is essential that all of our colleagues feel able to speak up if they notice something is not right. As part of our OD Roadshows, we have talked to colleagues about the '**Hold the line**' initiative, where everyone is encouraged to say those three words if there is something they feel needs to be discussed. These Roadshows provided an effective forum for the Trust Board to speak to and hear from colleagues across the Trust and through these, a number of changes have been identified and implemented. We will continue with the roadshow format, bringing as many colleagues together as possible to discuss what is going well and what could be improved.

We will ensure that all of our colleagues know where and how they can raise any concerns. In 2019/20, we will be changing our **Freedom to Speak Up Guardian** role to create a full-time, standalone role, to provide greater focus to this area. To support this role, we will grow the number of Freedom to Speak Up Champions, so that there are champions across all Care Groups and role type, and we will roll-out an app that provides colleagues with information about who the champions are and the ability to anonymously raise concerns if preferred.

We also want to ensure that where colleagues raise concerns that these are followed-up and prompt feedback is provided to all involved. We have introduced and promoted a **Tell Kate** email address, where colleagues are able to get in touch with our Chief Executive

Officer to raise any concerns.

Pledge 3: We make sure colleagues receive feedback to know how they are doing

To support our colleagues, we need to ensure they receive productive and useful feedback on how they are doing and how they can be supported.

We are currently piloting a **new appraisal process**, which will consider not just achievement against objectives, but also how our values and behaviours have been demonstrated. This is initially being piloted with the Executive Team, but will be expanded to all staff band 7 and above in 2019/20 and to all staff groups by 2020/21. We also want to encourage colleagues to have an open dialogue throughout the year and not just wait for a yearly appraisal discussion.

Pledge 4: We provide development to help colleagues learn and grow

We know that due to our geographical location, it is essential that we support our colleagues to learn and grow in order to have a sustainable workforce for the future.

Through our **Workforce Transformation Board**, we will support Care Groups to develop workforce plans which support Brilliant Care, through the mapping of clinical pathways and the skills needed to meet patient need. We will then use this as a basis for developing a programme of training and development which will support colleagues to learn and grow in their roles.

We know that to support the delivery of sustainable services in the future, we will need to **develop new roles** such as Surgical Care Practitioners and Clinical Advanced Practitioners to offset national shortages and enhance care provision. We continue to deliver a wide range of development to non-registered, Band 1-4 staff and have been successful in our application to become a **main provider for Apprenticeships**. We have also recruited to our new Nursing Associate training roles (we are part of a Cornwall Community of Practice which is working with Health Education England and the Devon pilot site to ensure a successful implementation of this new role). We will also develop portfolio career opportunities working with our system partners using rotations, shared roles, secondments and integrating services and models of care wherever possible for both in and out of hospital care.

Through our new training and development programme, our colleagues will be able to access training to not just enhance their skills, but also to progress their career.

Pledge 5: We provide an environment that supports colleague safety, health & wellbeing

We want our colleagues to be safe, healthy and happy at work, as we know that if our colleagues are happy, our patients will be too.

We are expanding our **health and wellbeing offering** within 2019/20, including things such as shiatsu massages to our staff. We are also encouraging our teams to implement local

initiatives to support their colleagues. For example in Maternity, we have launched a scheme which encourages colleagues to try out new ideas that would benefit the health and wellbeing of our staff. Examples include improving the staff room facilities and celebrating achievements of colleagues across the team. We will roll this approach out across RCHT under the banner of **Caring2Care**, encouraging colleagues to care for themselves and each other in order to provide better care for our patients.

We will also explore how we can utilise charitable funds to enhance the support and facilities available to our colleagues, helping us to ensure we have happy colleagues who can deliver Brilliant Care. This includes improving access to staff rooms for all of our colleagues and providing an improved food and drink offering in the evenings and weekends. In the longer-term, we would like to develop a **Health and Wellbeing Centre** to support our colleagues.

Pledge 6: We are true to our values and create a great place to work

In order to become a truly great place to work, we need to ensure we have a workforce who are engaged and involved in the ongoing development of our services. We will continue to use our **Team Talk** format to encourage teams to showcase the brilliant work that is going on across the Trust, and to enable discussions on key priorities and areas of focus. We will also continue with the OD Roadshows.

In order to assess how our colleagues are feeling, we will carry out monthly **Pulse Checks**. The Pulse Check approach will measure engagement at a local level in a very actionable way. We will measure colleague engagement at a specialty level, allowing teams to create and deliver meaningful and measurable actions as a result. This will also provide a way for monitoring how well we are doing.

We also want to become a great place to work by changing the types of working patterns that we offer, to provide an improved work/life balance. We are developing a **flexible working and flexible rostering** programme of work for all staff groups within the Trust, allowing us to deliver a 24/7 environment which works for everyone, whatever their other responsibilities. The result will be a dramatic increase in our ability to attract, nurture, develop and keep our hard working, talented staff.

As part of our revised recruitment approach, values and behaviours will be central to the assessment process, ensuring that we recruit colleagues who not only share the same values, but who will also lead by example.

For our colleagues, our commitment to Brilliant People will mean that colleagues are supported to be the best they can be, are listened to, and have a clear set of values and behaviours which are expected of everyone.

What does success look like?

- ✓ Our colleagues recommend us as a place to work
- ✓ Our colleagues feel engaged and involved

- ✓ We minimise reliance upon bank and agency staffing
- ✓ We improve our wellness at work
- ✓ We have fewer workforce gaps

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Brilliant People in action:

To provide Brilliant Care, we need to create an environment where we have Brilliant People. An example of how we want to do this comes from our Maternity service, which has shown how a focus on caring for our colleagues can also result in an improvement to patient care.

Over the past year, our Maternity service has worked hard to transform the care we provide. Through a focus on leadership and staff engagement, colleagues have been encouraged to identify improvements not just in our care, but also in how we support the health and wellbeing of our staff.

Central to this had been a focus upon empowering colleagues to share their concerns, improve care and build effective communication. This has been supported by strong leadership and reinforcing the values and behaviours that are expected from everyone at RCHT.

Through initiatives such as the Royal College of Midwifery Caring For You Project and the Joy In Work campaign, Maternity have improved the health and wellbeing of staff, much of this through small initiatives such as providing work-free areas and celebrating successes. Maternity have also been an early adopter of the ImproveWell app, which is an online tool which makes it easy for staff to share their improvement ideas, track their implementation and measure success.

Through this focus on empowering and supporting staff, Maternity has seen a reduction in staff sickness and a reduction in vacancies. These benefits are also being seen in patient care – in March 2019, 100% of our Friends and Family Test respondents said they would recommend our Maternity care.

Whilst this is an ongoing journey, we have already seen the benefits of how supporting Brilliant People can lead to Brilliant Care and this is something we want to replicate across the Trust.



3. Brilliant Improvement

Brilliant Improvement is:

Instilling a culture of quality improvement where everyone feels empowered to make changes for the benefit of our patients

Brilliant Improvement Pledges
<ol style="list-style-type: none"> 1. We ensure that everyone has the capability and capacity to pursue quality improvements for our patients; 2. We use innovation and digital technology to improve the quality, experience and cost of our care; 3. We are growing the Trust's national reputation for excellence in research and development; 4. We make good use of the resources that are available to us; 5. We celebrate achievement and will create a culture that enables continuous improvement.

To support the delivery of Brilliant Improvement, we will be developing a **Brilliant Improvement Strategy**, which will describe our approach to improvement and how this will support us to deliver Brilliant Care, and ultimately become one of the safest hospitals in the country. In the first year of our strategy, we will learn from those organisations which are considered the best for quality improvement. In the longer-term, our ambition is to become an organisation where others come to us to learn about our approach and our Journey to Brilliant Improvement.

Pledge 1: We ensure that everyone has the capability and capacity to pursue quality improvements for our patients

We want to embed a **culture of quality improvement** (QI) across the whole of RCHT. Our focus upon QI will ultimately be how we achieve our vision of providing Brilliant Care, moving us above and beyond the legal minimum standards that are required from us, ensuring we deliver consistently safe care.

We have established a **QI Hub** to embed and nurture a culture of QI across the Trust. The purpose of the QI Hub is to enable teams to place quality at the centre of everything we do and achieve our strategic objective of 'Brilliant Improvement'. The QI Hub is the central point of contact for all improvement ideas and ensures that everyone can access support and advice in implementing improvements, no matter how big or small they are. Through the QI Hub, we have also aligned a QI lead to each Care Group, ensuring there is QI capability and support for each Care Group. We also plan to appoint an **Associate Medical Director for Quality Improvement**, to strengthen our clinical leadership around QI.

A key function of the QI Hub is to **build QI capability** within our workforce. We want to ensure that everyone feels able to identify and implement improvements, so that improvement becomes a part of everyone's role. We are working in partnership with the Academic Health Science Network (AHSN) that has to date delivered training for more than

80 **Quality Improvement Ambassadors** at RCHT. We have adopted the Institute for Healthcare Improvement (IHI) Model for Improvement and will be embedding this model to ensure we have one recognised and understood methodology for quality improvement across the Trust. The QI Hub will now work with the AHSN to develop an in-house Quality Improvement training programme to further build capability across all staff groups in 2019/20. Over the next two years, we want to ensure that every team has a QI Ambassador to champion and support QI in their area, and that we have a workforce model that enables all colleagues to deliver quality improvements in their areas.

Pledge 2: We use innovation and digital technology to improve the quality, experience and cost of our care

We want to ensure that we are ready to embrace the digital transformation which is required across the NHS. Our **Digital Strategy** (see page 33) describes how we will use technology to make our clinical and administrative processes simpler, reducing duplication and most importantly, improving safety. We want to be future focussed, ensuring our digital infrastructure continues to refresh to remain modern and innovative.

To support this, we have recently appointed a **Chief Clinical Information Officer**, who will support us in ensuring we have the clinical engagement that is required to drive digital improvement across the Trust.

We also want to continue to encourage and support innovation at RCHT. We will maintain our monthly '**Innovation Breakfast Club**', where colleagues are invited to share ideas, and we will use the QI Hub approach to improve the support available to those with innovative ideas to help develop them so they are ready for the market. In the future, we want to expand this to involve patients within quality improvement and innovation to support the identification of new ideas.

Pledge 3: We are growing the Trust's national reputation for excellence in research and development

We already have much to be proud of in regards to research at RCHT and we want to build on this to further develop a national reputation for research excellence. We know that Trusts which are research active have better patient outcomes and we know the importance research can play in attracting and retaining a high calibre workforce. Our **Research, Development and Innovation Strategy** (see page 33) will set out how we will further embed research into our daily activities, ensuring research and development becomes 'business as usual' for our clinical teams. Key to this is our ambition to grow the amount of research we undertake and to reduce the amount of time it takes to translate research outcomes into clinical practice.

Pledge 4: We make good use of the resources that are available to us

We know that we have a number of challenges facing us that require improvement and transformation to succeed. In addition to improving quality, another key challenge for RCHT is ensuring we are financially sustainable, as we know in the past we have not always

delivered financial improvement in a sustainable way. This is why we are now taking a **quality improvement approach to our financial challenge**, identifying the large-scale transformational changes which will deliver long-term sustainable improvement in our financial position.

We are also keen that we support our colleagues in delivering improvement, which is why alongside the quality improvement training, we will also develop colleagues financial and commercial knowledge through tailored financial management training. This approach will ensure we have the skills to understand and respond to our financial challenge across the organisation.

We will continue to actively engage in the opportunities to improve care and efficiency through the national **GIRFT** (Getting It Right First Time) and **NHS RightCare** schemes, in addition to utilising Model Hospital. We also want to learn from the best national and international healthcare providers, using this learning to support quality improvements.

Pledge 5: We celebrate achievement and will create a culture that enables continuous improvement

There are examples of brilliance throughout the Trust and we want to be better at making sure all of our colleagues are aware of this brilliance, and that individuals and teams receive the recognition they deserve. We also want to ensure that we promote our achievements nationally, sharing the brilliant things that we're doing so they can be replicated across the NHS.

We will develop a **QI Ambassador network**, to provide a forum where we can share examples of success and learn from what each other is doing. In the longer-term, we would like to expand into regional and national networks, to expand our learning and share our successes even further.

Finally, we want to ensure that our local population are engaged in our journey to delivering Brilliant Care. In addition to expanding and improving how we **involve patients** in the development of our services, we also want to start regularly inviting our local population to visit our hospitals and see what we do. In 2019/20, we will hold a number of **'Open Days'** where people can visit our hospitals, find out about what is going on and importantly, get involved in supporting us to deliver Brilliant Care.

What does success look like?

- ✓ We have Quality Improvement Ambassadors in every team
- ✓ All colleagues are trained in Quality Improvement
- ✓ Our efficiency plans are based upon quality improvement schemes
- ✓ Our colleagues feel they are able to deliver change
- ✓ We are recognised as an exemplar site for Quality Improvement
- ✓ Our patients are involved in Quality Improvement

Brilliant Improvement in action:

We know that in order to deliver our vision of Brilliant Care, we need to improve all aspects of the services we provide. It is through this approach to Brilliant Improvement that we will truly deliver Brilliant Care.

One example of Brilliant Improvement is the transformation of Trauma and Orthopaedic Services. In winter 2017/18, a significant number of planned Orthopaedic patients were cancelled, due to emergency care pressures on the Treliske site. The ongoing emergency pressures on this site resulted in increasing waiting times for planned Orthopaedic care, with over 100 patients waiting more than 52 weeks for their care.

We knew that in order to deliver sustainable improvements in planned Orthopaedic care, we needed to change how the service was delivered. In line with the national Get It Right First Time (GIRFT) standards recommended by Professor Briggs (national clinical lead for GIRFT Orthopaedic Surgery), it was identified that moving our planned orthopaedic activity to our St Michael's Hospital site, creating a protected bed-base for planned care away from the emergency pathway, was the only way we could make significant improvements.

£1.9m of funding was approved to support this improvement, which delivered changes to enable us to move our planned orthopaedic activity to St Michael's Hospital in December 2018. Since moving planned orthopaedic care to St Michael's Hospital, we have reduced delays, with zero patients now waiting more than 52 weeks for their care, and a significant reduction in the number of cancelled operations.

The project had excellent clinical engagement and as well as improving the care for our orthopaedic patients, also supported the implementation of national best practice GIRFT guidelines, with Professor Briggs being highly supportive of our approach.

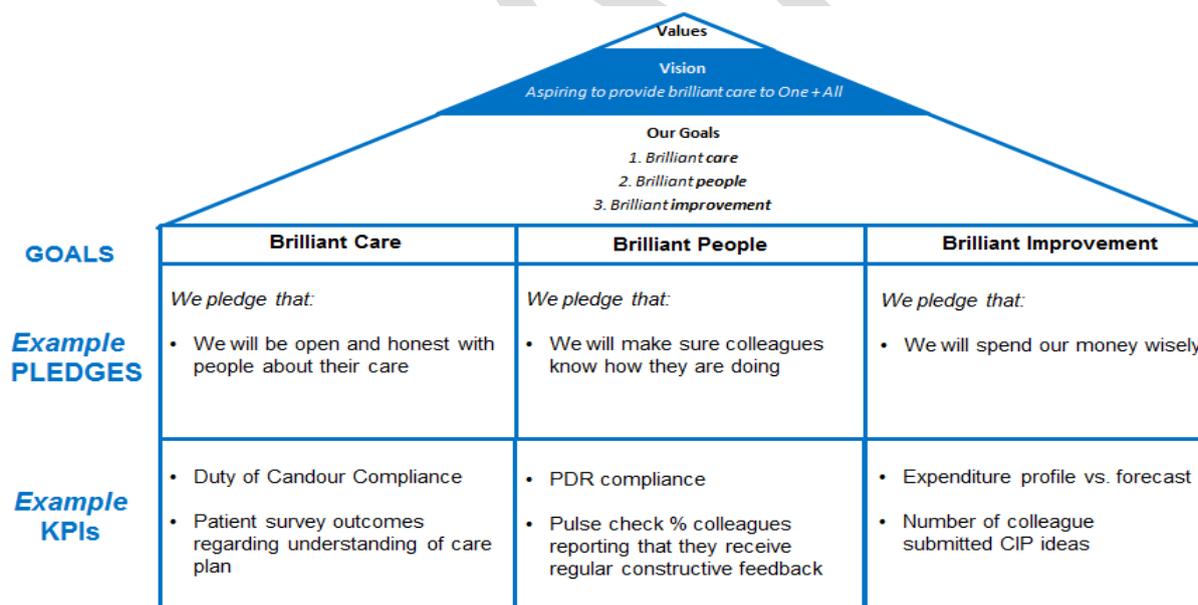
How we will monitor improvement

We recognise that there are challenges ahead and that we have further to go on our Journey to Brilliant. To deliver Brilliant Care, we need to have clear plans in place and we need to be able to track and measure improvement. We will do this through our Accountability Framework.

Our Accountability Framework describes the mechanisms, processes and lines of accountability which provide assurance that we remain on track to achieve our strategy. We will measure the progression of our strategy through Performance Measures.

The objectives of the Accountability Framework are to:

- Provide assurance as to the delivery of our Strategy;
- To ensure that performance is seen ‘in the round’ and owned at an individual, team and functional level by all;
- To ensure clear, simple and effective performance/operational management (driven by our strategic goals) from ‘board to ward’;
- To create clear and well understood accountabilities;
- To remove duplication and ‘pop up’ interventions and meetings;
- To enable appropriate oversight and assurance to govern how we are working.



The accountability framework will monitor the performance of our pledges, so we can track how we are doing against our strategy.

In addition to the accountability framework, we will monitor the delivery of our strategy in two ways:

Firstly, through the quarterly monitoring of our annual plan. Our annual plan is essentially the first year of our Strategy and sets out the actions we intend to take in 2019/20 to deliver

Brilliant Care. An update on our progress against the Annual Plan will be provided to Board on a quarterly basis.

Secondly, on a six-monthly basis, an update will be provided to Board on our strategy implementation, providing an overview of where we are on our Journey to Brilliant.

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Alignment to Quality Improvement Plan

Over the past 18 months, RCHT has had a programme of improvement focussed around the following key themes:

- Safety Culture
- Communication and Engagement
- Culture and Leadership
- Strong Governance
- Tackling Delay

Through our focus on these areas, we have already delivered improvements in the care that we provide. For example, in the last 12 months, we have:

- Implemented changes to our emergency care which has meant more people have received care within four hours.
- Moved elective orthopaedic activity from the Royal Cornwall Hospital Treliske site to St Michael's Hospital, which has reduced the impact of the emergency pathway upon planned care.
- Significantly reduced the number of patients waiting more than 52 weeks for their care, from over 200 to less than five, with the aim to achieve zero in early 2019/20.

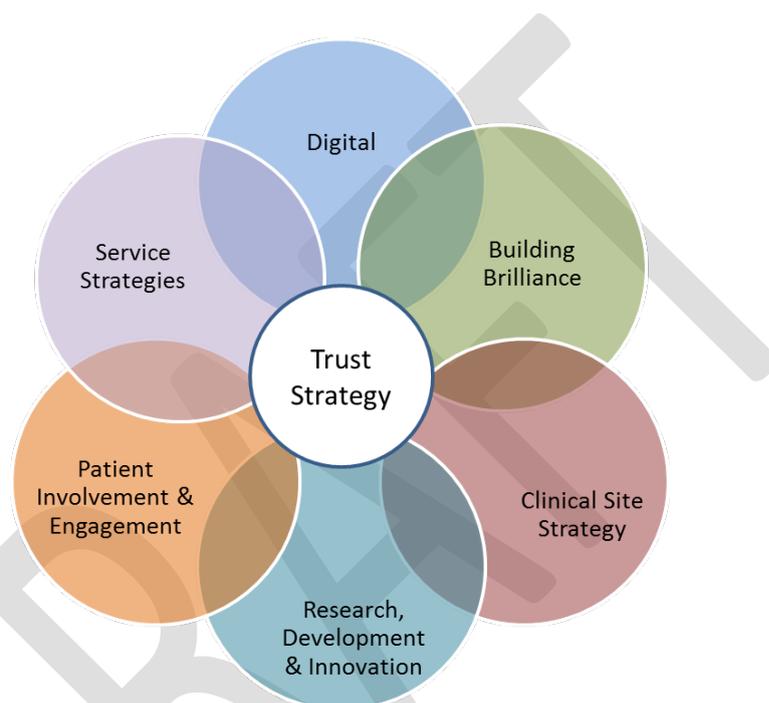
To support our Journey to Brilliant, we will maintain our focus on these areas, which will be monitored through our strategic goals and pledges:

Goal	Pledge
Brilliant Care	<ul style="list-style-type: none"> • We provide care that is safe and avoids harm (Safety Culture) • We provide care that works well and is consistent (Strong Governance) • We minimise delay (Tackling Delay)
Brilliant People	<ul style="list-style-type: none"> • We provide great leadership (Communication and Engagement) • We make it safe for people to speak up (Culture and Leadership)

Supporting the delivery of our Strategy

Underpinning the delivery of our strategy will be a number of supporting and enabling strategies. We will develop separate strategies for achieving each of our strategic goals of Brilliant Care, Brilliant People and Brilliant Improvement, which will be completed in early 2019/20. These three strategies will set out the detailed delivery plans for ensuring the strategic goal and pledges are delivered.

We will also have a number of enabling strategies which will support us to deliver our vision, as shown in the figure below.



Building Brilliance Estate Strategy

The Trust has a gross internal floor area of 104,000m² of accommodation split across our three sites. Whilst some of the accommodation has been built recently and provides modern clinical environments, much was constructed in the 1960s and now requires significant upgrade to modern standards. In addition to this, we have high levels of backlog maintenance across all our sites and several buildings that need to be replaced.

We have carried out a detailed survey of our buildings, which has informed a prioritised improvement plan. However we now need to take into account the clinical services and clinical site strategies, to ensure our clinical services are located in the right place, in modern fit for purpose facilities, which support us to deliver Brilliant Care.

The initial investment stages of the Building Brilliance Estate strategy have already been established, with the approval of two capital funding bids for:

- Lowen Ward and MRI – relocation of MRI and Cancer Services to a new facility that will be adjacent to the bulk of the imaging services. This project is planned for

completion in 2021/22;

- Building works to support the St Michael's Hospital orthopaedic centre of excellence and separate building works at West Cornwall Hospital to re-provide the outpatients department.

The next stage of the investment strategy will focus on delivering:

- A new women's and children's hospital at the Royal Cornwall Hospital Treliske campus;
- A review of the Tower Block accommodation and proposals to re-clad and re-service it to enable the appropriate clinical services to be delivered there;
- The construction of a multi storey car park to ensure safe, level access to the hospital and to release outlying Trust land, currently used as car parking, for income generating assets;
- The creation of more office accommodation based on the principles of modern working, which will release more space within the clinical areas to be used for clinical procedures.

Utilising the outputs of the Clinical Site Strategy, we will develop a Building Brilliance Estate Strategy which sets out how our estate and infrastructure will support the delivery of Brilliant Care. Whilst we need to ensure that our Building Brilliance Strategy is clinically led, there are already a number of principles within our existing estate strategy which we anticipate will remain, including the split of urgent and emergency and planned services, in addition to the works described above.

Clinical Site Strategy

To deliver Brilliant Care, we need to ensure our services are delivered in the most appropriate location and that we make the best use of our buildings and land. Our Clinical Site strategy will set out how we build upon our existing split of urgent and emergency and planned care to ensure that how we have located our services supports the delivery of both our emergency and planned care activity.

We have already started to define the high-level principles of our clinical site strategy as follows:

- **Royal Cornwall Hospital (Treliske) in Truro.** This is primarily our urgent and emergency care site, for services which need to be co-located with the Emergency Department or Intensive Care.
- **West Cornwall Hospital in Penzance.** This Hospital provides an acute diagnostic and surgical treatment centre, together with a newly developed 24 hour Urgent Treatment Centre.
- **St Michael's Hospital in Hayle.** This site will become a centre for orthopaedic excellence. The site also includes Marie Therese House which provides a specialist neurology centre.

Our strategy for each of these sites will be finalised in early 2019/20 and will combine to create our Clinical Site Strategy.

Research, Development and Innovation

AT RCHT, we already have much to be proud of in relation to Research, Development and Innovation (RD&I). We are a research active Trust, with a growing reputation for research excellence, and many of our specialties, such as Oncology, Diabetes and Stroke, are national leaders in the research they undertake. Our ambition to harness new innovative models is demonstrated through the establishment of the Health and Wellbeing Centre, the European Centre for Environmental and Human Health (ECEHH) and the Innovation Centre all on the Treリス campus.

We know that there is a strong link between research active services and quality of care. The RD&I strategy will set out how we will further develop and grow our RD&I activities, aligning these to the delivery of Brilliant Care at our hospitals. Key to this is our ambition to grow the amount of research we undertake and reduce the amount of time it takes to translate research outcomes into clinical practice.

Core elements of our strategy will include:

RD&I as 'business as usual'

We want RD&I to be seen as 'business as usual', so that key opportunities are considered and acted upon by all roles and services. This will help to embed research within all services, including those who have not historically been research active, ensuring we grow our RD&I offering and improve the quality of care provided at our hospitals

Further develop our profile and reputation for research

We will build on our growing reputation for research excellence and further develop our profile for RD&I. Through developing a reputation for excellence in research, we will be able to attract people who have an interest in research to join RCHT, supporting the delivery of the Brilliant Care strategic goal.

Support development of digital innovations

We know that how healthcare is delivered will change and we want to be at the forefront of digital innovations. Supporting digital innovation allows us to transform how our patients interact not just with our services, but also in our research. For example, in April, we will be the first Trust to launch an app which allows participants on research trials to keep updated on the research and outcomes.

Digital Strategy

In order to deliver Brilliant Care, we need to ensure we have the digital infrastructure that supports this. Our digital infrastructure can improve not just how we record and share information, but also the safety and efficiency of our hospital. Our infrastructure should be

modern and forward looking, allowing us to be at the forefront of technological developments.

We want to have digital systems which:

- Enhance patient safety, education and experience;
- Support us to manage our capacity and flow;
- Improve and simplify our clinical and administrative processes;
- Provide an integrated view of patient information across the hospital and local healthcare system.

To do this, we also need to support our colleagues and patients in developing the digital skills required to make best use of new technology.

We have developed a Digital Strategy which describes how we will develop our digital infrastructure to deliver the above, focusing on clinical and administrative system capability.

We have already started on our journey to delivering improved Digital infrastructure, including a planned programme for rolling-out further Nervecentre modules, with a focus on improving safety and how we manage our beds and patient flow.

We are also engaging in system-wide work to support the digital elements of Outpatient Transformation and system-wide musculoskeletal care.

Service Strategies

Throughout 2019/20, we will be supporting our clinical services to develop individual strategies, setting out their journey to providing Brilliant Care. The aim of these will be to ensure each service has an understanding of how it supports the vision of providing Brilliant Care, and the key actions for that service to continue to improve care.

We are starting this work with:

- Paediatrics
- Breast Surgery
- Vascular Surgery

We will then support all of our services to develop long-term plans, which take into account clinical, workforce and financial improvement.

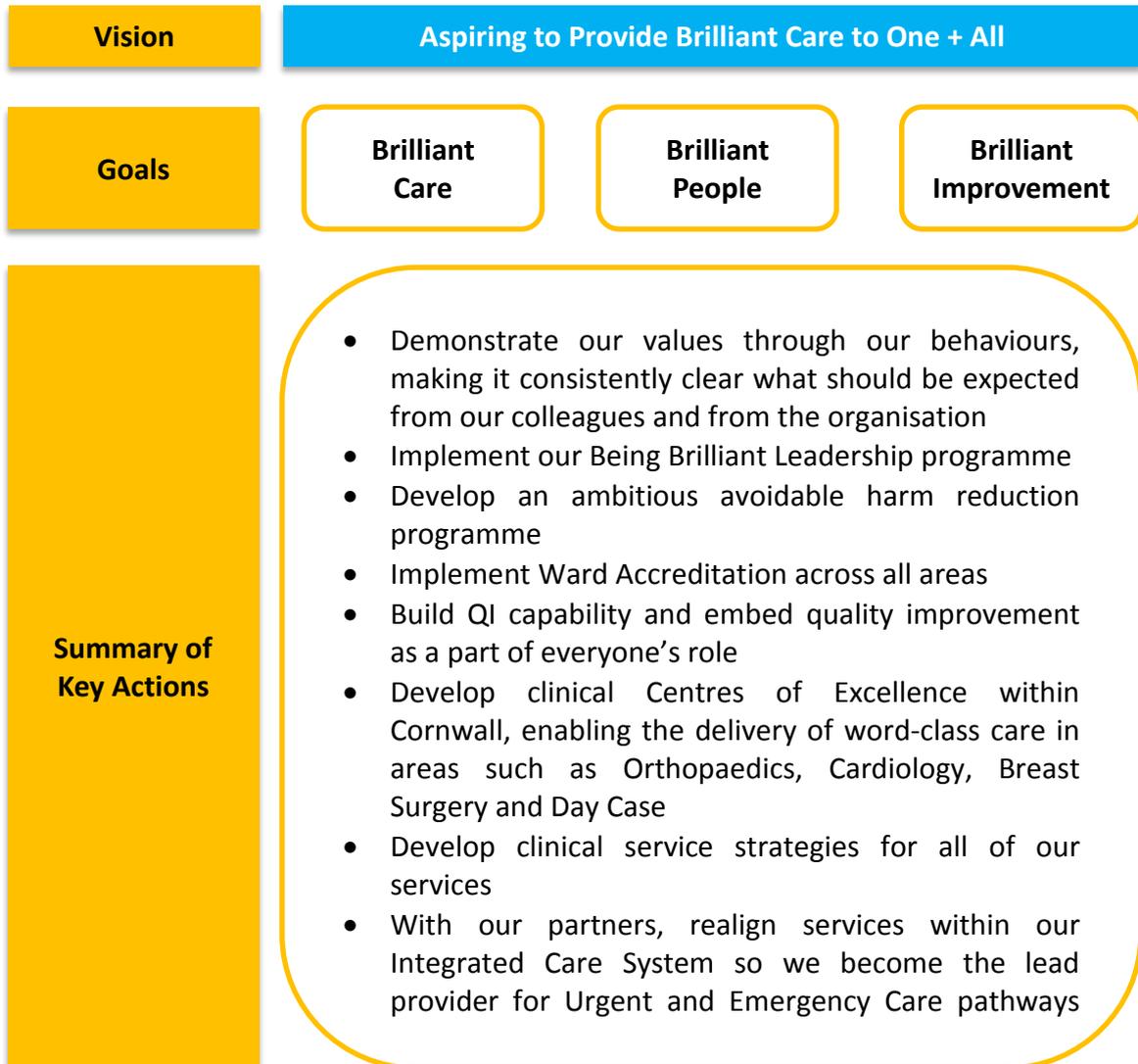
Patient Involvement and Engagement

Building on our existing Patient Experience strategy, we want to ensure that patient involvement and engagement is central to our Journey to Brilliant. We know that patients are key in ensuring we truly deliver Brilliant Care and to support this, we need to embed patient involvement and engagement in all we do. In 2019/20, we will develop our plan which sets out how we will do this, building on some of the excellent examples which are already taking place across many of our clinical teams.

Summary of Key Actions for Delivering our Vision

Our strategy has described a number of actions and milestones which will deliver our vision of providing Brilliant Care. We will develop an implementation plan for our strategy which will monitor the delivery of these and how they impact upon our key success criteria.

The below provides a summary of our key actions on our Journey to Brilliant and how we will deliver our three goals of Brilliant Care, Brilliant People and Brilliant Improvement.



Continuing our Journey to Brilliant

Our Journey to Brilliant as described above is currently focussed upon the short-to-medium term actions that we will deliver to provide Brilliant Care. Our strategy will be reviewed and refreshed annually, to ensure it continues to support us to deliver Brilliant Care and continues to align to the national and local strategic context.

Appendix A – RCHT Strategy Launch Plan

Aim

The overarching aims of this plan are to ensure:

1. All of our colleagues are aware of the key elements of the strategy
2. Teams and departments know what the strategy means to them, and how they are supporting delivery of the strategy
3. Our key external stakeholders have an understanding of the strategy and how it relates to their role and organisation
4. We raise awareness of our vision and key elements of our strategy with our patients, local population and local system partners

Strategy Documents

Our full strategy document describes in detail the strategic context for RCHT, our vision, strategic goals and pledges, and how we are going to deliver these. It also provides details on the enabling strategies which will support delivery of our vision. The full strategy document will be used as the 'master' document. The full document will be published on our public and internal websites. It will also be shared with stakeholders who we would want to be familiar with the detailed aspects of our strategy e.g. Care Group triumvirates and senior system leaders.

A summary strategy will be produced (5-10 pages), which will highlight our vision, strategic goals, pledges, and key actions. The summary strategy will not include the full strategic context, or details on the enabling strategies, but instead provide the 'highlights' of our strategy. The summary strategy will be used as the main document from a communications perspective to ensure as many people as possible have an understanding of the key points from our strategy.

A 1 page summary will also be produced, showing our vision, strategic goals and pledges. This will be intended as an 'introduction' to our strategy, to familiarise people with our vision, goals and pledges. This will also be printed for use in staff areas.

Alongside this, we will create a poster which encourages teams, departments and individuals to describe the key things they are focussing on to support us to deliver Brilliant Care, Brilliant People, Brilliant Improvement. This will form a key part of the engagement discussion about the new strategy with teams across RCHT. Teams will be encouraged to share their posters on social media.

Communication and Engagement of our new strategy

Following approval at Board, our full strategy will be uploaded to the public and internal website. Our website front pages will be updated to include our new vision.

The full version of our strategy will be shared with relevant stakeholders, including RCHT senior leadership team and Care Group Triumvirates and system leaders. The Strategy team will attend Care Group Board meetings in May to discuss the new strategy, what it means for the Care Groups, and how we can support embedding and delivering the strategy

within their teams.

Key communication and engagement activities as follows:

Internal:

Throughout May:

1. Team Talk – Highlight vision, goals, pledges, and some of the key things the trust is committing to doing.
2. 'All staff' email to be sent about new strategy, including key messages, link to summary document and poster. This will be followed up by inclusion within the weekly communications email.
3. Links to summary strategy and poster posted on RCHT social media accounts.
4. Attend key staff group meetings to update on the strategy e.g. sister's meeting.
5. Ask each Care Group to identify key meetings that strategy team can attend to discuss the new strategy.
6. Meet with teams and departments to discuss the new strategy, using the poster to encourage discussion about what this means to them.
7. Develop banners to make the strategy visible at main entrances across our sites. These will focus on describing vision and goals.

Throughout June:

8. Engagement with RCHT teams and departments continues.
9. Building on the OD Roadshows, Brilliant Care engagement events to be held to inform the development of the Brilliant Care supporting strategy. This will focus on engaging with our teams on how we can deliver our Brilliant Care pledges. This will also be linked to public engagement around Brilliant Care.
10. Annual Plan to Board, which will provide overview of key actions for 2019/20. This will be used as a basis for further internal comms, providing an opportunity to build upon comms sent out in May.

External

Throughout May:

1. Full strategy to be shared with key system leaders.
2. Wider comms to system stakeholders to be sent once summary document available.
3. Share summary strategy document via social media.
4. Arrange to attend patient and public forums across the trust to discuss new strategy.
5. Attend locality meetings to update on new strategy.
6. Share summary strategy with key forums and request to attend to discuss (e.g. Healthwatch, Health and Scrutiny Committee, MPs monthly meeting).
7. Update to local media, highlighting key actions within strategy

Throughout June:

8. Continue to attend key system meetings to update on new strategy.
9. Brilliant Care engagement events with our local population, with a focus upon engaging people who are not already involved with trust forums.

Embedding of Strategy within RCHT Business

In addition to the communication and engagement of our strategy, it is important that we use our vision and goals throughout our governance and decision making, to allow us to ensure our activities support the delivery of our vision. We also need to ensure that our strategy is consistently used across the trust. This will be achieved through the following:

1. Board/Committee cover papers – section to be added where authors are asked to describe how their paper supports the Trust strategy.

Strategic Alignment	<i>State how the paper aligns to or supports the delivery of the Trust vision 'Aspiring to Provide Brilliant Care to One + All' and our strategic goals of Brilliant Care, Brilliant People, Brilliant Improvement.</i>
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2. Service developments and business cases – templates to be updated to reflect new strategy, with authors asked how their service development or business case is aligned to and supports the Trust strategy
3. Quality Improvements to be evaluated against Strategic Goals to support prioritisation of resource
4. Care Group Business Plans developed so they outline how they will deliver our strategic goals
5. Appraisals to include a section which asks individuals to describe how they will support the delivery of Brilliant Care, Brilliant People, Brilliant Improvement
6. Vision to be added as a footer on Trust templates
7. Ongoing trust comms to consistently use new vision and goals, for example, if there is an update about a new nervecentre module, this should come under a 'Brilliant Improvement' banner.
8. Overview of vision, goals and pledges to be included within staff induction, and within mandatory training.