



Royal Devon and Exeter NHS Foundation Trust  
Barrack Rd,  
Exeter  
EX2 5DW  
Engagement Office  
Direct Dial: 01392 403977  
Email: [rde-tr.foundationTrust@nhs.net](mailto:rde-tr.foundationTrust@nhs.net)  
[www.rdemembers.com](http://www.rdemembers.com)

**August 2019**

Dear Member

### **Chairman's annual Foundation Trust members' update & invite to Annual Member's Meeting**

I am writing to you to ensure that, as a Trust member, you are informed about some of the latest developments at the Trust. Previously I have outlined the challenges the NHS was facing in terms of growing demand for our services as our communities grow and age. In addition, as technology and treatments become ever more sophisticated, our ability to intervene to help people when they are unwell has also increased. The ongoing rise in demand comes at a time when the resources we require remain constrained. As expected, in 2018/19 demand continued to grow and to outpace our resources. Despite the efforts of our staff - and along with most other Trusts - we failed to meet the majority of our access targets. While we have plans in place to improve our attainment of both these targets in 2019/20, access targets will remain challenging.

Positively, the metrics for Safety and Quality remain very strong a true testament to the efforts of all our staff.

### **Shaping the future of health and care services; NHS Long Term Plan**

You may have seen that a 5-year financial package for the NHS was agreed last year. This provided for a real terms increase over this period averaging 3.4% per annum so that the income to the NHS in 5 years' time will be £20.5 billion per annum higher than it is today. It is true that independent think tanks have suggested that a minimum of 4% per annum increase is required just to maintain services at their current levels. It is, however, a settlement that other parts of the public sector are understandably envious of and it gives us funding certainty over the next 5 years so that we can develop a 10-year plan for the NHS in England.

Devon is developing a local version of the NHS Long Term Plan, called *Better for you, Better for Devon*. The plan, which will be clinically led and developed with the full engagement of stakeholders, will make sure we are fit for the future; providing better health outcomes for people and their families through every stage of life.

In Eastern Devon, some of the changes we are considering include providing more care closer to home, online booking systems, alternatives to face to face appointments and avoiding people having to travel to unnecessary appointments. Understanding what's important to people in this context will be hugely valuable to help inform service improvement so as part this we are running a public survey to get people's views on the use of digital technology.

As a Trust member I would like to invite you to complete the short online survey. The survey will run until the **6th September 2019** and can be accessed via our members' website [www.rdemembers.com](http://www.rdemembers.com)

For more information about Devon's Long-Term Plan visit [www.devonstp.org.uk](http://www.devonstp.org.uk)

## **Our Plans for the Future**

In last year's update I mentioned the importance of transforming our services and the part that technology has to play. I mentioned that we had procured a new system from US-based company Epic to support our own transformation programme - 'MY CARE'. Due for full operational launch in 2020, MY CARE is a hugely exciting clinical transformation programme that will change the way we deliver healthcare and services in the future moving away from inefficient paper-based processes and systems to make it easier for staff to provide even safer and more compassionate, personalised care. The MY CARE programme will be supported by a state-of-the-art Electronic Patient Record - a single encrypted interactive digital care record which can be updated in real time by a broad range of health and care professionals.

Another exciting focus for us this year has been our work in the community to prevent unnecessary hospital admissions and empower local communities to work together to improve health and well-being. Along with MY CARE, this is a central part of our strategy to create a more clinically and financially sustainable model of care for years to come, in line with the NHS' 10 Year Plan. Since 2017 we have been delivering services from 12 Eastern Devon community hospital sites in addition to our acute sites in Exeter. In addition we operate integrated and urgent-response health and social care teams comprising nurses, occupational therapists, physiotherapists and many other skilled workers. However, it's not just about delivering services effectively when and where these are needed. To achieve real, radical change, we also want to help create the right conditions for communities themselves to take the leading role in their own wellbeing. To this end, throughout 2018 the Trust continued its 'Community Conversations' programme to engage and work differently with local communities in order to move towards a place-based system of care – working in collaboration with providers, commissioners, GPs, third sector organisations and communities themselves. Our Strategy and the NHS 10 Year plan are available on our members' website [www.rdemembers.com](http://www.rdemembers.com)

## **Our financial position**

We finished the year with a surplus of £19.6 million. This was, however, achieved through one-off profits including on the lease and lease-back of two non-clinical properties. The underlying financial position remains very challenging as we have had to absorb higher than forecast demand under our fixed income contract and address the shortfall with non-recurrent gains. Our annual report for 2018/2019 and previous annual reports are available on our main Trust website [www.rdehospital.nhs.uk](http://www.rdehospital.nhs.uk)

## **Collaboration with Northern Devon Healthcare NHS Trust**

During the year we entered into a Collaborative Agreement with Northern Devon Healthcare Trust (NDHT) which involves the RD&E providing leadership and management support to NDHT. The collaboration has already enhanced clinical standards – in maternity, for example – and improved community relations. The relationship has not been one-way: we have also learned from some good practices at NDHT. Our focus now is to make sure we have a robust and future-proof way of working well together in place when the Collaborative Agreement is due to come to a formal end in 2020.

## **Our performance**

During the year, the Care Quality Commission (CQC) undertook a routine, planned inspection of some of our core services in the Acute and Community settings; the first time community services had been inspected under our management. Our rating overall remained 'Good' but every aspect of every single domain reviewed either improved or remained the same. This is an incredible recognition of the fabulous work of our staff during a time when pressure has been so high. Particular congratulations must go to our Renal Services who were recognised as 'Outstanding' in their first review. See the full report on our members' website [www.rdemembers.com](http://www.rdemembers.com)

## **Our people**

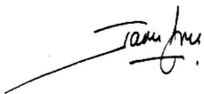
As outlined in last year's annual report, we are very much a 'people business'. We have truly inspirational people working for us, driven by vocation and a desire to serve our communities to the best of their ability. But, as a country, we have been training too few clinicians and have become dependent on overseas and agency staff to fill the gap. The Board is very grateful for the significant contribution that our overseas staff continue to make but it is critical that the UK trains the clinicians it needs. In March 2018, Health Education England (HEE) published a draft workforce strategy - 'Facing the Facts, Shaping the Future'. I welcome HEE's endeavours to plan for the scale of the challenge we face. The pace of delivery, however, does not reflect the urgency that our situation deserves and we should not wait. In the South-West Peninsula we have two strong universities and, as a system, we need to work much more closely with them to deliver high quality education and fulfilling jobs for our communities. This should be one of the key priorities for our Sustainability and Transformation Partnership (STP), in my view.

Our staff survey continued to show a very high level of engagement with continued positive results. Your Board remains focused on any areas of concern. Similarly, our patient surveys provide further reassurance. For example, the national cancer survey results rated the Trust highly, making it the top scoring complex cancer centre in the country.

Finally, I would like to thank our staff, our volunteers, my Governor and Board colleagues and colleagues across the health and care system for their massive endeavours over the last 12 months. I would also like take this opportunity to thank you for your continued support for the RD&E through your membership.

I look forward to seeing you at our Annual Members' Meeting and Medicine for Members' event on Wednesday, 25<sup>th</sup> September. For further information visit our [www.rdemembers.com](http://www.rdemembers.com).

Yours sincerely,



**James Brent**  
**Trust Chairman**