



Our year, your trust

Annual report summary
2021/22

Welcome

We're proud to welcome you to our annual review summary for 2021/22.

When we reflect on the challenges and achievements of the past twelve months we feel an overwhelming sense of gratitude for our compassionate and skilled staff, our amazing volunteers and fundraisers, our wonderful members and governors, our partners (locally and regionally) and for the kindness and support we receive from the people who use our services, their carers and our local communities. We are truly grateful and we thank you all.



Liz Davenport, Chief Executive Officer



Sir Richard Ibbotson, Chair

Many of the challenges we have faced, and will continue to face, are not unique to us, or to the NHS.

It will take each and every one of us to achieve our vision of better health and care for all but we believe that we can do this, together.

In our review we'll be sharing with you some of the work to tackle our waiting lists, to look after the health and wellbeing of all our people and to provide the care that is needed, when and where it is needed. While looking back over our year, we'll also be sharing with you some of our plans and ambitions for the future.

Thank you once again for all your support this year. We will continue to work with you, and for you, as we build the bridge to our brighter future together.

If you'd like to take a look at our full annual report visit www.torbayandsouthdevon.nhs.uk

Sir Richard Ibbotson KBE CB DSC, Chair
Liz Davenport, Chief Executive Officer

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About us



We are here to support the people of Torbay and South Devon to live well. We provide health and social care services to our people in their own homes or in their local community. We also run Torbay Hospital (providing acute hospital services) as well as five community hospitals.

Staff treated patients with compassion and kindness, respected their privacy and dignity. Patients told us they felt safe, were well looked after and were receiving a first class service.

Care Quality Commission
inspection report 2020

Our vision and purpose

Our vision is better health and care for all. Our purpose is to support the people of Torbay and South Devon to live well.

We are proud pioneers in integrating health and social care nationally.

We passionately believe that the best way to care for people is by focusing on what matters to them, putting them at the centre of everything we do and integrating services around them.

We believe that care as close to home as possible benefits everyone.

Never has our vision been more important. The impact of COVID-19 has not only increased the pressure across all aspects of health and social care, but those who live in our most deprived coastal communities have seen an increasing gap in health inequalities

Our values

At our core, we are deeply connected to, and rooted in, the values of the NHS. We work together for patients and our communities.

We have adopted the NHS constitution values which apply across the NHS in England. Patients, public and staff developed these together. Our shared NHS values provide common ground for co-operation to achieve shared aspirations, at all levels of the NHS.

We make sure that everyone counts and that every voice is heard. What matters to our people matters.

We are strongly committed to improving the quality of everything we do and working with compassion, dignity and respect at all times.

Our values make us great people to work with, and by working together we can support better health and care for all.

At a glance

6,500

amazing
people



160,000

diagnostic
tests



625

volunteers



500,000

face to face
appointments in
people's homes



2,092

babies born



500



people supported
with complex
healthcare needs

£500m

our operating
budget



2,300

adults supported
with long stay care
packages



34,376

planned
hospital
admissions



110,000

first outpatient
appointments



260,000

follow-up
outpatient
appointments



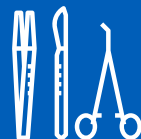
60,000

medicines
dispensed in
outpatients



31,839

day surgery
cases



65,900

attendances at
our Emergency
Dept



32,400

attendances at
our Urgent
Treatment Centre



75,000

medicines dispensed
on discharge from
hospital



What matters to you matters

Providing more personalised and preventative care is not only about supporting people to access treatment and support as early as possible but also focusing on what matters to people not just in terms of their treatment but in terms of their lives, their interests and their whole self.



HOPE programme builds confidence

We extended our HOPE programme, which helps local people struggling with long-term health conditions to build confidence and learn how to manage their condition(s) better.

This year we introduced courses for people who have become new parents and for people living with long COVID.

App extends access to 24/7 expert care

Our CONNECTPlus app, developed in partnership with local company HCI, has expanded and is now helping people manage many more, and even multiple, health conditions from their own phone or device, 24/7, wherever they are. Conditions supported include osteoarthritis, multiple sclerosis, diabetes, gastroenterology and orthopaedics.

The app helps people to learn more about their health conditions and supports them to manage appointments and medication, to monitor and track their symptoms, advising when and how to contact their health and care team.

Peer coaching programme


We expanded our Health Connect coaching programme which uses a person-centred approach to combine peer support with the value of shared lived experience with someone who 'just gets it'.

Volunteers (our staff, patients, members of our local communities, and more) are recruited, trained, supported and carefully matched with peers to use health and wellbeing coaching skills over a six months structured programme.

Leading the way

Our cancer services launched a 5k your way to encourage people living with and beyond cancer, and their families and friends, to get active outdoors in a supportive environment.

While colleagues in head and neck cancer services welcomed a new patient-led support group in partnership with The Swallows Head and Neck Cancer Support, the first of its kind in the south west.



I'm extremely grateful to all involved and my experiences in liaising with the NHS, to ensure we receive the best outcome for me and my son, has been to a high standard, and for that I am truly thankful. A hospital passport and input from the Children's Learning Disability service is an absolute must for children like my son. And I truly didn't realise how invaluable social stories and visual aid preparation was until we had to visit the hospital for treatment – sometimes planned and sometimes unexpected

**Children's Learning Disability
Service**

Building a sense of belonging

One of our six priorities is reducing inequity and building a health community with local partners. Creating a fairer and more inclusive NHS is key to building a sense of belonging for everyone.

This year, we proudly signed a memorandum of understanding to be an active partner in community wealth building.

A better hospital experience for children

Our paediatric team worked together to improve the hospital experience of children and young people who have neurodiversity or experience emotional distress.

Supporting recovery from substance use

Together with partner organisations including the Jatis Project, Steps Forward and social prescribers working in primary care, our Torbay drug and alcohol service established a community group of people in recovery from substance use (TARGET).

TARGET has gone from strength to strength. It offers a broad range of physical, creative and volunteer activities, which connect people together and benefit local communities while providing peer support.

They sourced funding to improve the availability of equipment and aids including weighted blankets, a 'magic carpet' interactive floor projector and other audio visual, tactile and sensory equipment.

Led by Dr James Dearden (Consultant Paediatrician and Paediatric Mental Health Lead) and Emma Perryman (Paediatric Sister), they also established a network in every hospital in Devon and Cornwall (plus Taunton) to share good practice, explore ideas for improvements and provide peer support and training.


Celebrating Black History month

We celebrated Black History Month with lots of wonderful events and activities as well as challenging conversations, as we explored what 'proud to be' meant to our colleagues.

We ended the month with an online event with Alexandra Ankrah (Health Education England), Dr Habib Naqvi (Director of the NHS Race and Health Observatory), Michael Caines MBE (celebrity chef and local resident), and Tanya White (Physician Associate at Torbay Hospital).

During the event, hosted by Sir Richard Ibbotson and Liz Davenport, our guests shared their stories and reflections on the theme of 'proud to be', followed by a question and answer session.





I would just like to say a big thank you to all of you for the excellent care and treatment that you have given to my mother over the last nine months. Not just by treating her in clinic, but going the extra mile in making the hospital referrals just to make sure you hadn't missed anything or other underlying problems. And so it's thanks to all of you that with patience (which my mum has none of) her foot has now healed. I really can't thank you enough.

Podiatry Services

Improving quality

Quality and safety of care sits at the heart of our work. Advancing new models of care and service delivery while focusing on quality improvement better enables us to deliver better health and care for us.

Using latest technology to improve healthcare

We are proud to be a national pilot centre for trialling the ground-breaking Microsoft HoloLens 2 and Dynamics 365 Remote Assist. The first pilot project is taking place at our Breast Care Unit supporting nurse-led dressing clinics. Clinical specialist nurses are able to send a high-resolution video feed to consultants, in real time, to get immediate feedback and advice on a patient's needs.

Torbay Charts was identified as best practice by the national Get It Right First Time team. It is a novel interactive digitally-enabled patient decision aid developed by one of our surgeons that can be used in all stages of the patient journey in various musculoskeletal pathways to enable shared decision making between patients and clinicians.

Nursing excellence

We are one of only 14 trusts in England to be selected to take part in the internationally recognised Pathway to Excellence® accreditation programme.


The global programme is a 'nursing excellence' framework, aiming to create a positive practice environment for nursing and midwifery staff that improves nurse satisfaction and retention.

We have more than 10 team-based councils and a similar number of theme-based councils to focus on shared decision-making and quality improvement. One example of how the councils are making a difference is that, wherever possible, maternity staff are now offering follow-up care closer to home for women who have recently given birth.

Taking part in cutting edge research

We became the first trust in the south west to open the PACE trial to treat prostate cancer patients. This involves the use of a new technique called SABR which uses advanced imaging technologies with sophisticated computer planning to safely deliver precisely targeted radiotherapy using fewer, higher doses of radiation. This means patients attend hospital for as few as five visits as opposed to many more over several weeks.





We were so grateful to the staff at the centre, only had to wait just over one hour, which in the present climate conditions was brilliant. The staff are fantastic and must be under so much strain due to the continuing influx of injured and sick people, I feel so sorry for them all and can't praise them enough... they're giving their all to us THANK YOU!

Newton Abbot Urgent Treatment Centre

Thriving people

We are passionate about building a healthy organisational culture where our people thrive. We want to attract people who share our passion and our ambitions across all our roles and give our people the opportunity to develop and grow.

Caring for our people

We affirmed our people promise and plan to support us to care for our staff and refreshed our staff awards to base them around our people promise. Our People Awards launched on Valentine's Day following the closure of our Staff Heroes Awards in December 2021.

Caring for our carers

We became one of only two NHS organisations to be recognised with an award for supporting staff members who care for someone outside of work.

Apprenticeships with a difference

We offer over 35 different apprenticeships from level 2 through to degree level. From nursing to podiatry, IT to engineering, customer service to leadership management there really is something for every one.

"I was so pleased when I found out I had successfully secured an Apprenticeship within the NHS and my experience to date has even exceeded my expectations."

Tierney Leaver, Business Admin Apprentice


We have gained the Carer Confident Employer, Level 2 'Accomplished' Award which demonstrates the high level of support available to the many staff members who, alongside their job, care for a family member or friend with long term physical or mental ill health, disability, or have problems related to old age.

Wellbeing buddies

We have over 120 wellbeing buddies in clinical and corporate teams across a number of our sites. Our wellbeing buddies offer a truly local first line of support and signposting to anyone who needs to reach out for that little bit of extra help that we all need from time to time.

Our people have told us, that in times of challenge they turn towards colleagues, their immediate team and family and friends for support. It is these trusted relationships that help us to feel safe to talk openly. We have built on this and are supporting and upskilling small groups of wellbeing buddies within each team to provide people with the confidence to offer empathy and a listening ear.



A photograph of two healthcare professionals in a clinical setting. They are both wearing blue scrubs and light blue surgical masks. The woman on the left is looking at a clipboard held by the woman on the right. They are standing in front of a counter with various medical supplies and boxes. In the background, there are shelves with more supplies and a sign that says "Blue Team".

I've had two visits to this department for some fairly complicated teeth extraction recently. All the team were really kind, professional and reassuring from start to finish. Anyone who has to visit this department will find a true example of the NHS at its best

Maxillofacial service, Torbay Hospital

Improving access through partnerships

Our commitment to working in partnership to deliver better health and care and improve services underpins everything we do. We know that we cannot solve the challenges facing our people and communities alone.



Creating extra capacity

Towards the end of the year the Nightingale Hospital Exeter opened as an important resource to provide additional capacity for the NHS in Devon. Around 160 of our patients each month are now benefitting from appointments at the Nightingale for MRI and CT scans and since March 2022 some of our patients have been offered orthopaedic operations there.

Our urology service has been working at weekends and travelling out of our local area to reduce waiting times for our patients – using operating space at Ottery St Mary and Tiverton to provide the care that people need. For two weeks in early 2022, a mobile urology unit was brought onto site at Torbay Hospital, performing more than 100 additional procedures including 51 prostate biopsies and 61 cystoscopies.

Taking part in research

A collaboration between our research team and researchers at University Hospitals Plymouth has delivered the highest UK recruitment into the national Valneva


(VLA2001) COVID-19 vaccine study, surpassing our target and giving 268 local residents the chance to be involved in this crucial study, which has found Valneva to be a safe and effective vaccine.

Participants had an overwhelmingly positive research experience and out of 148 participants who gave feedback in the NHS 'Friends and Family test' 147 classed their experience as 'very good', and 1 classed it as 'good'.

People commented on the professionalism and knowledge of the team and how enjoyable the research experience was.

Giving our people the best start

Together with Action for Children, The Children's Society and Torbay Council, our 0-19 service partnership provides a range of services to support the health, development and wellbeing of children, young people and families in the Torbay area.

A photograph of a newborn baby lying in a blue hospital bed, wrapped in a white blanket. A nurse in dark blue scrubs, a light blue surgical mask, and blue gloves is leaning over the bed, attending to the baby. A man with a beard, wearing a white t-shirt, is also leaning over the bed, looking down at the baby. The background shows a hospital room with various medical equipment and a sign that says "TAIN NA".

“After suffering losses in the past, I was extremely anxious throughout my whole pregnancy. The early pregnancy team looked after me so well for the first trimester and reassured me taking away some of my worries.

I owe them all so much and just want the whole team of angels to know how grateful we are as a family.”

Maternity services

Improving value and sustainability

We are committed to making sure we make the best use every pound of public money, to invest wisely in effective and efficient services, that deliver excellent care for local people.

Investing in our estate

Building work started on our new Acute Medical Unit (AMU) at Torbay Hospital in March 2021 and has progressed well this year. The new unit is essential to reduce overcrowding in our Emergency Department and will make sure that our patients receive timely, high quality care, in the right place while providing significantly more assessment spaces. The AMU is due to open in autumn 2022 as is the new health and wellbeing centre in Dartmouth.

We are using the monies we will receive from selling the former Dartmouth hospital site to fund our contribution to the new health and wellbeing centre in the town.

Catering 5* service

Our catering services received a 5* rating from the Environmental Health Officer. This is testament to the partnership between facilities staff and staff side colleagues in redesigning the ward facilities services and introducing bespoke ward catering assistants.

Building work began on the new centre during the summer which will give local people access to a broad range of health and wellbeing services in one place, by bringing together GPs, community nurses, therapists, Dartmouth Caring and a pharmacy.

Our green plan


Over the past few years we have invested in high-efficiency LED lighting to reduce electricity demand, drastically cut emissions from volatile gases used for anaesthetics, made strides to reduce single use plastics in clinical settings, increased the amount of food sourced locally, supported staff to work remotely to reduce commuting and contributed to the NHS tree planting scheme.

Despite the positive progress we have made, it is now critical that we step up our commitment, affirming this at a leadership level and driving a more holistic approach to sustainable development and we are proud that during the year our Board of Directors approved our green plan, which will reduce our carbon footprint and improve our sustainability.

Investing in new equipment

We invested in new equipment for Torbay Pharmaceuticals to increase its production capacity and future-proof operations at its Paignton site. Torbay Pharmaceuticals employs over 200 people in Paignton and beyond, supplying NHS and private sector pharmaceutical customers regionally, nationally and internationally. The investment saw a new high-speed vial line installed which allows us to increase production capacity, providing opportunities for more skilled jobs locally over the coming years.



A young girl with brown hair, wearing a grey t-shirt, is lying in a hospital bed. She has a white cast on her left arm and is smiling broadly, clapping her hands. A woman with blonde hair, wearing a pink top, is leaning over her, blowing bubbles. The girl is looking up at the bubbles with a joyful expression. The background is slightly blurred, showing a hospital room setting.

Our little girl was given excellent clinical care and attention at every stage but I was also moved and humbled by the sense of genuine care and concern towards her and to us as a family. I can honestly say that I did not feel that she was just treated, in a medical sense, she was actually loved. The kind attention of housekeeping, domestic and portering staff also all helped us to cope with being in hospital.

Emergency Department, Fracture Clinic, Surgical Team, Louisa Cary Ward and Paediatrics

Our people

We are our people – without our people we don't exist. Our people work with us for a reason. They believe in our collaborative vision for better health and care for all.

They are passionate about supporting local people to live well. They are innovative, talented people who have a relentless ambition for quality improvement and caring with compassion.

Our people promise and plan

Our people plan and promise support us to care for our staff. Looking after their wellbeing and that of our volunteers is really important to us. We know that people who are fulfilled and valued provide better and safer care and have the energy to develop new ideas and ways of working.

Looking after our people

We have joined the disability confident initiative and we are a disability committed employer. We aim to progress to level two disability confident status in 2022.

One in three of our people are unpaid carers (source National Staff Survey 2021) and we have joined the employers for carers initiative and achieved level 2 status – accomplished in providing carer support.

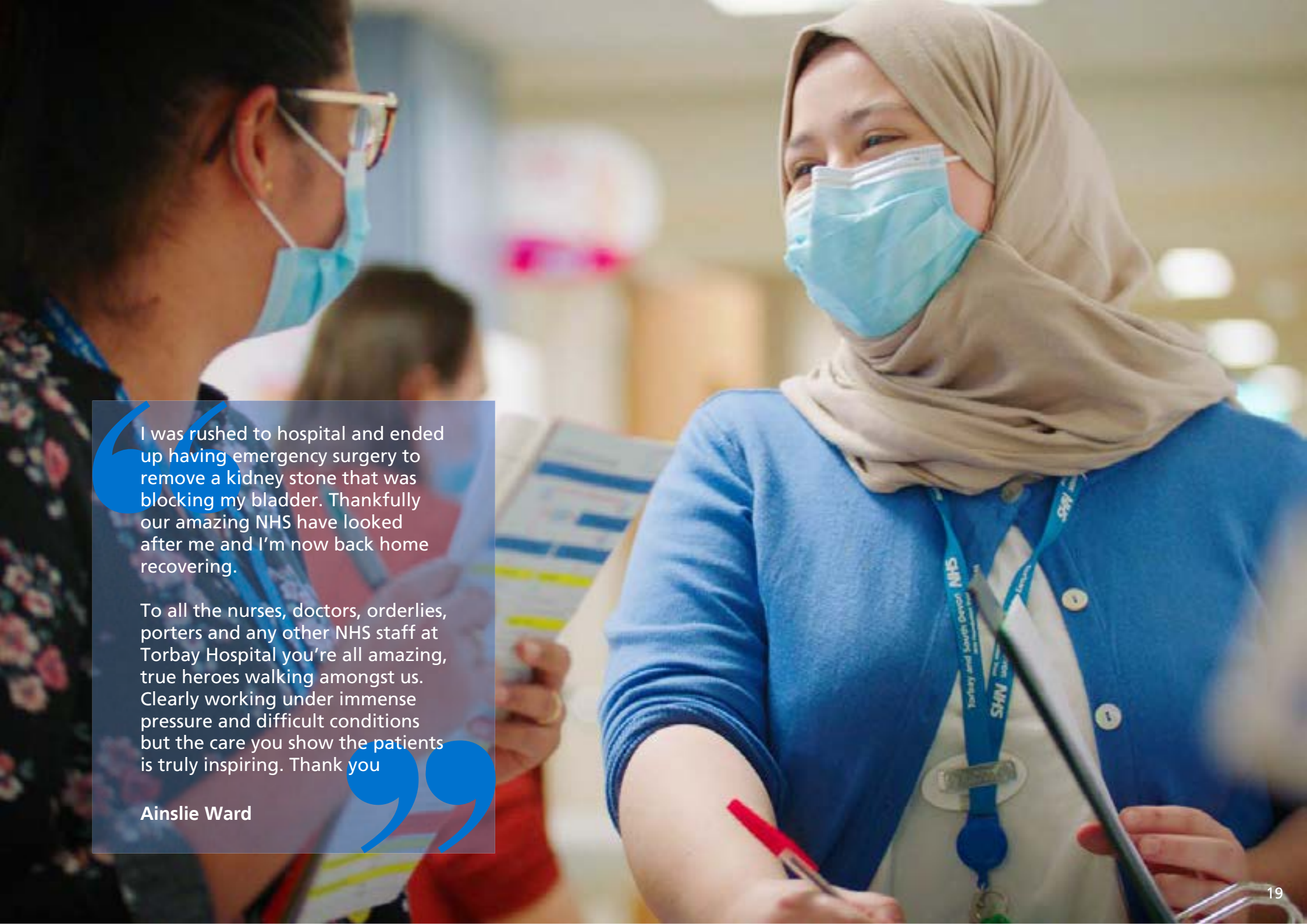
Creating a fairer NHS

A number of policies relating to equality, diversity and inclusion have been updated this year. To further promote inclusive practice our disciplinary policy has been re-written in alignment with a restorative just and learning approach and will be ratified in Spring 2022.

The accessible information, patient transgender and staff trans, non-binary and intersex equality policies have all been updated to reflect latest guidance and local changes. Our agile working and home working policies are in place and have been updated.

Our employability policy supports those who may experience disadvantage to find sustainable employment through experience-based work placements. We support a range of people to develop their employability skills in a safe environment through our work experience programmes, traineeships if appropriate, apprenticeships and eventually through to securing employment.





I was rushed to hospital and ended up having emergency surgery to remove a kidney stone that was blocking my bladder. Thankfully our amazing NHS have looked after me and I'm now back home recovering.

To all the nurses, doctors, orderlies, porters and any other NHS staff at Torbay Hospital you're all amazing, true heroes walking amongst us. Clearly working under immense pressure and difficult conditions but the care you show the patients is truly inspiring. Thank you

Ainslie Ward

Our award winners



The innovation, dedication and excellence of our people has been recognised locally, regionally and nationally during our year.

Queen's Nurses

Two of our community children's nurses from Children and Family Health Devon, Laura Ireland and Jo Broderick, and two nurses from our community services, Stacey Tranter and Marcia Doherty, became Queen's Nurses.

National Honours

Dr Rhoda Allison, Associate Director of Nursing and Professional Practice, was awarded an MBE in the Queen's new year's honours list for her services to physiotherapy while Dr Cathryn Edwards, consultant physician and gastroenterologist was awarded an OBE in the Queen's birthday honours.

Chief Nursing Officer's Silver award

Chantal Baker, Nursing and Midwifery Excellence Lead Nurse, received the silver Chief Nurse Officer's award from Ruth May, Chief Nursing Officer for England.

Our award-winning people, projects and services

Health Service Journal Awards 2021

Finalist - Driving efficiency through technology award - CONNECTPlus App

Our Health Heroes Awards 2022

Silver award winner - Exceptional NHS Operational Support Worker of the Year - Chris Sparks, Security Supervisor, Torbay Hospital

Nursing Times Awards 2021

Finalist - Promoting patient self-management - Rheumatology team

Finalist - Managing long term conditions - Rheumatology team

Building Better Healthcare Award 2021

Winner - Best patient-centred healthcare software - CONNECTPlus App

Our staff heroes annual award winners 2021/22

Right care in the right place –
Individual – Frontline Care/ Clinical
Services

Winner: Tony Quant (Operating
Department Practitioner)

Right care in the right place –
Individual – Support Services

Winner: Jayne Bancroft (Administration
assistant, Breast care)

Right care in the right place – Team –
Clinical / Frontline Services

Winner: COVID ICU Team (Intensive
care unit)

Right care in the right place – Team –
Support Services

Winner: Microbiology

Sharing Information

Winner: Wendy White (Complex care
Team)

Strengthening Partnerships

Winner: Digital Horizon Team (Digital
Media)

Wellbeing at work

Winner: Kevin Middleton (Domestic,
Cellular Pathology)

Prevention and staying well

Winner: Rebecca Garside

Ward accreditations 2021/22

GOLD

Ainslie Ward

Coronary Care Unit

Simpson Ward

Ella Rowcroft Ward

Dart Ward, Totnes Community Hospital

Templer Ward, Newton Abbot Hospital

Teign Ward, Newton Abbot Hospital

Warrington Ward

Dunlop Ward

SILVER

George Earle Ward

Louisa Cary Ward

Cromie Ward

Brixham Community Hospital

Turner Ward

EAU4

Allerton Ward

Midgley Ward

BRONZE

McCullum Ward

Our DAISY award winners 2021/22

April 2021

Kate Campbell, Maternity

May 2021

Christine Donnelly, Coronary Care Unit

June 2021

Colin Wosley, Dunlop Ward

July 2021

Carole Beasley, EAU4

August 2021

Amanda Doe, Louisa Cary Ward

September 2021

Emergency Department Minors Team

October 2021

Natalie Green, Breast Care Clinic

December 2021

Leonie Poulain, Outpatients Team

January 2022

Tracey Oliver, EAU4

February 2022

Kate Campbell, Maternity

March 2022

Sophie Wells, Simpson Ward

Jo White, Maternity

Our fundraisers

We are privileged to benefit from the generosity of countless people who fundraise and make donations that support us to deliver better care, experiences and environments for our people

Improving our environments

Through our COVID-19 fund appeal and NHS Charities Together, we supported the development of new outdoor space at our Bayview restaurant at Torbay Hospital. Bi-fold doors have been installed and new seats, tables and planters mean that the new outdoor space will provide a better environment for staff, patients and visitors.

We planted 20 trees across our Torbay Hospital site, as a lasting symbol of life and hope for the future while improving our hospital environment.

Bringing monies into our communities

We worked with community organisations and other NHS organisations in Devon to ensure that local people will benefit from monies donated to NHS Charities Together through their community partnerships grants programme.

Rowcroft Hospice, Healthwatch Torbay and the Torbay Community Development Trust will all benefit from the funding which will support projects for two years, including Rowcroft Hospice's hospice at home service.

Friends for life

Our many League of Friends, Torbay Medical Research Fund and other charities who support our work are a source of great support to us and have continued to fundraise despite the continuing pandemic. Some of the many projects supported by our League of Friends this year include:

- rise and recline armchairs for Dawlish Hospital
- specialist trauma chairs for Newton Abbot Hospital
- a portable ECG machine for the district nurses based at Teignmouth Hospital
- redecoration at Dart Ward at Totnes Hospital
- stairclimbers for our patient transport service
- laparoscopic bile duct ultrasound model for training surgeons at Torbay Hospital





“Yesterday I got the letter confirming that my last scan was clear and there was no sign of recurrent kidney cancer! After six years I have now been discharged.

It is a testament to the consultants, surgeons and nursing staff that both my cancers were treated promptly and their skills have enabled me to live a pretty much normal life. I can look forward to (hopefully) many more years and watch my granddaughters grow into young women!”

Cancer services

Governors, volunteers and members



We simply could not do all that we do without our wonderful team of volunteers. They donate their time to help us provide safe and compassionate care for our patients.

We are very fortunate to have the support of many dedicated volunteers – we currently have 625 volunteers, as well as 82 youth volunteers (young adults aged 16 – 25).

Our 150 Leagues of Friends members are made up of 149 of our 625 volunteers, and one youth volunteer.

The past year has been a very difficult year for our volunteers, due to the pandemic only around 100 were able to actively volunteer, and that was only for selected parts of the year.

Governors and members

Our public, staff and appointed governors represent the views of our local people and help us shape our plans for the future.

We have 32 governor seats in total and they are elected by staff and the public or are appointed by our partner organisations, eg local authorities.

Our Council of Governors met on a total of four occasions during the year.

Being a member

Membership is free and aims to give local people and staff a greater influence over how our services are provided and developed. It also helps us to work much more closely with local people and the people who use our services. Our members have the chance to find out more about the hospitals, our community services, the way they are run and the challenges they face, and furthermore, help us work with local people to improve the care and experience of patients and their carers.

We had 15,421 members as of 31 March 2022, split between 8,721 public members and 6,743 staff members.

The public constituencies of South Hams and Plymouth (eastern), Teignbridge and Torbay comprised 1,044 members, 3,178 members, and 4,491 members, respectively. Public membership is open to people aged 14 or over and who live within our defined membership area.

All eligible staff automatically become staff members unless they choose to opt out. Staff are eligible for membership provided that they hold a permanent contract of employment with us or they have been employed by us on a temporary contract of 12 months or longer.

A virtual Annual Members' Meeting was held in September 2021 and a recording can be viewed on our website

www.torbayandsouthdevon.nhs.uk

For further information on becoming a member, please contact us:

Foundation Trust Office
Torbay and South Devon NHS
Foundation Trust
Hengrave House
Torbay Hospital
Torquay TQ2 7AA

Tel: 01803 655705

Email: foundationtrust.tsdf@nhs.net



People who come to the main entrance are often unsure of where they are going. When we go up to them and ask 'can I help you, do you know where you are going?', their relief and gratitude is refreshing and rewarding. People are very complimentary of us and praise us for the help we offer them and say what a good job we are doing. This so satisfying and positive for us as wayfinders knowing we come into volunteer and people appreciate what we do.

Wayfinder volunteer

Listening and learning

In order to enable us to achieve our vision and purpose we need to understand what matters to our people, what helps them to stay well and live well and what challenges they face. This means listening carefully and consistently, having effective systems and processes in place to capture people's views and voices and regularly sharing with them our opportunities, challenges and stories.

During our year, we developed and ratified our new engagement and communications strategy which aims to support meaningful conversations with our people and communities.

Working with our communities

During the year, we have been working with Dartmouth Town Council to explore whether the community can buy the former Dartmouth and Kingswear Community Hospital site and whether its redevelopment could include uses specifically to benefit people in and around Dartmouth.

As a public sector organisation, there are some rules we have to follow when we sell any land or buildings, including making sure we get a fair price. But that doesn't mean we have to sell to the highest bidder. We are really keen to see local people benefit from any development, and are doing everything we can to support this community bid.


We also began work with Healthwatch Devon and Torbay to improve how we gather and use feedback from people who use our services and their carers to make improvements to the care and experience we provide. People's views and feedback are directly shaping our work in this area.

We want to make sure that decisions we make about services consider the views of our communities, patients and carers.

We commit to listening and learning – using what people tell us to inform our services while being clear about the extent to which people have the ability to influence change. We commit to sharing what has changed as a result of people's views and feedback.

We recognise that meaningful conversations can be challenging, difficult and emotional. We commit to role modelling an approach to open, honest, timely, warm, authentic conversations at all levels and across all services.



A physiotherapist with dark hair and a blue face mask is standing and talking to a patient whose back is to the camera. The physiotherapist is wearing a white polo shirt and green shorts, with a blue lanyard around her neck. She has tattoos on both arms. The patient is wearing a dark blue short-sleeved shirt. In the background, a computer monitor is visible.

A big thank you to all the wonderful the staff in the Physiotherapy department; from reception, always friendly, to the physios, in particular the musculoskeletal physio who is helping me through a difficult time following a head/neck injury. Her attention to detail, follow up, clarity and care is wonderful and I cannot explain how much she has assisted me throughout this long process.

Physiotherapy Services

Summary of our financial position

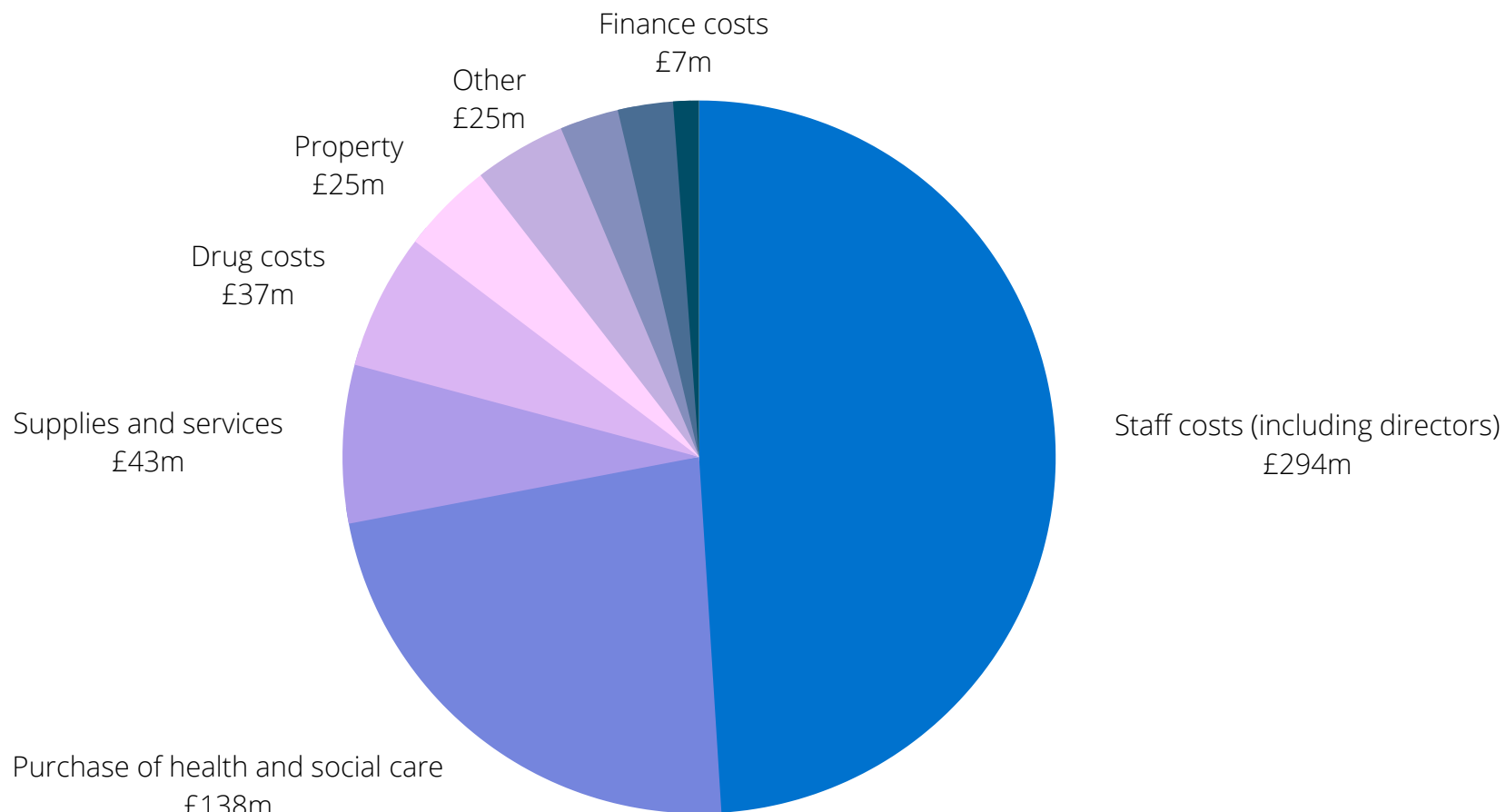
During the year, we achieved a net planned surplus of £1.2million. Within this, both our operating income and operating expenses increased by roughly 7% year on year.


Our total spend for the year was £600million of which, nearly half (49%) was spent on staff costs.

Of our remaining spend, the majority was spent on patient care (including the purchase of supplies, drugs and healthcare). Around 15% of our spend was on overheads and other costs.

We have some of the oldest NHS estate in the country and during the year we continued to invest in our facilities and equipment - carrying out capital projects totalling £37.7 million including our new build Acute Medical Unit (due to open on our Torbay Hospital site in autumn 2022 and the new health and wellbeing centre for Dartmouth.

You can find out more about our income and expenditure in our full annual report and accounts at www.torbayandsouthdevon.nhs.uk



A man with glasses and a bright green jacket is laughing heartily, looking upwards. He is outdoors, with a blurred background of a large building and a paved area. The image is used as a background for a testimonial text box.

I have found Torbay Healthy Lifestyles to be a lifeline for support and advice especially as I am registered disabled. Full of useful information from wellbeing to nutrition and exercise who made me feel welcomed. It was helpful having a catch-up each week to see what I managed to achieve and steps I had taken from the information material provided to me. Great ideas were provided to myself to use to take forwards.

Torbay Healthy Lifestyles Service

Our brighter future



We've shared with you the highlights and challenges of the past year, but now it's time to look towards what we have planned for the future.

During the year, in partnership with our people, we refreshed our organisational strategy, building on the core principles of the strategy we developed with local partners in 2005. You can find out more about our strategy and vision at: www.torbayandsouthdevon.nhs.uk

Our people, now and in the future

Our people make us who we are. We will continue to develop and grow our people while supporting their wellbeing through our people plan and promise. We will do more to develop our local workforce, giving local people opportunities to work with us and supporting our communities to thrive.

Our places - delivering care closer to home

We will continue to expand the range of our services that can be delivered at home, in care homes or in our community facilities both face-to-face and digitally enabled. Our new Acute Medicine Unit at Torbay Hospital and new health and wellbeing centre in Dartmouth are both due to open shortly.

Our pioneers

We will fully explore how digital technology can better connect us together and improve

people's lives including using augmented reality to enhance end of life care, encourage rehabilitation and enhance training and development.

Our partnerships

We have a large number of specialist services that are supported through effective partnerships across the hospitals in Devon for cancer, vascular surgery, sexual health services, plastic surgery and many more. This will be expanded to ensure that people have reliable access to the best specialist care, with reduced waiting times.

Our performance

We will have a relentless focus on the improvement of quality. In partnership with GPs, we will ensure that people rarely spend time in hospital beds. When people do need to come to hospital, urgent services will be delivered quickly and planned services will be available consistently. Following discharge, care will transition to expert teams providing rehabilitation and after-care at home or in community settings.

Prevention

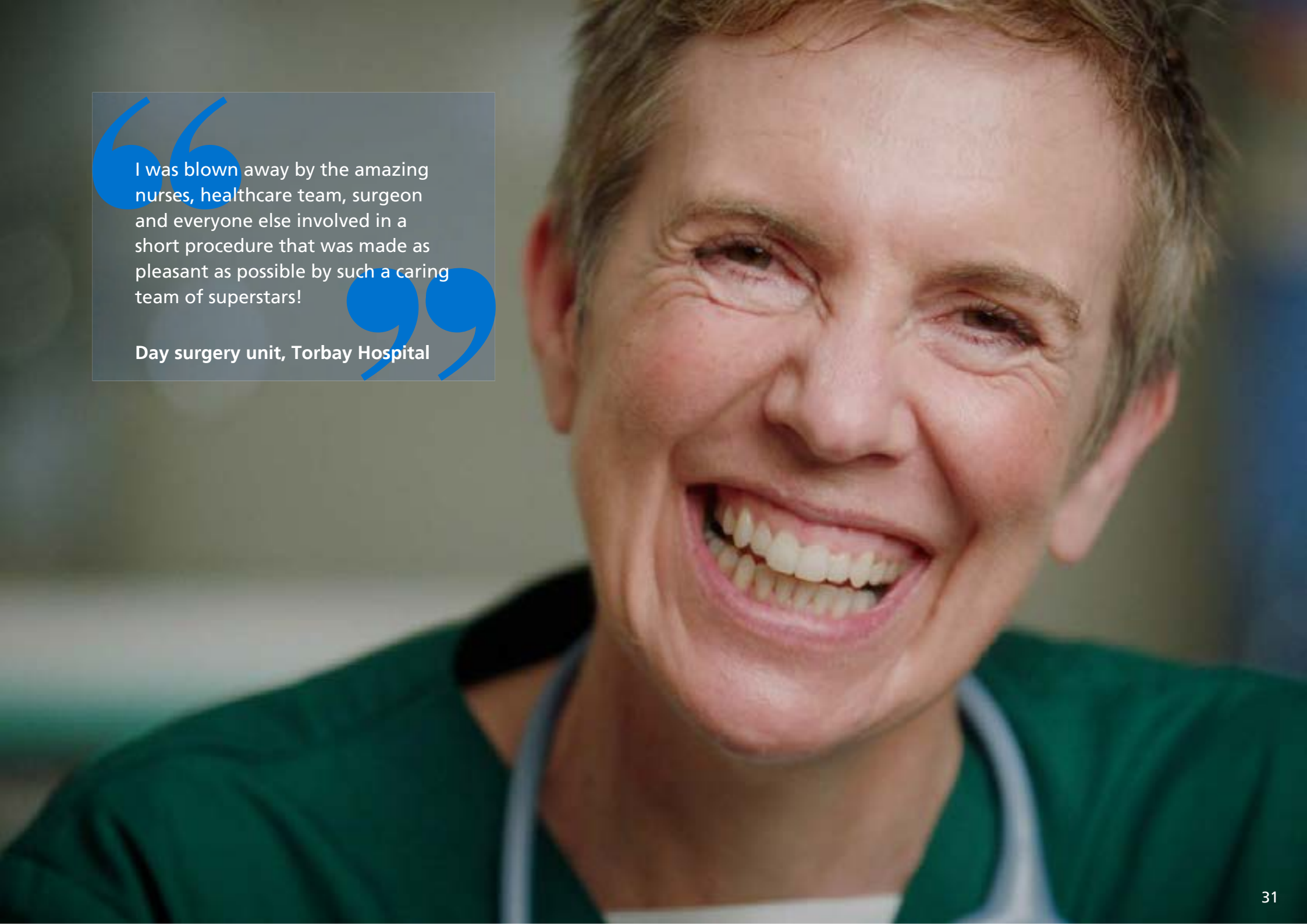
Our clinical services will pay more

attention to the prevention of ill-health, with greater emphasis on digital support, advice and guidance to help people to manage their care. We will help people lead lifestyles that promote physical and emotional wellbeing.

Our brighter future

We have been given a share of government funding for a new hospital development. This is a once in a lifetime opportunity to make a real difference in how we deliver services with, to and for our people. We will use our programme to advance new models of care and service delivery while further developing our integrated care model.

We will invest our share of the funding to build new hospital facilities, supported by local health and wellbeing centres and home-based care, making the most of digital technology to deliver better health and care for all.



I was blown away by the amazing nurses, healthcare team, surgeon and everyone else involved in a short procedure that was made as pleasant as possible by such a caring team of superstars!

Day surgery unit, Torbay Hospital

If you would like to read our annual report and accounts in full, visit www.torbayandsouthdevon.nhs.uk

For more information, or if you would like this document provided in a different language or format, please contact:

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