

NHS 75

Our year, your trust

Annual report summary
2022/23

NHS

Torbay and South Devon
NHS Foundation Trust



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Welcome

We're delighted to welcome you to our annual review summary for 2022/23.

As we look back on another challenging year for the NHS, we are hopeful for what the future may bring for our people and our communities.

As the largest employer in Torbay and South Devon we take our role as an anchor institution very seriously. We are much more than the services we provide – delivering better health and care for all encompasses not only our clinical services, but our role as an employer caring for our people and offering local people opportunities to work with us, our care for the local environment as a significant landowner and our support for local businesses through our procurement and purchasing.

During the past twelve months we have witnessed emerging signs of recovery in our services, our teams and our people. Our highlights this year include the opening of our new Acute Medical Unit at Torbay Hospital, which is helping to transform how we provide urgent and emergency care. Thanks to the generosity of our Brixham Hospital League of Friends, our GP partners are now providing primary care services from the hospital site, with the opening of branch surgeries.

We would like to take this opportunity to thank our wonderful people, our volunteers, our governors and members, our many friends from our hospital leagues, nurses' league and other supporters, our fundraisers and our partners. 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.

As we look to the future, we plan to continue the positive progress made this year in developing our care model and reducing waiting times across both urgent and emergency and planned care services. We look forward to preparing our Torbay Hospital site for our new hospital and developing our integrated care model. Our new hospital facilities will be 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.

Thank you once again for all your support this year and for what we hope will be your continued involvement, engagement and support as we look forward to the next 75 years of the NHS and our brighter future.

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



About us

OUR VISION AND PURPOSE

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 a number of community hospitals and health and wellbeing centres.

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 believe that care as close to home as possible benefits everyone and we are proud pioneers in integrating health and social care nationally.

We believe the best way to care for people is by focusing on what matters to them, putting them at the centre of everything we do, involving them in decisions about their life, and wrapping the help they need around them.

Improvement and innovation are central to what we do, both in terms of our integrated care services and our specialist clinical services, for example day surgery being nationally recognised for their best practice.

OUR GOALS

- excellence in population health and wellbeing
- excellent experience in giving and receiving care
- excellent value and sustainability.

OUR VALUES

At our core, we are deeply connected to, and rooted in, the values of the NHS:

- respect and dignity
- commitment to quality of care
- compassion
- improving lives
- working together for people
- everyone counts.

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

OUR PRIORITIES

- more personalised and preventative care - what matters to you matters
- reducing inequity and building healthy communities with local partners
- relentless focus on quality improvement underpinned by people, process and technology
- building a healthy culture at work where our people feel safe, healthy and supported
- improving access to specialist services through partnership across Devon
- improving financial value and environmental sustainability.

At a glance

434

volunteers



7,500

amazing
people



£644m

our operating
budget



750

people with complex
healthcare needs
supported



3,200

adults supported with
long term social care
packages



79,400

medicines
dispensed in
outpatients



1,883

babies born



160,000

diagnostic
tests



11,000

day surgery cases



225,000

face to face
appointments in
peoples' homes



78,700

medicines dispensed
on discharge from
hospital



188,000

first outpatient
appointments



260,000

follow-up outpatient
appointments



35,800

visits to our Urgent
Treatment Centre



68,000

visits to our
Emergency Dept



41,000

planned
hospital admissions



Our priorities

More personalised and preventative care: what matters to you matters

We are committed to making sure our services meet people's needs, but we can't do this without understanding what matters to them.

We're working closely with people who have experienced our care to improve what we do and help them achieve their goals.



INNOVATIVE USE OF TECHNOLOGY FOR MULTIPLE SCLEROSIS (MS) PATIENTS


Our use of pioneering augmented reality (AR) technology is helping people living with MS to manage their condition from the comfort of their home. Our MS AR clinic allows patients and our clinicians to talk to each other remotely using AR headsets and conduct their consultations, and allow our clinicians to gather important information about the patient's condition without having to come in to hospital.

USING THE EXPERIENCE OF PEOPLE LIVING WITH LONG-TERM HEALTH CONDITIONS TO HELP OTHERS

We expanded our award-winning Health Connect Coaching programme to empower more people with experience of a long-term health condition to support others to manage their health and wellbeing.

We match patients with a trained volunteer coach who has the same or a similar health condition and during six months they are helped to take control and build their confidence to manage their health in a way that matters to them.



A close-up portrait of a woman with dark hair, wearing red-rimmed glasses and a purple scarf. She is smiling warmly at the camera. She is wearing a dark jacket. The background is a blurred outdoor setting with some greenery and a fence.

I had an appointment at your Heart and Lung unit. I was very anxious, but the team were exceptional. From the receptionist who greeted me with a warm smile, the university student studying to be a cardiac physician who did my ECG and M who discussed my case with me, all were friendly but professional and put me at ease.

Our priorities

Reducing inequity and building health communities with local partners

Donations to our charity and our many League of Friends have once again helped to improve and enhance patient care, funding equipment and projects that are over and above those provided by NHS funding.

We reiterated our commitment to working alongside local, regional and national fundraising and charitable organisations to, wherever possible, maximise the opportunities to bring in monies that will benefit our local people and communities.



UNICEF PRAISES OUR WORK TO HELP MUMS AND BABIES


Our maternity team started 2023 on a high after receiving glowing feedback from UNICEF which confirmed they are helping to give babies born in Torbay and South Devon the best start in life.

It's the second time in three years that the team has received the internationally-recognised baby-friendly initiative for helping parents build close relationships with their baby. UNICEF inspectors also spoke to local mums and 82% said they were very happy with the care they received.

ELEVEN YEAR OLD ORGAN DONATION CAMPAIGNER MADE HONORARY NHS DIRECTOR

Health champion Lottie Bryon-Edmond made history when she was made an honorary director of our Board in recognition of her commitment to raising awareness of organ donation and the life-changing contributions of donors and their families.

Lottie received a liver transplant when she was just five weeks old making her, at the time, the youngest person in the world to successfully receive a liver transplant. As well as raising awareness of organ donation, Lottie is tirelessly fundraising for a permanent memorial for organ donors and their families at Torbay Hospital. We're so proud to work with you, Lottie.

A photograph showing a woman on the left wearing a blue surgical mask and a camouflage-patterned jacket. She is looking towards a man on the right. The man is seated in a specialized wheelchair with a red backrest and blue straps. He is wearing a dark blue long-sleeved shirt and tan trousers. He is smiling broadly and gesturing with his hands. The background is a clinical setting with a desk and a computer monitor.

I want to express our gratitude at the care our son received from Torbay Hospital's A&E. What an absolutely wonderful team they are. They allowed my son to choose a DVD to watch, chatted to him, put him at ease, offered us all drinks etc. The doctor who saw him was equally lovely, caring and cheerful.

Our priorities

Relentless focus on quality improvement underpinned by people, process and technology

NEW VIRTUAL TOUR OF NEONATAL UNIT

We worked with the South West Neonatal Network to create a virtual 360° tour of our special care baby unit to show parents where their baby will be cared for including the feeding rooms and bedded rooms where they'll sleep with their child to prepare for their return home. The tour also gives brothers, sisters and grandparents a chance to see where their new relative is staying and includes messages from parents whose children have been cared for on our unit.



EMERGENCY DEPARTMENT IMPROVEMENTS WELCOMED

No one plans to come to our emergency department (ED) but when they do we want it to be as positive an experience as possible. Based on what people told us, we made significant improvements to the waiting area to help them understand what to expect while waiting to be seen.

A new patient journey map welcomes people at the main entrance and in the triage area to explain what to expect when they arrive in ED, the assessment process (based on the urgency of their symptoms or injury) and any required care and treatment they may need. We also installed new signage to direct people to the treatment areas, a TV screen showing information such as waiting times and a graphic showing the range of uniforms worn by different ED staff.

REVOLUTIONARY RADIOTHERAPY TRIAL FOR PEOPLE WITH THROAT CANCER

We opened a clinical research trial called TORPEdO, where throat cancer patients can benefit from world-class proton beam therapy which uses protons which can release energy at an exact point in the body protecting more healthy tissue and decreases the chance of side effects developing.

Co-led by The Christie NHS Foundation Trust based in Manchester and The Institute of Cancer Research situated in London, this trial will determine whether the use of proton beam therapy reduces long-term side effects and improves the quality of life for people treated with radiotherapy for throat cancer. Proton beam therapy is currently only available at a very limited number of sites across the country, but local people taking part in the trial travel to The Christie NHS Foundation Trust for their treatment.

I had the unfortunate experience of breaking my left ankle, two weeks ago. The care and treatment that I received at both ED and on the orthopaedic trauma ward was outstanding. The humour, kindness and compassion of the HCAs, nursing staff, radiographers, doctors and consultants was fantastic. A big thumbs up too, for the excellent service from the porters, cleaners and catering staff.



Our priorities

Building a healthy culture at work where our people feel safe, healthy and supported

STAY AND THRIVE

Our people are the beating heart of our organisation and we want to make sure we are providing a great place to work so they stay and thrive. We're working with our NHS partners across Devon to make sure our people are happy, healthy, and have opportunities to develop and grow. Our new retention project provides our people with mentoring opportunities to support healthcare staff to feel empowered, supported and listened to with the aim of support them to stay in their roles and in the NHS.

Our emergency department has led the way with this work with nurses and their managers having regular career catch-ups (also known as stay conversations) to help address reasons why they might want to resign – before they get to that point.



HORIZON CENTRE REDEVELOPMENT SUPPORTS MEDICAL STUDENT AND STAFF TRAINING

Our education and research facility reopened in September 2022 after an extensive redevelopment project that will support the training of medical students, multi-professional learners and our people across all our services.

The Horizon Centre is a state-of-the-art environment on the Torbay Hospital site, which hosts many of our education and research initiatives. The works have enhanced the educational and social facilities for both undergraduate learners and the wider staff community.

The redevelopment work cost £660,000 and was funded by the University of Plymouth's Peninsula Medical School. This is in recognition of the increased number of medical students that we now host and will improve their clinical learning and practice experience

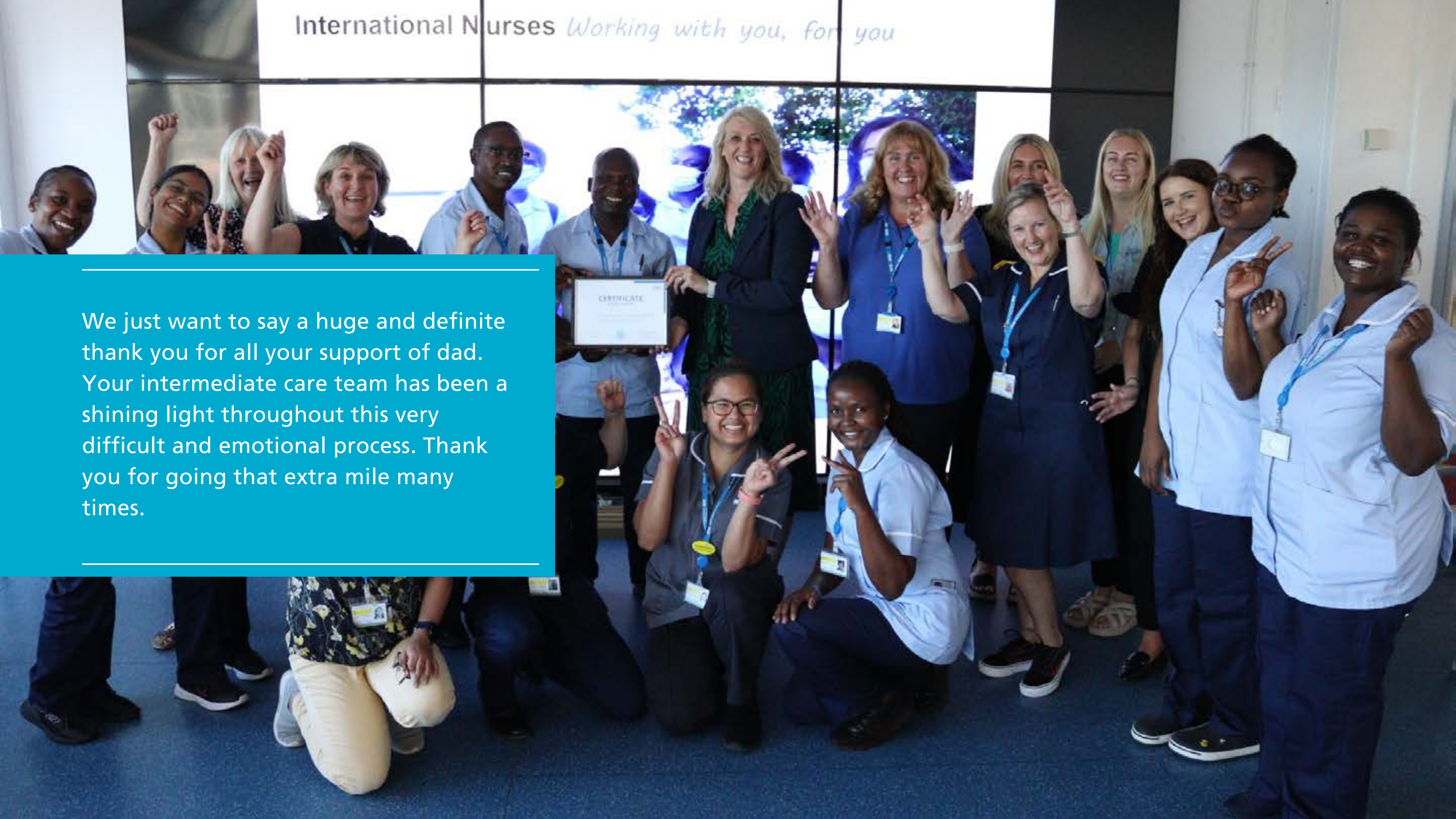
WELCOMING NEW INTERNATIONAL DOCTORS

In September 2022 we welcomed 18 doctors from Myanmar and India who started their journey to become NHS doctors through the Medical Support Worker programme. The Medical Support Worker role provides a gateway for international medical graduates and refugee doctors from overseas who come to live and work in England being fast-tracked into the health service and supported to become registered NHS doctors, while working under supervision.

Medical Support Workers already have the experience and training that, once registered, means they are well placed to move to more senior positions such as physicians, surgeons and paediatricians.

International Nurses *Working with you, for you*

We just want to say a huge and definite thank you for all your support of dad. Your intermediate care team has been a shining light throughout this very difficult and emotional process. Thank you for going that extra mile many times.



Our priorities

Improving access to specialist services through partnerships across Devon

HEALTH AND CARE PARTNERS BECOME ONE DEVON

In July 2022 Devon's health and care partners formally came together in a new partnership to improve people's lives and reduce health inequalities.

One Devon – the name of the county's new Integrated Care System – brings together the NHS, local councils, the voluntary sector and patient representatives including Healthwatch Devon with the aim of providing joined-up support. The partnership will also help strengthen people's voices by involving them to shape local services they rely on.



DEVON'S NIGHTINGALE HOSPITAL'S LEGACY CONTINUES TO SUPPORT OUR PEOPLE

Having played an incredibly important role providing emergency in-patient care during the first wave of the pandemic, the NHS Nightingale Exeter, hosted by Royal Devon University Healthcare NHS Foundation Trust, is now a system asset which plays host to a range of surgical services and diagnostics which are benefiting our patients and communities.


The Nightingale site has been transformed into a state-of-the-art facility and anyone in Torbay and South Devon needing orthopaedic, ophthalmology, diagnostic and rheumatology services can receive care there.

The hospital also plays a key role in tackling the region's waiting lists and the extra capacity means that our patients can receive their surgery in Exeter sooner than if they received it at Torbay Hospital.

Local people can also receive their CT scan, MRI, x-ray, ultrasound and fluoroscopy diagnostic services at the Nightingale which complement our scanners and help tackle our waiting lists.

GP SERVICES OPEN AT BRIXHAM COMMUNITY HOSPITAL

Compass House and Mayfield Medical Centre opened their branch surgeries at Brixham Community Hospital in February 2023. Thanks to financial support from Brixham Hospital's League of Friends, patients of both practices can see GPs, nurses, healthcare assistants and have their blood taken by a phlebotomist. This makes Brixham our first truly integrated health and wellbeing centre.

A group of nine healthcare professionals, including nurses and doctors, are posing for a group photo outdoors. They are standing in two rows in front of a wooden fence and a brick building. The group includes three men and six women. Some are wearing blue scrubs, while others are in business casual attire. All are wearing lanyards with ID badges. The background features a wooden fence with colorful bunting and a brick building with large windows.

I had a physio appointment at Totnes Hospital with M who was an absolute star. A really thorough assessment, discussed my issues and a thorough treatment and rehab plan made. An hours' appointment where I really felt listened to, connected to him and encouraged by the prognosis for improvement in my injury.

Our priorities

Improving financial value and environmental sustainability

£15.7M ACUTE MEDICAL UNIT OPENS

Our long awaited multi-million-pound acute medical unit (AMU) opened its doors in December 2022. People who have been referred from our emergency department, from GPs, the community and other specialities can receive high-quality care in one of 36 assessment spaces.

The AMU is the flagship of our building a brighter future programme and is already improving the flow across our hospital and giving people a better experience of care. Torbay Hospital's League of Friends generously donated more than £500,000 to buy new patient trolleys and recliners for the unit.



OUR ANAESTHETISTS LEAD THE WAY IN REDUCING CARBON EMISSIONS

Our anaesthetists have switched to using lower carbon gas alternatives during surgery to minimise the impact on our environment. It has no impact on patient care, their experience or recovery, and has so far saved 844 tonnes of CO2.

FUNDING SECURED FOR ADDITIONAL THEATRES AND IMPROVEMENTS TO ENDOSCOPY SERVICES

An extra 4,500 people a year needing hip, knee and eye operations will be able to receive their operations at Torbay Hospital thanks to a £15million investment. The funding is being used to create modular theatres and additional pre-operative assessment and recovery spaces. The extra theatre capacity will help reduce the length of time people have to wait for day surgery, and also improve the quality and experience of care.

A £4.99million capital investment is being used to create a fourth endoscopy room to increase the numbers of people who can be seen. Both new developments will be completed in 2023/4.

NEW CT SCANNER SET TO BOOST RADIOTHERAPY SERVICE

In February 2023 work began to build our new £2.8 million radiotherapy suite at Torbay Hospital as part of our plans to transform the way cancer care is provided.

Our money

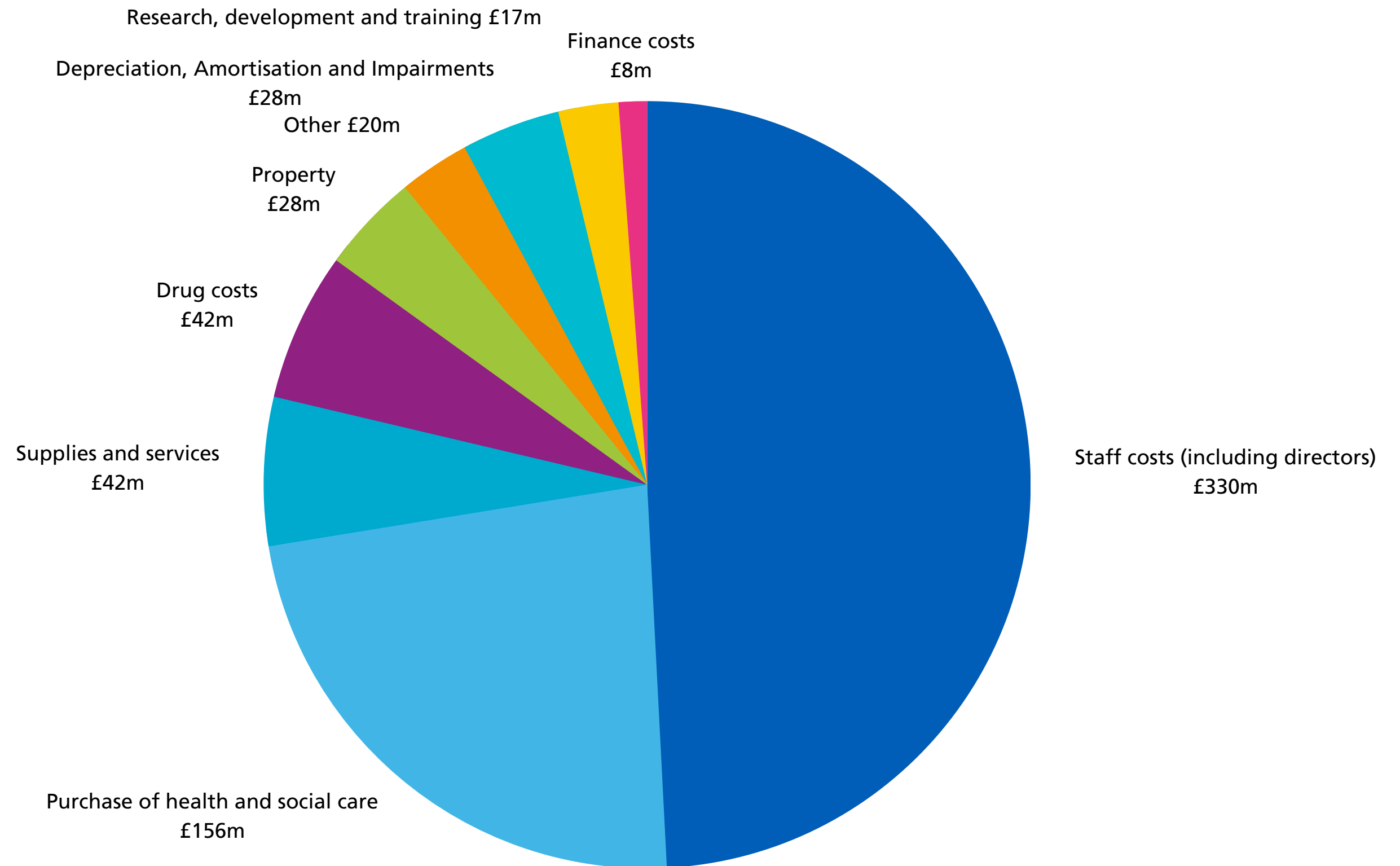
Summary of our financial position

During the year, we reported a net deficit of £24.3 million, compared to the previous year's surplus of £1.2 million. Within this year on year, our operating income increased by 7% and our operating expenses increased by 11%.

Our total spend for the year was £668million of which, nearly half (49%) was spent on staff costs.

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

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



Our award winners

The innovation, dedication and excellence of our people has been recognised locally and nationally during our year. Every day our people and teams do amazing things to care for people, support each other, and encourage their colleagues to develop and grow.

We think they are wonderful and last year we relaunched our refreshed staff recognition scheme - Our People Awards - to recognise their hard work and compassion.

NATIONAL AWARDS

Health Service Journal Awards

South West Ambulatory Orthopaedic Centre (SWAOC) (Nightingale Exeter) highly commended in acute sector innovation of the year.

National Orthopaedic Alliance Excellence in Orthopaedics Awards

SWAOC (Nightingale Exeter) won the partnerships and integrations initiative award.

National patient safety awards

SWAOC (Nightingale Exeter) highly commended in the safe restorations of elective care category.

OUR DAISY AWARD WINNERS 2022/3

The DAISY award was created to honour and recognise nurses and midwives for the outstanding effort they make to provide extraordinary care to patients every day

Maggie Traynor, midwife

Lucy Bowser, ward sister, Simpson ward

Ashleigh Godfrey, ward sister, Simpson ward

Abi Harris, midwife

Fahida Rehman-Manby, head and neck cancer nurse specialist

Gill Portman, nurse, early pregnancy assessment unit

Mandy Carter, palliative care nurse

Lauren Jones, midwife

Leanne Radford, junior sister, Warrington ward

Our annual DAISY team award was won by Dunlop ward



OUR PEOPLE AWARD WINNERS 2022/3

We are a team

Junior doctor's representative committee (April 2022)

Inpatient pharmacy, Torbay Hospital (October 2022)

We work flexibly

Shelia Needs, liver specialist, Torbay Hospital (April 2022)

Jon Grayshan, nursing associate, Midgley ward (July 2022)

Viki Willicott, ophthalmology (October 2022)

We each have a voice that counts

Lauren Bone, Torbay health visiting and school nursing (April 2022)

Chloe Allison, occupational therapist (October 2022)

We are always learning

Healthy living programme for type 2 diabetes, St. Edmunds, Torquay (April 2022)

Tier 3 weight management team, St Edmunds (October 2022)

We are safe and healthy

Della Holwill and Emily Cooper, community dietitians (April 2022)

Eileen Sweeney, domestic services (October 2022)

We are compassionate and inclusive

James Reed, radiology quality manager (April 2022)

Fiona Moody, medical secretary (July 2022)

Michelle Gerry, Emergency Department (October 2022)

Chairs special award

COVID-19 and flu vaccination team (April 2022)

Facilities team, catering corridor, Torbay Hospital (October 2022)

People Partner award (awarded annually)

Josh Clemes and David Strangewood from Crown Services

I want to say a massive thank you to everyone on delivery suite and the theatre team at Torbay Hospital, who looked after me this weekend during a scary time. They do not get enough credit. You guys really do so much more than anyone can imagine.



Our volunteers, governors and members

OUR VOLUNTEERS

We simply could not do all that we do without our wonderful team of volunteers, including our league of friends. 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 have 434 active volunteers, and work with 89 volunteering for charities. It's easy to become a volunteer – sign up on our website or call us on 01803 656272.



OUR MEMBERS

Membership is free and aims to give local people and staff influence over how our services are provided and developed. It also helps us to work closely with people who use our services.

Our members have the chance to find out more about our services, the way they are run and the challenges they face as well as helping us work with people to improve care and patient experience.

Public membership is open to anyone older than 14 who lives 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.

To find out more about being a member visit our website, call 01803 655705 or email foundationtrust.tsdf@nhs.net

OUR GOVERNORS

Our public, staff and appointed governors represent the views of our local people and help us shape our plans for the future. We have 33 governor seats in total and they are elected by staff and the public or are appointed by our partner organisations. Our Council of Governors met four times this year.

Our community care works has been a pillar of strength for us. Her knowledge, experience, kindness and support in how to navigate the social care system has been invaluable. Her kind and encouraging words have given us guidance to move forwards and hopefully to a positive outcome for mum.



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 through our nine hospital League of Friends and our own charity.

Our Torbay and South Devon NHS Charity has gone from strength to strength this year, thanks to the support of our wonderful community. Donations to our charity make a significant difference to our patients, and their friends and families to buy equipment over and above those provided by NHS funding.

From the small gestures that mean so much, such as the heart in the hand keepsake for parents suffering the loss of a baby, to the larger pieces of equipment such as new sleeper chairs in our children's ward for parents needing to stay by their child's bedside. In the community too, donations have made a difference, funding weekly yoga classes for patients following breast cancer treatment and enabling our young adult carers team to offer activities and outings for young adult carers that build their confidence and resilience. We've also funded an educational training mannequin for the intensive care unit, a twin cot for our special care baby unit to help keep families together, and comfortable chairs for people receiving chemotherapy.

The charity would be nothing without its amazing fundraisers, who have taken on challenges, walked, cycled, run and sky-dived to raise funds. We're in awe of the many dedicated staff who have chosen to raise funds for an area or ward, such as equipment or even just plants or pictures to improve a patient area.

Thank you to the national charity NHS Charities Together for its post-COVID-19 grants that have made such a difference to staff wellbeing and our sites, including our green plant project which saw an amazing 1,500 plants distributed to our staff to brighten our spaces.



I would like to say how very much I have valued the community dietician service and the support D has given to me. I cannot express too highly how much that first telephone call meant to me - the relief of being able to talk with someone, to be listened to and to feel reassured that support would be there for me to help me through this difficult time.



Listening and learning

Our vision is to provide better care for all, but we can only achieve this by understanding what matters to people. We don't always have the answers to our problems, which is why we believe it's really important to give people lots of opportunities to tell us what support and ideas they have to help them stay well and live well and what challenges they face. By listening to, and involving them in our work we can try to provide better care for all.

Our engagement and communications strategy aims to support meaningful conversations with our people and communities while our patient and service user experience of healthcare strategy helps us to hear and learn better from patient and carers experiences.

We work with independent organisations such as Healthwatch, the Advocacy and seAp (a charity which provides independent and confidential advocacy services), which help us hear the voices of people who use our services more clearly. We are committed to working in partnership to improve how we listen to, and use, people's experiences to improve our services.

We restarted the Friends and Family Test and hope to restart our inpatient experience survey, which is led by our working with us volunteers. These surveys provide a rich source of data and ideas to help us improve. We also receive ideas and suggestions from our patients, and social media.

We have worked with Healthwatch to understand the experiences of people who use our emergency department to improve their experience when they need us.

Healthwatch has also helped us to understand men's health needs and experiences of our services, again to help us improve what we do. Both these reports are published on Healthwatch's website along with our response to the findings.

We continued to work closely with people and communities in Dartmouth and Teignmouth on specific issues of local interest. Thank you to everyone who spoke to us.



The treatment I have had from the podiatry service has been superb. Everyone I have met is really friendly and helpful. I really appreciate the whole team.



Better health and care

SUPPORTING PEOPLE TO LIVE WELL

We continue to support people to manage their health and wellbeing with a range of preventative services in our hospitals and in the community. We will help people lead lifestyles that promote physical and emotional wellbeing.

Our specialist maternity stop smoking service has helped more than 50 mums-to-be and their partners to quit smoking just two months after it began, and the team has scooped an array of awards and praise for their commitment to helping people.

Our new group sessions providing information and advice for people newly diagnosed with type 2 diabetes are proving very popular to support people to self-manage their condition. The sessions are run by our health improvement team and people who take part are given information and advice about their condition and supported to make healthy lifestyle changes.

In partnership with Torbay Council, we launched our new family hubs in Torquay, Paignton and Brixham to give families the advice and support they need under one roof as part of our commitment to give children and young people the best start in life. The services have been developed with parents and carers alongside the voluntary and community sector to ensure people's needs are met.

We continue to focus on improving the quality of our services to ensure people receive the care they need, quickly and safely. We have worked with our partners across the NHS and local authorities to ensure people are admitted to our hospitals quickly, and supported them to get home with a care package when they're medically fit to leave. We have consistently achieved the best performance across Devon during 2022/23 and are committed to building on this performance.

We're using technology to support people to get home from hospital, and avoid being readmitted. In January the Technology Enabled Care Service (TECS) launched a new initiative to help people get home from hospital sooner. Staff working at the discharge hub and two wards at Torbay Hospital were trained to use the available technology to help get people who are well enough to go home but were awaiting a care package to try the equipment for six weeks..

Bed capacity in our hospitals has also increased since our new Acute Medical Unit opened in December 2022 and the discharge lounge has been expanded.



Our People
AT THEIR BEST

Louisa Cary ward saved my son's life. If it wasn't for them we wouldn't have him today.

My daughter was cared for on Louisa Cary for two weeks and the staff couldn't have been better or more caring.





Our brighter future

We have been given a share of £20 billion government funding for a new hospital development by the end of the decade. This is a once in a lifetime opportunity to make a real difference in how we deliver services with, to and for our people. It is not just about building a better hospital in Torquay. It is about building a brighter future for all of us.

OUR PEOPLE

Our people make us who we are. We will continue to support our people to develop and grow while supporting their wellbeing through our people plan and promise.

We are proud to be a founding member of the NHS Homes Alliance which seeks to use NHS estate to build affordable, high-quality, and sustainable homes near to hospitals and clinics for our health and social care staff (including people who are looking to relocate to join us).

OUR PARTNERSHIPS

We are working with our clinicians and partners across Devon and Cornwall to ensure we have sustainable acute health care services across our peninsula and we working hard to reduce the length of time people wait for their care.

We have exciting plans with our Paignton Hospital League of Friends to improve and enhance the environment at Paignton health and wellbeing centre.

OUR PLACES

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 £5.4million health and wellbeing centre in Dartmouth opened in May 2023 which is helping people to receive a range of health, care and voluntary sector services under one roof.

We will also open our new £2.8million radiotherapy planning CT suite at Torbay Hospital as part of a multi-million-pound investment to transform the way cancer care is provided and later in 2023/4 our expanded endoscopy and day surgery theatres will be completed.

OUR PIONEERS

We are developing our use of digital technology in delivering health services, including supporting people with dementia, and our award-winning health connect coaching programme.

Our new electronic patient record (EPR) will be in place from 2025 and will help us to transform services, embed clinical best practice, and provide better care.

A huge thank you to all the staff on Cheetham Hill who looked after my dad. The care he received was exceptional. I'm an RGN and this was the best experience of care in a hospital I've ever seen. You were all so compassionate and caring and that extended to us. We were so happy he was in such safe hands.



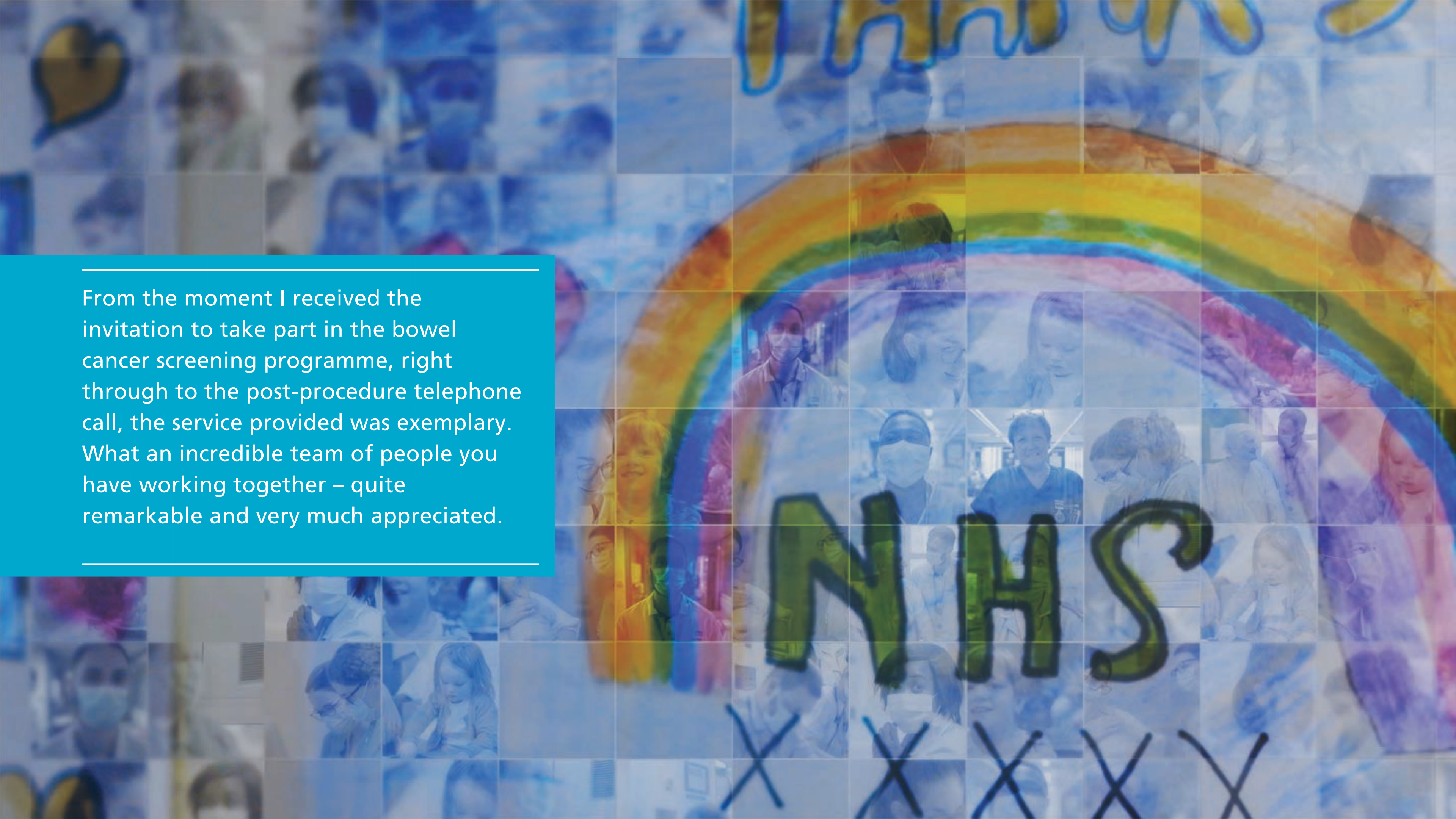
Thank you to our many friends

Our Torbay Hospital Nurses' League and our nine hospital Leagues of Friends remain a source of great support and their legion of volunteers have continued to raise much-needed funds to help us support patients and deliver care as well as improve staff wellbeing. We are so grateful for their ongoing support and generosity.

Donations from our Leagues of Friends this year have included 10 brand new phlebotomy trollies, equipment for our new Acute Medical Unit, technology to support the production of educational and training videos, community hospital refurbishment, virtual reality headsets, and many more projects and initiatives.

Thank you for supporting us.





From the moment I received the invitation to take part in the bowel cancer screening programme, right through to the post-procedure telephone call, the service provided was exemplary. What an incredible team of people you have working together – quite remarkable and very much appreciated.



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: communications.tsdf@nhs.net or 01803 654286

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