



Torbay and South Devon
NHS Foundation Trust



Our year, your trust

2024-2025

BUILDING A
**Brighter
Future**

improving health & care
in Torbay & South Devon

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Welcome

This year, we celebrated a decade as an integrated care organisation—ten years of working together across health and social care to support the people of Torbay and South Devon to live well.

It has been a year of challenge and change, but also one of innovation, compassion and progress.

We've seen record demand for our services, yet our people have continued to deliver care with kindness and professionalism.

We've made significant strides in reducing waiting times, improving access to diagnostics and investing in digital transformation.

We are proud to remain part of the New Hospital Programme and to have secured £14.2 million to expand and

modernise our Emergency Department.

We've also launched new services, opened new facilities, and continued to work closely with our partners to deliver care that is personalised, preventative and close to home.

To everyone who has supported us—our staff, volunteers, governors, fundraisers, partners, and community—thank you.

Together, we are building a brighter future for health and care in Torbay and South Devon.



Joe Teape
Chief Executive



Professor Chris Balch
Chair

About us

Our vision

- Care where it matters most: we're bringing care closer to home—into communities, neighbourhoods and families—so people can get the support they need in familiar surroundings.
- Smarter use of technology: from virtual appointments to better use of data, we're using digital tools to make care safer, more accessible, and more personal.
- Research and innovation that makes a difference: we're testing new ideas and learning from what works—so we can keep improving and bring the best of modern healthcare to everyone.
- Better places for care: we're upgrading our buildings and spaces to be more welcoming, flexible and fit for the future—whether you're visiting, working, or receiving care.
- Working together for better health: we're teaming up with local organisations to tackle the causes of poor health—like poverty, loneliness, and lifestyle—so everyone has a fair chance to thrive.
- Kind and inclusive leadership: we're building a culture where every voice matters, and everyone feels seen, heard and valued—because great care starts with great people.

Who we are

We are a proud integrated care organisation providing hospital and community services across Torbay and South Devon and adult social care services in Torbay.

We were the first in England to fully merge health and social care, aiming to deliver person-centred, locally accessible care.

We serve around 286,000 residents and thousands of seasonal visitors, operating Torbay Hospital and community sites across Torbay and South Devon, with over 6,500 staff and 350 volunteers.

Our purpose is to support people in Torbay and South Devon to live well.

Our year: at a glance

84,359

medicines dispensed
on discharge from
hospital

14,051

planned hospital
admissions

3,740

adults supported
with long-term
social care
packages in Torbay

5,764

people on the
carers register in
Torbay

11,750

day surgery cases

1,698

babies born

80,400

visits to our
Emergency
Department

340,676

follow-up
outpatient
appointments

109,156

diagnostic tests

40,067

visits to our urgent
treatment centre
and minor injuries
units

118,756

first outpatient
appointments

2,141

people who
received home
care support in
Torbay

“ We are saving lives—
every screening,
every early detection,
every personalised
treatment makes a
difference. ”



It starts with you: personalised and preventative care

We continue to strengthen our role as an anchor institution—working with local partners to build healthier, more inclusive communities across Torbay and South Devon.

A life saving local service

This year marked two decades of our local breast screening programme. Since its inception, we've screened approximately 200,000 women and detected around 2,000 cancers, contributing to a 40% reduction in breast cancer deaths in the UK since the 1970s.

With the introduction of advanced technologies like tomography and expanded options for surgical breast reconstruction, we're offering more personalised treatment than ever before. We're also increasing access to research trials and aiming to boost screening uptake to 80% by 2028.

“
Preventative care means giving people the tools to live better, not just treating symptoms.”

Innovating migraine care

Our dedicated Migraine Clinics are supporting over 600 people, helping them manage chronic conditions and, in many cases, return to work.

We're proud to be among the first to offer CGRP monoclonal antibodies—the first preventive medicines developed specifically for migraines—to more than 120 people, improving quality of life and reducing reliance on emergency care.

Starting the day right

At Newton Abbot Community Hospital, nurses and therapists launched a new breakfast club on Teign Ward. This initiative encourages patients to prepare and eat breakfast independently, promoting mobility, social interaction and building confidence as part of their discharge planning

It's a simple but powerful way to support recovery and help people get home quickly and safely.

“
Helping patients make their own breakfast is about dignity, independence, and healing.”

It's initiatives like these that help families feel supported from the very beginning.



Working locally, caring deeply

We continue to strengthen our role as an anchor institution—working with local partners to build healthier, more inclusive communities across Torbay and South Devon.

Supporting families from the start

We are proud to hold full Baby Friendly accreditation from UNICEF UK, recognising our commitment to supporting infant feeding and parent–child relationships. This year, we opened a new infant feeding room at Torbay Hospital, offering a welcoming space for staff, patients and visitors who are breastfeeding. Open 24/7, the room includes comfortable seating, nappy changing facilities, a fridge for milk storage and breast pumps for those who need them.

In the community, our Torbay public health nursing team earned the UNICEF Gold Award, making them only the second service in the South West to achieve this level

Through our Family Hubs, we run weekly feeding and support groups, connecting new parents with trained infant feeding peer supporters and each other—helping Torbay become a child-friendly place from birth.

“Digital access is now a basic need. We’re making sure our communities stay connected.”

Connecting communities

In partnership with The Good Things Foundation, we’re helping local people overcome digital barriers by distributing free pre-loaded SIM cards. These are available to adults from low-income households who lack reliable internet access or struggle to afford data.

With more services moving online—from health appointments to social connections—this initiative ensures no one is left behind.

Helping to make things better

Our Torbay and South Devon NHS Charity continues to bring new funding into our communities. This year, successful grant bids supported:

- a smoking cessation project supporting women in early pregnancy
- a ‘magic mirror’ interactive projection system for adults with severe disabilities
- enhancements to the maternity bereavement room at Torbay Hospital

“Our charity helps us go further—bringing comfort, creativity and care to every corner of our services.”

In partnership with University Hospitals Plymouth NHS Trust and Royal Devon University Healthcare NHS Foundation Trust, we have signed a contract to implement the Epic Electronic Patient Record (EPR) system. This shared investment will create a single digital record for each patient, improving visibility, safety, and access to care across the county.

Our planned go-live date is Spring 2026, with Plymouth following in Summer 2026.



Our EPR will transform how we work together—and how patients experience their care.

Connecting care through technology

We are embracing digital transformation to improve access, safety, and outcomes—ensuring our services are more connected, efficient and inclusive.

Reducing waits, improving lives

This year, we achieved significant reductions in waiting times across multiple specialties. 63.8% of patients are now waiting 18 weeks or less and, for the first time in over four years, the number of people waiting more than 52 weeks has dropped below 1,000.

These improvements reflect the strength of our integrated care model and our commitment to delivering care as close to home as possible.

Reducing waiting times is about more than numbers—it's about restoring confidence, reducing anxiety and ensuring that people get the care they need, when they need it.

“
Technology is helping us personalise care and extend our reach beyond hospital walls.
”

Remote support, personalised care

Our teams are using cutting-edge technology to bring care directly into people's homes.

Community physiotherapists are using virtual and augmented reality to deliver rehabilitation remotely, while our breast care and MS services are deploying the latest digital technology to support patients at home—reducing the need for travel and improving continuity of care.

Bringing the latest trials to Torbay

We are proud to be ranked second in the country in terms of recruitment to cancer research trials - giving local people local access to the latest advances in care.

Our participation in cutting-edge research is not only advancing treatment options but also improving outcomes—especially for patients with rare or hard-to-treat cancers. We are the only trial site in the south west for the first cancer vaccine.

“
Bringing research trials to our communities means more hope, more options and better outcomes for the people we serve.
”

We celebrated the work of Young Devon with our People Partner Award, recognising their positive impact for people who use our services and their carers. Our Charity Champion Award was presented to Jane Read, Gill Walach and Cheryl MacKinnon, who together raised over £20,000 for our Torbay and South Devon NHS Charity alongside their day jobs

In July 2024, we unveiled our new Wall of Fame at Torbay Hospital, showcasing our award-winning colleagues and celebrating excellence across our organisation.



Caring for those who care

Our people are the heart of everything we do. This year, we've invested in creating a workplace where colleagues feel safe, supported and celebrated—while opening new pathways into healthcare careers for local people.

Opening doors to nursing careers

We launched a new partnership with the Open University to make nursing education more accessible. Our first recruitment campaign attracted 25 applicants, offering them the chance to study locally without the need to commute and guaranteeing clinical placements across our acute and community settings.

This initiative is helping people with family or personal commitments pursue a career in nursing—removing barriers and widening participation.

“We're creating opportunities for people who've always wanted to care, but never had the chance.”

“Our volunteers bring warmth and dignity to every meal—helping people heal in body and spirit.”

Serving smiles: the power of connection

We've increased the number of mealtime companions by 400% this year.

These volunteers support patients during breakfast, lunch and dinner—offering practical help and social connection that boosts recovery and wellbeing.

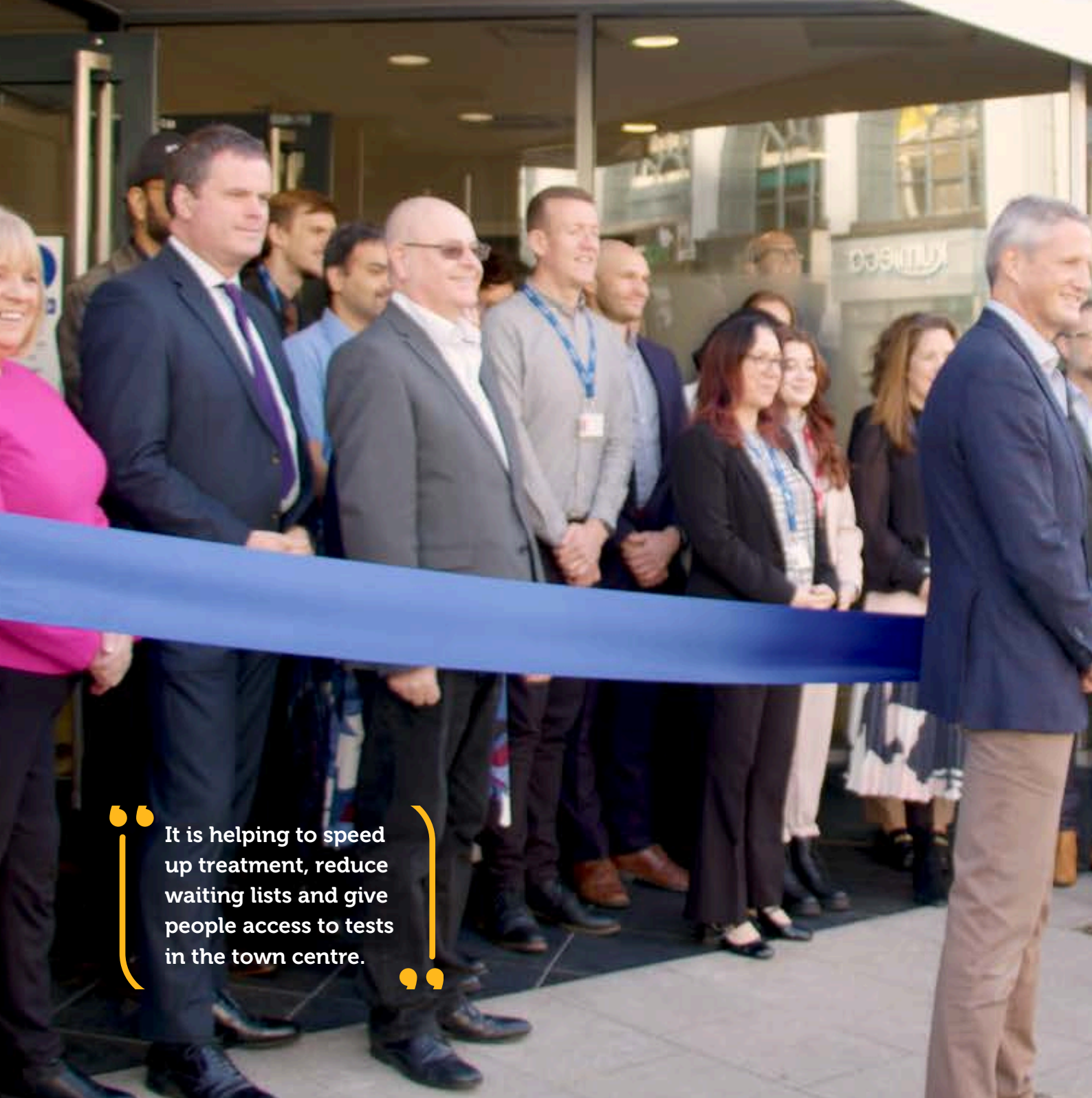
Celebrating our people

In May 2024, we hosted our annual People Celebration Event, recognising the achievements of over 180 colleagues.

The prestigious Our People's Choice Awards, voted for by the public, were awarded to Dr Freddie Sweeting (individual) and the breast care unit (team), honouring exceptional compassion and dedication.

“These awards reflect the kindness, skill and commitment that define our teams and our people.”

Torbay and South Devon Community Diagnostic Centre



It is helping to speed up treatment, reduce waiting lists and give people access to tests in the town centre.

Building for better care

We've invested in spaces that support recovery, diagnosis and urgent care —bringing services closer to home, improving environments and helping people get the care they need in the right place, at the right time.

Faster tests, closer to home

In November, we opened the doors to the new Torbay and South Devon Community Diagnostic Centre (CDC) in Market Street. This town-centre location is already making a difference—offering faster access to tests for conditions like cancer, heart and lung disease, without the need to travel to Torbay Hospital.

Over the next year, we expect to carry out more than 40,000 diagnostic tests at the CDC. By moving routine testing into our communities and away from the acute hospital, we're freeing up space for more complex and urgent care and reducing the risk of surgery being postponed during busy periods.

“Thanks to Jack Sears mum is now back taking walks along the beach and playing skittles.”

Getting people back on their feet

Working with Torbay Council and Pendennis, we've launched the Jack Sears Rehabilitation Centre in Paignton which supports people who've experienced a recent change in their health to regain independence in a safe, supportive environment.

Care is delivered by a consistent team of therapists, nurses and support staff who work together to provide joined-up rehabilitation. By focusing on what matters to each person, Jack Sears is helping more people recover quickly, safely and with the confidence to live independently again.

A better emergency service

We're investing £14.2 million in upgrading our Emergency Department at Torbay Hospital. This includes a new wrap-around extension, built using modern construction methods to speed up delivery and reduce disruption.

The development includes a new Same Day Emergency Care Unit (SDEC) to improve patient flow, a dedicated triage area for people in crisis who need mental health support and better waiting areas.

“We're creating a better environment—more space, more comfort and a calmer experience for people who need urgent care.”

£14.8m

invested in our
buildings, repairs
and equipment

During the year we reported a net deficit of £48.7m, compared to the previous year deficit of £64.4m.

Year on year, our operating income increased by 4.8% and our operating expenses increased by 2.8%.



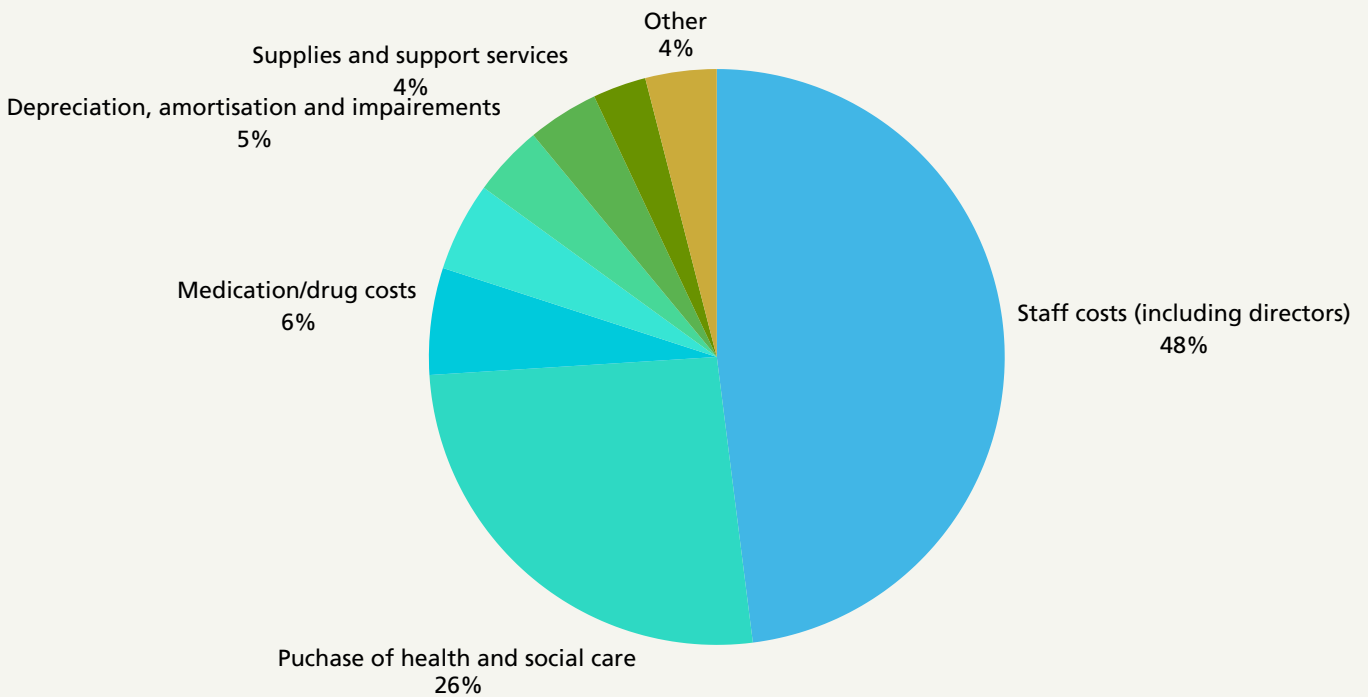
Our money

We are committed to delivering the best possible value for our communities by making every pound count.

Through careful financial management, efficiency savings and investment in modern infrastructure, we aim to ensure public money is used wisely to support high-quality, sustainable care

HOW WE SPENT OUR MONEY

in 2024/25



£771.9m

what we spent in 2024/25

£10.7m

invested in our electronic patient record

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



The future feels more hopeful when we're all involved in making it better.

Looking ahead

We're shaping a future where care is more connected, inclusive and focused on what matters most to our communities.

Bringing care even closer to home

Over the next year, we will continue to make it easier for people to get the care they need, as close to home as possible.

This means more services delivered in local communities, more support at home and using digital technology—like virtual wards and our new electronic patient record—to help people stay well and manage their health with confidence.

It also means taking services out of hospitals and into our communities so that the only services that are delivered on the acute hospital site are those that can only be delivered on a hospital site.

I'm excited to be part of a team that's shaping services around people, not just systems.

Supporting people to live well

We know that preventing illness is just as important as treating it.

That's why we'll be working closer together than ever with our partners to tackle the causes of poor health, support early intervention and address the inequalities that affect our coastal and rural communities.

By listening to what matters most to local people, we aim to help everyone live healthier, happier lives.

Working together

We are investing in our people, supporting their wellbeing and building a culture of compassion and inclusion.

We're also committed to environmental sustainability—reducing our carbon footprint and making our sites greener.

By working together, we can deliver high-quality care now and for future generations.

I care about creating a workplace where all voices matter and everyone feels supported.

It's about representing
colleagues and making
sure staff views are heard
at the highest level.



Your voice in our organisation

We're proud to be a foundation trust, with members and governors at the heart of what we do. Their involvement ensures we stay connected to our communities and make decisions that reflect local priorities.

Being a member

Our membership continues to be a vital part of how we connect with our communities and ensure that the voices of local people shape the services we provide.

Membership is free and open to anyone aged 14 or over who lives within our defined membership areas.

It offers people the opportunity to learn more about our hospitals and community services, understand the challenges we face and contribute to improving care and experience for patients and carers.

“
We're here to make sure the voices of our communities are heard.
”

Representing you

Our Council of Governors plays a key role in ensuring accountability and transparency.

Governors represent the interests of members and the public, helping us to shape strategy, scrutinise performance and strengthen our connection with the communities we serve.

Involving our communities

Through regular meetings, events and communications, governors help us listen, learn, and act on what matters most to our people.

During the year governors

- arranged a medicine for members talk by Seamus MacDermott, urology consultant
- were active in their local communities providing informal spaces for people to share feedback and ideas
- supported recruitment processes for senior roles and attended key Board committees as governor observers

“
That means asking the right questions and challenging constructively.
”



The new chairs made
chemo more bearable
—thank you.

Our fundraisers and supporters



The generosity and commitment of our fundraisers and supporters have made a profound difference to the lives of patients, families and our dedicated staff across Torbay and South Devon.

Helping to make things better

From transforming Louisa Cary Ward with a seaside theme to make children feel more at ease, to funding scalp coolers that help reduce the side effects of chemotherapy, our fundraisers and supporters are making a real difference.

They've helped create a peaceful garden for coronary care patients, supported yoga and art therapy for those with cancer and backed wellbeing and development programmes for staff. Every fundraiser and every donation is helping to improve care for local people and communities.

“
The art sessions
helped me feel like
myself again.
”

Getting active together

We launched new fundraising opportunities—from half-marathons and inflatable 5k runs to bake sales, quiz nights, and the NHS Big Tea—ensuring everyone can get involved in making things better.

Fundraising not only supports vital services—it also boosts wellbeing, bringing people together, encouraging physical activity and creating a sense of purpose and connection across our communities.

Better together

Together, our Torbay and South Devon NHS Charity and our eight League of Friends (Ashburton, Brixham, Dawlish, Newton Abbot, Paignton, Teignmouth, Torbay and Totnes) and our Torbay Hospital Nurses League form a powerful partnership—one rooted in compassion, community and a shared commitment to improving care.

Their contributions are not just financial; they are acts of kindness that ripple through our services, touching lives in ways that statistics alone cannot measure.

“
I love being part of
something that makes
a difference.
”

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: tsdft.communicationsteam@nhs.net

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