

Meeting New Challenges Together



ANNUAL REVIEW 2015/16

This annual review is a very special one for us, being the very first for our integrated care organisation, which came into being on 1 October 2015.

Our new organisation is one of the first in England to bring together community health, adult social care and acute hospital services into a single provider organisation. We are now a large and complex Trust with 6,000 staff and an annual budget of around £375 million. We are working in partnership with South Devon and Torbay Clinical Commissioning Group (CCG), Torbay and Devon Councils, local GPs, and many other organisations - our voluntary sector partners in particular, to bring a new model of care to Torbay and South Devon.

This level of change is a challenge for staff, and we commend them all for the support and patience they have shown, whilst ensuring local people receive effective care throughout the transition and beyond.

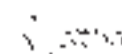
We continue to face significant pressures on our services, especially urgent care and waiting times for some services, and staff have done their very best, right across our system of care, to manage these pressures through a difficult winter. The Care Quality Commission (CQC) visited us in February for a planned inspection and saw the challenges first hand. They witnessed the exceptional way our staff treat people – with kindness, compassion, care and dignity. They saw services that were 'good' or 'outstanding' and many examples of excellent practice and care. But they saw people experiencing delays for access to emergency and urgent care, so their overall rating for our Trust was 'requires improvement'. That is why this change is so important - it creates the conditions for delivering a new model of care that moves resources from bed-based care to deliver truly 'place-based' care in or local to home.

We are working with our commissioners, our staff and people who use our services to change how care is delivered, and we are asking local people to understand the need for change and help us to deliver a new model of care, one that better meets the needs of the most vulnerable and supports people to live their lives to the full.

We are deeply grateful for the contribution and support of all our volunteers

This review of our first year celebrates some of our achievements, shares some of the issues and challenges we currently face, and shows how we have used our resources to provide health and care to local people.

As ever, we are deeply grateful for the contribution and support of all our partners and volunteers, and in particular our hospital Leagues of Friends, who do so much to support patients through their fundraising and voluntary work.


Sir Richard Ibbotson
Chairman


Mairead McAlinden
Chief Executive

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Virtual reality helps doctors learn

Torbay Hospital is using virtual reality technology to help improve clinicians' understanding of what it is like to be a patient. Medical professionals use virtual reality headsets to watch a film shot from the patient's viewpoint. For example, the pilot film about someone who is experiencing chest pains, documents the patient's journey from ambulance to Emergency Department and on to theatre. Using advanced recording and viewing technologies, incorporating two synchronized wide angle cameras on top of the patient's head, really brings the scene to life and creates an emotional experience based on the feeling of distress experienced when strangers are taking control of your life. After watching the film, staff discuss the environment, the patient's state of mind, staff actions and interactions, and how all of these could affect the patient experience.



Clinical Trials Day

Torbay Hospital's Clinical Research department opened its doors to the public on 20 May for International Clinical Trials Day. Research is carried out across approximately 250 studies at the hospital's specially equipped Jubilee Research Unit, which was opened in 2012 and named in celebration of the Queen's Diamond Jubilee. One of the Trust's 'Expert Research Patients', Alan Belcher, said,

"Having been diabetic for many years, when I was given an opportunity to assist in a new drug trial for diabetes research, this seemed a good way of doing my small bit in helping the fight against this terrible disease which affects so many people worldwide."

Text Reminder Service

Patients across South Devon can now be reminded about their hospital outpatient appointments by text message. Every year more than 330,000 people attend Torbay Hospital and the community hospitals for outpatient appointments. The Trust developed a text reminder pilot as part of its project to improve the patient experience and to reduce the 'did not attend' (DNA) rates. This project has already seen the successful development of the Patient Access Centre, which is now making it easier and quicker for patients to contact the hospital to arrange or rearrange appointments.

The future of health and care

Changing how we work

In creating our single integrated care organisation we are better able to deliver on what people have told us, about how they want to access and receive health and care:

"We want access to be simple."

"We only want to have to tell our story once."

"We want to be cared for at or as near to home as possible."

Our population is changing too with people living longer – and this can bring with it some challenges in providing the right services. Quite rightly older people want to continue to be independent and part of their community. We

have to change the way we deliver services so that we are better able to meet everybody's needs.

Care will be centred around communities and people, and focused on wellbeing, self-care and prevention of ill-health. Voluntary services will play a fundamental role in supporting people to maintain an active and fulfilling life, retaining their independence for as long as possible. More specialised services will be provided to people at home and in their local communities. People will only go to hospital when they need treatment or care that cannot be provided in their own community.

'Janet's' story, below, illustrates what this approach means in practice.



Intermediate care

We have teams of staff who work with GPs and voluntary organisations in each of our localities to provide support to people with complex needs and help to avoid unplanned hospital admissions. We call this 'intermediate care' and it is a really successful way of supporting people in their own homes and communities.

'Janet' is a 96-year old living at home with her daughter as her main carer. Her GP asked our intermediate care team for help, as Janet was already on a second course of antibiotics for a chest infection, and seemed to be deteriorating. When our specialist occupational therapist and physiotherapist visited Janet, they found she was extremely fatigued, short of breath, struggling to get up and around the house, and increasingly confused. She had also suffered a number of falls and was living with heart failure. Her daughter was worried and exhausted, and very tearful during the visit.

Janet's GP had recently changed her medication and this was going to need careful monitoring to avoid further deterioration, and our team felt that she would benefit from a short-term

placement in an intermediate care nursing home. Janet and her daughter agreed and a transfer was put in place within four hours. Janet spent three weeks in the care home, during which time her medication was carefully reviewed, she had weekly visits from her GP, and speech and language therapists helped her with difficulties in swallowing tablets. She also had a tailored rehab programme to help regain her mobility and was supported by an intermediate care nurse.

At the end of the three weeks, Janet was well enough to go home, with a new package of care support visits and extra equipment, including a four-wheeled walker, and a hospital-type bed with special pressure relieving equipment.

Other changes we have made include:

Self-referral for physio

People right across the area can now benefit from a reduction in waiting times and more help to self-manage their hip and knee conditions, along with treatment in the community and improved access to surgery when it is needed urgently. This is all thanks to a successful pilot project with physiotherapists in Teignmouth and Dawlish to reduce the number of people having hip and knee surgery.

People can now refer themselves directly to a physiotherapy-led service, instead of having to go the GP or wait for a referral to orthopaedics at Torbay Hospital. The new service, which has been rolled out across our area was designed after taking patient feedback on board. We offer an appointment within three days at clinics in local communities, where people are assessed and offered advice and a treatment plan. There are a wide range of alternatives to surgery, and often people can avoid the need for an operation altogether. Since the pilot began in March 2015, only 12 per cent of patients have needed a referral for further investigation of the hip or knee pain.

Wellbeing co-ordinators

We are working with the voluntary sector to appoint Wellbeing Co-ordinators, who ensure people's care is based around 'What matters to you' rather than 'What is the matter with you'.

Seeking advice in the ICO

For most people, their GP is the starting point when they need help with their health. Often, the GP is able to diagnose, advise and treat the patient with no further intervention. However, where they need more specialist advice GPs are offered an option to seek advice from a consultant who has expertise in the condition, rather than having to refer their patient to hospital. If the GP and specialist feel that the patient does need a hospital appointment, any necessary tests are arranged before their visit, so that a diagnosis can be reached and the right treatment planned more quickly. For many people, this means fewer costly and time-consuming visits to hospital.



Care will be centred around communities and people, and focused on wellbeing, self-care and prevention of ill-health.



Occombe residents enjoy new found independence

Former residents of Occombe House started enjoying new-found independence in their brand new supported living bungalows at the Occombe House site. The two new four bedroom bungalows were designed in conjunction with parents and carers in accordance with the latest disability guidelines. The bungalows provide residents with their own personal space including en-suite facilities as well as communal living and cooking areas.

Carers Week

Carers from across Torbay enjoyed a host of treats at a series of events timed to coincide with National Carers Week 2015 (8 – 14 June).

Organised by Torbay and Southern Devon Health and Care NHS Trust and supported by Torbay Council and local organisations, local carers took some time-out to enjoy various events held throughout the week. Carers Week celebrates the essential, and often unsung, role of unpaid carers. A host of events took place across the Bay, with an emphasis on carers having some time for themselves. The events ranged from fishing and cream teas to learning to fly a Boeing 737; all aimed at promoting the wellbeing of carers and recognising the vital role they play in our community.



First ever 'sight loss adviser'

Action for Blind People (Action) teamed up with Torbay Hospital to provide, for the first time, a sight loss adviser, to provide practical and emotional support to people who are losing their sight.



Work begins on new critical care unit

Building work on the new critical care unit and main entrance officially started in July 2015. The exciting £14.5m project will deliver a brand new, state-of-the-art critical care unit (CCU) with dedicated facilities for relatives. This major investment project will see a 14-bed CCU that will have all the latest technology and equipment required to provide a modern, patient focused environment. The project also includes a warm and inviting new main entrance with a café, a shop and additional public amenities.

Local hospitals continue to score top PLACE

All nine of our community hospitals and Torbay Hospital took part in the patient-led assessments of the care environment (PLACE) and received some top ratings in a report published by the Health and Social Care Information Centre. The report covers areas such as cleanliness, food and hydration, privacy, dignity and wellbeing, dementia support and condition and maintenance of buildings. All of the hospitals performed above the national average in most areas and, in addition, six community hospitals in Torbay and South Devon (Ashburton, Brixham, Dawlish, Newton Abbot, Paignton, Teignmouth and also Torbay Hospital) scored above the national average in all five categories.



Torbay trauma app goes global

A new smartphone app developed by a team of doctors and medical students at Torbay Hospital will help to reduce the number of global deaths from trauma. The new Primary Trauma Care (PTC) app, launched in August 2015, is an ideal resource for clinicians to quickly reference information on how to manage all aspects of treating the severely injured patient. Costing just £2.29, all proceeds are going towards the maintenance and ongoing development of the app and the provision of future PTC training across the world.



Overseas nurses celebrate first year

Torbay Hospital celebrated a successful first year for the 40 overseas nursing staff recruited in 2014. A national shortage of nurses means there are more vacancies than candidates. Like many other NHS trusts, we are looking overseas to attract high quality nurses and ensure safe staffing levels for patients. All of the overseas recruits settled in really well with existing staff and many received thank you cards and letters from patients. Some received nominations for our staff awards.

Subtitled films to help Polish mums with pregnancy care

Torbay Hospital's maternity department developed custom-made subtitled guidance films for the local Polish community to provide pregnant women with a greater understanding of their care journey. In partnership with Health and Care Videos, the maternity department, produced a series of guidance films which can be viewed at <http://www.torbayandsouthdevon.nhs.uk/services/maternity-services/maternity-antenatal/> (click CC on the play bar to choose subtitles option).

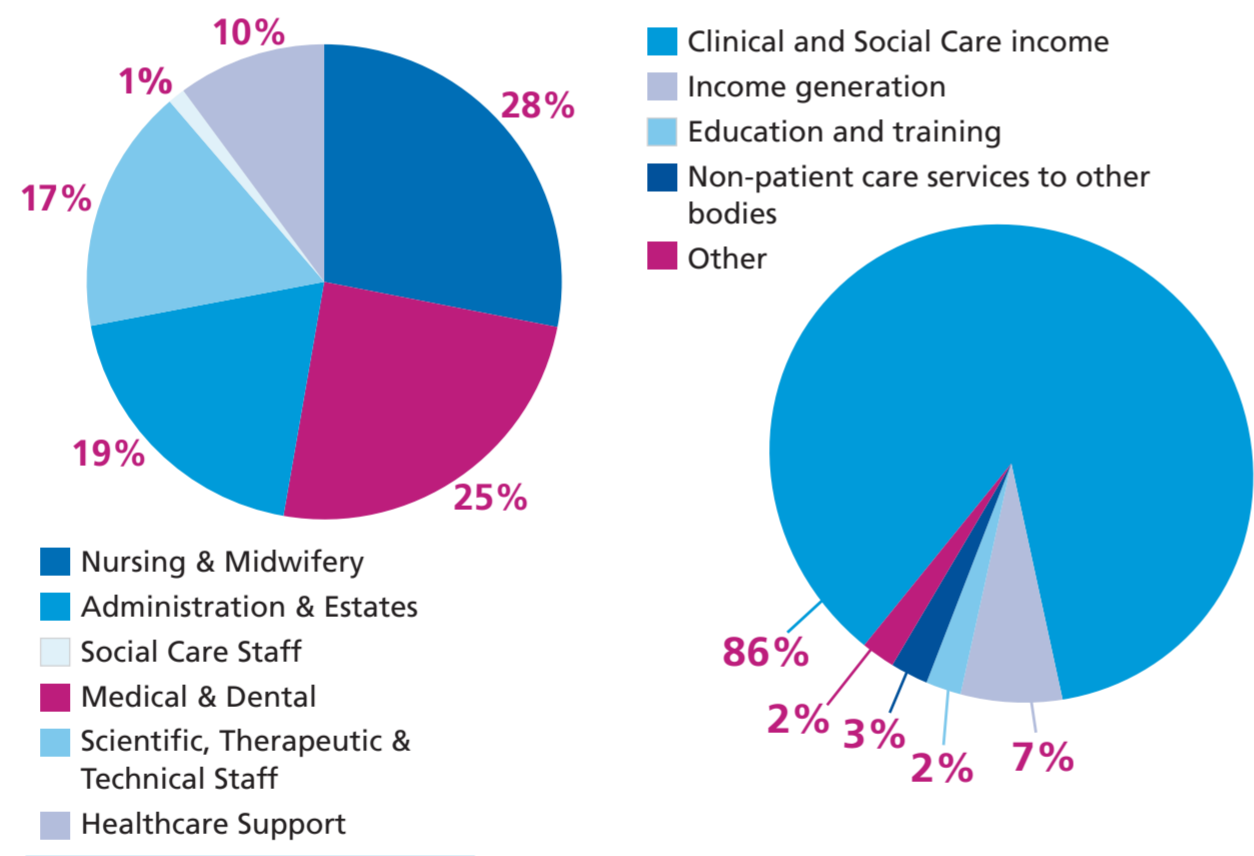
Our performance

Our Trust board, consisting of the executive team and our non-executive directors, meets monthly to review performance against objectives. The non-executive directors are appointed to provide critical challenge and hold our executive team to account. Every year, they have to sign off an annual report which is submitted to NHS Improvement and available to view on our website www.torbayandsouthdevon.nhs.uk/ under 'about us' (click on news and publications). This year we reported an operating loss of £8.9 million. As well as reflecting the wider pressures on the NHS, this supported bringing together two organisations and invest in new ways of delivering care.

Here are the highlights of our annual report and accounts:

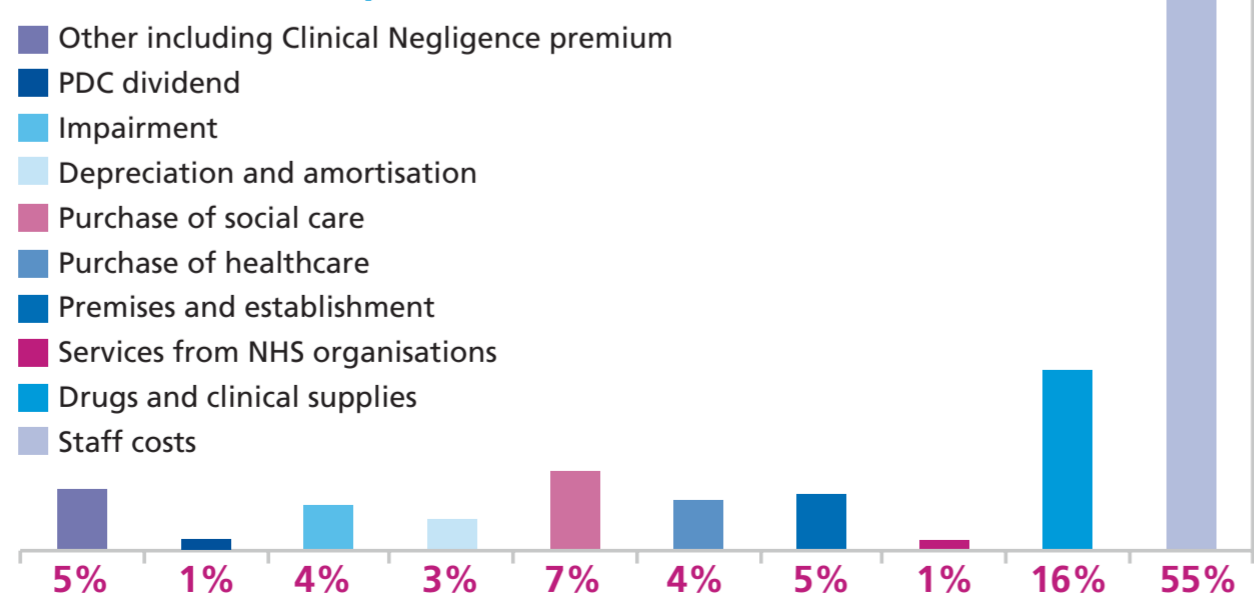
The Year in figures	Torbay Hospital	Community Overview
A&E/MIU attendances	82,621	40,895
Babies born	2,354	-
Outpatients attendances (new)	95,251	27,274
Outpatients attendances (follow up)	243,122	65,126
Inpatient stays (emergency)	34,643	3,905
Inpatient stays (planned elective)	4,292	-
Day case surgery patients (planned elective)	30,488	-
Outpatients procedures	65,146	-

Staff Costs 2015/16, £188.7m Total Income 2015/16 £325.1m



21.48% of our staff are male, with 78.51% being female.

Total Revenue expenditure 2015/16, £344.0m



From left to right from top: Sir Richard Ibbotson, David Allen OBE, James Furse, Jacqui Lyttle, Sally Taylor, Jon Welch, Robin Sutton, Jacqui Marshall

Our Non-Executive Directors

Our eight non-executive directors bring a wealth of experience to our board from the private and public sector.

Sir Richard Ibbotson

Sir Richard was appointed Chair of the Trust in June 2014 shortly after retiring as an Admiral in the Royal Navy. He also holds other public roles, including being a Lord Deputy Lieutenant for Devon and was a Member of the Armed Forces Pay Review Body.

David Allen OBE,

David has been a non-executive director for the Trust since 2012 and was Acting Chair from February 2014 to May 2014. He spent 37 years in higher education, is Chair of the Higher Education Funding Council for Wales and a Governor of Exeter College.

James Furse

James was appointed as a non-executive director in January 2014. After a long and distinguished career with the John Lewis Partnership, James was appointed executive director of The Prince's Social Enterprises Ltd and became a member of a number of related boards, including Duchy Originals Ltd. He is a non-executive director of NS&I and Chairman of its Appointments and Remuneration Committee.

Jon Welch

Jon, who comes from a Royal Navy background, was appointed as a non-executive director in October 2015. Jon joined the board of Torbay and Southern Devon Health and Care NHS Trust in 2006 (then known as Torbay Care Trust) and had corporate responsibility for both community health and for adult social care provision. He played a key part in ensuring that the Trust achieved both financial and operational targets, initially as Audit Committee Chair and then as non-executive director responsible for governance.

Sally Taylor,

Sally joined the board in January 2013. She was the Chief Executive of St Luke's Hospice in Plymouth from 1994 to 2016. She has held roles with a number of charities including Help the Hospices (the national membership body for hospices), the Harbour Centre drug and alcohol advisory service and the Barbican Theatre in Plymouth. She sits on the Local Education and Training board for health in the South West.

Jacqui Lyttle

Jacqui joined the Board in October 2014, having worked within the NHS at board level and established her own independent healthcare consultancy. Jacqui is a director of a small specialist provider organisation to NHS England, and executive commissioning advisor to five Clinical Commissioning Groups (CCGs) and one Commissioning Support Unit, Royal College of General Practitioners (Pain faculty), The Dystonia Society and The European Parliament.

Robin Sutton

Robin joined the board in May 2016. He is a chartered accountant with over thirty years of financial experience gained at a senior level for private and public enterprises in both executive and non-executive director roles. Robin has previously held non-executive director and senior positions at several multi-national organisations including Sifam, Fianium Holdings, CompAir Holman and Rolls-Royce PLC.

Jacqui Marshall

Jacqui joined the Trust in April 2016. She is Deputy Registrar and HR Director at the University of Exeter and brings board experience as a Trustee of a charity as well as board level experience within Whitehall (MoD). Jacqui is an organisational change specialist with merger, transformation and cultural change expertise.



Alcohol Awareness Week

One of the mainstays of our new organisation is focusing on helping people to stay well and prevent ill-health. Many people enjoy a drink on social occasions, but for some alcohol can become a health problem.

We took part in alcohol awareness week to raise the health issues around excess alcohol. Did you know that in South Devon and Torbay about 44,000 adults binge drink? This is defined as consuming eight or more units in a single session for men and six or more for women. And on average, locally, there are around 6,800 hospital admissions per year that could be due to alcohol. Long-term alcohol misuse is a major risk factor for serious conditions including:

- heart disease
- liver disease
- stroke
- liver cancer and bowel cancer

Alcohol is also the second biggest risk factor for cancer after smoking

Steve from Torquay has always enjoyed a drink but he didn't realise how much he was relying on it. He didn't believe he had a problem, but when he lost his job he started drinking during the week as well and it got out of control. He wants people who do have a problem to know there is help out there and you can successfully tackle an alcohol problem by taking the first step of recognising it and seeking help.

"Whilst I was working I couldn't drink during the week as I had to drive but once I wasn't working I had no reason not to. This got more and more and when I lost my partner I became depressed and drank to cope. I ended up drinking as soon as I got up.

"I knew I had to do something about it so eventually I went to my GP. First I said I had depression, but I went back and admitted I had an alcohol problem. I was referred for treatment. To start with, I couldn't face attending group sessions, as I felt so embarrassed, so I started with one to one support; but then I did go along to the groups too. I moved into supported living accommodation, which was hard for me as I had to have my dog rehomed and she was all I had. But it was worth it as the support I got made all the difference.

"I have accepted I am an alcoholic and that I can never drink again. I now volunteer and support others, I act as a link between key workers and the clients as I know what it is like first hand and can understand what people are going through. I have gained several qualifications in counselling, health and social care and drug and alcohol awareness and my goal is to become a support worker myself. I am now planning to get my own flat where I can have my independence and hopefully get a dog again."

If you would like more information

You can find out more at www.torbayandsouthdevon.nhs.uk. Just type 'drug and alcohol service' in the search box. This has a range of self-help materials, alcohol information and an online screening and referral tool. You can also call us on 01803 604334 and speak to an alcohol referral coordinator.

Cardiac lab goes live

A three-phase improvement project to ensure that emergency treatment for heart attack patients continues to be available at Torbay Hospital was completed in December 2015. The suite included a new recovery area, a second cardiac catheterisation laboratory and refurbishment of the existing laboratory, making Torbay Hospital one of the few district general hospitals nationally to offer a 24/7 service. Having two cardiac catheter labs at the hospital means that planned heart procedures no longer have to be interrupted or cancelled when an emergency patient is brought in by the ambulance service.

New mums rate local maternity services highly

Torbay's maternity service is performing well in comparison to other hospitals across the country, according to a new national survey by the independent health and social care watchdog the Care Quality Commission (CQC).

The Trust's performance was rated by over 120 women who had birthed at home, at Whitelake midwifery led unit or at Torbay Hospital. New mums gave very positive feedback about their experiences and placed Torbay in the top 20 per cent of hospitals for areas including:

- being provided with enough information to help decide on the place of birth
- having contact details of the midwife
- being involved in the decisions made regarding care
- being listened to
- receiving help and advice in the post natal period.

Associate Director of Nursing and Midwifery, Heather Parker, said:

"On average, seven babies are born every day under our care, and we want every one of them to have the best possible start in life."



Dawlish centre for urgent care

Dawlish Community Hospital started providing an improved service for the treatment of minor injuries, becoming the area's centre of excellence for urgent care. The service, based at the community hospital's minor injury unit (MIU), is available 8am to 8pm seven days per week, 365 days per year. To enable this service, the existing MIU and x-ray facility at Teignmouth Community Hospital merged with the MIU at Dawlish Community Hospital to create one top-class facility for the local population. The extended opening hours ensured that local people have convenient, daily access to high quality care closer to home.

Freedom to Speak Up Guardians

The Trust recruited eight staff from a broad range of work locations and occupational groups to act as Freedom to Speak Up Guardians. This is a national initiative aiming to support and encourage staff to raise and report concerns. Our guardians have a direct link to the chief executive and Director of Human Resources, and any common themes will be reported to the board, ensuring that the voice of front line staff is heard at a senior level.

Meeting new challenges

Planning for change

In December 2015, the government announced that every health and care system in England would be required to develop a 'Sustainability and Transformation' plan outlining how it would deliver the NHS five year forward view for local people.

We are working with our partners across Devon to share our experiences, learn from best practice elsewhere and develop a single plan which covers all our communities.

In South Devon, we are regarded as an exemplar, having already integrated health and social care. We are also one of the government's Vanguard sites for urgent care. We are working on developing two urgent care centres to give people increased access closer to where they live, so they will only go to A&E in emergencies.

Now, we are working with our partners across Devon to share our experiences, learn from best practice elsewhere and develop a single plan, which covers all our communities. As a whole health and social care community, we are working together towards the priorities outlined in the 'Five Year Forward View' plan for the NHS and in our new model of care:

- preventing illness and improving public health
- tackling health inequalities

- delivering more services in the community
- providing hospital care only for those who are acutely ill
- giving people much more control over their individual care
- working in partnership with other organisations to better support people, especially those living with one or more long-term conditions
- tackling mental as well as physical ill health
- finding new solutions to our recruitment challenges and staff shortages
- living within our allocated budget: we have a funding shortfall that will grow to £480m across Devon in the coming five years unless we take action now.

We need to achieve better and more equal health outcomes

We need to achieve better and more equal health outcomes for people, delivered through sustainable, integrated services, and for the same or less cost than now. In Torbay and South Devon we are planning to start consulting local people about the future shape of community services in September – including reducing the inpatient beds in the community hospitals across our area. This work will be led by the CCG, but supported fully by our Trust. For more information visit

www.southdevonandtorbayccg.nhs.uk/get-involved/current-engagements/Pages/community-health-services.aspx



Quality improvement

The two legacy trusts which came together to form our integrated care organisation have a long history of focusing on excellence. We received our first CQC inspection as a single Trust in February and received a rating of 'outstanding' for care and compassion and 'requires improvement' overall. Our aim is to achieve a 'good' rating overall by the time inspectors come back to check on progress, and our aspiration is to deliver 'outstanding' services for all our communities.

One of the ways to make sure we are continually improving our care is by setting annual targets for quality improvement. In 2016/17, we have chosen to focus on five priorities. These have been developed through discussions with our health and care teams and service commissioners. When discussing and agreeing the priorities for 2016/17, we have also taken into account the views of the recently formed Quality Improvement Group, as well as key stakeholders (including

governors, Healthwatch, the Health and Wellbeing boards and Oversight and Scrutiny Committees of Torbay and Devon Councils).

Our quality priorities are:

- to improve the consistency and reliability of complaint investigations and systems for organisational learning across our integrated care organisation
- to standardise an 'early warning' trigger tool, for monitoring patients and escalating where their condition is deteriorating, which can be used across any health and care setting supported by our integrated care organisation
- to improve the timeliness of assessment within our Emergency Department
- to ensure best outcomes for people who have a stroke by re-organising our treatment pathway
- to test the impact of using the 'Institute of Health Improvement's teach back' method to improve communication between patients, families and health and care professionals.



Health visitors 'baby friendly'

Torbay Health Visiting Service was awarded the prestigious Baby Friendly Award from UNICEF (United Nation's Children's Fund). The award, which recognises best practice standards for mothers and babies, was given following a two-day inspection earlier in the year.



Helpline wins Star Award

The Trust's Rheumatology Patient Helpline was bestowed with a national award at the Health Education England 2016 Star Awards. The team were nominated in the 'Wonderful Workforce Solution' category, following a successful re-shaping of their helpline service. The patient helpline now offers an easily accessible and responsive service to patients to help them manage their disease and treatments.

Apprenticeships

As Torbay's largest employer, we pride ourselves on creating employment opportunities. During National Apprenticeship Week in March, we invited local people of all ages to an event at Torbay Hospital to discover the wide range of apprenticeship opportunities available to them within the NHS.

The open day featured information stands and speakers from areas including the NHS Apprenticeship Service, Job Centre Plus, South Devon College, healthcare representatives and the Trust's Vocational Education Team. Current and past apprentices also attended, giving a valuable insight into the opportunities available for apprenticeships at the Trust. People who attended on the day were also able to apply for real 'live' jobs at an 'application station'.

The Trust currently has over 150 apprentices working towards qualifications in a wide range of roles from Healthcare to Creative and Digital Media and from Laboratory Technicians to Customer Service.

Chloe Roberts, a current apprentice in the Trust's Employability Hub, said:

"An apprenticeship is a great way to develop the skills needed to start your career. I chose an apprenticeship with the hospital as it allowed me to learn in a workplace environment whilst helping others as well as the ability to earn a wage allowing me to become more independent."

It has been a fantastic experience and my colleagues have been so supportive as I have progressed and developed in the role. It has given me a variety of opportunities that I did not think I would have at such an early age of my career and I strongly advise anyone to consider doing an apprenticeship."

The Trust offers a wide range of employment opportunities from catering to gardening, secretarial and administrative to library, laboratory, and many different clinical roles. For full details see our website: www.torbayandsouthdevon.nhs.uk/about-us/working-for-us/

Governors and members



Dear Member,

Another year has passed! On 1 October 2015, we joined forces with the Care Trust to become Torbay and South Devon NHS Foundation Trust.

Integration was achieved so successfully thanks to the hard work and dedication of all the staff from both organisations, who adopted a flexible and cheerful approach to the process - whilst carrying on with 'the day job'. This resulted in the Trust receiving the accolade of "outstanding" for the caring and professional attitude of staff, in the spring 2016 inspection by the Care Quality Commission.

The Trust has had strong links throughout the community, developed by changes in the delivery of healthcare nationally, as well as locally, and these have been fostered by the friendships we have within our area. We all have the same focus: The patient, client or service user, which is potentially every one of us.

I know there are concerns about how healthcare will be delivered in the future. There will be consultations led by our Clinical Commissioning Group about the future shape of services, starting in September. Please look out for the dates of meetings in the press. The governors

will be attending these meetings. We are here to represent you, our members. Please get in touch with us, through the Trust Office, if there are matters you would like raised on your behalf. There will be up to date information at the AGM. which will be held on 23 September.

After a couple of years as lead governor, I have got to know many of you – please continue to say "Hello". It is nice to know how much you value the service provided by the Trust.

Cathy French
Lead Governor

Annual Members Meeting – Friday, 23 September 2016

Please join us on **Friday, 23 September 2016** for an enjoyable and informative afternoon at the Horizon Centre, Torbay Hospital. Between 1pm and 3pm you will have the opportunity to talk to staff, other members, League of Friends members and our governors. There will also be plenty of displays and a chance to enjoy a cream tea. The formal members' meeting will take place from 3pm until 4.30pm in the TREC Lecture Theatre, next to the Horizon Centre. Family members, carers, friends and members of the public are all welcome. Parking is FREE if you display the front page of this newsletter on your dashboard and the hospital is well served by buses. To book a place, please complete and return the reply slip below - no stamp required.

Council of Governors Meetings

23 September 2016 - 10.30am to 12.00pm

14 December 2016 - 3.00pm to 5.00pm

Venue: Anna Dart Lecture Theatre,
Horizon Centre, Torbay Hospital

Board of Directors Meetings

- 7 September 2016
- 5 October 2016
- 2 November 2016
- 7 December 2016
- 11 January 2017
(Boardroom or off site,
please see website
nearer the time)
- 1 February 2017
- 1 March 2017



Unless stated all public Board of Directors meetings are planned to start at 9am in Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital, However, venues and timings are subject to change: please check our website

www.torbayandsouthdevon.nhs.uk

Please inform the Foundation Trust Office if you plan to attend any meetings. **There is no need to send us your apologies.**

Annual Governor Elections

The annual elections to our Council of Governors takes place each autumn. Anyone who is part of our membership or who wants to join, can put themselves forward to stand in the elections. Please contact our foundation trust office (contact information at the bottom of this page) to find out more. The Council of Governors provides assurance for the Torbay and South Devon community that the NHS Foundation Trust is doing a good job, as well as being a voice for the local community and helping to shape future plans.

Appeal for Email Addresses

We would like to make more use of electronic communications with members in the future to save on postage costs. If you can help by providing us with an email address then please email the Foundation Trust Office – contact details below. Please remember to include your name and postal address so we can ensure we match the right email address to the correct member. If you do not have an email address; we still value you as a member, although we may communicate with you less frequently throughout the year.

Helping to Shape Future Plans

We continue to seek new members to support the integrated care organisation's future. Anyone over the age of 16 living in Torbay, Teignbridge or the South Hams can become a member by contacting the Foundation Trust Office via online form, telephone, e-mail, fax or in writing - contact details on this page. We particularly wish to recruit more members from the South Hams area.

Contacting us

Foundation Trust Office, Torbay Hospital
Torquay, TQ2 7AA

Phone: 01803 655705

Fax: 01803 616334

E-mail: foundationtrust.tsdf@nhs.net

Our website is at:

www.torbayandsouthdevon.nhs.uk/

Follow us on social media:

www.facebook.com/torbayandsouthdevonft

[@TorbayHospital](https://twitter.com/TorbayHospital)

Annual Members Meeting

I/we would like to attend:

☐ Display and cream tea (1pm - 3pm)

☐ Annual Members Meeting
(3pm-4.30pm) on 23 September 2016

Please put a number in the box to denote the number of people attending

send to foundationtrust.tsdf@nhs.net
or Freepost address

Foundation Office, Torbay Hospital,
FREEPOST RTGS-CXYH-LZLG
Torquay TQ2 7AA

Name:

Address:

Postcode:

So we can contact you with any last minute information

Tel:

Email: