



Torbay and South Devon
NHS Foundation Trust

Our strategy

Summary document

BUILDING A
**Brighter
Future**

improving health & care
in Torbay & South Devon

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About us

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

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

We have a proven track-record of innovation both in terms of our integrated care services and with some of our specialist clinical services, for example day surgery, being nationally recognised for their best practice.

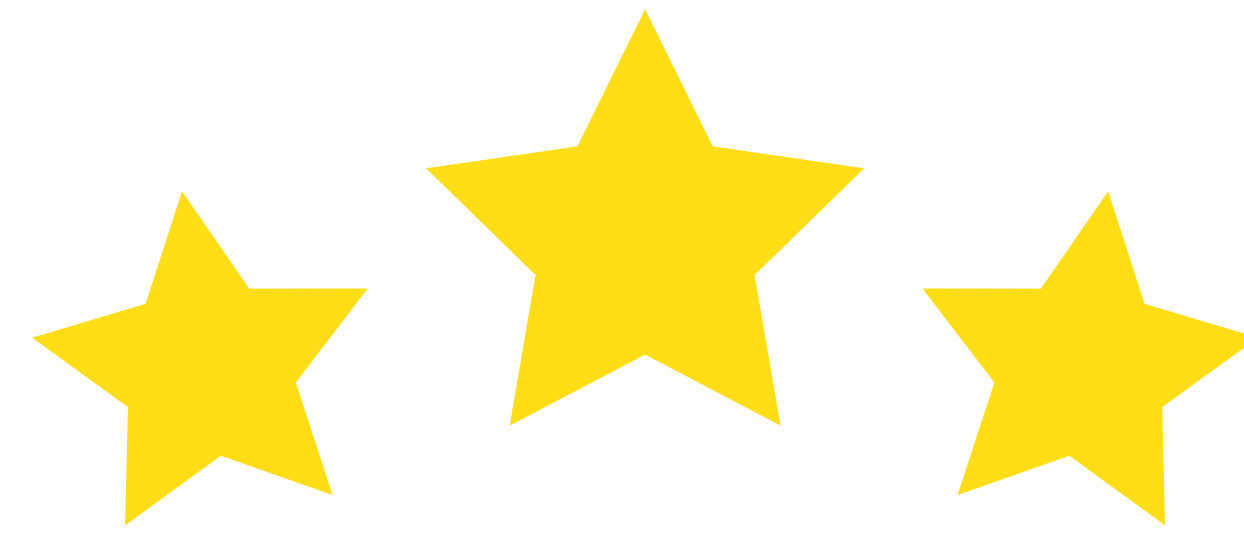
Never has our vision for better health and care for all been more important. The impact of COVID-19 has not only increased the pressure across all aspects of health and social care, but those who live in our most deprived coastal communities have seen an increasing gap in health inequalities.

This document describes our vision for the future, why it matters to us and our local communities, what this means for the way we run our services and how we will work together to deliver it.

At a glance



Over 6,500 staff and
800 volunteers



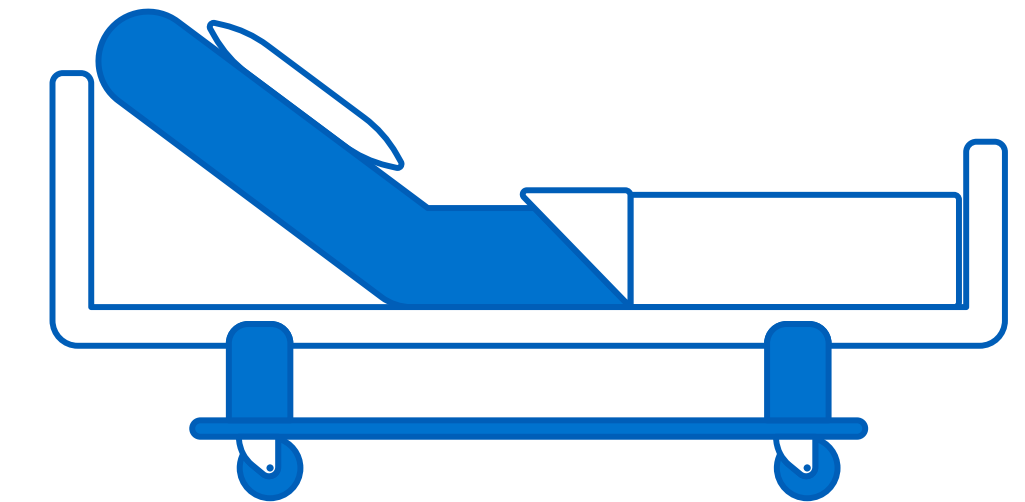
Rated as good by the
CQC and outstanding
for care



500,000 face to face
appointments in people's homes



160,000
diagnostic tests



3,000 planned hospital operations
30,000 day surgery cases



60,000 medicines dispensed in outpatients
75,000 medicines dispensed on discharge
from hospital

We spend



£500,000,000 a year
£9,615,384 a week
£1,373,626 a day
£57,234 an hour
£953.90 a minute
£15.89 a second



500 people
supported with
complex healthcare
needs



2,300 adults supported
with long stay care
packages



78,000 attendances at our
Emergency Department
and 14,000 at our Urgent
Treatment Centre

Supporting a resident population
of approximately 286,000



Plus around 100,000
holiday visitors

1,900 babies born



110,000 first
outpatient
appointments;
260,000 follow-
up appointments

Our communities

We live and work in a beautiful part of the West Country which is a very popular tourist destination. Our population reflects that of many coastal communities, with a significant level of health inequality and high levels of deprivation. Torbay itself is the most highly deprived community in the south west.

We have a low wage and low skill local economy with a heavy reliance on tourism and not enough opportunities for our young people.

Poverty and deprivation are key determinants of health and as a result we see significantly more alcohol and self-harm related admissions and poorer mental health and physical health outcomes.

Many of our children start their lives at a disadvantage. We have high numbers of looked after children and children with protection arrangements in place.

We have a larger proportion of older people than the national average and, due to our area's attractiveness as a retirement location, we expect to see this increase further. Many of our older people are living with one or more long-term conditions which results in a greater demand for older people's health and care services, with less young people in our labour market to provide care.

We have some of the highest rates of self-harm and suicide in the country as a result of the high levels of deprivation in our communities. 1 in 6 adults experience a mental health problem and poor mental health is the second leading cause of ill-health.

The suicide rates in our communities are significantly higher than the national average, alongside high rates of self-harm and high levels of domestic abuse. 44% of our self-harm admissions relate to children or young people and we also have high rates of teenage pregnancy and admissions for alcohol related issues in young people.

We passionately believe that supporting people to better manage their own health and wellbeing is a critical factor in helping them to have better health outcomes and live well.

Our purpose is to support our local people to live well. When they need our help we will focus on what matters to them and support person-led care. We will use our strengths to help those who need us most.

Our commitment to our communities

We are clear about our leadership role in our local health and care system. As an anchor institution we are deeply connected to our local area and we will use our influence, skills and resources to benefit the communities we serve.

We recognise the challenge of both maintaining and developing our own organisation while contributing and collaborating to improve the health and wellbeing of everyone, not only in Torbay and South Devon but in the county of Devon as a whole.

We have built on the core principles of the strategy we developed with local partners in 2005. This is when we began integrating health and social care services and brought together our learning from the past seventeen years to evolve and refine our thinking, determining our strategic priorities as we build a brighter future for everyone in Torbay and South Devon.

We will deliver high quality integrated care with our communities through collaboration with partners.

We will focus on prevention, improving equity of access to services and better outcomes for our most vulnerable people and communities.





Quality and safety of care sits at the heart of our strategy. Advancing new models of care and service delivery will better enable us to address delays in diagnostics and treatments and access to services.

We will build on the excellence of our clinical services and work collaboratively in our Integrated Care System to ensure that our local people have timely access to the diagnostics, treatment and operations that they need, when they need it.

All of this will be underpinned by a relentless focus on quality improvement, support and development for our valued workforce and investment in our buildings, our digital systems and our people.

Our strategy responds to both local needs and national priorities including the NHS Long-Term Plan. It identifies where we need to do things differently, both in terms of how we work and how we work with others, and is informed by feedback from our patients, carers, staff and partners about what we do well and where we need to improve.

There is no doubt that there is a lot to do, and we have a long road ahead. We have built great foundations on which we can accelerate delivery of our ambitions. This is why in presenting this strategy, we are excited and confident that, working in partnership, we can build our brighter future together.

The challenges we face

As we publish our refreshed strategy, the challenges that we are experiencing in our organisation, across our Devon Integrated Care System and in our communities, could not be more starkly felt. Put simply COVID-19 has made the work we do harder. The world has changed, and we need to change how we work and how we work together in order to provide better health and care to all.

The COVID-19 pandemic has had a significant impact on the most vulnerable people in our communities and the inequality gap has quickly widened. For us, this means that our older people have greater needs, as a result of the social restrictions, fear of leaving their homes, lack of social interaction and delays in receiving care. By focusing on delivering more care to people in their own homes and communities, designed around what matters to them, we will be able to help people to maintain their independence while delivering care to more people.

Our most vulnerable children are waiting longer to receive specialist services and our transformation of clinical pathways for our children and family health services could not be more important.

Waiting times for specialist hospital services have deteriorated at speed due to the need to prioritise immediate care for patients with COVID-19 and urgent care. Our planned care services are critically important in keeping people healthy and supporting them to live well.

Our current waiting times for diagnostics, outpatients and planned operations are unacceptably long. We need to re-design the way we deliver these services, with our partners across Devon, to reduce waiting times and improve the experience and outcomes for our local people, and we need to do this quickly.

Mental health services for local people are more important than ever, as are the partnerships with our community and voluntary sector organisations to make sure that local people have access to food and other basic necessities and receive the help they need.

Our workforce is getting older. We will support our colleagues who want to reduce their hours or change the way they work while providing meaningful jobs and careers for local people. We will continue to work closely with our schools and colleges to give our young people the opportunity to grow and thrive.

Our brighter future

Many of our buildings are some of the oldest NHS estate in the country and not fit for the purpose of modern healthcare.

Our IT infrastructure is out of date. In order to provide the services that our local people and staff need and deserve, we require fit-for-purpose buildings supported by modern digital technology.

We have been given a share of £3.7 billion government funding for a new hospital development. This is a once in a lifetime opportunity to make a real difference in how we deliver services with, to and for our people

Our Building a Brighter Future programme describes how we will invest our share of the funding to build new hospital facilities, supported by local health and wellbeing centres and home-based care, making the most of digital technology to build a brighter future for everyone.

We need to show that we can manage our resources wisely and that our services are effective and innovative in order to receive this investment for these much-needed facilities.

Our new Acute Medicine Unit at Torbay Hospital and new health and wellbeing centre in Dartmouth are both due to open in autumn 2022 and are the first stage of delivering our brighter future and better health and care for all.

Visit www.torbayandsouthdevon.nhs.uk/developments to find out more about our Building a Brighter Future programme.





Our values

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

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

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

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

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



Our values

**Everyone
counts**

Compassion

**Working
together
for people**

**Commitment
to quality
of care**

**Respect
and dignity**

**Improving
lives**



Our vision is better health and care for all

People



We are our people – without our people we don't exist. Our people work with us for a reason. They believe in our collaborative vision for better health and care for all. They are passionate about supporting local people to live well. They are innovative, talented people who have a relentless ambition for quality improvement and caring with compassion.

We want to attract people who share our passion and our ambitions across all our roles and give our people the opportunity to develop and grow. We are proud to provide a wide range of skilled jobs for people living locally. As the largest employer in Torbay and South Devon, it is vitally important that we further develop our local workforce, giving local people opportunities to work with us and supporting our communities to thrive.

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

Through our digital plan our people will be supported, with the right technology, to work at different times and in any location, providing our health and care business needs are met. Our estates plan will support our people to work flexibly from a range of locations, whether they be our own buildings, those owned by a local partner organisation or system partners, or their own home.



Wellbeing buddies

We have over 70 wellbeing buddies in clinical and corporate teams across a number of our sites. Our wellbeing buddies offer a truly local first line of support and signposting to anyone who needs to reach out for that little bit of extra help that we all need from time to time.

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

Prevention



We want to empower people to manage their health and wellbeing with support available as needed. We will use population data to analyse, anticipate and respond to the needs of our local communities and get help to people at the earliest possible opportunity.

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

We recognise we have a particular responsibility to help our children and young people start well in life, giving them a good foundation of health and wellbeing that will protect them against later ill-health, while also supporting their education, training and future job prospects.

We will work with our community partners to reduce the inequalities experienced by local people. We recognise the impact on employment on long term health outcomes and are committed to providing meaningful, flexible employment for local people. We also recognise the impact of housing, education, environment, debt and many other factors on people's health and wellbeing and will continue to work closely with our communities and in partnership with others to do our bit in making life better for all.



Our healthy lifestyle service

The team offers a wide range of healthy lifestyle information, advice and support. They help local people to quit smoking, get more active, eat more healthily, lose weight and improve wellbeing.

During early days of the COVID-19 pandemic the team were keen to bring their expertise to people's living rooms and make exercise as accessible as possible, using minimal equipment. From seated exercises, beginner's Pilates, and mindful movement to circuit training they offered something for all abilities.

In the first six months HealthyLIVeStyles (as they named the online programme) had over 1,500 engagements, 500 new followers and there has been a massive 23,000 minutes of viewed video!

Pioneers



We are proud pioneers in integrating health and social care nationally and we are passionate about caring for people by focusing on what matters to them, putting them at the centre of everything we do and integrating services around them.

Conversations with our services will start with 'what matters to me'. Patients and their loved ones will be involved in leading their care, with the support of our specialist teams, to make good decisions ensuring they receive care that is right for them.

We have a proven track-record of innovation both in terms of our integrated care services and with some of our specialist clinical services being nationally recognised for their best practice and many of our clinical leaders have national roles to spread this learning. Our approach to innovation is focused on better outcomes and care for patients, reducing bureaucracy, duplication and waste, and inspiring teams to drive change from the ground up.

We will fully explore how digital technology can better connect us together and improve people's lives including using augmented reality to enhance end of life care, encourage rehabilitation and enhance training and development. We will embrace automation and artificial intelligence for routine tasks in combination with specialist clinical expertise. This will enable our clinicians to spend the maximum amount of time on clinical activities and liberate administrative staff to focus on patient experience and activities which benefit from the human touch. Our health and care plan and our digital plan will support us to continue to drive clinical innovation.



Pioneering virtual HoloLens 2 pilot

We are working with NHS Digital as a national pilot centre for trialling the ground-breaking Microsoft HoloLens 2 and Dynamics 365 Remote Assist. A mixed reality headset, HoloLens 2 uses multiple sensors, advanced optics, and holographic processing. The digital overlays created within the headset can be used to display information which blends with the real world to create a mixed or augmented view.

The first pilot project is taking place at our Breast Care Unit, where the digital technology is supporting nurse-led dressing clinics. Clinical specialist nurses are able to send a high-resolution video feed to consultants, in real time, to get immediate feedback and advice on a patient's needs. Additionally, consultants are able to add digital markers and annotations live on to the video, to guide the nurse's view where useful.

Place



We are committed to providing care as close to home as possible, including pre-habilitation and rehabilitation for day surgery and in-patient treatment or surgery. 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. By doing so we are supporting people to remain independent while also reducing travel for local people, contributing to a cleaner and better environment and making sure that we are more efficient in the way we use our resources.

We will use our community health and wellbeing centres, community hospitals and diagnostic hubs to better support people closer to home and invest in our local communities. We have a sustained track record of investing in community facilities and by continuing to do so, we can provide more rapid access to the right treatments for local people.

Our estates plan will help us to support our teams through better buildings, improving staff and patient experience and our green plan will reduce our carbon footprint and improve our sustainability.

We will aim to work in ways that add social value to our local communities. This including making sure that, when we buy services or products from other organisations we act in a way that is environmentally responsible and that maximises the potential benefit to and positive impact on our local communities.



Dartmouth health and wellbeing centre

Our brand-new, purpose-built centre for community health services and clinics in Dartmouth is due to open in 2022.

The new health and wellbeing centre will give local people access to a broad range of health and wellbeing services in one place, by bringing together GPs, community nurses, therapists, Dartmouth Caring and a pharmacy.

There are good public transport links as well as on-site parking – and the overflow parking for the park and ride is also being upgraded with new hardstanding parking spaces, which will make the site even more accessible while supporting sustainability.

Partnerships



Our commitment to working in partnership to deliver better health and care and improve services underpins everything we do. We know that we cannot solve the challenges facing our people and communities alone. Working in partnership has helped us to improve many of our services and make a real difference to people's health and care.

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

Through our digital plan, our partnership working will be better supported by digital systems and electronic records, that mean that wherever people receive their care, the professionals working with them have access to the right information to provide excellent care.

Our engagement, partnerships and transformation plan will support us to continue to build community partnerships, ensuring there are a range of support services in our local towns to help people live as well as they can.



Giving our people the best start in life - our 0-19 service

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

From antenatal care through to the age of 19 we support better health and care by providing advice, support, drop in clinics, health checks and screening surveillance. Our childrens centres in Torquay, Paignton and Brixham offering drop-ins, family support, workshops, fun play sessions, antenatal support, and much more for families and those preparing for parenthood. And our childrens checkpoint service provides a range of free and confidential information, advice and support services to people aged 8–17.

Performance



Our local people have some of the highest levels of inequality nationally and we will work tirelessly to improve their outcomes. In our commitment to personalised care and designing our services to meet the needs of our community, we will support people to access the care they need in the way that is right for them, improving their health and wellbeing and providing better patient experience and outcomes.

The quality and safety of care sits at the heart of our strategy. Advancing new models of care and service delivery will better enable us to address delays in diagnostics and treatments and access to services. Our primary quality and patient safety goals are to ensure that we:

- have zero avoidable deaths
- continuously seek out and reduce harm
- achieve excellence in clinical outcomes and experience for patients.

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

Our health and care plan and our health and social care governance framework will support us to continue to improve the services that local people rely on. We will do this, in part, by making the best use of the resources available to us and working with our health and social care partners in Devon to continue to improve the care that we provide and to ensure value for money.



We are proud to be one of only 14 NHS providers in the UK to take part in the internationally recognised Pathway to Excellence® programme for nursing and midwifery standards. Successfully achieving accreditation will support the delivery of our strategy and vision for better health and care for all, while developing nursing talent and leadership and creating a great place to work.

Delivering better health and care for all

Purpose

What is our role in society?

To support the people of Torbay and South Devon to live well

Goals

How do we measure our success?

Excellent population health and wellbeing

Excellent experience receiving and providing care

Excellent value and sustainability

Priorities

What do we need to focus on to achieve our goals?

More personalised and preventative care: 'what matters to you matters'

Reduce inequity and build a healthy community with local partners

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

Build a healthy organisational culture where our workforce thrives

Improve access to specialist services through partnerships across Devon

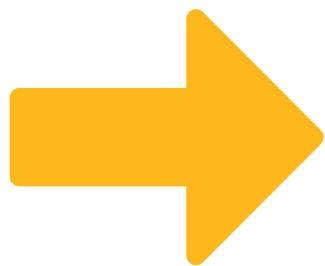
Improve financial value and environmental sustainability

Delivery

How are we going to make our strategy real?

Enabling plans

- health and care plan
- health and social care governance framework
- people promise and people plan
- financial plan
- digital plan
- estates plan
- green plan
- engagement, partnership and transformation plan
- building a brighter future programme



Outcomes

What will be different?

Outcomes

- more care delivered in people's home and in our communities, with less reliance on hospital-based care
- more specialist care is delivered through provider networks with reduced and more equitable waiting times
- younger people's health improves, with earlier intervention and preventative services resulting in better health as people age
- improved value for money and greater clinical, environmental and financial sustainability
- patients and staff have excellent experiences and improved wellbeing

What our goals mean

Excellent population health and wellbeing

We will focus on prevention and working with our community partners to reduce the inequalities experienced by local people.

Our community health and care services will focus on supporting people to build on their own strengths and prevent ill health by improving their wellbeing, providing timely support when people need it.

We are an influential institution in the community and will work with our local community to play our part in supporting the economic regeneration of Torbay and South Devon.

Excellent experience receiving and providing care

We will have a relentless focus on improving the quality of our services, to international best practice standards while meeting the needs of local people, patients and staff, and what matters to them.

We will build our brighter future with the development of a modern hospital, advanced digital technologies and health and wellbeing centres using national investment, to ensure that our staff and patients have modern facilities that deliver excellent care.

We will ensure that we involve our staff, patients and local people in the design and delivery of our services, to consistently improve how we care for our patients and our teams.

Local people will have good access to services that meet their needs and as a result, better outcomes. In our role within the Integrated Care System, we will ensure that local people get the treatment they need, when they need it.

What our goals mean

Excellent value and sustainability

We will use every pound of public money, to invest wisely in effective and efficient services, that deliver excellent care for local people.

Our services will meet best practice standards, driving out unwarranted variation and ensuring that our local people have the best outcomes from their treatment.

Our specialist services will be delivered in partnership, by experts, in more resilient teams across Devon, that can provide specialist expertise when local people need it.

We will contribute to the sustainability of our environment through a commitment to net zero carbon.

Our commitment to buying local and offering employment opportunities to local people will contribute to building the wealth of our community. We will develop our labour market and have greater confidence in local supply chains. This is a critical part of our responsibility and opportunity to improve the health and wellbeing outcomes for local people.

Delivery and monitoring

Our strategy is supported by a strategic delivery plan which has seven enabling plans which are integral to the successful delivery of our strategy. Through them we will make the major changes we need as well as improving the quality and value of our health and care services and improving patient and staff experience.

Our operational teams will develop their own strategic delivery plans, which clearly outline the priorities for the people in their communities and the services they provide. Through these plans, together with regular monitoring and reviews, we will ensure that our strategic ambitions become our reality.

The framework is overseen by a Strategy Group that involves executive directors, system directors and other relevant leads. Material changes to the strategy are approved by the Board of Directors, who also receive an annual report on progress delivering the strategy.



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