



# TORBAY HOSPITAL *news*

Autumn 2013

## *and Annual Review*



## What is integration?

*A Q&A guide to some of the most commonly asked questions*

See pages 4 & 5

### Inside:



#### **Living the values**

Staff help embed the NHS values into the organisation's culture.  
See pages 6 & 7

#### **Friends and Family Test**

Find out how the Trust is using the same method as Apple, Virgin and BA to monitor patient satisfaction.  
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#### **Governors' update**

Who's who: a pictorial guide of our governors.  
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# CHAIRMAN'S MESSAGE

Plans to join together our two local NHS Trusts are moving forward. South Devon Healthcare – the Foundation Trust which runs Torbay Hospital – will learn in September if it has been successfully designated as the ‘preferred bidder’ to join up with Torbay and Southern Devon Health and Care NHS Trust, the organisation which runs community health services and, in Torbay, social care.

We are proposing to form an *Integrated Care Organisation*, providing the full range of services from social care to acute hospital care. We also plan to join up much more closely with services provided by GPs, working towards a seamless NHS in which service users will not notice being passed from one organisation to another. Both our Trusts have a good track record – but we believe that together we can be trail blazers for how services should run in future. The NHS has to move forward if we are not to be swamped by demands as people live longer and medical advances mean more can be done to help us.

There are still stages of the integration process to go. But hopefully the new organisation will take shape in the early months of 2014. We will run a membership drive to encourage more people to join the enlarged Foundation Trust and members will have the opportunity to elect several additional governors. We aim to save money by having a single management while developing high quality services in community teams, reducing unnecessary hospital admissions and providing more support for early discharge. This will help patients remain independent in their own homes, which we know they prefer - and the evidence tells us this works best when it is safely managed.

This will not stop us from continuing to modernise Torbay Hospital. We have an ambitious capital programme including building a new Critical Care Unit to replace our outdated current facility, providing additional car parking, and reorganising our outpatient facilities – some services could move to community hospitals. We also have a new pharmacy manufacturing factory under construction in Paignton which should provide increased revenue for local health services in future years.

These are exciting times for the NHS locally and we will be talking more about our plans at the Annual Members Meeting on 27 September (3.00 pm, Torbay Hospital)

**Peter Hildrew** Chairman



"The NHS has to move forward if we are not to be swamped by demands as people live longer and medical advances mean more can be done to help us."

# Back to school

**A bright new era has begun for young people across Torbay and South Devon after the opening of a school with a big future.**

It's the first school of its kind in the South West, the only school nationally to focus purely on health, social care and early years and one of just 15 studio schools approved by the Government to open across the country in 2013/14. Devon Studio School, which opened its doors to 90 new students on September 5, will bridge the gap between hands-on vocational experience and academic achievement.

The school will offer students aged 14-18 a specialist course of study designed in partnership with the local NHS Trusts. The school will specialise in outstanding quality education in health, social care and early years – giving today's young people the skills they need to succeed in tomorrow's workplace.

The school will be based in temporary accommodation this year in The Studio next to Torquay Fire Station, before moving into a new £3.6m complex on Torbay Hospital's Annexe site ready for September 2014.

Devon Studio School has been billed as a new concept in education and will be an exciting alternative environment for young

people to study. Students and staff will be passionate and committed about developing the skills required for a career in health, early years or social care. Integrated into their vocational and technical studies will be the core GCSE and A Level subjects that will enhance opportunity for progression into their chosen career and university routes such as medicine, nursing, midwifery, radiography and social work.

Paula Vasco-Knight, Chief Executive, South Devon Healthcare NHS Foundation Trust, said: *"As the largest employer in the area, I am absolutely delighted that Torbay Hospital is working in partnership to develop a skilled workforce which is fit to meet the future health and social care needs of the public."*

Applications for September 2014 are open between 1st September and 31st October 2013 and you can find out more at one of the school's open events:

Friday 20th September (2–8pm)  
Thursday 24th October (2–8 pm).

## The skills' shortage

Health is a major industry in the region, when combined with public sector administration and education it is the leading industry in Torbay with more than one in three people employed in the sector – that's nearly 10% higher than the UK average.

Skills shortages are a major problem, with a quarter of health organisations reporting gaps in their current workforce. Add to that the number of staff who are expected to retire over the next five years and it's easy to see why a young person with the right knowledge and skills mix will have a good future in the sector.

Staff at Devon Studio School  
(Back left to right): Stuart Heron and  
Lewis Griffith (Front left to right):  
Hayley Edmonds and Laura Blurton





# A new era in local healthcare what it means in practice

**Next year (2014) is set to see a major change in the way health and social care is provided in our local area.**

**For the first time, one NHS organisation will run Torbay Hospital, adult social care services in Torbay, and community health services across Torbay and South Devon.**

**The new organisation will combine the services of South Devon Healthcare NHS Foundation Trust with those of Torbay and Southern Devon Health and Care Trust (TSDHCT). It will be one of the first of its kind on the country.**

**Here we try to explain the background to integration and what it means for health and social care in the future.**



“The two Trusts already work closely together. We see full integration as the natural next step in providing **better care** and protecting health and social care services for the future.”

## Q Why are the two Trusts integrating?

A Last year TSDHCT decided it needed to join with a larger NHS organisation. Torbay Hospital put itself forward and for the past 12 months has been going through a rigorous assessment process. In September it is anticipated that South Devon Healthcare will receive preliminary approval to acquire TSDHCT.

The two Trusts already work closely together. We see full integration as the natural next step in providing better care and protecting health and social care services for the future.

## Q What are the benefits of integration?

A People's health and care needs are becoming increasingly complicated. One person may now be treated on a regular basis by five or six different health or social care professionals. The more these professionals work together, the better it is for the people in their care.

The South Devon health and social care community is a national leader in developing 'seamless' care. We passionately believe that we can look after people better if we work together as one team rather each organisation only focusing on its individual areas of responsibility.



The new integrated care trust will provide services to over **375,000 people** covering Torbay, Teignbridge, the South Hams and Tavistock.



## Q What does seamless care mean in practice?

A For the person concerned, it means everyone looking after them has the full picture. They don't have to repeat themselves; they have one telephone number to call if there's a problem; their care team can anticipate problems and take action to avoid them; care decisions are made together.

## Q What services will be covered by the new Trust?

A The new integrated care trust will provide services to over 375,000 people covering Torbay, Teignbridge, the South Hams and Tavistock.

As well as hospital-based services, the new organisation will be responsible for district and school nurses, occupational health, social workers supporting adults in Torbay and 11 community hospitals and minor injury units.

GP services, NHS dentists, pharmacies and opticians will remain separate.

## Q Will the same people still care for me?

A There will be no sudden changes to the front line staff who look after people at home or in hospital.

## Q How will care change in the future?

A Our longer-term aim is to provide more support in the community to help people stay well. Our focus will be on helping people with long-term conditions avoid emergency treatment where at all possible.

We'll be offering more services from home, in nursing homes and in community hospitals.

Sometimes hospital treatment is necessary. However, when a person is admitted they won't have to repeat their history or preferences because hospital staff will be part of the same organisation as the home care team.

## Q How will the new Trust work with other health care people?

A In the coming months we will be talking with GPs, carers, nursing homes and respite centres, support groups and many others. With their input we'll develop a workable system of seamless care.

The new Trust will also be part of a local 'JoinedUp' clinical cabinet that strives to bring together the community to provide the best care possible.

## Q What other changes will happen?

A At the moment both Trusts have their own Board and executive team. There will just be one Board and executive for the new Trust including posts dedicated to community health and social care.

We'll be offering **more services from home**, in nursing homes and in community hospitals.



The two Trusts already share many administrative services, such as IT, and the new Trust will be able to combine more of these service teams. Staff at TSDHCT will have their employment contracts transferred to Torbay Hospital.

## Q What will the new Trust be called?

A That hasn't been decided yet. We'll know what it is to be called in due course following careful consideration.

## Q When should the new Trust come into being?

A Although we have been given preliminary approval, we haven't fully completed the assessment process. Our best estimate at this time is that we should be ready to integrate in the first half of 2014.

## Q Who decides if integration will happen or not?

A Over the next few months the business case will be examined by Monitor – the healthcare regulator for Foundation Trusts – and other regulatory bodies. It will also be considered by the hospital's governors and Board.

## Q Want to find out more?

A Our Frequently Asked Questions on the Torbay Hospital website ([www.sdhct.nhs.uk](http://www.sdhct.nhs.uk)) are regularly reviewed and updated.



# Embedding

# values



**Left:**  
Staff played an important role in developing the organisation's values during the staff seminars.

**Top right & bottom right:**  
The NHS Values Summit in Bristol was well attended by staff of this Trust.

The Trust is beginning to live the NHS values. Over the summer a number of initiatives including Project Search, The Devon Studio School and The NHS Values Summit in Bristol, not to forget our own staff values seminars, demonstrated how the organisation's work is paying dividends.



The NHS belongs to the people. Everyone has a right to high quality services. It is therefore essential that tackling health inequalities and promoting equality lies at the heart of the NHS, and that the values of the NHS Constitution are lived out daily through the

commitment, compassion and care of you – our staff.

We've done a lot of work locally to embed these values into our staff culture. Just recently a number of colleagues from Torbay Hospital joined me at the NHS Values Summit in Bristol. The summit is a bi-annual event held at different venues across the country. The aim is to challenge existing behaviours and change and embed the values that mean so much to us here in Torbay.

On that note our own staff conferences held over the summer were an overwhelming success. I hope you enjoy the photographs from both the Bristol and our own staff events.

Project Search and the Devon Studio School, which are both featured prominently in this edition, are again really positive examples of what our values mean to us here in Torbay.

I strongly believe that our values, our staff culture and the work we are doing around this will stand us in good stead as we move closer towards the integration of South Devon Healthcare with Torbay and Southern Devon Health and Care NHS Trust. Our goal has to be about delivering the kind of high quality care and services that we would want and expect for our own children, parents and friends.

**Paula Vasco-Knight** Chief Executive



**THE NHS CONSTITUTION**

the NHS belongs to us all

#### NHS Constitution Values

- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Working together for patients
- Everyone counts





# The Friends and Family Test

The NHS Friends and Family Test is an important opportunity for patients to provide feedback on the care and treatment they receive and to help improve services. The national survey was introduced in April 2013 and the first set of results have now been published.



"The Government believes the survey will allow the public to **compare services** and clearly **identify the best performers** in the eyes of patients."

**South Devon Healthcare NHS Foundation Trust has been asking patients whether they would recommend our hospital wards and Emergency Department to their friends and family as part of a new survey aimed at gauging quality and care.**

The NHS Friends and Family Test, rolled out across England from April (2013), seeks patient opinions from those who stayed in Torbay Hospital overnight or who attended the Emergency Department (ED).

The results for the first three months (April, May and June) have now been collated and published and Torbay Hospital has achieved an 'excellent' score.

The key question asked is: "How likely are you to recommend our ward/A&E department to your friends and family if they needed similar care or treatment?"

Each hospital was given a score based on patient satisfaction levels, ranging from -100 to +100 (see page 9 'how the Net Promoter score works'). Across England around 400,000 responses have been received in the first three months and out of the 4,500 wards, 36 received an overall negative figure in June. Torbay Hospital's Trust wide score was +73, meaning it was an excellent performer.

South Devon Healthcare has rolled out the Friends and Family Test across its medical division (x10 wards including Cheetham Hill, Coronary Care and Dunlop), surgical division (x7 including Ella Croft, Allerton and Cromie) and its Women's, Children's, Diagnostics and Therapies Division (including McCallum).

Patients are requested to complete the survey as part of their discharge. Internally, the feedback received from

the surveys are shared in the first instance with ward managers, matrons and associate nurse directors. It is then analysed and weekly summaries are shared with wards and departments to display in their areas for the public to see. There is also monthly feedback to the Trust Board.

There are four Friends & Family post-boxes situated in the hospital to make it easier for patients to return their completed form before they leave the hospital. These are:

- Hetherington: by the exit
- Level 4 main entrance: by the reception desk next to the big Friends & Family banner
- Maternity: by the lifts
- ED or A&E: near the toilets.

Alternatively, patients can use the freepost envelope provided.

## How the Friends and Family Test works

The Friends and Family Test uses a method known as the Net Promoter Score (NPS) to monitor satisfaction levels. Patients are asked if they would recommend a service or product to others using an 11-point scale (0-10) and in most cases asked to provide their reasons for the score in a "free text" box.

Patients are then characterised as:

- Promoters (score 9-10) are loyal and will recommend you to others
- Passives (score 7-8) are largely satisfied but are not immune to competitors' offers
- Detractors (0-6) are unhappy and are likely to bad mouth you.

The overall score is the percentage of promoters minus detractors. Scores range from -100 (everyone is a detractor) to +100 (everyone is a promoter). Any positive score is regarded as good and any score of +50 is seen as excellent. The NPS is not without its critics.

"Torbay Hospital's Trust wide score was **+73**, meaning it was an **excellent performer**."

## How the NPS has been adopted by the NHS

When patients are discharged, or within the 48 hours that follow, they will be asked a few questions, the key question being:

**'How likely are you to recommend our ward/A&E department to friends and family if they needed similar care or treatment?'**

Patients are invited to respond to this question by choosing one of six options (see box below right), ranging from 'extremely likely' to 'extremely unlikely'.

**Q Why should patients respond to the survey?**

**A** Patients' response is important to the Trust because it helps the organisation to continue improving hospital services and the patient experience.

**Q Will responses be anonymous?**

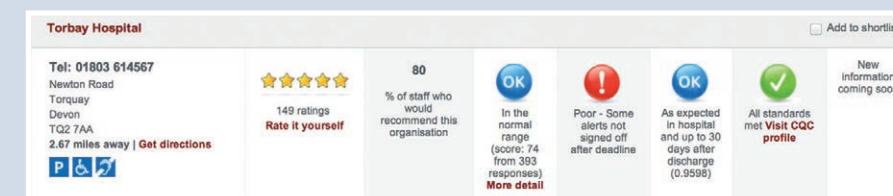
**A** Yes. Patients should be aware that their returned survey will not be traced back to anyone and nor will their details be shared.

## Torbay Hospital's results

Torbay Hospital's score was 73 for the period April – June 2013.

This means the hospital is an 'excellent' performer.

The results have been published on NHS Choices, as shown below, which also incorporates a patient star ranking (real time), the staff survey and a CQC compliance check.



## The theory behind the Friends and Family Test

The test or survey has been introduced to empower patients and improve services. Using the Net Promoter Score (NPS) adopted by commercial companies such as Apple, Virgin and British Airways to rate customer satisfaction, the test asks patients if they would recommend a hospital service to a friend or relative. Patients' scores are amalgamated, generating an overall score for the service.

The Government believes the survey will allow the public to compare services and clearly identify the best performers in the eyes of patients. The survey can also act as a tool to help change culture and behaviour.

**Q**

**'How likely are you to recommend our ward/A&E department to friends and family if they needed similar care or treatment?'**

- 310 Extremely likely
- 61 Likely
- 13 Neither likely nor unlikely
- 5 Unlikely
- 3 Extremely unlikely
- 1 Don't know

This data relates to the period April – June 2013. The Trust received 393 responses.



# 2012/13

## THE YEAR IN HEADLINES

### The Year in figures

Outpatients attendances (first attendance): **100,349**

Outpatients attendances (follow ups): **247,039**

Outpatients procedures: **47,341**

ED (A&E) attendances: **76,219**

Elective inpatients (spells): **5,416**

Elective day case patients (same day): **27,496**

Non-elective (spells): **29,594**

Average length of stay (elective): **0.5 days**

Average length of stay (exc day cases): **2.8 days**

Average length of stay (non-elective): **3.4 days**



### Staff Awards 2012 – Health and Social Care staff shine in the spotlight

The Blue Shield awards recognise staff at Torbay Hospital whose energy, commitment and dedication ensures that high quality and effective services are delivered to patients, service users and staff.

Dr Sahar Irshad was the winner of the Individual Clinical Award whilst Health Informatics Services Director, Gary Hotine picked up the Individual Non Clinical award. This year's Team Award went to Specialist Deep Cleaning team for non clinical and Maternity Clinical Negligence Scheme for Trusts (CNST) Team for clinical.

The Mayor's Partnership was scooped by the Enhancing Clinical Safety through excellence in learning (ESCEL) and Resuscitation Team and the Volunteer Award went to the Breast Feeding Peer Support Team. The Hospital's Catering Department picked up the Equality & Diversity Award and the Sustainability Award went to the Grounds and Garden Team.

There was also a new award for this year called 'Living the Values' for members of staff who have gone that extra mile to fulfil the NHS values, which include respect and dignity, commitment to quality care, improving people's lives and working together for patients. The first winner of this new award was matron Sharon Boyne.

The final award of the night was the League of Friends Lifetime Achievement Award which was won by Dr Maree Wright, Associate Specialist in Anaesthesia and Intensive Care Medicine and Clinical Lead in Organ Donation.



### Screening programme saves lives

**5,452** men were screened for the first time in South Devon and Exeter with **94** new aneurysms detected

Exeter and South Devon's Abdominal Aortic Aneurysm (AAA) Screening Programme, based at Torbay Hospital, continues to perform well and help save lives.

The percentage of men invited in 2012-2013 under the Exeter and South Devon programme who accepted the offer and were subsequently tested reached 84% compared with the national figure of 77% for the same period. In that year, a total of 5,452 men were screened for the first time in South Devon and Exeter with 94 new aneurysms detected.

Around 5,000 people, most of them older men, die in England and Wales every year from abdominal aortic aneurysms, which are formed when the main blood vessel in the body weakens and expands. Large AAAs can be very dangerous because they can burst – a medical emergency that is usually fatal.

Men are six times more likely than women to have an AAA, which is why only men are screened. Screening takes places in about 150 locations across Devon.

In 2009, the Exeter and South Devon AAA Screening Programme was one of the first in the country to implement the national programme because of their own successful local screening programme. Since then under this local programme, approximately 50 men have had successful surgery to repair potentially fatal aneurysms.

All men whose 65th birthday falls on or after 1 April 2013 will automatically be invited for screening. The test is a simple non-invasive ultrasound scan, similar to that offered to women in pregnancy, it only takes around 10 minutes and you receive your result straight away. Men in their late 60s or early 70s who have not previously been screened can contact 01803 655441 to book an appointment.



### Work continues on new £20m unit



Work started on the new Pharmacy Manufacturing Unit in March 2013

This year work started on a new £20 million state-of-the-art pharmacy centre near Paignton.

Bulldozers moved on site at Yannons Farm, off Brixham Road in March to begin construction of the new two storey building which will be used to manufacture medicines for the NHS and hospitals overseas.

South Devon Healthcare NHS Foundation Trust is developing the new Pharmacy Manufacturing Unit to consolidate the existing production, storage and office functions which are currently provided across three sites.

Once completed the new centre is expected to create up to 70 new jobs taking the current workforce up from 90 to about 160.

The building, which is 6,257 square metres in size, will be built by Balfour Beatty. It will incorporate high quality materials, be highly sustainable and is scheduled to be completed late next year (2014).





# NHS Staff Survey 2012

The NHS Staff Survey 2012 was undertaken between October and December 2012 and 477 staff from South Devon Healthcare NHS Foundation Trust took part. This represents a response rate of 56% which is in the highest 20% of acute trusts nationally and compares with a response rate of 55% in 2011.

The findings from the survey are summarised and presented in the form of 28 Key Findings with an overall indicator of staff engagement. In comparison to all acute Trusts nationally, South Devon Healthcare NHS Foundation Trust performed as average or better than average in 21 out of the 28 key findings. This included being in the top 20% of Trusts nationally for 'staff recommendation of the Trust as a place to work or receive treatment' (a statistic used by NHS Choices - see page 9 'Torbay Hospital's results'). The Trust's overall indicator of Staff Engagement is better than average for acute Trusts.

Listening into action workshops have been completed with staff to seek their views and opinions on how those areas identified for development within the survey, can be improved. This information together with input from departmental leads has been used to formulate a Trust Action Plan.

## Adult inpatients and outpatients surveys

The Care Quality Commission uses national surveys to find out about the experience of patients when receiving care and treatment from healthcare organisations.

### Inpatients

Between September 2012 and January 2013, a questionnaire was sent to 850 recent inpatients at Torbay Hospital. Responses were received from 459 patients at South Devon Healthcare NHS Foundation Trust.

| How this score compares with other trusts  | Based on patients' responses to the survey, this trust scored         |
|--|---|
| 8.2 /10 The Emergency/A&E Department (answered by emergency patients only)                 | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 9.2 /10 Waiting list and planned admissions (answered by those referred to hospital)       | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 7.9 /10 Waiting to get to a bed on a ward  | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.4 /10 The hospital and ward  | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.9 /10 Doctors  | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.6 /10 Nurses   | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 7.9 /10 Care and treatment   | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.5 /10 Operations and procedures (answered by patients who had an operation or procedure) | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 7.2 /10 Leaving hospital   | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 5 /10 Overall views and experiences  | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |

### Outpatients

Between June and October 2012, a questionnaire was sent to patients who had recently attended an outpatient appointment at Torbay Hospital. Responses were received from 511 patients at South Devon Healthcare NHS Foundation Trust.

| How this score compares with other trusts   | Based on patients' responses to the survey, this trust scored         |
|---|---|
| 8.1 /10 Before the appointment              | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 5 /10 Waiting in the hospital               | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.7 /10 Hospital environment and facilities | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.6 /10 Tests and treatments                | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 9 /10 Seeing a doctor                       | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.9 /10 Seeing another professional         | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 8.6 /10 Overall about the appointment       | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 7.5 /10 Leaving the outpatients department  | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |
| 9 /10 Overall impression                    | <div><div>WORSE</div><div>ABOUT THE SAME</div><div>BETTER</div></div> |



## Enhanced Recovery in Medicine

The Trust has rolled out a new approach to caring for patients who are admitted to Torbay Hospital as a medical emergency. It is called Enhanced Recovery in Medicine and the aim is to improve patients' experience of being in hospital and the time it takes for them to recover.

This approach involves patients and their families, or unpaid carers, in decisions about their care while they are in hospital. It lets people choose what is best for them throughout the course of their treatment, aided by advice from healthcare professionals.

There are simple things patients can do while in hospital to help them leave safely and at the right time. Drinking plenty of water and energy drinks will keep them hydrated and means they may not need an intravenous drip. Drink stations are available on the ward for patients and carers to use at any time. Patients are also encouraged to get out of bed, get dressed and move around which prevents muscles from becoming weaker due to lack of use.

“...the aim is to improve patients' experience of being in hospital and the time it takes for them to recover.”

A Discharge Coordinator will liaise with patients and carers to ensure everything is in place for discharge and everyone knows what is happening and when, thereby helping to remove the stress of leaving hospital and getting home.

A member of the pharmacy team will discuss medications with patients before they leave hospital to ensure they understand what medications to take and how often.

Enhanced Recovery in Medicine offers big benefits for unpaid carers as it involves them more at every step, including ward rounds and discharge planning. The Trust recognises how important a carer is to a patient's recovery and also acknowledges that often carers know more about their relative's condition than the doctor does. The Trust can also arrange for support for the carer after the patient has been discharged.

## Patient safety highly commended

Torbay Hospital was 'highly commended' in a prestigious event recognising the best in patient safety during 2012.

The Hospital was narrowly beaten to first place in the 'Patient Safety in Clinical Practice' category at the Patient Safety Awards.

The awards, presented by the Nursing Times and Health Service Journal, are designed to identify and recognise excellence in one of the most important areas of healthcare. There were almost 500 entries across nine categories, and the Patient Safety in Clinical Practice category was shortlisted to just 10 entries. This category recognises organisations that have introduced a specific initiative into clinical practice to improve patient safety.

South Devon Healthcare NHS Foundation Trust, the Trust which runs Torbay Hospital, received the 'Highly Commended' award for its Ward Improvement Programme, improving safety, effectiveness and efficiency on wards. The ceremony was held in July 2012.

The programme has freed up nurses to provide more time caring for patients at the bedside, and introduced improved systems for checking on patients' conditions and comfort. As a result, the Hospital has improved the experience for patients and made their stay at the Hospital safer and more comfortable, as well as reducing the amount of time they have to stay in Hospital.

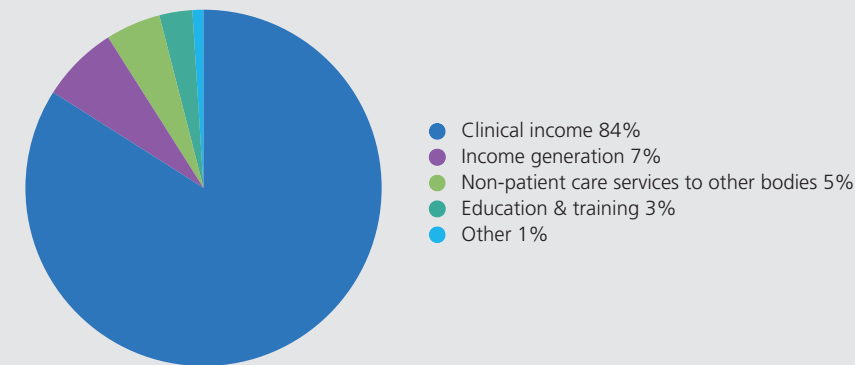
In addition, the Hospital has implemented the use of electronic white boards which has improved the way information is shared, and has redesigned nursing shifts to support better patient continuity.

# FINANCIAL PERFORMANCE

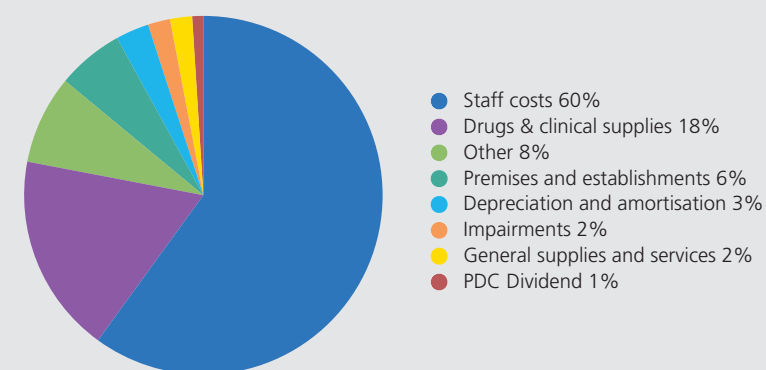
**The Trust has met all of the financial targets for the year (2012/13) set by the regulator Monitor.** The organisation finished the year with a surplus of £2.3 million and an overall financial risk rating of 4 on a scale of 1 – 5 (with a score of 5 being the best). This has largely been achieved through the Trust's efficiency savings of £9.3 million in year.

Careful planning, flexibility and well-established financial priorities and systems enable the Trust to develop and improve facilities and services for patients and staff. As in previous years, the Hospital met the demands upon it throughout the year. This was against a backdrop of significant financial and operational pressures in the wider NHS.

**Total Income 2012/13 £231.7m**



**Total Expenditure £232.8m**



*“This is undoubtedly a very tough and challenging financial climate with wider pressures across the NHS as a whole having an impact on resources.”*

**Paul Cooper**  
Deputy CEO and Director of Finance,  
Performance and Information



**20.2**  
million pounds

invested in the Pharmacy  
Manufacturing Unit.

## Funding overview

The Trust earned £232 million of income during 2012/13. This was primarily from clinical activities, although a considerable amount of income was generated from education and training as well as income generation schemes.

## Capital developments during the last year

The Trust continued to invest in its facilities and equipment. In-year investment on capital projects amounted to £16.8 million. Recent investments on the hospital include the refurbishment of the oncology inpatient ward, two general operating theatres and fire safety improvement works.

## Resources management

Being licensed as an NHS Foundation Trust means that the Trust, as well as being more accountable to its local public and patients, has greater financial freedoms. NHS Foundation Trusts are free to retain any surpluses they generate and to borrow in order to support investment.

A fundamental principle of operation for the healthcare organisations within the South Devon health economy is that resources are managed on a community-wide basis. Chief executives, clinical leaders and finance directors have met regularly to review progress against the key priorities set across the whole health system.

## Our budget for 2013/14

The budget position for the Trust in 2013/14 is extremely challenging, with limited growth and inflation funding along with a demanding efficiency and productivity improvement target of £11.4 million. Delivering activity, costs and efficiencies within planned levels will allow the Trust to achieve a surplus of £2.4 million.

Achieving a surplus of this level is necessary in order to invest in service development to achieve targets and further improve services. Achieving this surplus will also allow us to make further capital investments in upgrading the hospital site. Good relationships and partnerships working with other organisations, together with the opportunity to explore new business and commercial opportunities, will be the key to the Trust in the coming year, as will its performance against existing and new national targets.

## Future spending plans

The Trust has developed a long-term financial strategy which presently includes financial projections up to and including 2015/16. This timeframe covers the period when the Trust continues the refurbishment of the hospital site. This will be achieved through building cash surpluses and exercising the right to borrow funds in order to update

buildings and equipment. During the period 2013/14 to 2015/16, the Trust is planning to spend its retained surplus and to exercise its borrowing powers to continue to achieve this goal.

The ability to spend capital funding to improve buildings, equipment and infrastructure beyond 2013/14 will be dependent upon the affordability of the loan repayments and revenue cost of the capital.

The expected value of capital investments in 2012/13 is £36.9 million, which includes £20.2 million for the Pharmacy Manufacturing Unit.

*Artist's impression of the new Pharmacy Manufacturing Unit*







## NEW HOPE FOR SOUTH DEVON AND TORBAY'S YOUNG

A landmark training scheme helping young people with learning disabilities find work has seen its first cohort of graduates pass out (June).

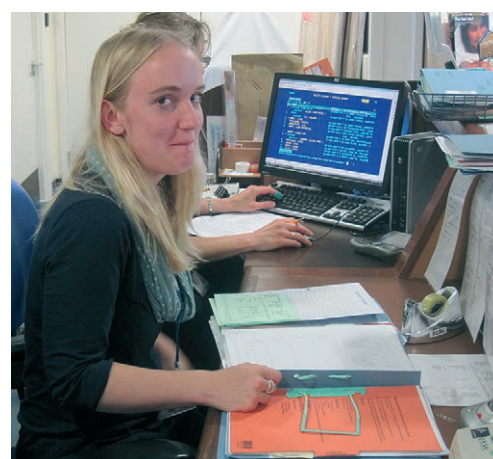
Ten people from south Devon and Torbay aged between 18 and 24 successfully completed their year long internship at Torbay Hospital under the banner of Project SEARCH.

Although an internationally renowned programme with more than 200 centres worldwide, Project SEARCH is relatively new to the UK with Torbay being one of only 17 ground breaking host sites.

Here we look at how the project tried to remove the many significant barriers faced by people with learning disabilities looking for employment. Only seven per cent of people with learning disabilities nationally are in any form of paid work. In Torbay just 2.44 per cent of people with a learning disability are in employment.

Adrienne Murphy, Director of Workforce and Organisational Development at Torbay Hospital, said: "During the year long programme the interns worked in three placement rotations across many different areas within Torbay Hospital including catering, medical records library, patient transport, administration, portering, medical devices library, haematology, maintenance, post room, gardening and on various wards.

"The end aim with the project is to help the students find paid employment within the Hospital or elsewhere in the community. Having gained this valuable work experience and having all achieved City & Guilds Level 1 Diploma in Employability & Personal Development,



Graduate Tizanne Devonshire from Totnes

*their future employment prospects are now looking much brighter."*

Graduate Tizanne Devonshire, from Totnes, said she learnt life changing skills over the last year. She enjoyed work experience on the special care baby unit, McCullum ward and the Horizon Centre.

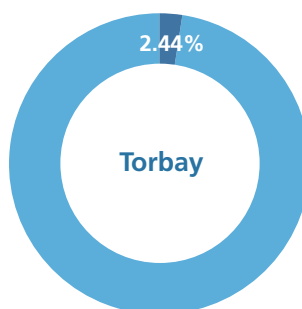
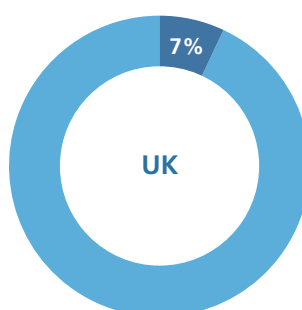
"I felt really nervous in the beginning," she said. "During my time at Project Search it has been nice meeting different people in different departments and working with them and learning a lot from them. I have enjoyed the experience."

Graduate Stuart Lovell, of Torquay, has spent time in Torbay Hospital's Medical Devices Library, Patient Transport Services and doing administration.

"I have had fun on this course and I have done three rotations," he said. "The staff have been helpful on our course and in our rotations. I know my way round the hospital. For me it's been really good because I got a job in the Medical Devices Library."



Graduate Stuart Lovell, of Torquay



Only seven per cent of people with learning disabilities nationally are in any form of paid work. In Torbay just 2.44 per cent of people with a learning disability are in employment.

## Best of friends

Thanks to the League of Friends the Hospital has benefited from a series of new patient improvements

97p  
of every pound donated to the League of Friends goes into the charity fund



The League of Friends (LoF) continues to be a force for good and in this, our 59th year, I am delighted to report that thanks to the commitment, dedication and enthusiasm of our volunteers we've continued to support and improve hospital services for patients.

At a time when charitable organisations are facing criticism over their costs, it strikes me as hugely impressive that, as a result of the 'free' time in which our members work, we are able to donate 97p in every pound straight into the charity fund.

One of the highlights of the year has been the £770,000 donation to install a mobile mammography breast screening unit. The new equipment uses the latest technology in digital mammography imaging.

Mammograms are a proven method for identifying early changes to the breast, including small pre-invasive cancers. Finding changes promptly is crucial as it can mean less complicated treatment and a better prognosis for the patient. Having digital imaging for mammography is proven to be better at spotting early signs of breast cancer in dense glandular breasts, often seen in younger women.

We were proud to have funded more robotic surgery equipment for treating neck and throat cancers at a cost of £175,000. The Robotic Surgery Unit, the Da Vinci Si Robot, which is now nicknamed FRED, was first purchased by the LoF in 2009. Torbay Hospital has become the first in the country to provide robotic surgery for throat and mouth cancers.

The robot was also used in 2012/13 for the world's first major urology procedure,

known as a nephroureterectomy - again using the equipment purchased by the LoF. FRED is also used for Hysterectomies.

A donation of £18,000 towards the refurbishment of the Children's Outpatients Department saw the completion of a new soft play area, the installation of new TVs as well as DVD players to help improve the patient environment and experience.

Other gifts over the last year have included reclining chairs for the acute wards, a photon 2 light source for Ophthalmology, breast pumps and compact pumps for Midwifery and many other smaller items. We have refurbished the family room in the Emergency Department and provided sun awnings, baby monitor cameras and other equipment for the Rainbow Nursery.

It doesn't stop there. We are now planning a brand new coffee shop on Level 2 which will double the existing size. This is where the main LoF 'operations centre' is and the coffee shop, again manned by willing volunteers, is there to provide a service to all outpatients and staff in the area.

We also continue to provide a trolley service around the various clinic waiting areas together with a guide service to help people find their way around the site. This is just another way that the League does its best to help patients and staff at Torbay Hospital.

We are also on the point of launching our brand new website, kindly donated by Websitevision, so we can keep everyone up to date on all our news and events. For more details visit

[thlof.co.uk](http://thlof.co.uk)

Lynne Hookings

## Quality Accounts

The Quality Accounts are an annual report of how the Trust has performed in 2012/13 against a

number of locally agreed quality improvement priorities. The Trust's key priorities for the year ahead (2013/14) are also set out in the Quality Accounts.

The five key priorities in 2013/14:

### Patient safety

- Priority 1: Reduce the number of hospital acquired pressure ulcers

### Clinical effectiveness

- Priority 2: Rollout enhanced recovery in medicine onto three medical wards in the hospital
- Priority 3: Implement the integrated heart failure service

### Patient experience

- Priority 4: Continue to improve end of life care provision in Torbay Hospital
- Priority 5: Test the cost benefits of employing ward clerks during evenings and weekends

To learn more about these priorities and how they will improve patient services please visit [www.sdht.nhs.uk](http://www.sdht.nhs.uk) and search under Quality Accounts.





## Your Hospital Governors

### South Hams & Plymouth



Roy Allison  
Dittisham



Christina Carpenter  
Totnes



Anne Harvey  
Blackawton

**Every NHS Foundation Trust has public and staff governors to represent the views of its local people and to help the Trust shape its plans for the future.**

**Governors are elected by staff and the public or are nominated by our partner organisations e.g. local authorities etc.**

### Teignbridge



Terry Bannon  
Bishopsteignton



Barrie Behenna  
Teignmouth



Carol Day  
Dawlish



Cathy French  
Stokeinteignhead



Alan Hitchcock  
Ashburton



George-Alfred  
Husband  
Newton Abbot



Sally Rhodes  
Ashburton

### Torbay



Stephen Acres  
Torquay



Will Baker  
Brixham



David Brothwood  
Torbay



Sylvia Gardner-Jones  
Maidencombe



Rick Hillier  
Torquay



Lynne Hookings  
Torquay  
Torbay Hospital LoF



John Hyde  
Torbay

### Nominated members



Gill Montgomery  
Devon Partnership Trust



Julia Blood  
Parents & Carers



Lindsay Ward  
South Hams District  
Council



Christine Scouler  
Torbay Council



Jon Welch  
Torbay & Southern Devon  
Health and Care Trust



Rosemary Rowe  
Devon County Council



Sylvia Russell  
Teignbridge District  
Council

### Nominated members continued



Mark Procter  
South Devon and Torbay  
CCG

### Staff Governors clinical



Rachael Glasson  
Clinical



Jon Goldman  
Clinical

### Staff Governors non-clinical



Cleo Allen  
Non Clinical



Helen Wilding  
Non Clinical

This map below shows the geographical area which governors of South Devon Healthcare NHS Foundation Trust are responsible for.

The role of the elected public governors is to represent the views of Foundation Trust members and to help shape the direction of the organisation.

They form the majority on the Trust's Council of Governors, which has responsibility for:

- Holding the directors to account
- Helping to deliver high quality patient care
- Overseeing the appointment, remuneration and performance monitoring of the Chairman and Non-Executive Directors
- Approving the appointment of the CEO.



More details about Torbay Hospital's governors can be found on our website [sdhct.nhs.uk](http://sdhct.nhs.uk)

## Update from Anne Harvey, Lead Governor



Since I last wrote my column we have had a number of changes to the Council of Governors. Carol Day and Sally Rhodes have been elected by members in Teignbridge; and David Brothwood and Lynne Hookings by those in Torbay. We have a new appointed member from Teignbridge Council, Sylvia Russell, and Devon County Council has appointed Rosemary Rowe in place of Trevor Pennington, who has retired. Mark Procter also joins us as appointed member for South Devon and Torbay Clinical Commissioning Group. There are also two changes to the non-clinical staff governors; Cleo Allen and Helen Wilding being elected. We welcome them all and wish them enjoyable and busy terms of office.

Your governors continue to work hard on your behalf with most of them involved in a committee or working group which requires regular attendance. We are also being trained, as this Trust is looking to form an Integrated Care Organisation (ICO) with Torbay and Southern Devon Health and Care NHS Trust which will provide much more seamless patient care.

Under the provisions of the 2012 Health and Social Care Act governors have a duty to ensure that major Board decisions are in the interest of our members and the general public. Forming an ICO is indeed a major decision and we would like to hear your views. An update on the way the integration is moving will be given at the Annual Members' Meeting in September so do come along then.

**Anne Harvey, September 2013**

**Share our news!** Once you have finished reading Torbay Hospital News please pass on to a friend or relative.



## Dates for your diary

### Medicine for Members

**29th October 2013** - TREC Lecture Theatre, next to the Horizon Centre, Torbay Hospital - 5.30pm to 7.00pm

### Council of Governors Public Meetings

**11th December 2013** - Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital - 3.00pm to 5.00pm

### Board of Directors Public Meeting

**Unless stated all meetings 1.30pm to 3.00pm** - Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital

**2 October 2013**

**6 November 2013**

**4 December 2013**

**8 January 2014**

**5 February 2014**

**5 March 2014** - (Board Room, Torbay Hospital)

*Please inform the Foundation Trust Office if you intend to be present at any of the above meetings or fill in the reply slip for the Medicine for Members event. There is no need to send us your apologies.*

## Medicine for Members

**Why not come along** to find out what the Trust is doing to help patients with cancer. Dr David Sinclair, Director of Cancer Services and Deputy Medical Director will be giving a free talk about cancer at 5.30pm on 29 October 2013 in the TREC lecture theatre, next to the Horizon Centre, Torbay Hospital. Refreshments will be served from 5.00pm. *If you would like to book a place to attend please complete and return the reply slip below.*

## Could you be a voice for your community?

The Trust would like to give advance notice of the annual elections to our Council of Governors, which take place each autumn. Anyone who is part of our membership, or who wants to join, can put themselves forward to stand in the elections. The Trust will have one seat available in the Teignbridge Constituency, two seats in the Torbay Constituency and two seats in the South Hams & Plymouth Constituency, where the current governors are coming to the end of their elected terms. You are welcome to contact our Foundation Trust Office (*contact on the left*) to find out more.

## Contacting us

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Torquay, TQ2 7AA  
Phone: 01803 655705  
Fax: 01803 616334

E-mail: [foundationtrust.sdhct@nhs.net](mailto:foundationtrust.sdhct@nhs.net)  
Our website is at: [www.sdhct.nhs.uk](http://www.sdhct.nhs.uk)

## Help Torbay Hospital save money

### Do you use email?

If you do, please let us know if you would prefer to have this newsletter sent by email.

# Do you care about Torbay hospital?



**Torbay Hospital urgently needs new members to support the future of Torbay Hospital and we are asking every member to find at least one new member over the coming months.**

Please ask anyone (friend, neighbour or relative) not already a member living in Torbay, Teignbridge or the South Hams (including postcodes PL7, PL8, PL9 and PL21) to become a member. Membership is **free** and vitally important to the hospital. As a member you can get involved as you want and many of you have already helped to guide the services we provide and the new developments we undertake. Anyone can become a member by contacting the Foundation Trust office using the online form ([www.sdhct.nhs.uk](http://www.sdhct.nhs.uk)), scanning the QR code on the left using your smartphone or by contacting us by e-mail, telephone or in writing - *contact details above.*