Rowcroft Hospice Quality Account 2025–26



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Registered Charity No: 282723

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"I don't have the perfect words yet to express how grateful I am for the incredible human beings who supported my dad in his final days.
They were there as he took his last breaths and gave all three of us so much support.
They were unfailingly gentle, professional and compassionate.
I will be grateful that this was gifted to us.
You are uniquely kind people."

Chief Executive Officer's Statement

This year, Rowcroft Hospice cared for more patients and families than at any other point in our history.

At a time when demand for specialist palliative and end-of-life care continues to grow, this reflects both the increasing complexity of need across our community and the trust local people continue to place in their hospice and our teams.

Behind every referral, visit, admission and phone call are moments that matter deeply. More moments of care. More moments of dignity, compassion and reassurance. More opportunities to support families through some of the most challenging and daunting periods of their lives. Every statistic within this report represents a person, a family and a story - individuals needing expert care, emotional support, kindness and human connection at a time when it matters most.

What makes this year particularly remarkable is that this growth in activity has been achieved whilst continuing to maintain the high standards of quality, safety and personalised care that define Rowcroft. Across our Inpatient Unit, Hospice at Home and Community services, our teams have continued to deliver compassionate care in increasingly complex circumstances, whilst responding to rising demand and wider pressures across the health and care system.

This Quality Account reflects our continued commitment to delivering safe, effective, responsive and caring services, whilst also embracing innovation and continuous improvement. During the year, we have strengthened our clinical governance arrangements, continued embedding the Care Quality Commission's new Single Assessment Framework, and further developed a culture of open reporting, learning and reflection to support patient safety and quality improvement across the organisation.

Alongside this, we have continued to improve how we listen and respond to the experiences of patients and families. The introduction of Care Opinion, ongoing patient and family feedback initiatives, and participation in patient-led assessments of the care environment all help ensure that the voices of those who use our services remain central to how we develop and improve care.

Significant progress has also been made in modernising and improving our services and facilities. During the year, refurbishment works within our Inpatient Unit have enhanced the environment for patients and visitors, including improved access to outdoor spaces, additional en-suite facilities and more welcoming family areas. We were also pleased to introduce seven-day reception cover within the Inpatient Unit, helping ensure patients and visitors receive the same warm welcome and support throughout the week.

Innovation and digital transformation have also remained key priorities. We have refreshed and streamlined our SystmOne electronic patient record system, introduced Airmid to improve patient communication and access to information, and piloted Heidi AI technology to support clinical documentation and increase the time clinicians can spend fully focused on patients and families during consultations.

Importantly, this report also reflects the dedication and professionalism of our staff and volunteers, whose kindness, expertise and compassion continue to make an extraordinary difference every day. Whether providing specialist clinical care, emotional support, bereavement services, therapies, education, and other skills or practical help, they embody the values and spirit of Rowcroft Hospice.

As an independent charity, we remain deeply grateful to our local community whose generosity makes our work possible. At a time when demand for hospice care continues to rise alongside significant financial pressures across the sector, that support has never been more important.

We remain committed not only to delivering safe, effective, responsive and compassionate care today, but also to continually learning, evolving and improving for the future. It remains a privilege to support people and families across South Devon during some of life's most difficult moments, helping ensure every day is the best day possible for those living with life-limiting illness and the people closest to them.

I would like to thank our staff, volunteers, trustees, supporters and partners for everything they do for Rowcroft Hospice. Most importantly, I would like to thank the patients and families who place their trust in us every day.

Mark

Mark Hawkins

CEO, Rowcroft Hospice



About Rowcroft Hospice

"Our vision is to make every day the best possible day for patients, and those closest to them, living with life-limiting illnesses in South Devon."

Rowcroft Hospice is an independent charity dedicated to providing specialist care and unwavering support to individuals facing life-limiting illnesses.

Our team of specialists in our Inpatient Unit (IPU) and in our Community and Hospice at Home Teams including doctors, nurses, occupational therapists, social workers, physiotherapists, complementary therapists, bereavement counsellors, a spiritual care specialist, a music therapist, plus a range of support staff, work tirelessly for thousands of patients and their loved ones every year.

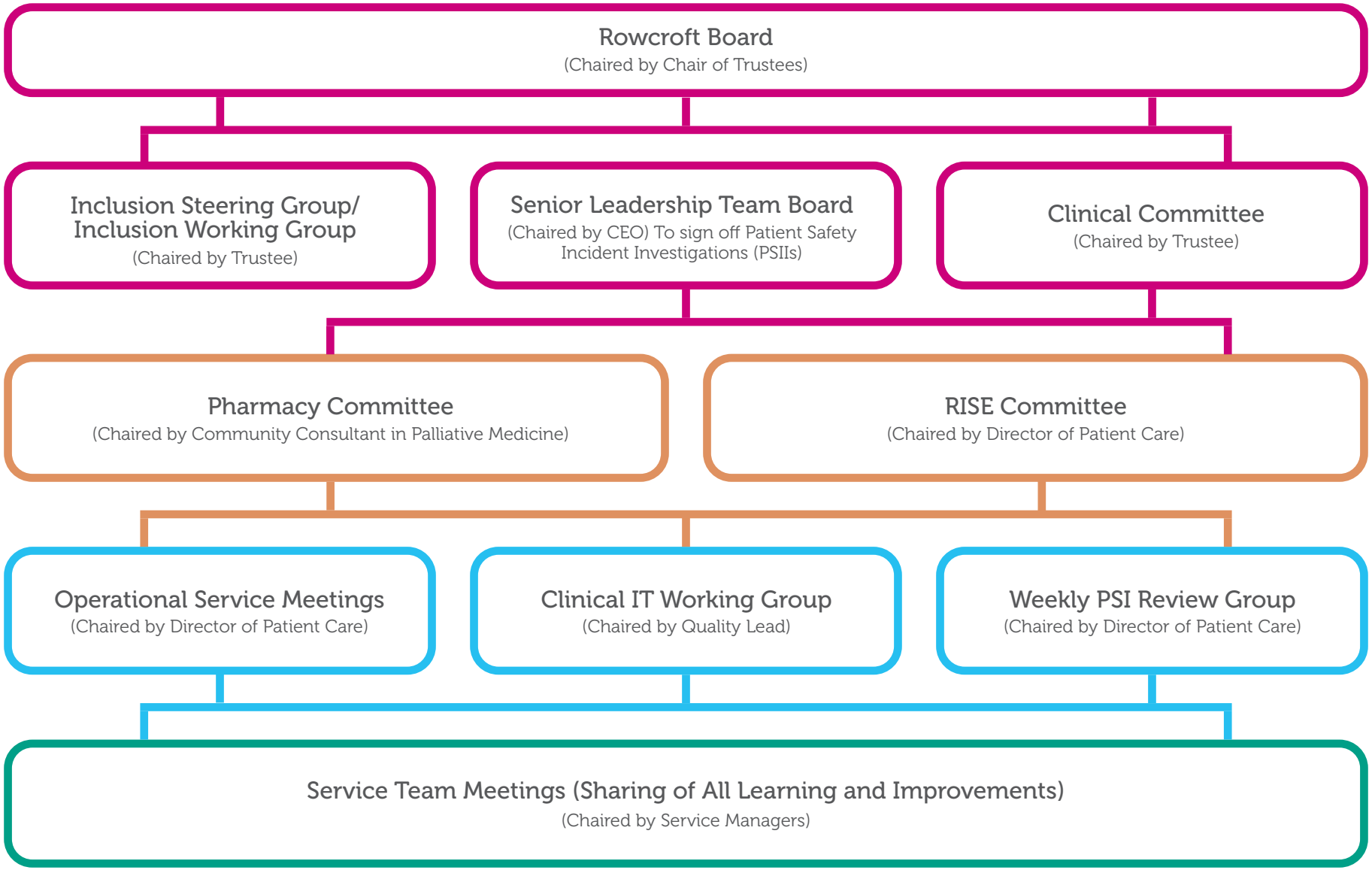
We are also very fortunate to have a wonderful team of volunteers. Whether they're helping out on our reception desk, supporting the IPU as a ward attendant or hospitality volunteer, organising or volunteering at a fundraising event, working in our shops, cafés, gardens or offices, or making cups of tea or coffee, these volunteers make a real difference to the hospice and our patients.

During the past year, we supported patients in South Devon, with 58% being located in Torbay (Torquay, Paignton, Brixham). Patients were also referred to us from out of the area.

Rowcroft Hospice is required to register with the Care Quality Commission (CQC). It is currently registered under the following category: Treatment of disease, disorder and injury and adults under and over 65 yrs. On a case-by-case basis, Rowcroft Hospice also provides care to those aged 16-18 who are transitioning to adulthood and who require specialist palliative care expertise.

Our last CQC assessment was in October 2021. We achieved 'Good' in all categories and 'Good' overall. The report is available at: http://www.cqc.org.uk/location/1-106245011. We have fully embedded the new CQC Single Assessment Framework across the organisation, and welcome further assessments as they occur.

Our clinical governance structure



Introduction from our Director of Patient Care

The 2025–26 year has been a period of significant strategic change for Rowcroft, set against a backdrop of sustained demand for services and the ever-increasing complexity of patient need.

Throughout the year, the organisation has remained steadfast in its commitment to delivering safe, effective and compassionate care, ensuring that the experiences of patients and families have continued to guide decision-making at every level.

Alongside the delivery of core services, a number of major transformation programmes have been prioritised to strengthen organisational resilience, improve efficiency and support future sustainability. Key developments during the year have included the introduction and piloting of artificial intelligence to enhance clinical documentation and support workforce capacity, the refresh of SystmOne to improve data quality and clinical usability, and the refurbishment of the IPU environment. In parallel, focused attention has also been given to strengthening essential support services, including clinical administration and housekeeping, recognising their critical role in maintaining safe and effective clinical environments.

These initiatives have required the careful balancing of transformation activity with the ongoing provision of high-quality patient care. Despite periods of operational pressure, teams across the organisation have demonstrated strong leadership, adaptability and collaboration, ensuring that patient safety, experience and dignity have remained paramount. The introduction of enhanced oversight and assurance mechanisms has further supported timely escalation, effective risk management and informed decision-making.



This Quality Account sets out the organisation's progress over the year, highlighting both areas of achievement and opportunities for continued improvement. It reflects a clear strategic direction focused on continuous learning, innovation and partnership, while maintaining a strong and unwavering focus on the needs and experiences of patients, families and carers.

Vicky

Vicky Bartlett

Director of Patient Care
CQC Registered Manager
Accountable Officer for Controlled Drugs



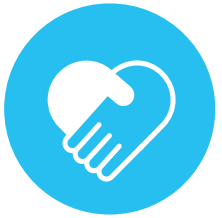
Our review of last year (2025–26)

"I am in awe of the fantastic job the team at Rowcroft do. Everyone we came into contact with was caring, compassionate and professional. Thank you for everything you did for us."

Our year in numbers



330 patients were admitted to our Inpatient Unit



645 patients were referred to our Hospice at Home Team



1637 patients were referred to our Community Services Teams

2509 individual service requests for support were made to our Community Multidisciplinary Team

35,130 individual face-to-face and telephone contacts were made by our Community and Hospice at Home Teams

1403
requests were made for Community Nurse Specialist (CNS) support.

189
referrals were made to our Social Work Team

384
referrals were made to our Physiotherapy and Occupational Therapy Support Service

251
people benefited from our Music and Complementary Therapy Services

192
referrals were made to our Bereavement and Listening and Support Services (LaSS), which includes our Space for Nature group

"When we saw our daughter she was still able to tell us how wonderful the care she had been receiving was from you. It was a very emotional visit for us but she was so brave that there was no crying. She told us how she had been wheeled twice outside for her to see the sky, birds, and the trees. She loved nature. We want to express our gratitude and thanks for your wonderful care which made her last days so comfortable."

Our IPU (Inpatient Unit)

During the past year, the IPU recorded 330 admissions, representing an increase of 35 compared to the previous year. This reflects continued demand for specialist palliative and end-of-life care services. It is a significant achievement that we were able to meet this heightened need, given the temporary reduction in bed numbers during the refurbishment that has been underway since September 2025.

Extensive improvements have been made to the IPU environment as part of this ongoing refurbishment programme. These enhancements include improved access to the patio from the Willow, Maple and Beech areas, enabling patients and their families to better experience the hospice grounds. This development represents an important step in enhancing patient wellbeing and overall experience.

Further environmental improvements include the addition of an en-suite facility to one of the single rooms, supporting greater privacy and dignity. The two family spaces - Beech and the Front Lounge - have undergone full refurbishment, creating more welcoming and comfortable areas for patients and visitors.

Work is ongoing to further enhance the facilities, including the creation of an additional single room and the installation of a ramp to improve accessibility to the Main House entrance.

The aesthetic environment has also been enhanced through the installation of two beautiful, bespoke murals within the IPU. These improvements have been supported by a capital grant from the government.

In addition, clinical office spaces were re-carpeted during this period, and CCTV has been installed externally, within the medication room, and outside of Cedar (a space for families to say goodbye to their loved ones) to ensure compliance with required safety and security standards.

Workforce development has also been a key focus over the past year. A cohort of sponsored student nurses successfully completed their preceptorship programmes and have continued to develop within the organisation. Notably, one individual has progressed to a Band 6 developmental Clinical Nurse Specialist (CNS) role within the Community Team.

We have also moved to seven-day-per-week reception cover for IPU. This supports patients and families to have the same experience when they arrive at weekends as they do during the week.



Our Hospice at Home Team

Our Hospice at Home Service has continued to support high numbers of patients throughout the year. Feedback has been overwhelmingly positive, with many bereaved families stating that it would not have been possible to care for their loved one at home without the team's support. Work is also underway with the Communications Team to ensure that the website fully reflects the range and quality of services provided.

A further team member successfully completed the non-medical prescribing course, bringing the total number of qualified non-medical prescribers within the team to four.

During the year, we said goodbye to three valued members of staff who retired after many years of dedicated service. Following these departures, the opportunity was taken to review the team's skill mix, to provide improved workforce cover and greater flexibility within the team.

Looking ahead to next year, a further two staff members will undertake the non-medical prescribing course. We will also welcome four new members of staff, two of whom have previously worked within the team and are returning to the service.

The introduction of Heidi AI is expected to save time on clinical documentation, and we look forward to implementing this across the whole team.

Lone worker devices are also being updated to ensure staff have a choice of device and increased confidence in their personal safety while working in the community.

"I am grateful to the Hospice at Home Team who showed great care and kindness to my husband during his illness and final hours of his passing, providing support and comfort to myself at such a difficult time."



Our Community Team

Over the last year, the Community Team has successfully embedded a new model of working in which teams are organised by professional discipline rather than geographical area. This has strengthened professional support, encouraged collaborative working, and enabled teams to adapt their approach where necessary to further improve patient care.

One member of the Clinical Nurse Specialist (CNS) Team successfully completed their non-medical prescribing qualification, with a further team member currently undertaking the course.

We also recruited our first developmental CNS. Our newly qualified nurse who joined in September 2024 after previously being supported as a student, has made excellent progress in her new role. It is wonderful to see her continuing to develop her skills within the organisation. This individual will undertake a range of specialist courses as part of her three-year development programme.

A new physiotherapist joined the team during the year and is already making a positive difference to both inpatient and community patients by supporting their mobility and independence.

The Occupational Therapy Team has reviewed its remit and developed updated referral criteria to provide greater clarity regarding the support offered and the patients most likely to benefit from referral.

The Complementary Therapy Team is now based in the Main House, which has helped them feel more integrated within the wider Community Team. The service has also recruited three new therapists, who are due to begin over the coming weeks.

Looking ahead to next year, the Community Team would like to expand the service and, subject to funding, develop additional support for patients who may not currently meet hospice eligibility criteria for specialist need, but who would benefit from information, guidance, and emotional support. This could include a programme of information sessions alongside community-based drop-in support.

Work is also underway to review the referral form for Community Team services and make it available via the website, helping to simplify referrals and ensure more complete and accurate patient information is provided at the point of referral.

The introduction of updated lone worker devices and Heidi AI documentation support is also expected to bring benefits across these teams.

"I am grateful for the support and complementary therapies given to my husband before he died and the ones I received later which were excellent."



Bereavement and Listening and Support Service (LaSS)

The Bereavement Team is hosting a conference in July entitled Spaces for Grief. This is the first conference of its kind organised by the hospice and has already generated significant interest.

Space for Nature groups continue and feedback has been positive.

"I have benefitted greatly from attending the group. Being able to talk openly about our feelings and difficulties in a non-judgemental group where we all have similar experience is good."



Quality improvement and innovation

One of the most transformative clinical IT developments this year has been enabling our teams to trial Heidi AI (artificial intelligence), as part of a pilot with Hospice UK. Heidi AI supports clinicians with documentation, enabling them to focus more fully on listening and engaging with patients during consultations. Early feedback suggests it enhances clinician presence, reduces screen time, and supports high-quality clinical records. Our work on the Heidi AI project was presented at the Hospice UK Technology Leaders Conference in February 2026.

We are pleased to report that we have set up Airmid, the patient-facing application linked to our electronic patient record system, SystmOne. Airmid enables patients to securely message their healthcare lead, update their own demographic information and allergies, complete iPOS (Integrated Palliative care Outcome Scale) assessments - a tool that helps patients report symptoms and concerns so their care can be better tailored to their needs - and access useful information such as local pharmacy opening times.

In addition, we have completed a refresh of SystmOne, simplifying this to improve efficiency and usability for our teams. This work supports our next phase of digital development, including plans to implement Brigid, a mobile extension of SystmOne, to further enhance flexible and responsive care delivery.



Education

The Education Service has continued to make a significant contribution to improving palliative and end-of-life care across South Devon and beyond during 2025-26. A total of 811 learners attended 96 learning events across all workforce tiers, exceeding targets and demonstrating sustained demand despite sector-wide workforce pressures.

The service expanded its reach beyond the local area, developed new income-generating programmes, supported multidisciplinary workforce development, and enhanced public education through the 'Planning for the Future Hub' and community events. Positive feedback from learners highlights the high quality and practical impact of the programme - which continues to build skills, confidence and compassionate care across health and social care settings.

96 **learning events were delivered**

811 **learners attended the learning events**

"Rowcroft Education is such an incredible team and resource. We have learned so much over the years and are always excited when we see new or returning subjects being added to the calendar! You're all amazing. Thank you so much for empowering us to empower those in our care."



Our progress – priorities 2025–26

SAFE

By **safe**, we mean that people are protected from abuse and avoidable harm.

Continue our Patient Safety Incident Response Framework (PSIRF) journey

We have worked hard to improve our review processes as part of our PSIRF plan, incorporating new methods to share discussions at the weekly incident review meetings with those who reported the incident, to let them know what next steps we may need to take, and also to thank them for their support and commitment to patient safety.

Redevelopment of SystmOne

We are pleased to confirm that our SystmOne configuration has been fully refreshed, with streamlined menus and improved information views to support easier and more efficient documentation and access to patient information. Shared clinical views now ensure information is held in one place, supporting continuity of care and enabling patients to tell their story once. A new communication screen has also been introduced to better record individual communication needs and to support more effective patient engagement.

We have also fully set up Airmid, a patient-facing mobile app linked to SystmOne, which enables patients or their nominated representatives to message clinicians, complete questionnaires, and update personal information. The app links with the NHS Spine and ensures we are aligned with the NHS 10-Year Health Plan, supporting future access to digital health records.

Further development of Airmid and the Brigid mobile extension for SystmOne will continue into 2026–27.

EFFECTIVE

By **effective**, we mean that people's care, treatment and support achieve good outcomes, promote a good quality of life and are evidence-based where possible.

Digital dictation and transcription for clinical teams

During the past year, we were pleased to take part in a pilot of Heidi AI, an artificial intelligence tool that supports clinical documentation. It enables clinicians to capture notes and conversations in real time, increasing time spent in direct patient care and reducing the administrative workload.

Heidi AI has been well-received by our teams, with positive feedback on the time saved in documentation. It will be fully implemented in the coming year.



RESPONSIVE

By **responsive**, we mean that services are organised so that they meet people's needs.

Patient feedback and family involvement through our new Clinical Strategy

During the past year, we have worked hard to engage with patients and families when it comes to feedback. We have collated a list of individuals who are interested in being part of a patient and family engagement group, and we plan to move forward with setting up a group in the coming year.

Exploration of seven-day administrative cover in our IPU

We are pleased to share that our clinical administration teams have now transitioned into a single unified Clinical Services Coordination Team, extending coverage to support seven-day Reception and Inpatient Unit care and continuity of experience for those in the IPU or visiting loved ones on all days of the week.



CARING

By **caring**, we mean that staff involve and treat people with compassion, kindness, dignity and respect.

Inclusive patient experience survey

We have now implemented Care Opinion, an independent online patient feedback platform that allows patients, families and carers to share their experiences of care.

Following completion of the IPU refurbishment, the focus will be on fully embedding its use across our teams. We also have volunteers who are keen to support patients and families in the Inpatient Unit to share their stories and feedback.

Rowcroft's commitment to the Armed Forces Covenant

We are proud to share that during the past year we formally signed the Armed Forces Covenant, demonstrating our commitment to supporting members of the Armed Forces community, including serving personnel, veterans and their families.

This reflects Rowcroft's commitment to inclusivity across South Devon and recognition of the unique challenges experienced by the Armed Forces community, including the impact of service on physical and mental wellbeing.

By signing the covenant, Rowcroft joins organisations across the UK working to ensure Armed Forces personnel and their families are treated with fairness, understanding and compassion.

WELL-LED

By **well-led**, we mean that the leadership, management and governance of the organisation assures the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture.

Launch of the Clinical Strategy

Our new Clinical Strategy was launched during the past year, bringing all teams together as a single clinical service.

Monthly forums bring colleagues from across clinical services together to share practice and strengthen collaborative working, supporting our patients as one Rowcroft service

We were also able to embed the clinical dementia lead role, along with a one day a week clinical educator post..

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RISE QI



Research, quality improvement and innovation

We have plans to further review and embed our research framework to strengthen research activity across the organisation. In addition, our Director of Patient Care is a co-applicant on a National Institute for Health and Care Research (NIHR) funded end-of-life care research project in collaboration with the University of Plymouth. This represents a significant step forward in our research involvement and commitment to evidence-based practice. The project has also supported multidisciplinary participation, including from patients, clinical nurse specialists and social workers, ensuring that a range of perspectives help shape and inform the research.



Quality of care

"Your care has been exceptional. The love, kindness and care from you all have been first class. You really are angels with very big hearts."

Patient safety

We continue to work in line with NHS England's Patient Safety Incident Response Framework (PSIRF) and have regularly reviewed and refined our plans and processes to further enhance our approach to patient safety. We are pleased to report that we now have a registered Patient Safety Specialist who leads our efforts to embed a culture of safety and continuous learning, with the aim of reducing harm and improving outcomes for patients.



Our incident profile

While the overall level of harm from reported incidents at Rowcroft Hospice remains low, we recognise that patient safety incidents (PSIs) do occur and that the experience of patients and their families may not always meet our expectations. We are committed to supporting those affected and to learning when things do not go as planned. We have a group meeting every week to review incidents and we categorise our incidents as Level 1 to 5 PSIs, depending on the level of risk, with a Level 5 being a full investigation.

All incidents (or groups of incidents) classified as Level 5 PSIs under our internal policy are subject to full investigation in line with PSIRF. This includes incidents involving moderate harm or above, those assessed as high risk where events were unexpected or unplanned, and any incidents where there are significant opportunities for learning. Investigations are reviewed and signed off by the Senior Leadership Team to ensure robust clinical governance and oversight.

Over the past year, we have strengthened our patient safety incident processes, including the introduction of updated PSIRF investigation training for staff involved in incident reviews. We have developed a supporting toolkit to guide investigations and introduced clear guidance outlining how staff will be involved, including participation in interviews where appropriate. We are committed to ensuring staff feel supported to share their experiences in a safe and compassionate environment, and we actively encourage their involvement in identifying learning and contributing to recommendations.

In the past year, 122 PSIs were reported – an increase from 117 in 2024-25. 32% were reported as PSI Level 1 (minor concerns that were closed for monitoring purposes). 52% required a manager review, and this is always intended to ensure that any additional information required can be gathered and to ensure individuals are supported as part of the review process. 16 of the incidents were reviewed as Level 4 PSIs which required an SBAR (Situation, Background, Assessment, Recommendations) review, and only 1 required a full patient safety incident investigation. Learning from this investigation was shared with those involved, allowing them time to share their ideas for learning.

We are proud of our culture of open reporting, which supports learning and continuous improvement. We challenge ourselves when outcomes differ from what we expect and we are committed to fostering a just, no-blame culture, where staff feel supported, valued and confident to speak up and report incidents. We work in line with our PSIRF plan (which is under a planned review) and policy to review these incidents on an individual basis and also collectively where we see patterns emerging.

Duty of Candour

We continue to have open conversations with patients and families in keeping with the 'Duty of Candour' regulation 20. Our annual audit of compliance with Duty of Candour was fully compliant with the regulation. In addition, our teams continue to have conversations with the patient and/or their family, where it is appropriate to do so, to let them know we report incidents. Our annual audit will continue to be completed each year.

Hospice UK Patient Safety Programme

We continue to be part of Hospice UK's National Patient Safety Programme and submit our data to review against other hospices. We acknowledge that all hospices are at different stages in their quality improvement (QI) journeys, and this encourages us to review and scrutinise our incidents and themes internally and map out our own QI journey. We join the quarterly patient safety webinars that take place for learning and sharing across the region.

Patient experience

Thank you so much for all the incredible love, kindness, support, patience and care that you have showed my family and my mum. I cannot thank you enough.

Without a doubt the team made my mum's passing as comfortable and as peaceful as anyone could hope for.

I am in awe of the fantastic job everyone does. Everyone was caring, compassionate and professional.

From the moment we arrived, kindness, care and compassion were shown and that continued throughout the entire time.

The nurses were so caring towards him, they treated him with incredible care, affording him dignity and humour.

We are all so lucky to have Rowcroft in our Bay. Thank you from the bottom of my heart.

Your team should be given a medal. I cannot thank them enough.



Through a range of surveys and engagement methods, we continue to actively seek feedback from patients and families regarding the care provided across our services. During the coming year, we look forward to further strengthening how we hear and learn from the experiences of those who use our services. We hope to identify an alternative independent survey provider to support more inclusive feedback opportunities, enabling patients and families to share their experiences in ways that best meet their needs, whether by telephone, face-to-face, in writing, or through creative approaches such as pictures.

During the past year, we received two formal complaints and five informal concerns. We value all feedback as an important source of learning and improvement. Learning from concerns raised has led to a number of service improvements, with a particular focus on communication, family support and clarity of service delivery.

Processes have been strengthened to ensure timely and compassionate contact with families following a patient's death, including the introduction of condolence cards, prompt bereavement follow-up and clear signposting to available support.

Communication with families has also been enhanced through clearer explanations about syringe pumps, medications and how care decisions are made. Within Community and Hospice at Home Services, improved information has been provided regarding triage arrangements, service scope and how to access urgent or emergency support when required.

In addition, escalation procedures for patients whose condition deteriorates rapidly have been reviewed, with strengthened partnership-working across district nursing teams, GPs and other providers.

Staff have also been reminded of the importance of giving people time to raise concerns and discuss processes openly and have been supported through updated training to increase confidence in responding appropriately, sensitively and effectively.

One individual shared that, through raising concerns and receiving a compassionate and detailed response, they were able to better understand the care provided in the period leading up to their loved one's death, including the medications given and the reasons for their use. This understanding also enabled them to share clear information with their wider family. They expressed gratitude for the time taken to meet with them in person and to listen to their concerns.

We were touched to receive a thank you card from a patient who wanted to express their appreciation for the delicious meals prepared by our Catering Team. This was a lovely reminder of how much of a difference those thoughtful touches can make to someone's experience in our care.

Family and friends surveys (FamCare)

During 2025–26, we conducted two family and friends (FamCare) surveys and received 31 responses. Feedback was overwhelmingly positive, reflecting the supportive care provided by our teams. One piece of feedback came from a relative of a person who had passed away. We arranged a meeting at their home to listen to their concerns, which proved to be an engaging and valuable process. We are grateful for their honesty and support, and they shared that the meeting helped to answer questions they had.

This feedback directly led to improvements in our services:

- Enhanced bereavement support – families are now better informed that support is available after their loved one has died.
- Improved staff training – our teams have received additional guidance on the use of syringe pumps and on explaining medications clearly to families.

This process has been invaluable in helping us make improvements to the care and support we provide in community and home settings.

We will continue with our FamCare survey during the next year with plans to encourage digital completion of the survey through an online form.

"The care that Rowcroft Hospice provided for my husband was outstanding. It is something that I will be eternally grateful for – making sure that his final days were treated with compassionate care. All the staff in the hospice are just amazing. Thank you."

Hospice at Home feedback survey

55 **responses were received during the past year in response to the Hospice at Home feedback survey.**

Some of the feedback received includes:

"As soon as the team were involved, we had the confidence to continue looking after her at home. I cannot fault the service. Everyone who came was professional and caring. The team were always one step ahead. I valued their frankness in answering questions."

"Rowcroft's Hospice at Home outstanding staff are friendly, professional and very caring. My mother wanted to die at home as she had been born in her own home, and Rowcroft Hospice enabled this wish to be respected with dignity."

"My mum's last wishes were to die at home with her family. The team spoke to my mum with great softness and told her everything that they were doing. Nothing was too much trouble for mum or us."

"In this unknown situation we found ourselves in, they made a most distressing time for me manageable and calm. They never left us alone on his final day, but quickly and quietly kept assessing and reassuring me that my husband was comfortable and in no pain and as things progressed they guided me through his final hours."



Bereavement survey

57 **responses were received during the past year in response to the bereavement survey.**

Overall, the responses to the bereavement survey were positive.

"I am very grateful for the help and support. I was hiding myself away and they helped me to see that what I was feeling was OK and perfectly normal. I honestly can't thank you enough. Just having someone outside of the family and friends circle to talk to and listen has honestly been extremely invaluable - thank you so very much."

"Attending the group has been the best decision I could have made to help me with my bereavement. I've met the very best of friends and have found a safe space where I feel fully supported in a non-judgemental environment."

Infection control

We monitor infection control through updated guidance, incident reviews, hand hygiene audits, and NHS cleanliness audits. Audits were temporarily paused for a period due to ongoing refurbishment works; however, infection prevention oversight and routine checks continued throughout this time. 7 out of 12 eligible audits were completed during the year and were fully compliant, against a target of 95%.

Improved monthly hand hygiene checks have been undertaken with improvements made to the audit template to increase engagement with our teams and improved sharing of feedback when an opportunity for hand hygiene is missed.

Patient-led assessments of the care environment (PLACE) – annual audit

We are pleased to report that we once again took part in the national annual PLACE audit (NHS England PLACE programme). These assess how an environment supports the provision of clinical care, assessing such things as privacy and dignity, food, cleanliness and general building maintenance and, more recently, the extent to which the environment is able to support the care of those with dementia or with a disability.

The PLACE audit has a target of 95% compliance, and we are pleased to share that we were compliant. We plan to be part of this audit once again at the end of 2026 and are thankful to those volunteers who supported this work.

Clinical audit

39 **clinical audits (monthly and annual) were completed during the past year.**

Our Clinical Audit Programme covered a wide range of areas, including infection control, cleanliness, equality and diversity, pressure ulcer prevention, consent, care planning, documentation (including allergies and resuscitation discussions), duty of candour, medicines management, medical gases, continuing healthcare funding and patient discharges.

Audits in the clinical spaces in IPU (relating to standards of cleanliness) were paused due to the refurbishment works being undertaken. We continue to be vigilant at all times, and the audit will be restarted formally as soon as the refurbishment is finished.

During 2025-26, we intend to start an annual Clinical Governance and Compliance Audit, which is a continuation of our CQC (Care Quality Commission) mock inspection that was undertaken previously. Our aim is to be further embedding our RISE initiative (Reflect, Innovate, Suggest, Engage), and ensuring that we are always inspection ready, so staff feel confident and knowledgeable about CQC compliance and regulations. This will be linked to our CQC self-assessment.



Freedom to Speak Up

'Freedom to Speak Up' is one of several channels through which Rowcroft's people can raise concerns, share suggestions and have their voices heard.

Alongside our restorative practices it plays a vital role in safeguarding patient safety, enhancing the quality of care, supporting employee wellbeing and fostering a culture of continuous learning.

In the past year we received one 'Freedom to Speak Up' concern which was resolved informally and used as a learning opportunity.

Caldicott Guardian

During the past year we received 17 requests for information relating to patient healthcare records, and 14 of these were granted. All requests were reviewed by our Caldicott Guardian and responded to within the required timeframes.

National patient safety alerts

Last year, we received 153 patient safety alerts from the national database. Two of these were shared with our teams for awareness. No formal actions were required to be taken by our teams.





Our priorities for 2026–27

All priorities have been developed in line with the CQC key domains - **safe, effective, caring, responsive and well-led** - to ensure regulatory compliance and the delivery of high-quality care, supporting improved clinical decision-making, patient experience, efficient workflows, and a commitment to continuous improvement.

Implementation of Heidi AI to enhance clinical documentation and patient care

We will implement and embed the use of Heidi AI across clinical services, fully integrated with SystmOne, to support high-quality, accurate, and efficient clinical documentation. This will reduce the administrative workload on clinicians, improve patient engagement during consultations, and enhance the safety, timeliness, and completeness of clinical records.

This initiative will improve the accuracy and consistency of clinical documentation, increase clinician capacity for direct patient care, and enhance patient experience through more focused, person-centred consultations, while strengthening information governance and supporting staff wellbeing by reducing administrative workload.

Implementation of RL Datix Allocate Optima Rostering System

We will implement a new rostering system, Allocate Optima (RLDatix) - alongside Loop which is a downloadable app for staff to view their roster - to improve workforce planning and communication. This will support more efficient, flexible rostering and better visibility of staffing across services, helping to ensure safe, effective cover and improved staff experience.

Implementation of Brigid mobile app for staff, and continue to embed Airmid for patients

During the next year, we will implement the Brigid and Airmid mobile apps (as extensions of our records system, SystmOne) enabling improved mobile access to clinical records and functionality in the clinical teams. This will support more timely and efficient documentation, enhance access to patient information at the point of care, and improve overall coordination and responsiveness of community-based services.

Continue to embed Care Opinion across our clinical services

We will continue to embed Care Opinion across all our clinical services to strengthen patient feedback, improve responsiveness, and support ongoing service improvement.



Patient Safety Incident Response Framework (PSIRF) plan review

We will undertake a full review of our PSIRF plan this year (the third year since implementation). The review will include an analysis of our incident profile over the past two years, a review of learning from investigations, PSI levels, and how we provide feedback to staff. We will also review how we engage with patients and families when care does not go as intended. In addition, we will embed the updated levels of harm to ensure psychological as well as physical harm is considered when incidents occur.

We will continue to build on our just culture approach, consistently encouraging staff to raise concerns and ensuring they feel safe and supported in doing so.

Relocation of our Clinical Education Team

We will strengthen integration of the Education Team within clinical services by relocating them to the main Inpatient Unit building to improve communication and joint working with clinical teams. This will further embed education within clinical practice, supporting consistent learning, workforce development, and improved patient care outcomes.

Launch the 'Rowcroft For You' app

We will progress the implementation of our innovative web-based app to support people receiving end-of-life care, particularly those living at home. The app provides patients, carers, and families with accessible information, guidance, and support throughout the illness journey.

It also helps people understand what to expect, and to know how to manage symptoms and when to seek help, while enabling clinical teams to respond more proactively to changing needs. This supports more personalised, timely, and coordinated end-of-life care at home.

Patient and Family Engagement Group

We will establish a Patient and Family Engagement Group to review services using themes from patient feedback and incidents, supporting improvements in patient safety, experience, and CQC compliance.



Summary

As we reflect on the achievements of the past year and look ahead to the future, this Quality Account demonstrates our ongoing commitment to delivering high-quality, safe and compassionate care. Through continued collaboration, learning and innovation, we aim to build on our progress and meet the challenges ahead.

Our priorities for 2025–26 continue to reflect the voices of our patients, families, staff and partners, ensuring that quality remains at the heart of everything we do. We are proud of the progress we have made and remain focused on fostering a culture of continuous improvement, accountability and excellence.

Thank you to all our staff, volunteers, patients, families, trustees, supporters and stakeholders whose contributions and dedication make this work possible.

Over the past year, Rowcroft Hospice admitted 330 patients to the Inpatient Unit. This is a significant achievement given the temporary reduction in bed numbers during the Inpatient Unit refurbishment, which has resulted in an increased number of en-suite single rooms and improved facilities.

There were 645 referrals to the Hospice at Home Team and 1,637 to community services, reflecting a busy year across all clinical services. The restructuring of clinical support services to enable seven-day reception cover is already demonstrating benefits, alongside a renewed focus on improving efficiency and impact.

Education activity has increased, with more learning events delivered than in the previous year. Research involvement has also developed, with the Director of Patient Care acting as a co-applicant in an NIHR-funded end-of-life care research programme with the University of Plymouth, involving both patient representatives and clinical staff.

The refresh of SystmOne has been a key achievement this year, supporting safer and more effective clinical documentation while reducing the administrative workload. Patient experience feedback has remained very positive, further strengthened by the introduction of Care Opinion as a feedback platform.

Priorities for the coming year include the implementation of Heidi AI to enhance clinical documentation, the RLDatix Allocate Optima rostering system, the Brigid and AirMid mobile applications for SystmOne, and the Loop app for staff. We will also continue to embed Care Opinion across services and launch our web app ‘Rowcroft For You’.



Chair of the Board of Trustees' statement

As I reflect on 2025–26, I am struck by the profound privilege of serving as Chair of Rowcroft Hospice during a year of both challenge and remarkable progress. Every day, I am reminded that Rowcroft is not simply a hospice - it is a community of compassion, expertise, and unwavering commitment to helping people live and die with dignity.

The extraordinary dedication and sheer heart that our staff and volunteers bring to their roles, and their ability to rise above challenge, to innovate, and to remain steadfast in their pursuit of exceptional care is both inspiring and humbling in equal measure.

This past year has once again been testing for the hospice sector and the wider health and care community. Yet, as ever, Rowcroft has responded with resilience, creativity, and a determination to ensure that our patients and their families continue to receive the highest standards of care. The team's willingness to think radically has led to new initiatives, strengthened partnerships and continued growth in our volunteer community. Our newly registered colleagues have brought fresh perspectives and renewed energy, enriching our clinical learning and strengthening our one team ethos.

I am immensely proud of the way in which all our staff and volunteers continue to rise above operational pressures to provide a second-to-none caring service for our community. Their tenacity, forbearance, and selflessness remain an exemplum of superb teamwork. The challenges of the last year have only further embedded their desire to work in a continuously evolving and learning environment, enhancing our patient-led care and driving forward our cycle of continuous improvement.

CEO Mark Hawkins and the Senior Leadership Team continue to play a crucial role in ensuring that open communication remains part of our organisational DNA. Their commitment to transparency, flexibility, and staff empowerment has been vital in navigating a complex and ever-changing landscape.

Our strategy continues to guide us: expanding access to high quality palliative and end-of-life care, reaching more people in more places, and ensuring that every individual - regardless of background or circumstance - can experience dignity, comfort, and choice.

This year, I have seen that strategy come alive in the dedication of our staff, the generosity of our volunteers, and the trust placed in us by patients and families across South Devon.

Our Director of Patient Care and our Medical Director play leading roles in our one team approach, with the patient at the centre of everything we do. Both individuals are shining examples of leading with compassion and care; indeed they are role models of our values.

This Quality Account once again epitomises our value of 'honesty and integrity' with its open and unambiguous style and stands as a testament to our ongoing drive for excellence in patient-led care.

I am deeply proud of what we have achieved together, and equally mindful of the work still ahead.

Safety

The team has continued to deliver our ambitious standards of care despite rising patient numbers and ongoing workforce pressures. Their ability to maintain safety, quality and compassion in the face of resource fatigue is a notable achievement. I am pleased to see the continued success of our incident review cycle and the sharing of learning across the clinical teams, which strengthens our culture of openness and reflection.

The further embedding of digital systems, including enhancements to System One, has supported safer and more efficient clinical practice. Our commitment to safeguarding, risk management, and continuous learning remains unwavering, and I am proud of the diligence shown across all teams in maintaining a safe environment for patients, families, staff, and volunteers.

Effective

One of the most encouraging aspects of this year has been the continued strengthening of our clinical effectiveness. I have witnessed first-hand the professionalism and expertise of our teams as they deliver evidence based, personalised care in our Inpatient Unit, Hospice at Home Service, community services, and bereavement support service.

Our strategy's focus on expanding reach and improving outcomes has driven meaningful improvements. It has:

- enhanced symptom management and anticipatory care
- created a more consistent use of personalised care plans
- improved digital tools that support timely clinical decision making.

These developments are not abstract - they translate directly into better experiences for patients and families.

Responsive

Being responsive to the needs of our community is central to who we are. This year, we have continued to adapt our services to meet rising demand and increasingly complex needs.

We have strengthened our use of technology to ensure we can react swiftly to patient demand and have also listened carefully to feedback - positive and challenging - and used it to shape service improvements. Particularly notable is the growth of our unified Clinical Services Coordination Team which has facilitated our extended seven-day cover in reception and in the Inpatient Unit.

I am also delighted that we have reached out to families and individuals for them to participate in a patient and family engagement group.

Our strategy commits us to reaching under served communities, and I am proud of the steps we have taken to understand and address inequalities in access to hospice care. This work is ongoing, and it remains one of our most important priorities.

Caring

Caring is the heart of Rowcroft. It is what people notice first, and what they remember long after. Throughout the year, I have been humbled by the compassion shown by our staff and volunteers - whether offering expert clinical care, emotional support, or simply a moment of human connection.

Patient and family feedback continues to affirm the dignity, respect and kindness that define our culture. These qualities are not accidental; they are nurtured through strong values, reflective practice, and a genuine commitment to person-centred care.

We have also prioritised caring for our own people ensuring they feel listened to and valued and feel safe to communicate in an open and honest manner Our strategy recognises that a supported, valued workforce is essential to delivering outstanding care. Initiatives to strengthen well-being, learning, and leadership development have helped sustain morale and foster a culture where people feel safe, heard and appreciated.

Well-led

This year has reinforced for me the importance of strong, compassionate, and transparent leadership. As Chair, I have seen our Board and Executive Team work collaboratively, thoughtfully and with unwavering focus on our quality of patient care and the safety and well-being of our teams and volunteers.

We have strengthened governance, improved oversight of risk, and deepened our engagement with staff, volunteers and partners. Our leadership culture is one of openness and learning - where concerns are welcomed, ideas are encouraged and improvement is continuous.

Our strategy calls for sustainable growth, financial resilience, and innovation. These ambitions require courageous leadership, and I am proud of the clarity and integrity with which Rowcroft's leaders have navigated a challenging external environment.

Looking ahead

As we look to 2026–27, I feel a deep sense of optimism. We are expanding our reach, strengthening our services, and building a hospice that is sustainable, inclusive and fit for the future. Our strategy remains our compass, and our values remain our anchor.

I want to express my heartfelt thanks to everyone who makes Rowcroft what it is: our staff, whose expertise and compassion inspire me daily; our volunteers, whose generosity enriches every corner of our organisation; our supporters and the community, whose kindness sustains our mission; and the patients and families who place their trust in us at the most vulnerable moments of their lives.

It has been an honour to serve as Chair for the last seven years of this extraordinary hospice. As I hand the reigns to our new Chair I know that my fellow trustees and I will continue to support her, and together, we will continue to ensure that Rowcroft remains a place of care, comfort, dignity, and a beacon of light for all that need the hospice.

Sally

Sally Scott-Bryant
Chair of the Board of Trustees



Stakeholder statements

NHS Devon Integrated Care Board

NHS Devon Integrated Care Board (ICB) would like to thank Rowcroft Hospice for the opportunity to comment on the Quality Account for 2025/26. Rowcroft Hospice is commissioned by NHS Devon ICB to provide a wide range of specialist palliative care services for people and their families with progressive life-limiting illnesses. We seek assurance that care provided is safe and of high quality, ensuring that care is effective and that the experience of care is positive.

As Commissioners we have taken reasonable steps to review the accuracy of data provided within this Quality Account and consider it contains accurate information in relation to the services provided, and reflects the information shared with the Commissioner over the 2025/26 period.

Despite ongoing pressure on staff and services this Quality Account has highlighted progress against the priorities for 2025/26 which were aligned to the CQC inspection domains. Consolidating and building on the progress of the previous year, the goals included delivering expert, compassionate care to those living with life-limiting illness, while continuing to evolve, innovate and extend their reach across South Devon.

The 2025/26 priorities:

1. Safe

Continue our Patient Safety Incident Response Framework (PSIRF) journey.

Rowcroft Hospice has established a robust and effective incident review process, with a strong emphasis on staff engagement. A comprehensive governance framework is in place, ensuring full oversight of incidents.

The PSIRF Policy and Plan were approved by NHS Devon ICB within the required timeframe and demonstrate a clear understanding of PSIRF principles, alongside evidence of good practice.

Redevelopment of SystmOne.

This work represents a significant achievement in enhancing digital infrastructure and clinical usability. The introduction of shared clinical views is particularly impactful, promoting continuity of care and reducing duplication.

The full implementation of the Airmid app is a notable milestone, providing patients and their representatives with greater access to care through secure messaging, questionnaires, and personal record updates. This aligns strongly with national digital priorities and the NHS 10-Year Health Plan, positioning the organisation well for future developments in digital health records.

2. Effective

Digital dictation and transcription for clinical teams.

Participation in the Heidi AI pilot represents a strong commitment to innovation and continuous improvement in clinical practice. The organisation has demonstrated a proactive approach to exploring emerging technologies that enhance efficiency and support clinicians in delivering high-quality care.

Plans for full implementation in the coming year further reinforce a forward-thinking approach and a clear commitment to embedding innovative solutions that benefit both staff and patients.

3. Responsive

Patient feedback and family involvement through our new Clinical Strategy

Rowcroft Hospice has proactively sought out meaningful engagement which reflects a culture that values feedback. The planned development of a formal group in the coming year provides a strong opportunity to embed co-production principles and further enhance patient-centred care.

Exploration of seven-day administrative cover in our IPU.

The successful transition to a seven-day Clinical Services Coordination Team has enhanced accessibility and reinforces a patient-centred approach to care delivery. This development also provides reassurance to families that high-quality care and support are consistently available.

4. Caring

Inclusive patient experience survey.

The implementation of Care Opinion provides an effective and valuable mechanism for capturing timely and meaningful feedback from patients and families. The involvement of volunteers in supporting the collection of feedback reflects a thoughtful and compassionate approach, enabling the organisation to gather rich insights while maintaining a supportive and person-centred experience.

Rowcroft's commitment to the Armed Forces Covenant.

This achievement demonstrates a strong organisational commitment to inclusivity, social responsibility, and equitable care. By formally signing the Armed Forces Covenant, Rowcroft has taken an important and commendable step in recognising and supporting the unique needs of serving personnel, veterans, and their families.

This initiative reflects a clear understanding of the physical and psychological challenges associated with military. It also positions the organisation alongside a national network of partners dedicated to ensuring fairness, respect, and appropriate support for the Armed Forces community.

5. Well-led

Launch of the Clinical Strategy.

The launch of the new Clinical Strategy represents a significant achievement in aligning services and strengthening a unified organisational vision for care delivery. The introduction of regular monthly forums is particularly impactful, providing valuable opportunities for colleagues to collaborate, share best practice, and learn from one another. This approach fosters a culture of continuous improvement and supports stronger multidisciplinary working.

The ICB notes and welcomes the 2026/27 priorities outlined by Rowcroft Hospice in their Quality Account and will look forward to seeing achievements related to:

- Implementation of Heidi AI to enhance clinical documentation and patient care
- Implementation of RL Datix Allocate Optima Rostering System
- Implementation of Brigid mobile app for staff, and continue to embed Airmid for patients
- Continue to embed Care Opinion across our clinical services
- Patient Safety Incident Response Framework (PSIRF) plan review
- Relocation of our Clinical Education Team
- Launch the 'Rowcroft For You' app
- Patient and Family Engagement Group

Each of these programmes will continue to evidence and improve quality and safety for the benefit of patients, families, carers and staff building on the lessons learned and improvements achieved from 2025/26.

Care Quality Commission (CQC) involvement:

As a Commissioner, we have worked closely with Rowcroft Hospice during 2025/26 and will continue to do so in respect of CQC reviews. The last CQC inspection was in October 2021 and Rowcroft Hospice achieved 'Good' in all categories resulting in an overall rating of 'Good'. The new CQC Single Assessment Framework has been embedded and strengthens Rowcroft Hospices approaches to inspection.

On review of this Quality Account, the commitment of Rowcroft Hospice to continually improving the quality of care is evident. The ICB looks forward to working with the Rowcroft Hospice in the coming year, in continuing to make improvements to healthcare services provided to the people of Devon.

NHS Devon Integrated Care Board (ICB), 2026

Healthwatch Torbay

Healthwatch Torbay, as part of Healthwatch in Devon, Plymouth and Torbay, welcomes the opportunity to comment on Rowcroft Hospice's Quality Account for 2025/26.

As the independent champion for people using health and social care services, our response reflects the importance of listening to patients, families, carers and local communities. We recognise the continued pressures facing palliative and end-of-life care, including rising demand, increasing complexity of need, workforce pressures and wider financial challenges across the hospice and health and care sectors.

It is encouraging to see that Rowcroft has cared for more patients and families than at any other point in its history, while maintaining a strong focus on safety, dignity, compassion and personalised care. The breadth of support described across the Inpatient Unit, Hospice at Home, Community Team, bereavement services, therapies, social work, education and wider support services demonstrates the important role Rowcroft continues to play across South Devon.

We are pleased to see the progress made against the 2025/26 priorities, particularly the continued development of the Patient Safety Incident Response Framework, the refresh of SystmOne, the introduction of Airmid, the pilot of Heidi AI and the work to improve clinical documentation and communication. These developments have the potential to support safer, more coordinated care and release more time for staff to focus on patients and families. Our recent digital healthcare access report highlighted that digital tools can improve communication and access when they are clear, joined up and easy to use, but can also create barriers for people who lack confidence, connectivity, devices, private space or support. We would therefore encourage Rowcroft to ensure digital developments are supported by clear information, patient and family testing, and non-digital alternatives where needed.

We are also happy to see continued improvements to the Inpatient Unit environment, including improved access to outdoor spaces, additional en-suite facilities, refurbished family areas and seven-day reception cover.

These changes are particularly important in hospice care, where privacy, dignity, accessibility and a warm welcome can make a significant difference to patients and those closest to them.

Healthwatch welcomes Rowcroft's continued focus on patient and family feedback, including the introduction of Care Opinion and the planned Patient and Family Engagement Group. Feedback from people using services, and from bereaved families and carers, should continue to shape service development, quality improvement and assurance. We particularly welcome the emphasis on involving families when care does not go as intended, and the review of psychological as well as physical harm within incident learning.

We also support Rowcroft's ongoing commitment to inclusion and accessible care. It remains important that hospice services continue to reach people who may face barriers to accessing specialist palliative and end-of-life care, including people living alone, people with dementia or cognitive impairment, people without fixed accommodation, unpaid carers and communities less likely to engage with hospice support.

This also reflects the future direction set out nationally and locally, with the NHS 10 Year Health Plan and One Devon plans placing greater emphasis on personalised, community-based care, advance care planning and supporting people to die in their preferred place wherever possible. As this develops, it will be essential that patient, family and carer voice remains central to how choice, access and quality are understood, designed and measured.

The planned priorities for 2026/27 are relevant and positive, including the implementation of Heidi AI, Brigid and Airmid, the review of the PSIRF plan, continued embedding of Care Opinion, and the launch of the Rowcroft For You app. We would encourage Rowcroft to ensure digital developments are supported by clear non-digital alternatives, so that people who lack confidence, connectivity, devices or support are not excluded.

Healthwatch values its relationship with Rowcroft Hospice and looks forward to continuing to act as a constructive critical friend. As services continue to evolve, it remains vital that patient, family and carer voice remains central to quality improvement, service development and the delivery of compassionate end-of-life care.

Healthwatch, 2026

Torbay Carers

It is always a pleasure to be invited to write a piece for Rowcroft's Quality Account as it gives a chance to reflect on the difference they make for the family/unpaid carers of the people who use their services.

Rowcroft staff always consider the family/carers and work hard to improve their experiences. This year this has been evident in the physical improvements that they have made to the family spaces at the hospice. Wider family/carers continue to benefit from the Planning for the Future Hub on their website. This helps carers with knowing how to start those difficult conversations about planning ahead, talking about matters such as power of attorney, funeral planning, treatment escalation plans and much more. These conversations are so important for EVERYONE to have as early as possible, preferably when you are fit and well.

Rowcroft Education Team have also run 'Planning for the Future' courses for carers, encouraging family to think about what really matters to them when they are planning ahead. The feedback is always excellent. 'Made me think of things that need to be achieved.' 'I couldn't fault the presentation - a good blend of fact and sensitivity.' 'So good to hear others' situations and their ideas, so very helpful…. A good source of help to me. I would recommend this course.'

On behalf of family/carers across Torbay and South Devon, thank you!

Katy

Katy Heard

Carers' Lead

Torbay and South Devon NHS Foundation Trust