

The NHS logo, consisting of the letters 'NHS' in white on a blue rectangular background.

Salisbury
NHS Foundation Trust



Salisbury NHS
Foundation Trust

Annual Review

2022/23

Message from our Chair and CEO

In 2023 we are celebrating a number of anniversaries, including the NHS's 75th birthday, 80 years of a hospital located on our site, and 30 years of the establishment of Salisbury District Hospital.

Our Trust, like NHS organisations across the country, has faced many challenges. Surges of COVID-19 variants continue to place pressure on our services. And we cannot escape the national context with industrial action, financial pressures and workforce challenges. But we are very proud of the way our teams have continued to respond.

We know that collaboration produces fantastic results, as the COVID-19 vaccination programme showed. Bringing together the Trust as lead agency with partners from the local authority and third sector at City Hall in Salisbury saw more people in Wiltshire receiving their vaccinations than anywhere else in the South West. We are also part of the Acute Hospital Alliance (AHA), a provider collaborative with our acute trust partners. We are working closely together to ensure our patients have access to high quality sustainable services.

Significantly, the past year has seen the formation of Integrated Care Systems (ICS), Boards (ICB), and Partnerships (ICP). Salisbury NHS

Foundation Trust is one of three acute trusts in the Bath and Northeast Somerset, Swindon, and Wiltshire system (BSW).

A major focus of our collaboration with our partners in Wiltshire has been on improving the systems for discharging patients from hospital and moving them to a setting more suitable for their continued recovery and care. We have worked hard to reduce delays by opening a dedicated lounge and made several improvements to patient flow with our colleagues in adult social care, community health teams and our local care homes.

We have asked a lot of our communities too. Like elsewhere in the UK our need to respond to COVID-19 has left a backlog of patients waiting for elective treatment. Our teams have worked tirelessly over the last year with colleagues, the independent sector and partners to use all available measures to reduce waiting times.

We are very grateful to our colleagues and volunteers and to our partners, and would like to thank our partner



▲ Dedicated discharge lounge

charities the Stars Appeal, Salisbury Hospice Charity, and the League of Friends and their contributors for their ongoing support.

We also want to thank our Council of Governors and members, and of course, our patients and local community, for their support as we strive to provide the best possible services.

Ian Green OBE Chair
Stacey Hunter Chief Executive

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Our Vision and Values

Person Centred & Safe

Our focus is on delivering high quality, safe and person focussed care through teamwork and continuous improvement.

Professional

We will be open and honest, efficient and act as role models for our teams and our communities.

Responsive

We will be action oriented and respond positively to feedback.

Friendly

We will be welcoming to all, treat people with respect and dignity and value others as individuals.

Progressive

We will constantly seek to improve and transform the way we work, to ensure that our services respond to the changing needs of our communities.

Our values are how we work towards achieving our vision *to provide an outstanding experience for our patients, their families and the people who work for and with us.*

Our values are the important commitments our Trust makes to our local communities.

We have three priorities that guide how the Trust works as part of an Integrated Care System. They are:

- Improving the health and wellbeing of the Population we serve.
- Working through Partnerships to transform and integrate our services.
- Supporting our People to make Salisbury NHS Foundation Trust the Best Place to Work.

Our Staff

We deliver a broad range of clinical care to approximately 270,000 people in Wiltshire, Dorset and Hampshire. These services are delivered by 5,140 skilled, talented, dedicated and committed staff who work tirelessly to deliver high quality compassionate care to our local population.

Our staff are our main resource, and as a Trust we are committed to ensuring that they have a positive work environment in which they can thrive and the opportunity to grow as people and professionals.

One of our priorities is to support our people to make the Trust the Best Place to Work. With our Improving Together initiative colleagues are

involved in continuous improvement and are supported by the development of a coaching culture. This new way of working applies to every facet of the Trust, with people working together to deliver effective and sustainable improvements where they matter most. Improving Together enables colleagues to develop and improve their skills, processes and behaviours, with the simple goal of providing an outstanding experience for patients, their families, colleagues and partners.

To support our staff, the Trust has six staff networks that provide forums for colleagues to come together and discuss shared issues of importance and provide a route that lets their views be known to senior leadership.

▼ Staff on Durrington Ward





▲ Tent Talks

The networks – Women, LGBTQ+ Alliance, Culture and Equity, Ability Confident, Armed Forces and Staff Carers – are part of the Inclusion Network. We celebrate diversity by commemorating significant awareness campaigns such as Black History Month, LGBTQ+ History Month, Pride Month and Women’s History Month.

In addition, we have launched a new website to signpost staff and managers to a number of additional resources to help with mental, financial and physical wellbeing. Clinical Psychology services have also continued offering wellbeing interventions to staff as a supportive mechanism of preventing sickness absence. The Trust’s Occupational Health service provides

a full range of support including counselling and physiotherapy.

We appointed a Head of Wellbeing, Equality and Inclusion this year, enabling us to offer monthly health and wellbeing topics/events. We also trained mental health first aiders, and health improvement coaches for weight management, alcohol, smoking cessation support, healthy eating, increasing physical activity and building confidence and motivation.

Staff also enjoy the onsite health and fitness centre, green spaces, and walking routes. We continued our podcast series ‘Cake with Joe and Jayne’ which focusses on topics of interest to staff.



▲ SOX excellence awards

We take every opportunity to celebrate our staff and their achievements, from our peer-to-peer SOX excellence awards, to posting on social media feedback from patients, and our annual Staff Awards at a ceremony which saw awards bestowed upon 14 individuals and teams, which was the centrepiece of a ‘Thank You’ week, held on the grounds of Salisbury Cathedral, encompassing a Staff Party and a Family Fun Day, now in its third year.

In addition, in the summer, we organised the first-in-a-generation free Hospital Open Day, which welcomed over 700 members of the community, who had the opportunity to see parts of the hospital that they

would not normally see, as teams from across the Trust showcased their work in fun and engaging ways, including a toy check-up for children and the ever-popular simulation mannequins. There was also participation from the emergency services and the Wessex 243 Field Hospital regiment.

This event was followed by a two-day free festival for our staff, Tent Talks, with workshops and activities around leadership and wellbeing. The festival also featured our second Comedy Night, featuring nationally known comedians, that was free for staff to attend, and was supported by the League of Friends and the Stars Appeal.



▲ Opening of the new Beatrice Birth Centre

Improving Our Services

In our efforts to restore services post-pandemic, we have taken steps to improve patients' experiences and reduce the amount of time they need to stay in hospital.

Our new Same Day Emergency Care Unit (SDEC) is an initiative by our Emergency Department, Short Stay Emergency Unit and Acute Medical Unit teams. This service launched in March this year and early analysis shows a two-fold increase in same day discharges.

Work to streamline pathways for out of hospital care continues with partners, with increased capacity of virtual wards and care co-ordination that will continue to grow in 2023/24.

To reduce delays, working with Wiltshire Council, we made several improvements to patient flow with our colleagues in adult social care, community health teams and our local care homes.

Our Stroke Team has been working to reduce the number of patients who fall whilst they are in hospital, and our Respiratory Team has reduced the waiting times for first outpatient appointments by over 30 percent. In addition to recovering our waiting times for planned care, we have made good progress with recovering our cancer standards and in access to diagnostic services.

In October 2022, following the celebration of the 100th anniversary of the Beatrice Ward, we opened the new Beatrice Birth Centre, which received funding support from the Local Maternity and Neonatal System and the Stars Appeal. The Centre offers a safe, friendly environment suitable for women who have had a healthy pregnancy and are expecting to have a straightforward birth. The Women and Newborn Division has also seen the successful launch of the PERIPrem (Perinatal Excellence to Reduce Injury in Premature Birth) care bundle within Neonatal services.

Over the year we had a record number of escalation beds open, including a ward at South Newton Hospital. In managing winter, we introduced a number of interventions including opening a discharge lounge, which facilitates discharges earlier in the day, ensuring that less patients are waiting

within the Emergency Department for an inpatient bed.

Our outpatient activity has remained strong throughout the year, and there is a renewed focus to free up capacity in outpatient services by reducing the number of follow up appointments that the Trust offers and undertakes.

We continue to improve digital access to our services for both patients and clinicians. Our outpatients' transformation programmes have included expanding the use of virtual appointment technologies for patient appointments and remote Advice and Guidance for our clinical partners.

To improve services and staffing across the Trust, we have undertaken a vigorous recruitment campaign, #JoinOurPeople, for teams across the Trust. In addition, overseas recruiting has continued strongly. Theatre recruitment has continued again this year, with overseas staff now firmly embedded across the theatre's footprint. The increase in staffing levels and management and leadership time in theatres have supported the attainment of the nationally recommended utilisation levels within main theatres which has been maintained throughout the year.

Patients' Experiences

We appreciate it when patients let us know about how they feel about the care received at our Trust. We appreciate the support, and it helps us to continually improve.

We regularly post the feedback on our social media pages, and share SOX excellence nominations from patients for our staff.

Here is a small sample of the feedback we've received from patients about various teams:

Downton Ward: *"I found the staff to be generally very friendly, even though they were overstretched at times. There are many staff who go over and above without knowing that people notice. Everyone should know that it really does make a difference to us patients!"*

Odstock Ward: *"All of the staff on the ward did their utmost to support my mother who has dementia. They even arranged for a visit from Henry the Therapy Dog, who lifted her spirits. The care was kind, professional and empathetic."*

Bereavement: *"My dealings with your Bereavement Team and your Medical Examiner staff were similarly very well-handled and professional. Salisbury Hospital is a well-run tight ship and everyone deserves a slap on the back for that."*

Portering: *"We are very lucky to have such wonderful, caring staff who prioritise people and offer help when they need it."*

Spinal Unit: *"My expectations were surpassed by a huge margin. I was met with a caring attitude immediately. You have a superb team operating at a massively difficult time. The professionalism and cheerful yet sympathetic delivery of difficult information has filled me with hope and joy."*

Day Surgery Unit: *"I truly appreciate the hard work of all nurses."*



▲ Construction of the new inpatient ward

Our History ... and Our Future

A historic service was held by our Trust and Salisbury Cathedral to mark the 75th anniversary of the NHS and 80 years since the US Army opened a hospital in Odstock, at the Cathedral.



▲ Poet Sali Katebe at the Cathedral service

The service also celebrated the closing of the city centre Infirmary and the opening of Salisbury District Hospital 30 years ago, and the 70th anniversary of Radio Odstock, the hospital's radio station.

Reading of commissioned works were part of the service. Staff and volunteers read prose by playwright Paula B Stanic

about our volunteers. Poet Sali Katebe read his poem about the diversity of our people, and poet Martin Figura read his poem about the history of the hospital.

Our Trust continues to evolve. 80 years after its inception as a WWII US Army Field Hospital, and 30 years since the opening of the main hospital, we have been awarded £14m to build a new inpatient ward to help increase our capacity and reduce waiting times.

Construction began early this year and the new ward will open in early 2024.

The new building will provide 24 additional beds in a state-of-the-art ward, incorporating a mixture of 4-bed bays and side rooms, which clinical teams have been heavily involved in designing. It will be an environmentally sustainable building.

'Cake' Podcast

Our podcast series 'Cake with Joe and Jayne' has continued into its second year. The podcast's topics are based on themes informed by our staff networks and our Equality, Diversity and Inclusion strategy.

The hosts Jayne Sheppard, Divisional Head of Nursing for Clinical Support & Family Services, and new co-host Ian Crowley, Deputy Chief People Officer, talk openly with some of our colleagues, exploring what makes us who we are. The podcast name derives from the common knowledge that cake is ever-present in the hospital.

Topics have included mental health, grief, sexuality, disability, age and faith. Following a first series of 16 episodes, a second series was commissioned, with the new series exploring why people choose the line of work they are in.



In a first for the series, a live podcast with an audience was recorded this year. It took place in a marquee on The Green, at our Tent Talks festival, and included a Q&A session. Host Jayne Sheppard's guests were Trust Chair Ian Green, The Very Reverend Nick Papadopoulos Dean of Salisbury, and Cheryl Samuels, Director of People at Evelina London Women's & Children's Hospital. They discussed providing inclusive public services during a time of debate and division.

Since its launch, episodes of the podcast have been downloaded approximately 4,500 times, and the podcast is a finalist in two national awards, including the prestigious Health Service Journal (HSJ) Awards. It's a fun way to discuss serious subjects and to help understanding about what makes up our diverse workforce. The podcasts can be downloaded on several platforms and can be listened to on the Trust's website.



Financial Challenges

We finished the financial year with a modest surplus of **£39k**.

In the past year we incurred cost pressures due to rising utilities costs, increasing drugs costs, and increases in bank and agency staff because of increased pressures on our emergency department and wards, with higher levels of beds occupied by patients no longer in need of acute clinical care.

A number of pay initiatives were introduced to improve and enhance staff recruitment and retention with notable changes within the Band 2 and Band 3 staff groups.

Higher levels of beds occupied by patients no longer in need of acute clinical care than planned for has been reflected across the local BSW system and wider NHS.

However, we also **delivered £9.7m million in savings**, this was achieved with:

- Workforce redesign.
- Procurement efficiency programmes.
- Other operating income sources.

The Trust invested **£20.4m** in infrastructure and equipment during 2022/23, nearly £5m more than in 21/22, including:

£5.5m on building and critical infrastructure schemes.



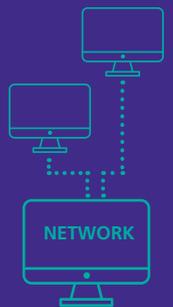
£4.0m on the new ward build and renovation of the Douglas Arter Centre.



£4.0m on replacement and additional medical equipment.



£3.8m on the digital programme, including £2.0m investment in Network kit and £0.7m on the implementation of Electronic Prescribing and Medicines Administration.



£1.2m on schemes related to Digital Pathology and replacement of the Pathology Laboratory Information Management System.



Our Performance 2022-23

26,840

Non-Elective Admissions to the Trust



We carried out



3,503

Elective procedures

23,431

Day cases

67.5%

of patients received a diagnostic test within 6 weeks



72.6%

Emergency (4hr) Performance
(% of patients with a total time in A&E of under 4 hours arrival to discharge, transfer or admission)



1 out of 7

Cancer Treatment standards were met

We provided care for a population of approximately



270,000

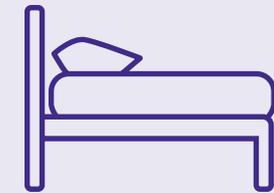
10.7%



Overall vacancy rate

1,999

patients stayed in hospital longer than 21 days



322,763

outpatient attendances delivered

23%

through video or telephone appointments



17.1%

of discharges were completed before 12:00



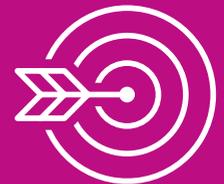
£346m Income

64%

Referral to Treatment (RTT) 18 Week Performance

26,736

Total Waiting List





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