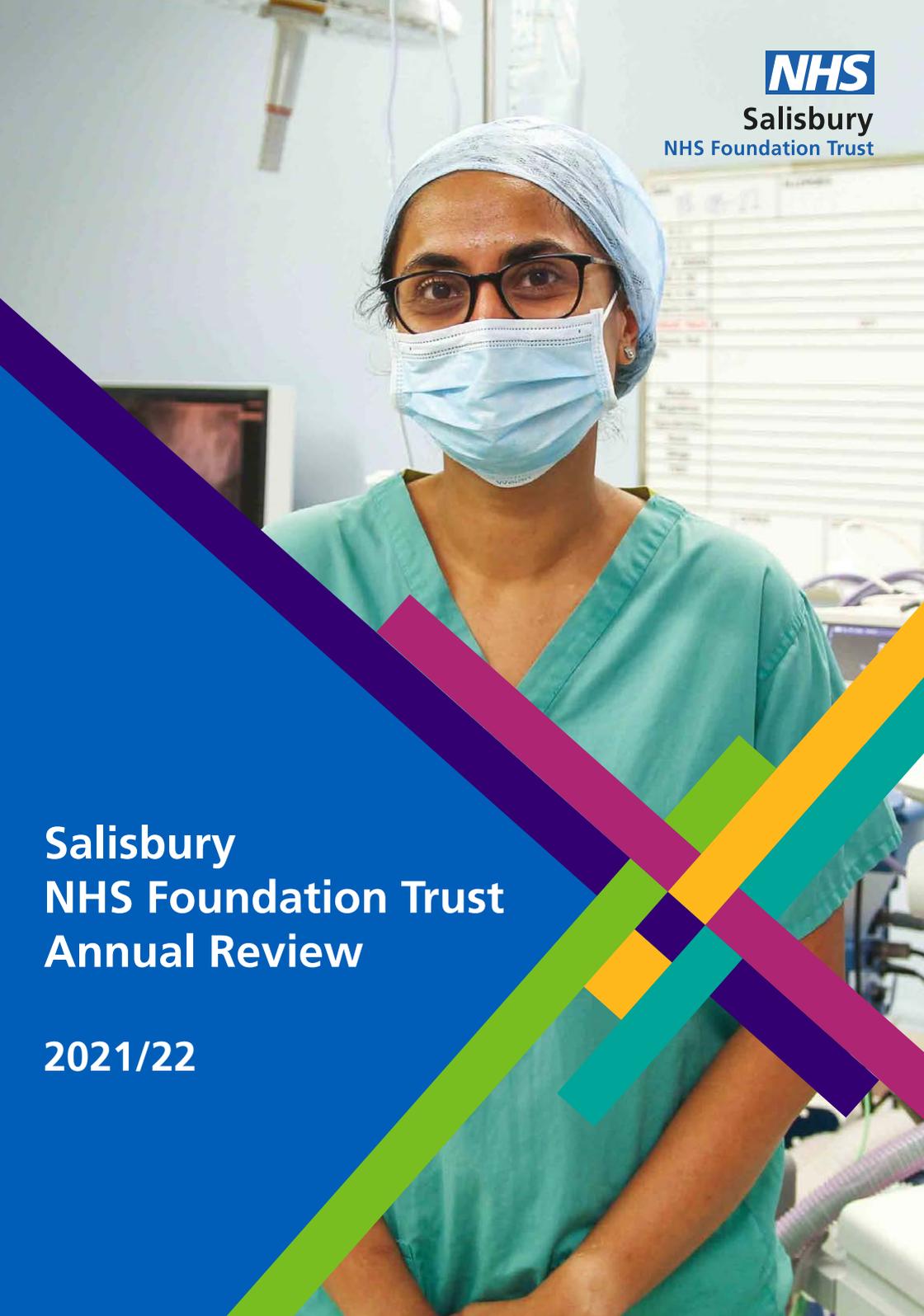


The NHS logo, consisting of the letters 'NHS' in a white, bold, sans-serif font inside a blue square.

Salisbury

NHS Foundation Trust

The cover features a central photograph of a female healthcare professional in a clinical setting. She is wearing a light blue surgical cap, glasses, and a light blue surgical mask. She is dressed in teal scrubs. The background shows medical equipment and a whiteboard. Overlaid on the bottom left is a large blue triangle containing the title text. Diagonal stripes in purple, pink, green, yellow, and teal cross the bottom right of the page.

# Salisbury NHS Foundation Trust Annual Review

2021/22

# Message from our Chair and CEO

Throughout 2021-22 our Trust has been adapting to meet the challenges of both ongoing and rapid changes in the COVID-19 virus and its impact on our staff and community. We have been working hard to recover our services in order to meet the needs of everyone who uses our services.

Despite the exhausting and relentless nature of the pandemic, and its after affects, the team at our hospital has been amazing, demonstrating professionalism, compassion and flexibility. Through it all they have continued, albeit with significant restrictions, to deliver our normal services including cancer care and high priority, emergency and trauma surgery. And of course, we have continued to deliver babies 24 hours a day, 7 days a week.

We are extremely proud of the teams in the hospital who have not only remained committed to providing outstanding care for our community but have also continued to deliver our elective recovery plans, significantly reducing the number of patients waiting over 52 weeks for their planned treatment.

Even as we strive to meet the challenges, we have continued to learn and make improvements, such as the oral care innovation in combatting COVID-19, which

Dr Graham Lloyd-Jones was instrumental in pioneering. We've also developed one-day hip replacements, reducing the need for hospital stays, opened our new Maternity Unit and created a new Birth Unit, and came together as a community at Salisbury Cathedral for the Service of Reflection, marking the second anniversary of the first pandemic lockdown.

We are so thankful to our staff and partners for everything they have done over this past year, including our high-performing vaccination team, those who have contributed to the Stars Appeal and League of Friends projects, members of the military who joined our teams in 2021 to support our response to COVID-19, volunteers who we have welcomed back at the hospital, our Council of Governors and members, and of course our local community, whose continued support as we learn to live with COVID-19 has strengthened our resolve to provide the best services we can whatever the circumstances.



We remain committed to providing an outstanding experience to our population. With the dedication of our teams and support from our partners we are confident we will be able to keep taking the positive steps to achieve the best possible health outcomes for everyone who needs our services.

Nick Marsden – Chairman  
Stacey Hunter – Chief Executive

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# Our Vision and Values

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.*

In recent months we have reflected and, with input from our staff, have further developed our core values and behaviours. These are the characteristics which define how our organisation works and reflect how we want to be viewed by the communities we serve.

## 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 Staff

We deliver a broad range of clinical care to approximately 270,000 people in Wiltshire, Dorset and Hampshire. These services are delivered by 4,800 staff who work tirelessly to deliver high quality care to our local population.

We could not provide the quality care and services that our community deserves if we did not have skilled, talented, dedicated and committed staff. 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.

As part of our updated five-year strategy a priority is to support our people to make the Trust the Best Place to Work.

Improving Together is a new initiative that all colleagues will become part of, focused on continuous improvement and supported by the development



of a coaching culture. It is a new way of working that will apply to every facet of the Trust, with people working together to deliver effective and sustainable improvements where they matter most. Improving Together will enable 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.

The Trust has a number of 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. The networks include: Women, LGBTQ+, Race Equality, Ability, and Mental

Health First Aiders. The five networks come together under the Inclusion Network. The Trust also celebrates diversity by commemorating Black History Month, LGTQ+ History Month, Pride Month and Women's Day.

Based on themes informed by the staff networks and our Equality, Diversity and Inclusion strategy we launched our own podcast series, *'Cake with Joe and Jayne'*. In these podcasts Joe Cousins, Recruitment Team Leader, and Jayne Sheppard, Divisional Head of Nursing for Clinical Support & Family Services, talk openly with some of our colleagues, exploring what makes us who we are. Since its launch in March, there have been eleven podcasts which have been downloaded nearly 3000 times. The episodes cover a range



of topics of interest and relevance to staff and our community, including sexuality, race, religion, grief, prejudice, age, mental health and faith. The conversations are 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 from our website.

We take every opportunity to celebrate our staff and their achievements, from our peer and patient nominated SOX excellence awards, to posting on social media feedback from patients, and our annual Staff Awards, which we were once again able to hold as a live event. The Awards ceremony, which saw awards bestowed upon 14 individuals

and teams, was the centrepiece of a 'Thank You' week, which was held on the grounds of Salisbury Cathedral, encompassing a Staff Party and a Family Fun Day, which will all be held again this year.

In addition, in the summer, we organised a Comedy Night at The Chapel nightclub featuring nationally known comedians that was free for staff to attend thanks to the support of the League of Friends.

To introduce new staff to the Trust and show its history, diversity and range of staff activities, we developed a suite of three induction videos that welcomes new staff, provides some useful and fun history and demonstrates the value we place on staff wellbeing.

To be in touch more with the everyday challenges our staff across the Trust face, each of our eight Directors spend time shadowing staff in services across the hospital as part of their 'Executive back to the floor' sessions about which they write blogs that are shared with staff and on our website.



# Improving Our Services



**In our efforts to restore services post-pandemic, we have taken steps to improve the patients' experiences. Our front door frailty liaison service (OPAL) has developed Same Day Emergency Care pathways which is offered to patients in our Emergency Department, Short Stay Emergency Unit and Acute Medical Unit.**

We have made good progress in returning elective care to previous levels. Theatre recruitment has continued strongly, with newly recruited overseas theatre nurses and additional staffing, which has supported the opening of two further

theatres. Supporting elective recovery, our diagnostic performance remained consistently strong throughout the year.

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.

In May, a Trust team delivered Wessex Region's first hip replacement in a day. The patient, Vanessa De Rycker, aged 67, was admitted at 8:00 on the morning of 28th April and was home that evening by 7:00. Besides being the first time such a procedure had been completed within a day in the region, it was also one of very few in the country. The achievement was down to a team effort starting with pre-operative assessment and Occupational Therapy, then anaesthetics, the theatre team, therapists, pharmacy and the ward staff.

This type of surgery in a day offers the patient a better experience as they can recuperate in the comfort of their own home. It also reduces pressure on our hospital staff by reducing the number of people staying overnight.

# Patients' Experiences

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

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

**Tisbury Ward:** *"I have been cared for, listened to, helped and even felt loved. Tisbury is remarkable. Everyone from doctors, nurses and students to cleaners and volunteers."*

**Emergency Department:** *"The care and compassion of the nursing staff was incredible, despite being incredibly busy."*

**Eye Clinic:** *"Everyone from reception staff and nurses to doctors and consultants were very cheerful, polite and informative. They made my visit a pleasure!"*

**PALS:** Our PALS team and 'message to a loved one' service also received positive comments: *"Thank you, thank you, thank you. I am unable to visit at this time and your service is invaluable to me as the days ahead are unknown to us."*

**City Hall Vaccination Centre:** *"Attending City Hall with two six-year-olds was by far the best vaccination experience we've had, with their warm and friendly approach. Their attention to detail to make the experience as positive as possible was fantastic."*



# COVID-19 Response

## Innovative oral care

In October we initiated a hospital-wide quality improvement project to offer the best-quality oral healthcare for all our patients, with specific guidance relevant to those with COVID-19, which is based on the research of Dr Graham Lloyd-Jones, consultant radiologist at the Trust. Earlier in the year Dr Lloyd-Jones published a scientific hypothesis in the *Journal of Oral Medicine and Dental Research* relating to the development of the lung disease in COVID-19.

Dr Lloyd-Jones explained that the lung disease of COVID-19 is in the blood vessels, not just in the airways. This hypothesis was developed further with an international group of experts in oral healthcare, and the theory has

gained much attention in medical research circles and the media. The theory helps explain why those with gum disease get more severe COVID-19. It highlights the potential importance of good oral hygiene during the illness. All inpatients and staff at the hospital were provided bottles of the specific mouthwash to help their oral hygiene.

## Vaccination Programme

The COVID-19 Vaccination Centre at City Hall in Salisbury is managed by Trust staff. Opened in January 2021, it continues to operate as the primary vaccination hub in South Wiltshire, providing first, second and booster vaccinations to the members of the community.

CEO Stacey Hunter said on the first anniversary of the centre: *"The Salisbury City Hall Vaccination Centre team has delivered fantastic results. Salisbury is only a small city and yet the team has sustained an incredible level of vaccination activity, daily. I would like to thank the whole team and individual volunteers for their Herculean efforts, but also to our local community for coming forward and receiving their vaccinations"*.



## Reflections on the Pandemic

Following the second peak in COVID-19 admissions at the hospital in the spring 2021, the staff sought ways to reflect on and process the emotional impact of what had been an extraordinary period to be working at this hospital or anywhere in the NHS.

To help the process of reflection and to collect and share some of

the feelings, the Trust commissioned award-winning poet Martin Figura to gather recollections from staff that formed the basis of a series of poems, creatively capturing those feelings and emotions and providing a permanent record of the voices and experiences of our colleagues. The project was generously supported by the Stars Appeal and the League of Friends.



been shared in staff bulletin and on social media, and displayed on posters around the hospital. Oscar-winning actress Olivia Colman recorded two of the poems on video.

On 22nd March this year Martin read from the collection as part of the moving 'We Reflect' Service, where hundreds of NHS staff, carers and members of the local community gathered at Salisbury Cathedral for the special service held by the Trust and Salisbury Cathedral to mark the second anniversary of the start of the first national lockdown back in March 2020.

The service, presented in three sections – Lament, Thanks and Hope – also included newly commissioned readings by Paula B Stanic, poetry from 'My Name is Mercy' and music from the Cathedral Boys and Youth Choirs.

The new poems that were inspired by conversations Martin had with staff from across the hospital were performed live at staff events, including a special music and poetry evening at Brown Street, and at the Staff Awards ceremony and Staff Party. The poems have now been published in the well-reviewed collection My Name is Mercy. The poems have also



## Financial Challenges

We finished the financial year having succeeded in our goal to deliver a break-even target, with a modest surplus of **£49k**.

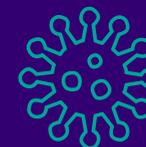
Additional funding was received to run a COVID testing programme and the Salisbury Vaccination Centre, as well as from the Elective Recovery Fund as the Trust worked to reduce waiting times.

The financial and operational challenges being faced by the NHS are well-publicised.

For 2022-23 and beyond we face challenges including that of responding to the planned case backlogs created by the pandemic, in the context of ever-increasing pressure on emergency pathways.

COVID-19 meant an additional **£3.1m** of income was received by the Trust to cover testing and vaccination programmes. **£3.4m** was received from the Elective Recovery Fund as the Trust worked to reduce waiting lists.

Over **£16m** was spent on capital on buildings, equipment and digital programmes.



Over the last year we have invested more than **£16m** in the Trust:

Medical equipment **£3.8m**



Building and maintenance **£7.4m**



Digital systems & technology **£5.2m**



Of this, **£3.3m** was funded through national programmes, and **£0.7m** through charitable donations.

# Our Performance 2021-22

**31,467**

Non-  
Elective  
Admissions  
to the  
Trust



We carried out



**3,208**

Elective  
procedures

**21,733**

Day  
cases

**96.6%**

of patients  
received a  
diagnostic  
test within  
**6 weeks**



**79.6%**

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



**0 out  
of 7**

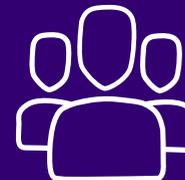
Cancer  
Treatment  
standards  
were met

We provided  
care for a  
population of  
approximately

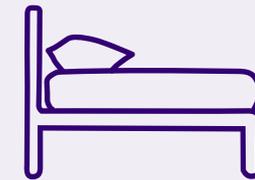


**270,000**

**4.68%**



Overall  
vacancy  
rate



**871**

patients stayed  
in hospital longer  
than 21 days

**430,108**

outpatient attendances  
delivered



**20.8%**

through video or  
telephone appointments

**17.7%**

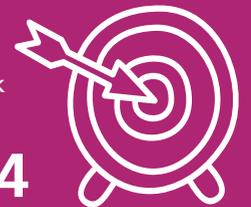
of discharges  
were  
completed  
before  
12:00



**£295m** Income

**70.2%**

Referral to  
Treatment  
(RTT) 18 Week  
Performance



**18,634**

Total Waiting List



**Salisbury**  
NHS Foundation Trust

Salisbury NHS Foundation Trust  
Salisbury District Hospital  
Odstock Road  
Salisbury, Wiltshire SP2 8BJ

T 01722 336262 | E [sft.comms@nhs.net](mailto:sft.comms@nhs.net)

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