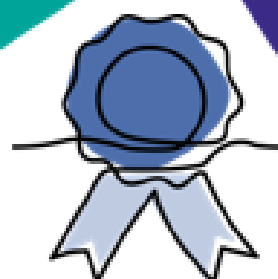




Salisbury
NHS Foundation Trust

Employee Value Proposition

2025-2027



We are **recognised**
and **rewarded**

Our Employee Value Proposition

Together we are creating an outstanding experience for our patients and our staff. We value the contribution you make. This Employee Value Proposition outlines what we offer you here at Salisbury.

#TeamSalisbury



At Salisbury NHS Foundation Trust we are committed to providing support, recognition and rewards to our staff. Our Employee Value Proposition (EVP) is firmly rooted in the [NHS People Promise](#) and we hope that each of you will be able to see and feel the impact of each of the People Promise elements as you experience working at SFT.



Person Centred & Safe

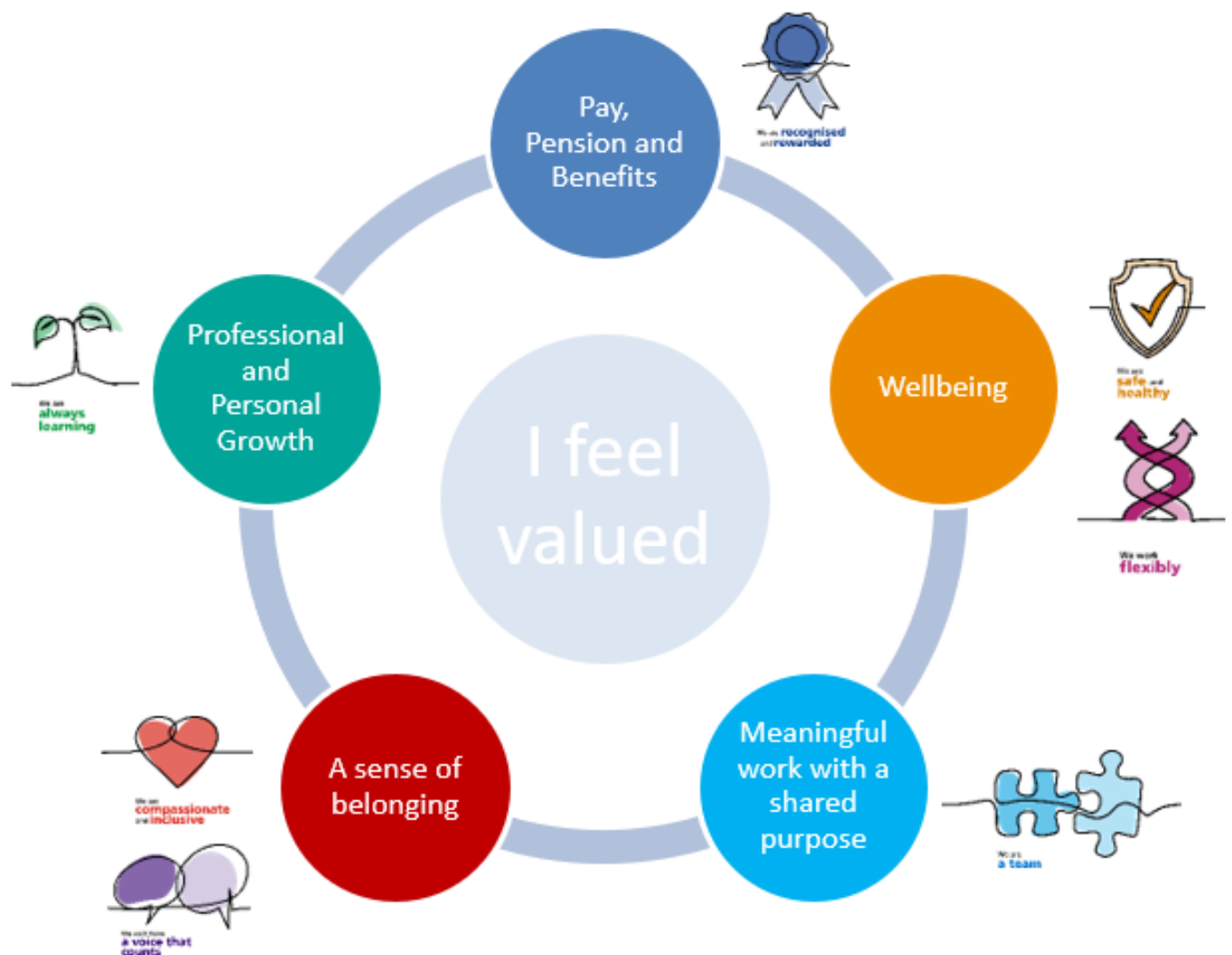
Professional

Responsive

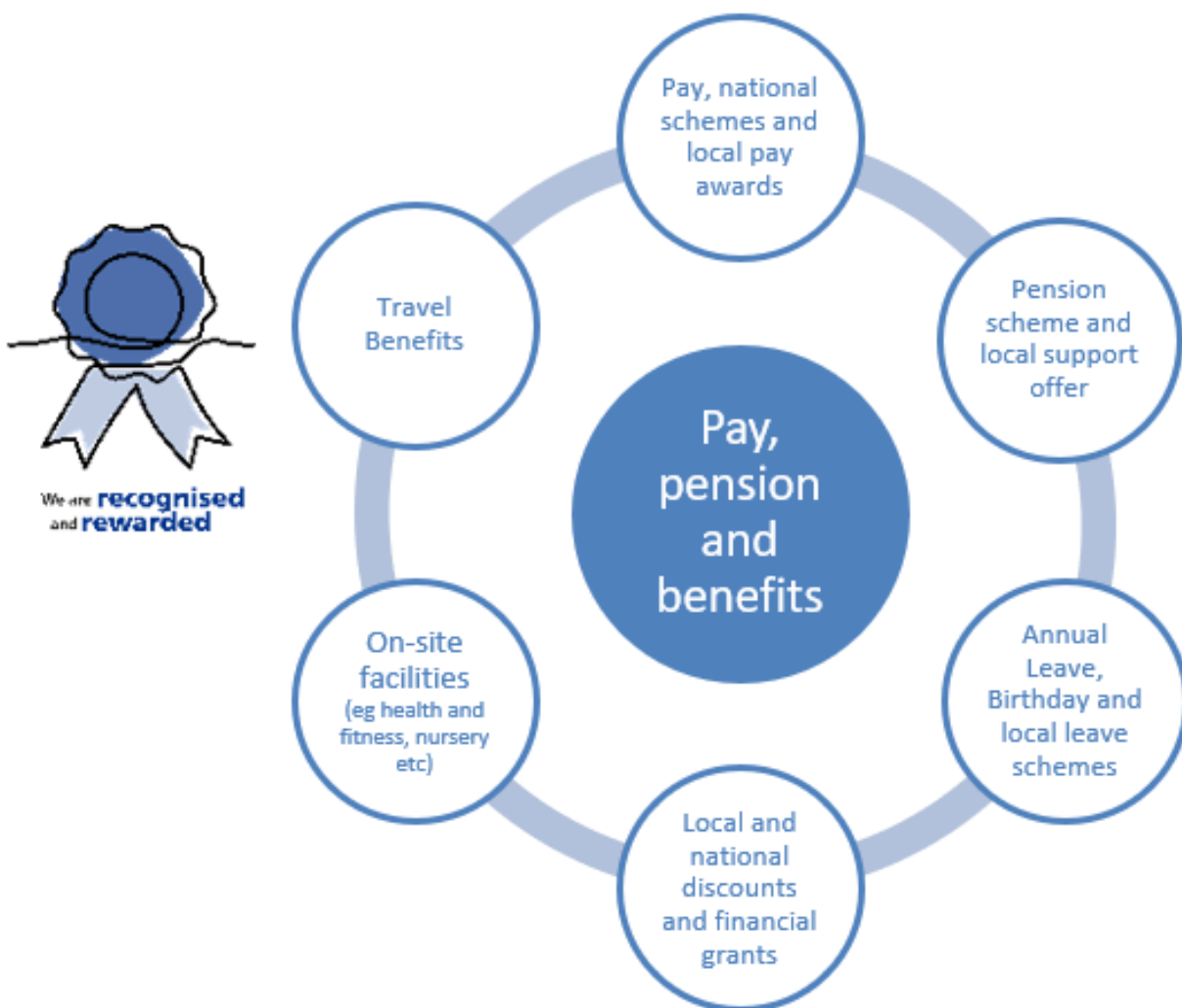
Friendly

Progressive

Salisbury NHS Foundation Trust Employee Value Proposition



Proposition 1: Pay, Pension and Benefits



1. Pay, Pension and benefits

It is important that you are paid well and on-time for the excellent work that you do. This document outlines the pay, pension and additional benefits offers that we have agreed locally on your behalf as an employee at Salisbury NHS Trust. Working for the NHS means you enjoy a comprehensive benefits and reward package, which includes for members of the NHS pension scheme and an annual Total Reward Statement.

'A simple thank you for our day-to-day work, formal recognition for our dedication, and fair salary for our contribution.' NHS People Promise



We offer you:

NHS terms and conditions

(as set out in the [NHS Terms and Conditions of Service Handbook](#)) including:

1.01 Pay aligned to the national NHS pay schemes

- [Agenda for Change](#) pay according to the banding of your role (for all non-medical staff) and with identified pay progression step points
- Medical pay grades appropriate to role in line with [national offer](#)

1.02 Pay agreements

- Enhanced pay for working nights, weekends and public holidays

1.03 NHS Pension Scheme

- Access to a career average revalued earnings pension [NHS Pensions | NHSBSA](#)
- Life Assurance if you are a member of the pension scheme
- Further information about pensions is available [on the intranet](#)



1.04 Annual leave

- A holiday entitlement starting at 27 days (7.5 hours equals a day) plus bank holidays, rising to 29 days after 5 years, and 33 days after 10 years

1.05 NHS terms and conditions, benefits and resources

- Policies and processes to support you at every stage of your working life eg flexible working; home working; dignity at work; equality, diversity and inclusion; relocation, freedom to speak up; sickness; carers leave, parental leave, employment break, menopause, retirement, bereavement, stress and wellbeing and death in service. These are set out in our HR Operational Policies <https://viewer.microguide.global/guide/1000000321>
- Uniform (if required by your role)
- Equipment and resources to support you in your role (eg access to IT, printers, clinical and non-clinical resources etc)
- Statutory and mandatory training
- Access to unions, professional bodies
- Access to apply for financial support and grants as outlined in this [interactive PowerPoint](#)
 - National discounts available to NHS employees including [Health Service Discounts](#), [Blue Light Card](#) and [NHS Discount Offers](#)

Additional benefits agreed for SFT staff locally:

We encourage you to access these offers where possible. They have been agreed specifically to enhance your experience of working here with us.

1.06 Competitive pay for the local area

For some roles the NHS pays the National Living Wage which we know is comparable to local supermarket / retail work. Colleagues can increase their pay by joining our bank or working overtime and earn enhanced pay for working nights, weekends and public holidays

1.07 Pension support

Retirement options include partial retirement, flexible retirement or retire and return. At SFT we also provide:

- Training to help you understand your pension offer
- Advice on the pension options open to you
- Encouragement to retire and return should you wish to

1.08 Leave

As well as your NHS annual leave we offer:

- Opportunities to sell back or purchase leave
- Other special leave including a range of paid and unpaid special leave options, such as paid compassionate and emergency leave and unpaid parental and short-term unpaid leave, armed forces leave for reservists and cadet volunteers.

1.09 Local Discounts

Beyond Blue Light: [Exclusive local discounts](#) with a range of leisure activities, shops, bars and restaurants and other professional services. Special or seasonal discounts are negotiated with local providers eg discounted shopping or travel.

1.10 On-site facilities

- [Day Nursery](#) and Holiday Play Scheme
- Staff accommodation
- [Odstock Health and Fitness](#) centre with two indoor swimming pools, gym and squash court

1.11 Travel benefits

- Parking on-site (fees apply)
- Free parking with a free staff hopper bus from nearby park and ride from 7am to 7pm
- 40% off Salisbury Reds bus service to and from the hospital to the city
- [Liftshare](#) Scheme
- Electric vehicle charging points
- Cycle to work scheme, the trust has achieved gold status as an accredited Cycle Friendly Employer
- Secure bike hubs with lockers
- Access to lockers and showers through [Odstock Health and Fitness](#) centre's FREE 'active travel' membership
- Support with [sustainability and making greener choices](#) such as e-bike trials, travel plans, rewards and more



Proposition 2: Wellbeing



2. Wellbeing

It is important that you feel well, safe and healthy at work to enable you to give the best support you can to your colleagues and the patients we serve. Here you have access to an extensive range of health and wellbeing resources, to help you deal with life's challenges.

'We're considerate of each other's time and mindful of each other's workload and the physical and emotional impact this can have. While we may choose to go the extra mile to deliver exceptional care, we still look after ourselves and each other.' NHS People Promise

'Our work doesn't mean we have to sacrifice family, friends or interests. Predictable working patterns and hours, that we have a say in agreeing, make a real difference to our lives and our wellbeing.' NHS People Promise



2.01 Wellbeing

To meet this proposition, our dedicated staff [Wellbeing Portal](#) provides you with access to a range of free internal and external sources of support, including:

- **Psychological Wellbeing**
Access to psychological wellbeing services including in-house counselling and clinical psychology, with the potential to self-refer as needed and signposting to community support and intervention
- **Physical Wellbeing**
Access to physical wellbeing support including on-site fitness centre offering a gym, pool and exercise classes, physiotherapy, chronic pain service, occupational health, seasonal vaccinations and on-site walking routes and outdoor spaces. We support active travel and on-site showers are provided.
- **Financial Wellbeing**
Signposting to local and national financial wellbeing offers eg budgeting, saving, pension advice, tax relief, emergency and low-cost food and financial difficulty. The Hub is an area where colleagues can donate, exchange or pick up non-perishable foods and other useful goods.
- **Sources of support**
 - a. Signposting to **local sources of support** eg wellbeing conversations and training, and access to Menopause Champions, the Carer's network, Mental Health First Aiders and our Freedom to Speak up Guardian, [Healthcare Library Wellbeing Zone](#), [Odstock Health and Fitness](#) centre, [Professional Midwifery Advocates](#), Legacy Mentors, [Art Care](#) (delivering visual, participatory and environmental projects through a quality arts programme and a culture club) and access to the [Chaplaincy team](#) (including multi-faith and non-denominational reflection spaces in the chapel)
 - b. Signposting to **national sources of support** eg for domestic abuse, sleep advice, mindfulness apps, health improvement coaches, and signposting to smoking cessation and weight management programmes

2.02 Health and Safety

In recognition of the many extraordinary things our staff do in the care of our patients, we also know that the safety, health and wellbeing of our people is critical. We need to look after ourselves and each other so that we can continue to thrive at work and deliver safe, high-quality care. To this end, we provide you with:

- Supporting the prevention of sexual harassment at work
- Active support to reduce instances of violence and aggression in the workplace and to support people who experience this
- TRiM Practitioners supporting staff across the Trust
- Fit Testing for suitable FFP3 masks
- Manual Handling Training
- Control of Substances Hazardous to Health register
- Health and Safety recording, reporting and escalation of Risks and Issues through the Datix risk management system
- Access to Trust Committees such as the Health and Safety Committee and Violence Prevention and Reduction Working Group

Creating a Safe Working Environment for Everyone



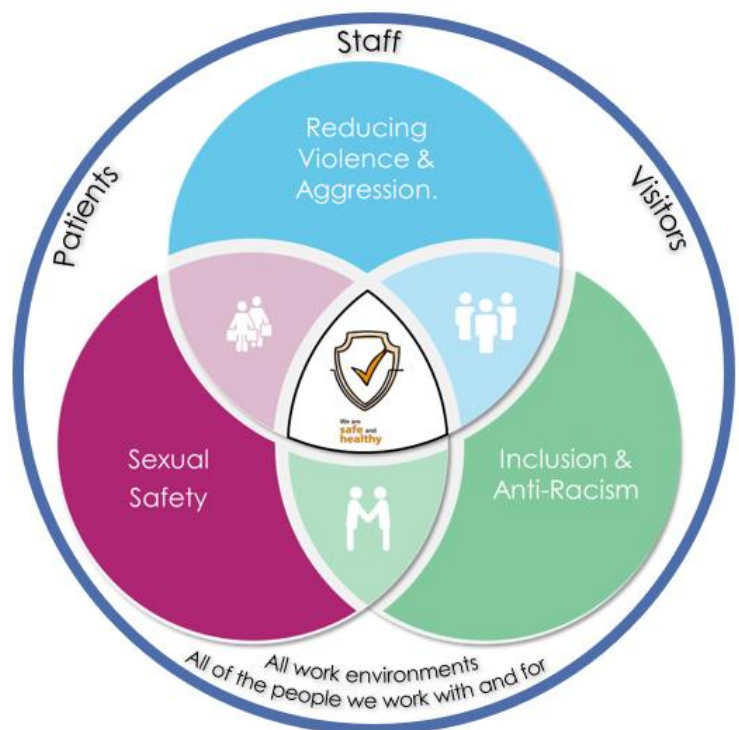
Being and feeling sexually safe in the workplace.



Improved prevention, reduction & management of Violence & Aggression.



Prevention of racism, islamophobia and all forms of discrimination. Proactive work to enable positive action on inclusion.



(Image credit Royal Devon University Healthcare NHS Foundation Trust)

2.03 Appropriate working patterns

We know that how and when you work is more important than ever to you. We're all different. Having predictable and appropriate working patterns can improve your wellbeing. So, whatever you need, there are roles and employment patterns here that can work for you. We offer:

- **Flexible working.** A range of flexible working options available such as part-time, job share, term-time only, flexible or fixed shift patterns, home working, hybrid working (a mix of home and on-site working), annualised hours, compressed hours eg 9-day fortnight, weekends, nights or twilight shifts. These are accessed through our flexible working policy.
- **Rostering.** We use roster management, including team-based rostering, so that you know what to expect, are clear about when you will be working and can feel reassured that shifts are fully staffed and providing the best care to your patients.
- **Working time directives.** We follow national working time directives and are proactive in seeking to address the causes of burnout and stress.
- **Bank work.** We offer a range of bank shifts that you can access to support your income and provide you with experience in other wards or services.
- **Retire and return.** We offer the range of flexible retirement options available to the NHS so that you can plan a retirement that suits you.

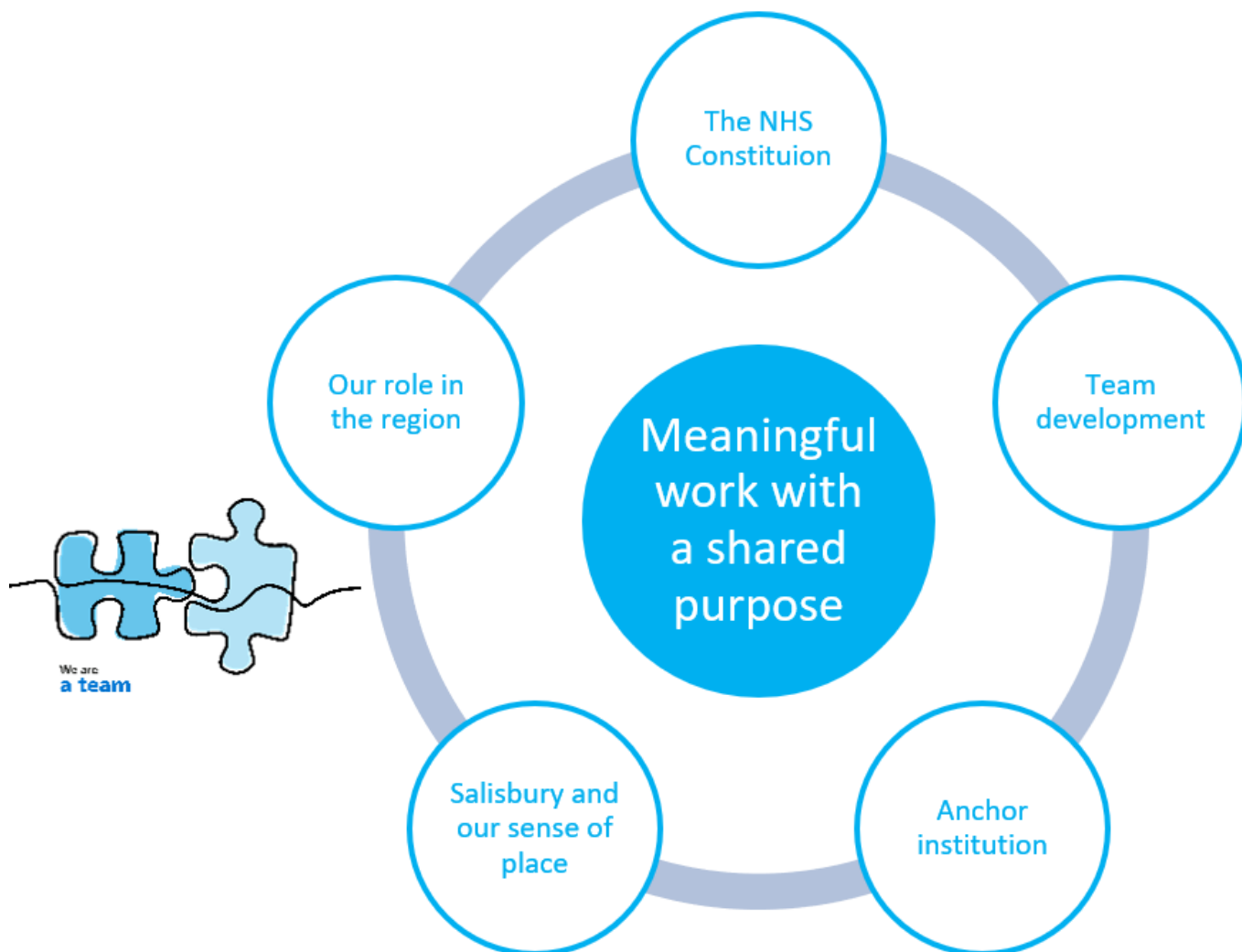
2.04 Equipment and resources

We provide you with all the equipment, stock and resources that you need to do your job, including uniform if it is required for your role. We offer a wide range of training to support you to use the systems and processes we rely on here to their full potential. Digital, ESR, E-Roster and other teams are available for you to call on as needed to problem solve and troubleshoot any issues that you have.

Find out more about how we support your wellbeing here <http://intranet/supporting-our-staff/>.



Proposition 3: Meaningful work with a shared purpose



3. Meaningful work with a shared purpose

The NHS offers a huge range of exciting and challenging opportunities for people who are passionate about making a difference. With more than 300 different careers on offer, there is a job for you no matter what your interests, skills or qualifications. Everyone who works for the NHS becomes part of a talented, passionate team of people. Our vision at SFT is to provide “an outstanding experience for our patients, their families and the people who work here”. Only by working together in effective teams can we achieve this. We provide world class compassionate care which makes our colleagues proud to work at this Trust.

‘Being in a diverse team gives us a chance to learn from each other’s experience, specialisms and skills, working with a shared purpose.’ NHS People Promise



3.01 NHS Constitution

The NHS was set up in 1948 to provide everyone in the UK with healthcare based on their needs, and not on their ability to pay. The NHS is respected throughout the world for the standard of care it gives to patients. More people work for the NHS than any other organisation in the country: 1.3 million people in England alone (about 1 in every 40 people).

The NHS constitution describes in one place what staff, patients and public can expect from the NHS. Here you can find the principles that guide the NHS, our NHS values, the rights, pledges and responsibilities of patients, public and staff. These principles, rights and pledges are what makes people proud to work for the NHS.

As a member of NHS staff you have rights that ensure you:

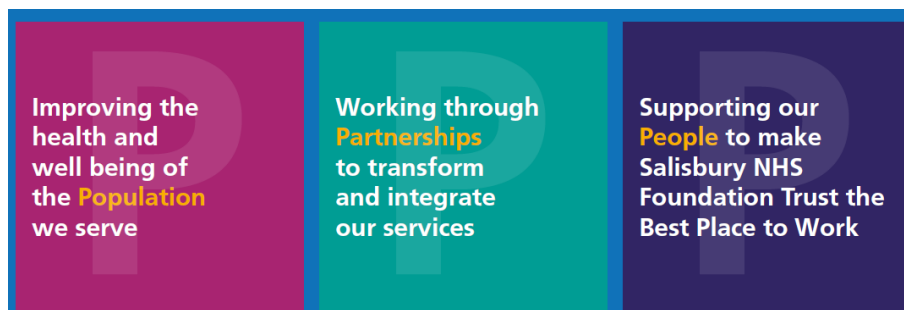
- have a good working environment with flexible working opportunities, consistent with the needs of patients and with the way that people live their lives
- have a fair pay and contract framework
- can be involved and represented in the workplace
- have healthy and safe working conditions and an environment free from harassment, bullying or violence
- are treated fairly, equally and free from discrimination
- can in certain circumstances take a complaint about their employer to an Employment Tribunal
- can raise any concern with their employer, whether it is about safety, malpractice or other risk, in the public interest.

The constitution also outlines other pledges that the NHS is committed to achieve, above and beyond your legal rights. The NHS constitution also outlines your own responsibilities as a member of NHS Staff, including your duty of care and how you should behave to ensure the success of the NHS and to deliver high quality care.

You can read the full document here <https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england#principles-that-guide-the-nhs>.

3.02 Our role in the Region

Salisbury Foundation NHS Trust is located in South Wiltshire and provides a wide range of services. We work in specialist, multi-disciplinary, inter-organisational and cross-sector teams to deliver care that supports our local populations. Your role may interact with other teams or organisations from across the region.



Local services in Wiltshire include:

- Emergency and planned inpatient services
- Day case services
- Outpatient services
- Women & Newborn and paediatric services, including a birthing centre
- Diagnostic and therapeutic services

Regional services as part of the Bath, North East Somerset, Swindon and Wiltshire Integrated Care Board who deliver care across Wiltshire, Dorset and Hampshire include:

- Rehabilitation
- Burns
- Plastic surgery
- Cleft lip and palate

South West services across Cornwall, Devon, Somerset, Dorset, Bristol, Hampshire, South Gloucestershire and Wiltshire include:

- The Duke of Cornwall Spinal Treatment Centre. Here at SFT, we have a purpose built 45 bed unit, which specialises in caring for people who have spinal cord injury and people travel from across the region to be cared for by our specialist teams.

Our hospital has been well regarded for the quality of care and treatment we provide for our patients and for our innovation, commitment and professionalism. This has been recognised in a wide range of achievements recently and it is also reflected in our award of NHS Foundation Trust status, which is afforded to hospitals that provide the highest standards of care eg:

- **Employer Recognition Scheme Gold Award** for our outstanding support of the Armed Forces.
- **Internal communications and staff engagement winner** at the NHS Communicate Awards 2022.
- **Wessex Paediatric Awards For Training Achievements**. Dr Chris Anderson - winner of Consultant Unsung Hero of the Year 2022.

3.03 Salisbury and our sense of place

Year on year, Salisbury is recognised as one of the best and happiest places to live in the UK. In 2019, we were the top choice in the Sunday Times Best Places to Live guide because the town "remains a divinely attractive and welcoming place" and in 2022 we were listed in the top 20 happiest places to live in the UK, with a sense of belonging, friendly locals, and safety to be yourself listed as key factors in a happy town.

Salisbury is a beautiful, historic Cathedral City nestled in the Wiltshire countryside. We are surrounded by picturesque villages and countryside with wild open spaces, beautiful chalk downs and ancient woods form part of an area of outstanding natural beauty. There are many places of historical interest to be found in Wiltshire such as Old Sarum, Stonehenge and Avebury. Salisbury has excellent rail connections and bus services to London and to the coast. The city boasts theatre, cinema and independent shops, plus family attractions such as Wilton House and Longleat can be found nearby. Find out more about the city here <https://www.experiencesalisbury.co.uk/>

Salisbury Hospital is itself of historic interest, with links to Florence Nightingale and is famous for first being built as an American base during World War two. Today, we are still committed to supporting our local Armed Forces and veteran community and are a Veteran Aware accredited organisation.

We are proud of the inclusive and community feel that we have at the hospital. Our reputation as 'friendly,' 'multi-cultural' and with a 'family feel' are all reasons our colleagues come here to settle. With excellent local schools and plenty of opportunities for friends and family to apply to work at the Trust, we continue to attract people from all over the world to join us.

We work with local businesses to create the local discounts and benefits that are open to you. A range of charities including The Stars Appeal Charity and League of Friends support a range of offers to improve the experience and wellbeing of all the staff who work here, including our recent Tent Talks festival of learning and wellbeing, Christmas hampers and a programme of seasonal music.

Within the trust we have a range of staff networks and forums that you can join or take part in to help us to continually improve the services we provide and the support you and your colleagues receive.



3.04 **Anchor Institution**

As the largest employer and anchor institution in South Wiltshire, embedded within our vibrant local community, we have the opportunity to make a difference to the health of our population beyond the provision of high-quality patient care.

We are continually modernising and diversifying our hospital so that we can make a broader contribution to our population health, reduce our carbon footprint to net zero by 2035 and promote economic development in and around south Wiltshire, Dorset and Hampshire. The hospital is a founding member of Experience Salisbury and is a core member of the local Salisbury Place Partnership chaired by our Member of Parliament.

We offer a range of outreach events and experiences to encourage people from the local area to join our team and to experience what the hospital has to offer, including Family Fun Days, Work Experience, Taster and Open Days and more. Our staff speak at schools, colleges and a range of community events, telling people about the work we do at the hospital and sharing ways in which they can join our staff should they wish to. As an employee here at SFT you can become involved in these either as a Trust Ambassador or by hosting a stand at a range of events. You can also share your expertise and experience by hosting people on work experience or taster days. You can also volunteer for the trust or raise funds for the charities in your spare time should you wish to do so.

The Trust is a key partner within the city of Salisbury and surrounding area. We work closely with other organisations and local businesses to develop the overall health and wellbeing of our local population. We work in partnership with the community on things that benefit the locality as well as the people who work here such as schemes for travel and transport, outreach activities with local schools and colleges, Open Days and Family Fun Days to give people of all ages a feel for what it is like to work at the Trust and to feel welcome and included here.

3.05 **Team Development**

At SFT our vision is to provide an outstanding experience to the people who work for and with us, including you. We are passionate about creating teams that work well together. We know that your positive experience of work is closely connected with the people that surround you day to day and recognise how important it is to support you to do your best work.

**Our Vision is to provide an
outstanding experience for
our patients,
their families and
the people
who work for and with us.**

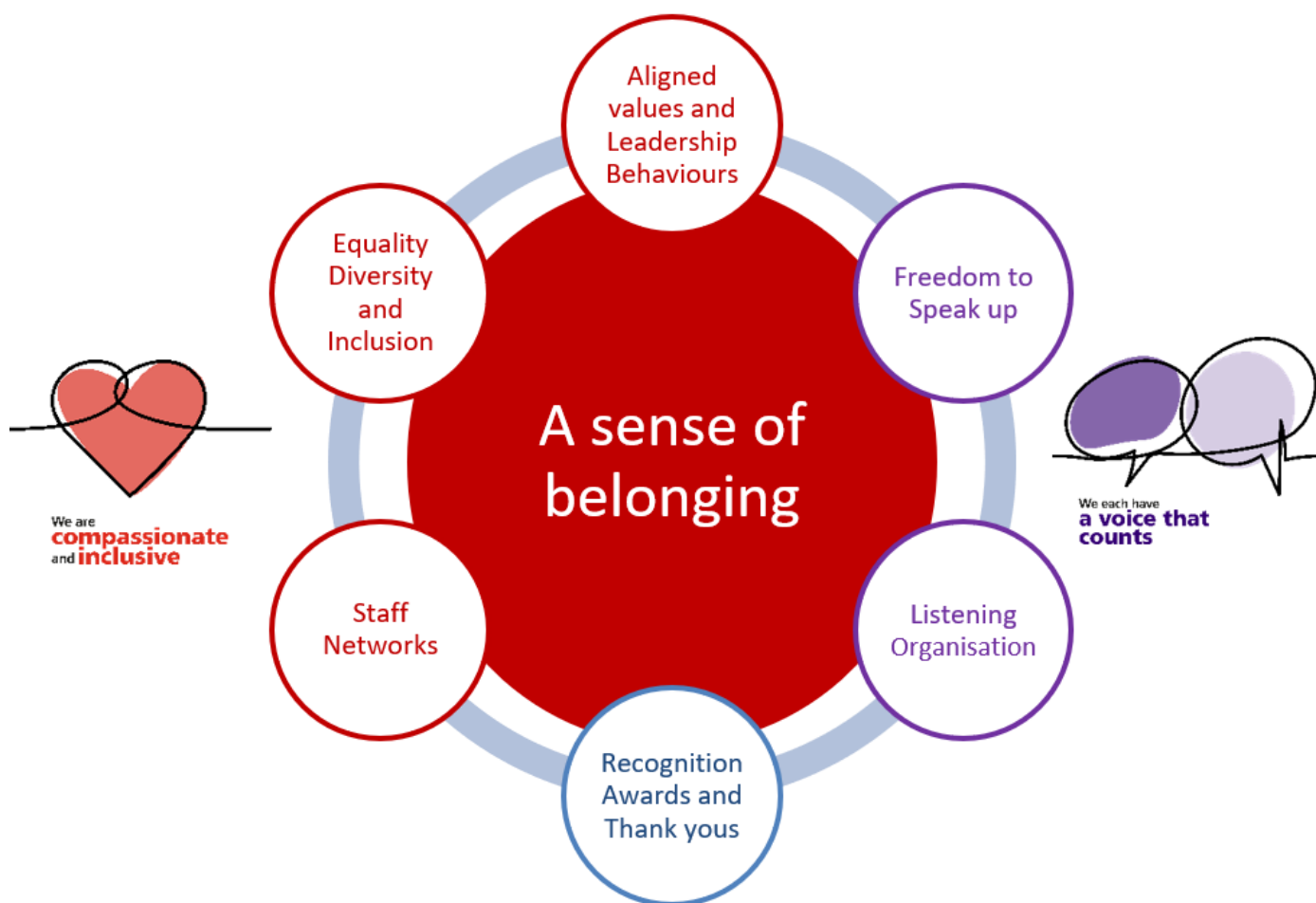
Our trust values give you a foundation to underpin the way in which we all behave towards each other. We further develop these through our leadership behaviours and through the team charters you develop and agree together. Teams are at the heart of everything we do here at Salisbury and every service we offer relies on teams working effectively and efficiently together. We know that you hold the expertise to make continual improvements to ensure that your team is performing in the best way it can. Improving Together gives your team the tools and authority they need to continually improve the services you provide for the benefit of our staff and the patients we support.

Using the Improving Together tools and methodology empowers people to lead change within their work areas, giving them autonomy to continually improve and make things better for the patients and their colleagues.

We offer bespoke training to support teams when they need it such as resilience training, clinical and non-clinical skills support and simulation.



Proposition 4: A sense of belonging



4. A sense of belonging

It is important that you feel as though you belong at Salisbury NHS Foundation Trust. Your skills, knowledge and experience are important to us and that is why you have secured a job with us. We encourage you to bring your whole self to work and to feel that your voice is heard and valued. A strong organisational culture helps to support you as part of an engaged workforce with high levels of team spirit and morale.

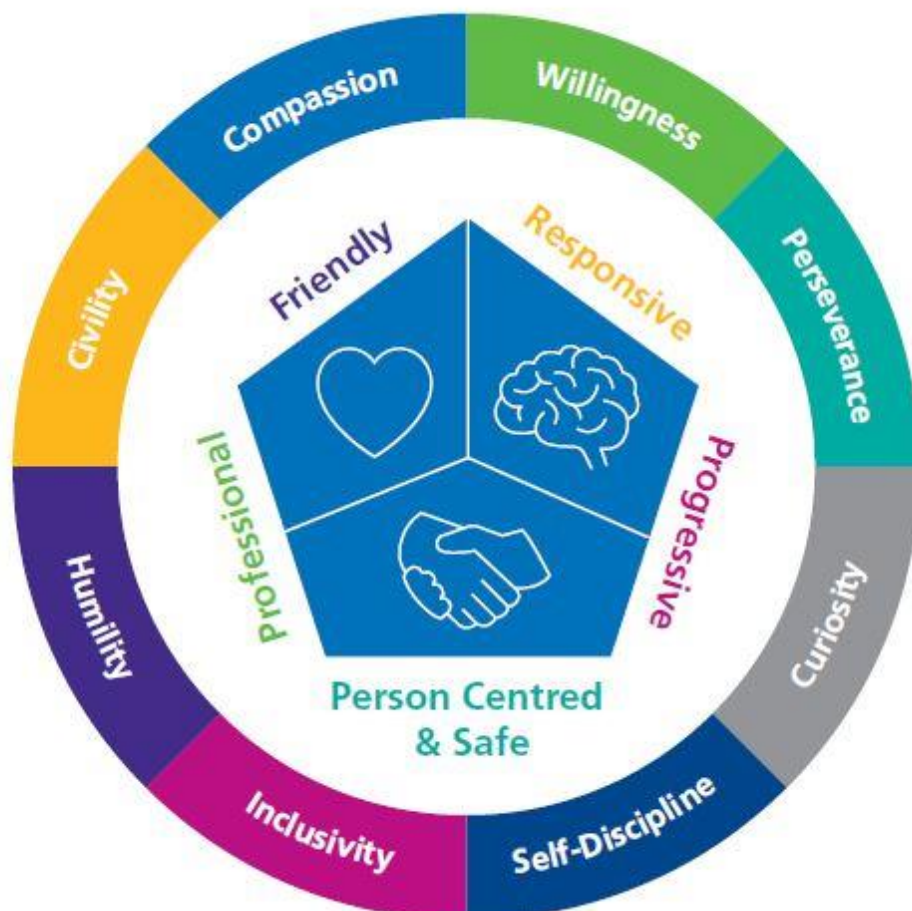
'We are kind and respectful. We all feel the pressure at times, but we care for each other, as we care for our patients. We don't tolerate any form of discrimination, bullying or violence, and call out inappropriate behaviour.' NHS People Promise

'We all feel safe and confident when expressing our views. If something concerns us, we speak up, knowing we will be listened to and supported.' NHS People Promise



4.01 Aligned Values and Leadership Behaviours

Our Leadership Behaviours incorporate our Trust Values and the NHS Leadership compact. Living and modelling these behaviours support us to achieve our own and our team's potential which in turn enables us to deliver our Trust Vision of providing an outstanding experience for our patients, their families and the people who work for and with us.



4.01.1 Values:

There are five values that all staff – everyone from porters, physiotherapists, nurses, cleaning assistants to secretaries, consultants, healthcare assistant, scientists and phlebotomists – are expected to embody:

- **Person Centred and 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

We live our values every day in the work we do with patients, visitors and colleagues. Some of the ways you may experience them here are:

- ✓ People being polite and introducing themselves when they meet you
- ✓ Your team members treating you as an individual and respecting your needs
- ✓ Your line manager taking the time to actively listen and understand you
- ✓ The organisation's leaders acknowledging that your views are important and taking the time to respond to the feedback they receive
- ✓ People being encouraged to speak out when things aren't right
- ✓ Your team continually seeking ways to improve the service and support they provide
- ✓ People being open to learn and try new ways of working and to develop new skills



4.01.2 Leadership Behaviours

Building on our values, we use our Leadership Behaviour Framework to inform and improve the way we approach our working life every day. By modelling these behaviours we develop the organisational culture that we would like to experience.

Willingness	I have a willingness to change. My desire to learn and improve means I seek out opportunities to continuously progress and develop myself, others and the services we provide for our population.
Perseverance	I have the psychological resilience to persist in the face of difficulty as I am driven to achieve outstanding results. I understand I can't achieve great results alone, so I seek support from my team, mentor and coach. I remain patient, person centred and aligned to our core purpose.
Curiosity	I have a keen interest in how things work and why they are done that way. I allow solutions to emerge from our people instead of trying to solve the problem myself. I ask effective questions at the right time to enable me to be responsive, ensuring we improve our understanding of the issue and seek other views.
Self-Discipline	I keep a positive attitude and dedicate time for myself and my team to grow, develop and thrive. As a professional, I deliver what I promise on time to meet my commitments and by doing so enable others to deliver. I regularly reflect to understand how I could lead better tomorrow.
Inclusivity	I build trust in relationships, and break down barriers that limit people's potential. I am courageous in challenging entrenched bad practices and injustice. I acknowledge my limitations and biases, and strive to expand my knowledge through empathy and curiosity. I recognise that diversity of thinking leads to a safer, more compassionate and inclusive workplace.
Humility	I understand that I don't have all of the answers therefore I routinely go and see where the work is done, to listen and learn. I'm not afraid to be vulnerable and value other people's views and recognise and celebrate their contributions.
Civility	I demonstrate kindness and respect, knowing that these behaviours lead to better outcomes. I always communicate in a friendly and meaningful way, giving my full attention, expressing appreciation no matter who I'm speaking to.
Compassion	I am person centred and care deeply for my team. I would like colleagues to feel valued and supported, while creating a working environment and team culture which enables everyone to perform to the best of their ability.

Although called 'Leadership Behaviours,' these behaviours apply to everyone, irrespective of role. We all have circumstances when we are acting as role models and leaders to those around us. These behaviours form the basis of our local team charters so you and your teams can agree between you the behaviours you expect and want to see, relevant to your role and the services we provide. As individual the leadership behaviours help us to identify areas where we are performing well and where we could develop further and we can use them as reference points during our appraisals and one to ones.

You can familiarise yourself further with the SFT Leadership Behaviour Framework here <http://intranet/departments/organisational-development-leadership-odl/sft-leadership-behavioural-framework/>

4.01.3 Our Leadership Way

Our Leadership Way is the leadership compact for the NHS which describes how compassionate leaders engage their head, hands and heart to deliver compassionate, curious and collaborative leadership. This compact was developed by bringing together many people from across the NHS to identify the key components of NHS Leadership. The principles apply whichever NHS organisation you work in. As you can see, we have built these elements into our own Leadership Behaviours Framework above.

You can download Our Leadership Way here https://www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_uploads/2021/10/Our-Leadership-Way-Long.pdf

4.02 Equality diversity and inclusion

As the largest employer in Salisbury, we have approximately 5,500 staff who speak over 26 different languages. We pride ourselves on the diversity of our workforce, with staff members from all over the world and different walks of life. In addition to our legal requirements to follow the **Equality Act 2010**, other legislation and our commitment to the **People Promise**, we are committed to:

- Being diverse, inclusive and equitable in everything we do
- Engaging with all members of staff in the creation and planning of future strategies
- Showing our appreciation for the diverse talents of all our people and ensuring they feel valued
- Creating an environment in which everyone feels confident to bring their authentic self to work

As an inclusive workplace, everyone is welcome, can be authentic and are encouraged to be the best version of ourselves. We recognise the need to ensure civility and respect in all our interactions as we are aware that civility saves lives.

Equality is essential. We ensure that all employees have equal opportunity to develop, to apply for promotions, and to work flexibly.

We recognise that not everyone speaks English as their first language. We offer additional support to colleagues who have been recruited internationally to help you to settle in more quickly and to help you familiarise yourself with the NHS and the local area of Salisbury.

We are proud to be a disability confident employer which means we have committed to improving our processes and culture in order to attract, recruit and retain disabled people to our Trust. We use a guaranteed interview scheme for people applying to the trust to make sure you have an equitable chance of securing a job. Arranging reasonable adjustments is a straightforward process which you can discuss with your line manager at any time. We appreciate that as you go through different phases of your life and experience your requirements in relation to any disability may also change. Keep your manager informed so they can help you to seek the support you need through our Occupational Health team. You may also want to ensure ESR contains the correct information to allow you to access the correct support for your needs.

We currently have 5 different generations in our workforce with a range of different needs in relation to the support they need from work. We aim to be inclusive and agile so that we can tailor solutions that fit you as the individual as well as supporting the 24/7 services and patient care at the hospital.

Listen to our in-house podcast 'Cake with Joe and Jayne', where our staff talk about the power of inclusion <https://www.salisbury.nhs.uk/about-us/cake-with-joe-and-jayne-podcasts/>

4.03 Staff Networks

One of the most beneficial ways that you can create links to other people at the trust is by joining one of our six Staff Networks <http://intranet/about-us/staff-networks/>:

1. Ability Confident Network
2. Armed Forces Network
3. Culture and Equity Network
4. LGBTQ Alliance Network
5. Staff Carers Network
6. Women's Network

These networks are one of the trust's greatest assets, providing a safe space for discussion of relevant issues, helping to raise awareness within the whole workforce, providing individual support to colleagues who may face challenges at work and to offer a collective voice when required to the Trust leadership. You are free to join any of the networks that you would like to and are encouraged to take part in excellent events and activities that they provide. Recent examples include: a Menopause summit, Neurodiversity Day with external speakers, a night of Bhangra dancing, and a celebration of South Asian Heritage with food and dancing.

We hope that joining a network will help you to engage with like-minded people and to build your social connections as well as your working relationships while you are here. We know that teams and colleagues that interact socially as well as in a work context perform better and build deeper bonds. We hope that this is something you can experience while working at SFT.



4.04 Freedom to speak up

Speaking up is important because it helps us to protect patient safety and to improve your experience of work. When things go wrong, we need to make sure that lessons are learnt and things are improved. If we think something might go wrong, it's important that we all feel able to speak up so that potential harm is prevented. And when things are going well, but could be even better, we want you to feel confident that your suggestions will help inform the improvements we make.

You have access to a Freedom to Speak Up Guardian and the team of FTSU ambassadors to reach out to at any time. You can raise any kind of concern, below are some examples:

- Concerns about unsafe clinical and non-clinical practice
- Training and improvement ideas
- Personal employment issues
- Staffing and resource levels
- Cultural concerns
- Bullying and harassment
- Dignity at work issues

As a member of staff at SFT you can be assured that your concerns are listened to. The Freedom to Speak Up Guardian will keep you informed about the progress of any concern you raise so that you always feel like you understand what has happened in relation to your concern.

Anonymised themes are collated and discussed at all levels of the organisation, right up to board to help us with our continuous improvement cycle. Using Improving Together methodology teams can get to the root cause of common issues to mitigate for them and help to prevent the same concerns or issues needing to be raised again.

We appreciate that sometimes speaking up can be daunting so we have made the process as easy as possible for you and we will support you to reintegrate into your work area after you have spoken up.

You can contact the Freedom to Speak up Guardian by email sft.ftsug@nhs.net or by phone on 07771 674 682 or Extension 5834.

4.05 Listening Organisation

Salisbury NHS Foundation Trust prides itself on being a listening organisation. We are enthusiastic about truly listening to what our staff tell us. We know that you bring so much experience and expertise and have many good ideas that help to create an improved experience for patients and staff. We like to hear about the things you appreciate, the reasons you enjoy working at SFT as well as finding out about the issues that are bothering you and the ideas you have about how to make improvements.

These are some of the ways in which we listen to you as part of our 'We each have a voice that counts' initiatives:

- Annual NHS Staff Survey and quarterly Pulse Surveys
- Hearing It sessions led by the Chief Executive which are open for any member of staff to drop in to speak to the CEO and/or executive team
- Chief People Officer led 100 day and one-year listening events for new starters to find out how they are settling in

In addition, we collate and triangulate data from a range of sources such as Freedom to Speak Up, Occupational Health, Leadership and team development, HR and more to identify common themes or issues. These are then fed through to the various committees and boards responsible for developing solutions. Progress updates and outcomes or resulting initiatives are shared through communication activities such as the bulletins and posters. An annual 'Listening Report' gives an overview of the things we have heard and the action we have taken or the decisions that have been made.

At a ward or team level, the roll-out of Improving Together has also meant that many teams are able to address issues as they arise and to celebrate good news and wins in the moment eg through daily or weekly team huddles.

Whichever listening route is right for you, we want you to have your say, to feel heard and to know that your opinion is informing the improvements that are being made here.

4.06 Recognition, Awards and Thank yous

A hospital is a busy and sometimes challenging environment to work in. You work hard every day to provide an outstanding service to patients or colleagues. We recognise that sometimes all you really need to hear is a heartfelt thank you from your colleagues, managers or leaders. At SFT we have a range of ways that support you to thank each other including:

- Our monthly Sharing Outstanding Excellence (SOX) Awards acknowledge colleagues that are going the extra mile through peer-to-peer recognition and through patient nominations. Anyone in the trust can nominate a colleague easily using the [SOX nomination form](#). Each month nominations are shortlisted and presented to the Executive Team who then decide on two winners, one chosen by a member of staff and the other chosen by a patient. These two awards are presented to the winning staff members, who get their photo taken and are featured in the Staff Bulletin. Colleagues are proud of their SOX awards and as well as the display board in the front entrance you will spot them pinned on walls in wards or offices.
- We are proud of our annual Thank You Week that includes the Staff Awards. Held in the Cathedral grounds our Staff Awards are a large and truly memorable free event with over 600 staff attending. A range of nominations for approximately 15 different

awards are celebrated and the winners applauded. Categories range from the 'Patient Experience Award' to recognising the 'Team of the Year'. The winners take home a trophy made by our colleagues in Wessex Rehab and may be lucky enough to also have a personalised caricature. The evening includes a sit-down meal, sideshow activities and live band. During the rest of the week we have a range of other thank you events, designed so that there is something for everyone. This includes for example: a free family fun day, a free live music or comedy event. a thank you lunch for our 300+ volunteers and our long service awards.

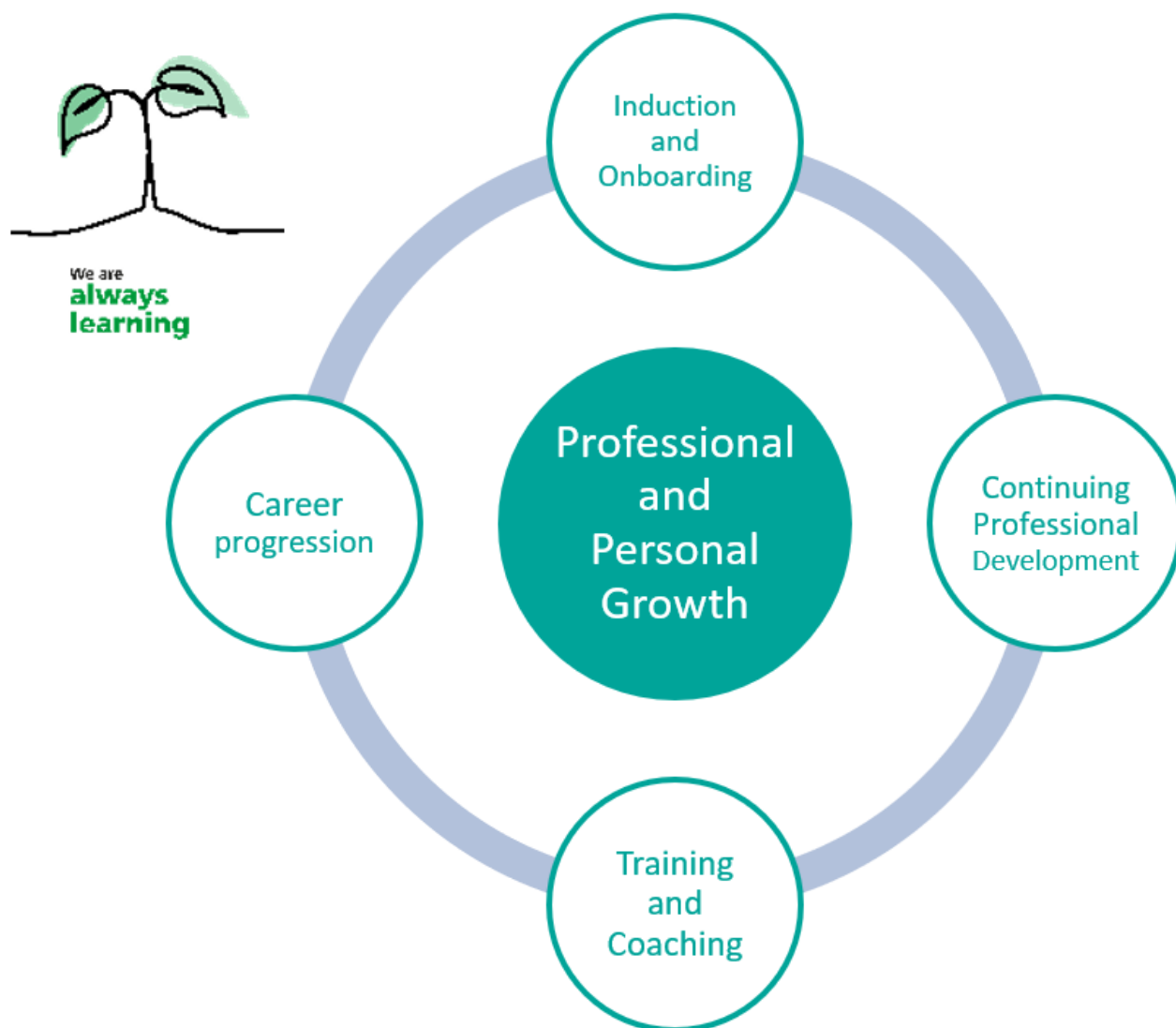
- Across the year other celebration events are held. These have included music sessions, comedy nights, Christmas hampers, trolley dashes, pizza nights and food weeks, guided walks, staff parties and the hugely popular free ice creams We host a range of activities to celebrate and commemorate events in the diversity calendar or related to the history of our hospital and town
- We encourage you and all our staff members to also look out for National and Regional Awards that you can put colleagues or teams forward for. We actively encourage the sharing of best practice and showcasing our SFT achievements on a wider scale.

Divisions, departments and teams may also have their own agreed way of sharing shout-outs and celebrations of good work by individuals or the whole team. Colleagues may also use the People Promise cards to thank someone or to celebrate an anniversary or birthday. 'Our People' is our in-house magazine celebrating the achievements of colleagues across the trust.

Many of our local events and activities are sponsored by the hospital charities. Our charities include [Stars Appeal Salisbury District Hospital's Charity](#), [League of Friends](#), [Bugs](#), [Stars Appeal Engagers Programme](#) and the [Salisbury Hospice Charity](#).



Proposition 5: Professional and Personal Growth



5. Professional and personal growth

SFT is blossoming into a true Learning Organisation. This is about so much more than just providing training but rather encouraging you and all your colleagues to use your skills, knowledge and competence to maximise the opportunities for quality improvement. You are encouraged to do this through reflection, sharing of best practice, solving problems and evaluating your progress as you go. Improving Together gives you the tools you need to do this by encouraging the use of PDSA (Plan, Do, Study, Act) cycles to continually reflect and grow. Our induction, training and continual professional development offers enable you to develop the knowledge and skills you need to help us to deliver an outstanding service and to grow your own potential.

'We are supported to invest in our careers, through formal and informal training, to reach our personal and professional goals.'
NHS People Promise



5.01 Induction and onboarding

We offer a range of induction programmes designed to welcome you when you join the organisation. Tailored according to role they aim to help you settle in and ensure you have knowledge and support you need to perform well in your role. The programmes include:

- My First 90 Days Trust Induction
- Junior Doctors and Doctors in Training Induction
- Preceptorship for Nurses and AHPs
- HCA induction
- Induction for internationally recruited Nurses
- Student Nurse induction

Each programme is supported by online and face to face training to cover statutory and mandatory training, training that is specific to your role eg clinical and non-clinical skills training and introduction to the IT equipment, programmes and software relevant to role. You will also be taught how to raise concerns, risks or issues easily and to navigate the different reporting and escalation systems used.

In your work area, you will normally be allocated a buddy or mentor to support you and show you around. Your line manager or supervisor will agree your objectives with you and meet with you in one to ones to monitor your progress and development.

Your wellbeing is important to us and we want to know how you are getting on in your first weeks and months at the Trust. We invite you to listening events after 100 days and one year so that we can continuously improve the experiences of new starters.

5.02 Continuing professional development

We are passionate about your continuing professional development (CPD) that enables you to continue to learn throughout your career. Depending on your role, you may have specific CPD requirements that you must meet to keep your registration with your professional body. Specific funding is allocated by nationally or regionally eg by NHSE or Wessex Deanery as well as by the executive team at SFT to support you in your continuing professional development.

Your annual appraisal will help you to identify with your line managers the types of experience, shadowing or training that may benefit you. Once a year our training needs analysis helps to identify how we prioritise and spend the training allocations so that you get the support you need to develop in your role. We work in partnership with a wide range of education and training providers to ensure that the quality of the CPD provision at SFT is the best it can be.

5.03 Training and Coaching

Aside from the statutory and mandatory training that is provided to all staff, SFT has a range of training and development offers designed to meet your needs at all stages of your career. These include:

- Simulation Training in our on-site pioneering Simulation Suite which boasts SMOTS™ technology, a wealth of manikins, part task trainers and more
- Clinical and non-clinical skills training delivered in person by subject matter experts
- Manager Skills Training to support you to grow in confidence as you manage your teams
- Leadership training designed for the different stages of your career, enabling you to understand yourself better and how to lead your team and in the organisation
- Coaching and mentoring support to enable you to develop and grow personally and professionally
- Action learning to support you to apply the knowledge and skills you have developed
- Improving Together training to support the continuous improvement of the services you provide
- Access to national and regional offers.



5.04 Career Progression

We are committed to your long-term development and career progression. We are honoured to have lots of members of staff who have spent over 20 years at the trust, following interesting and fulfilling career pathways in both clinical and non-clinical roles. We offer a range of packages that may help you to progress:

- A talent management framework for the trust is in development which will enable us to identify upcoming talent sooner and to help you to get the support you need before it's time to apply for that promotion
- A range of workshops led by different networks and individuals in the trust such as CV writing or interview skills
- Support to access maths and English which you may need if you want to progress your career to a different academic level and do not already hold the correct certificates
- Support to access digital skills training as required by your role and to develop your digital competence
- A range of apprenticeships and training programmes to enable you to move into a new or different level of occupation
- After a break we can support you to return to practice
- Coaching, mentoring or teaching or even training the trainer skills to help you to pass on your expertise and experience to the next generation
- When it comes towards the end of your career we can support you to retire and return if you would like to.



6. Next steps

As a learning organisation we are looking to the future and ways in which we can continue to evolve and improve our Employee Value Proposition.

The following activities are underway as part of our People Promise Programme:

- Continue to refresh and improve our recruitment strategy and refresh our attraction campaigns so that you feel your needs and those of the other different generations entering our workforce are met
- Develop action plans so that any examples of inequality you see or experience are addressed effectively and in a timely way
- Continue to improve and develop our induction and onboarding offers so that you feel welcomed and empowered from day one
- Further develop and refine our manager training offer so that you feel confident that our managers have the skills and training they need to support you at work
- Continue to offer leadership training and coaching to individuals or teams so that you feel able to be part of building effective teams and services
- Continue to improve our clinical and non-clinical training including refreshing our CPD offer so that you feel supported in your professional development

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