



BSW
HOSPITALS GROUP



Salisbury
NHS Foundation Trust



Salisbury NHS
Foundation Trust

Annual Review

2025/26

Message from our Chair and CEO

Welcome to Salisbury NHS Foundation Trust's Annual Review for 2025-26. This has been another demanding year for the NHS, but our staff have continued to provide safe, compassionate care while improving services for our patients and communities.

We are proud of the progress made during the year.

More than 318,000 outpatient appointments were delivered, over 81,000 people attended our Emergency Department, and the Trust ended the year with no patients waiting longer than 65 weeks for treatment. Improvements in same-day emergency care, frailty services and patient safety are also helping people receive the right care more quickly.

We have continued to strengthen our culture of improvement, guided by our values and by the experience of the people who use and deliver our services. Supporting the health, wellbeing and sense of belonging of our staff remains central to this work.

Partnership working has remained essential. Through BSW Hospitals Group and our wider health and care partners, we are working together to provide high-quality, sustainable services.

We are also preparing for a shared electronic patient record, which will help our clinical teams work more effectively across organisational boundaries. We are looking forward to opening a new Urgent Treatment Centre and starting work on the new Diagnostic and Surgical Hub.

There is more to do as we respond to financial pressures, workforce challenges and growing demand. However, we enter the year ahead with a clear focus: to provide an outstanding experience for our patients, their families and everyone who works with and for us.

We are also grateful to Stars Appeal, Salisbury Hospice Charity and the League of Friends for the important contribution they continue to make.

We thank our staff, volunteers, partners and local communities for their dedication and support throughout the year.

Paul von der Heyde, Chair
Cara Charles-Barks, Chief Executive



▲ Surgical Same Day Emergency Care (SDEC) Team members

What's Inside

Our Vision and Values 4

Our Staff 5

Recognition for our Trust 7
and our Staff

Improving our Services 9

Digital Progress 10

Expanding our Services 11

Patients' Experiences 12

Financial Challenges 13

Our Performance 2025-26 14

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. During 2025-26, we had approximately 5,000 skilled, talented dedicated and committed staff working tirelessly to provide high-quality care to our local population and beyond, making our Trust one of the biggest employers in South Wiltshire.

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.

In the 2025 NHS Staff Survey, the Trust achieved a 53% response rate, which although lower than the previous year but in line with national rates, continued to be above the average. The overall results mirrored the national picture, with a general decline across People Promise measures, although SFT continued to perform above the national average in seven of the nine People Promise areas, demonstrating resilience in staff experience during a challenging year.

While the survey highlighted some areas for improvement, encouragingly, there were positive results which were maintained in key areas, including:

- staff feeling involved in decisions affecting their work

- colleagues continuing to look forward to coming to work; and
- the Trust's approach to making reasonable adjustments for staff with disabilities.

Staff play an active role in providing support through our six Staff Networks, which provide forums for colleagues to come together and discuss shared issues of importance and have a route that lets their views be known to senior leadership. The Networks also provide opportunities to increase compassion, appreciation and understanding.

The Networks are Women, Pride Community, Multicultural, Ability Confident, Armed Forces, Staff Carers and Men's Health. We celebrate the diversity of our staff through awareness campaigns such as Black History, LGBTQ+ History, Pride, and Women's History months. We also held events to celebrate South Asian culture and better understand the menopause.

In addition, we organised another free Hospital Open Day, our fourth, which welcomed over 1,000 members of the community. They had the opportunity to see parts of the hospital that they would not normally see. Teams and departments across the Trust showcased their work to the public, with tours, demonstrations, displays and games, offering an engaging glimpse into hospital life. Highlights



▲ Nurses Day

included Day Surgery tours, the toy check-ups in the children's ward, Pathology's immersive blood demonstration and the ever-popular simulation mannequins. Representatives from emergency services participated as did other partners. We provide a series of training interventions to support line managers with the skilful delivery of wellbeing conversations, which are supported by several trained wellbeing champions who can provide further support and guidance by way of signposting and advice.

Following sustained periods of high demand on our staff due to operational pressures, a new Employee Assistance Programme (EAP) has been introduced in addition other wellbeing support available to our staff. This service gives all staff access to 24/7 counselling and wellbeing support through an independent external provider called Vivup. The service is free, voluntary and completely confidential. Our staff continue to retain access to the onsite health and fitness centre, green spaces and walking routes, with special

wellbeing activities occurring throughout the year.

Also, with one of our priorities to support our staff to make the Trust the Best Place to Work, our staff helped create our Leadership Behaviours Framework, which aligns the Trust's Improving Together approach with NHS values of compassion, civility and inclusion. We also offer coaching and leadership development courses to help nurture carers and to bolster recruitment and retention. Our Improving Together programme continues to be rolled out across the Trust, empowering our teams to embed continuous improvement in skills, processes and behaviours.

In addition, teams across the Trust took the time this past year to host 200 work experience students, providing opportunities for the secondary school students to experience work life in our hospital and inspire them possibly to seek careers in the NHS.

Recognition for our Trust and our Staff

Our staff continue to be recognised for their skills and exemplary performances regionally and nationally, with several individuals, departments and teams winning awards and celebrated for their dedication and innovation.

- **Our Sustain & Reclaim Centre Team** won a *Silver CNO Award*.
- **Chris Paton**, Tissue Viability Clinical Nurse Specialist, was awarded the *Frank Williams Academy Healthcare Professional of the Year Award*.
- **Paul Russell** was presented with the *Veterans Covenant Healthcare Alliance (VCHA) Merit Coin*, in recognition of his work for our Trust, and the patients in our military community.

- **Nadine Crook** had an article published in the *Royal College of Speech and Language Therapists' membership magazine*, RCSLT Bulletin about an innovative approach to staff communication training that involves former stroke patients who have lived experience of communication difficulties.

- **The Catering Team** was recognised at the *Hospital Caterers Association Regional Cooking competition* for their pie, bread, street food and live cooking.

The Team was also feted at the Healthcare Estates & Facilities Management Association (HEFMA) Awards, where they won the *Digital Innovation Award*.

▼ Catering Team





▲ Regional Deputy Chief Midwife Rachel Glasson and Leah Millard, Maternity Support Worker

- **Two of our Dietitians, Becca Murphy and Patrick Ward-Ongley**, have published work in *Complete Nutrition* magazine. Becca's article focused on best interest decision-making in artificial nutrition support, while Patrick's article and podcast explored the complexities of cancer-associated cachexia.
- Regional Deputy Chief Midwife Rachel Glasson presented **Leah Millard**, Maternity Support Worker for Education, with the *Chief Midwifery Officer Maternity Support Worker Excellence Award*.
- **Laura Ellson** achieved the *Midwifery Apprentice Student of the Year Award*. Laura is a third-year midwifery apprentice and was previously a Maternity Support Worker here.
- **Odstock Health & Fitness Centre** was named *Salisbury Journal Gym of the Year Award* as voted by the Journal's readers.
- For the tenth consecutive year, **our hospital** has been recognised as a *National Joint Registry (NJR) Quality Data Provider*. This is a testament to our strong commitment to accurate data and patient safety.

Improving our Services

Our Trust is making great progress in improving services to our community, thanks to the dedication, skills and support of our staff, rising to the challenges of the operational and financial pressures they face.

We continue to work to reduce the backlog of patients waiting for elective treatment. Our teams have worked tirelessly over the last year with colleagues, the independent sector, and partners in Bath and Northeast Somerset, Swindon, and Wiltshire to reduce waiting times, the Trust ended the year achieving zero patients waiting longer than 65 weeks. However, we do recognise there is more work to do as we strive to meet national standards, and we are on track to decrease the time patients wait after being referred even further.

Excellent progress has also been made in the percentage of patients waiting less than 18 weeks, which had increased to 71% in March, significantly exceeding our plan of 65%. This made us one of the most improved Trusts in the South West region and represents an increase of 17% over the last two years, an achievement we are proud of.

We also made reductions to our longest waits – we started the year with nearly 600 patients waiting longer than 52 weeks and by March, this was just 26, with the aim to eliminate all this year. Prompt access to diagnostics is key for

us to be able to deliver all our access standards for elective and non-elective pathways, which we are steadily improving. As part of this drive, we have developed a Community Diagnostic Centre in the City Centre, with CT and MRI scanning. Meanwhile, we continue to work with all our system partners and neighbouring systems in Dorset and Hampshire to reduce the number of patients whose discharge is delayed. Our Discharge Hub enables discussions regarding discharges of patients with complex needs with all partners in one room at the hospital site in the new Operations Centre, located in the Elizabeth Building above the Imber Ward.

We have always been proud to deliver excellent care and experiences for our patients, and our staff continue to find ways to ensure an outstanding experience for all patients.

▼ Imber Ward Multidisciplinary



Digital Progress

We continue our journey to improve our digital capability. A major component of our work is the programme to replace the Trust's main Electronic Patient Record (EPR).

The EPR Team has progressed through the design and configuration phases of their work and is now focussing on testing and delivery preparedness. The new Shared EPR will be a single solution with Royal United Hospitals Bath and Great Western Hospitals and aims to go live in 2027-28.

We have replaced our ageing Pathology laboratory management system with the WinPath enterprise, which delivers a single database network solution, shared across the Southern Counties Pathology Network.

There has also been focus on expanding the maternity electronic patient record (EPR) system to include digital CTG (Cardiotocography) monitoring and further work across many specialities and services to digitise patient and clinician correspondence and communication.



Video consultation, SMS appointment reminders and patient correspondence are now being delivered through our partner 'Doctor'. These innovations enable us to provide a more efficient service and provides patients with the information they need when they need it.



Expanding our Services



▲ DASH (artist's impression)

Our Trust is dedicated to improving services for our patients and our community. We are undertaking two major projects that are positive steps forward for patients and for our staff.

Later this year, we will open a new **Urgent Treatment Centre (UTC)**, giving patients more appropriate access to care for urgent but non-life-threatening illnesses and injuries. The new centre is being supported by £7 million of capital funding from NHS England, which will enable the Trust to develop a modern, purpose-built facility designed to improve patient flow and access to urgent care services.

The UTC will treat patients with conditions such as minor injuries, breaks and sprains, cuts, infections and other health problems that need same day treatment but are not life threatening. The new Centre will

make it easier for people with urgent health needs to be seen quickly, while also allowing our Emergency Department teams to focus on those who are most unwell.

The Trust is also planning to build a new **Diagnostic and Surgical Hub (DASH)** on our hospital site. This is a major milestone and represents a significant investment in the future of our hospital. The new facility will replace our ageing surgical facilities, expand our diagnostic capacity, and provide modern, purpose-built environments that will enable us to see patients more quickly and deliver high-quality care for many years to come. The Hub has been designed to keep planned care separate from urgent and emergency services, helping to improve patient flow, reduce delays and enhance the experience for both patients and staff.

Patient Experience

We are grateful when patients let us know how they feel about the care received at our Trust. Here is a small sample of the feedback we've received from patients:



▲ Sister Muralidharan Nimisha, Discharge Lounge, Pitton Ward with patient

Amesbury Ward

"Both our mother and father have recently been patients on Amesbury Ward. Sadly, our mother passed away, despite the impeccable care. The care, respect and dignity shown to her was faultless. Shortly after, my father was admitted with a broken hip, and the same care was shown to him. Amesbury Ward staff even arranged for our father to be in attendance at mum's funeral, care for him, and bring him back to hospital. As a family, we will be eternally grateful for the care given to both our parents. Thank you so very much Amesbury Ward."

Maternity Team and the Stars Appeal

"After the birth of our daughter, eight weeks early, the Neonatal Team was fantastic. Team members helped us stay glued together, as opposed to falling apart. Also, without the help of the Stars Appeal, we wouldn't have had the support from the team, the incubators, the rooms, showers and kitchens, among other things."

One patient expressed their gratitude for all the staff and services they encountered.

"I have had treatment in A&E, Acute Medical Unit (AMU), Tisbury Ward and the Cardiac Suite, and would like to say how very pleased and impressed I've been with my treatment during what was a rather stressful time."

"Every department provided timely and compassionate care, all the staff members without exception were polite, approachable, reassuring and professional. I was struck by how well all the teams seemed to work together for the good of their patients despite working long shifts, and no doubt coping with staff shortages at times!"

"I enjoyed the food from a varied menu, the wards were kept clean, and the toiletries and the phone-charging facilities provided by the Stars Appeal were invaluable. I also had a visit from a Chaplaincy volunteer on Tisbury Ward."

"We are very lucky to have such a great local hospital, and I appreciate it even more since my recent treatment there."

Financial Challenges

In the past year, the NHS had a continued focus on the recovery of elective pathways and addressing waiting times combined with managing emergency pathways. Pressure on emergency care pathways, particularly in relation to continued levels of patients with no clinical right to reside, impacted length of stay reductions.

The Trust incurred material cost pressures in-year, driven by pay and non-pay pressures largely due to non-elective activity volumes and pathways, resulting in an increased bed base, additional backfill requirements and medical agency costs, plus drugs and clinical supplies costs.

However, **we delivered £13.4m savings**. Key workstreams underpinning the delivery included:

- Elective productivity (**£4.9m**)
- Bed occupancy and length of stay (**£2.2m**)
- Agency, Bank and Workforce controls (**£1.8m**)
- Procurement (**£1.3m**)
- Staffing infrastructure review (**1.0m**)



The Trust invested **£44.6m** in infrastructure and equipment during 2025-26.

Significant in-year programmes included expenditure of:

£7.4 on Estates safety schemes



£7.0m on the Urgent Treatment Centre



£6.4m on the Community Diagnostic Centre



£5.9m on the EPR programme



£4.9m on building and critical infrastructure schemes



£4.0m on leased items



£3.3m on the digital programme (including Pathology Laboratory Information Management System Network kit, Mobile devices, Badgernet Maternity IT system and Windows 11 upgrade rollout).



Our Performance 2025-26

33,541

non-elective
inpatients

4,121

elective
inpatients



29,111

day
cases



88.2%

of patients
received a
diagnostic
test within
6 weeks



69.3%

Emergency Department
Performance (March 2026)



80.3%

cancer 28-day
faster diagnosis
performance %
(March 2026)

65,188 virtual
attendance



20%
seen by
virtual

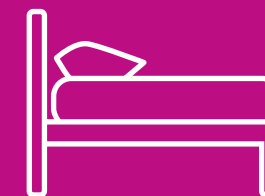
Overall vacancy rate

0%



1,449

patients
stayed in
hospital
longer than
21 days



332,996

total
outpatient
attendances

26,409

on waiting list



13.4%

of discharges
were
completed
before
12:00



£436m income

71.7%

referral to
Treatment
(RTT) 18 Week
Performance
(March 2026)



30,359

total Waiting List (March 2026)



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