



Salisbury
NHS Foundation Trust

Our Strategy

2022-26

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Welcome

We are delighted to be sharing the new strategy for Salisbury NHS Foundation Trust, which sets our ambitions for the next five years.

It describes the framework we will use to deliver our vision of an Outstanding Experience for the people who use our services and the staff who provide them.

People sit at the heart of our strategy - those we support, care for and the staff and partners we work with every day.

The last eighteen months have been a challenging time for all of our communities, the NHS nationally and us as a hospital. We are very proud of the way our teams have responded to these challenges, adapted our services and delivered high quality care to our patients.

In speaking to our patients, communities, staff and partners, we have recognised that whilst our vision of an Outstanding Experience remains central to what we do, our strategic plans to achieve this need to be more focussed on responding to the challenges we will face over the next five years.

The aim of this strategy is to clearly state our vision, values and strategic goals and set out how we plan to achieve them. We have put improving the quality of our services at the forefront of our strategy, and this document contains important commitments we are making to our community over the next five years.

Our priorities are:

- Improving the health & well being 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 hospital and our people are fantastic assets in our local community and we are proud to work with exceptional people who provide outstanding services and care to our communities. We look forward to working with you on achieving our new strategic priorities.



Nick Marsden
Chair



Stacey Hunter
Chief Executive

Salisbury NHS Foundation Trust is a district general hospital in south Wiltshire. As part of the Bath, North East Somerset, Swindon and Wiltshire Integrated Care System (BSW), we deliver a broad range of clinical care to approximately 270,000 people in Wiltshire, Dorset and Hampshire which includes:

- Emergency and planned inpatient services
- Day case services
- Outpatient services
- Women & Newborn and Paediatric Services
- Diagnostic and therapeutic services
- Specialist rehabilitation, plastics and burns

Specialist services, such as burns, plastic surgery, cleft lip and palate, rehabilitation and the Wessex Regional Genetics Laboratory, extend to a much wider population of more than three million people. Salisbury District Hospital includes the Duke of Cornwall Spinal Treatment Centre, a purpose built, 45 bed unit which specialises in caring for people who have spinal cord injury. It serves a population of 11 million covering an area across most of southern England.

Underpinning all our services are 4,800 staff, across a range of clinical and non-clinical professions, who work together with our partners in delivering high quality care to our local population.

Our clinical services are delivered through a divisional management structure which co-ordinates and delivers high quality services. Services are provided through the following Clinical Divisions:

- Medicine
- Surgery
- Clinical Support and Family Services
- Women and Newborn Services





Our Strategic Context – what is changing

Since we published our Corporate and Clinical Strategies in 2018 there have been significant changes and developments in the national and local policy agenda. In particular, the publication of the NHS Long Term Plan, the NHS People Plan and integration of local health and care drive how we provide our services.

We are focussed on the role of Integrated Care Systems in our collective responsibility to improve the health and care of the populations we serve.

The COVID-19 pandemic has shaped how we prioritise and adapt our services alongside our local partners for the next 5 years of the Trust's strategic development.

We have some key challenges and opportunities to address in our renewed strategic direction. These are our primary drivers for change:

**Ageing Population
and Changing
Demographics**

**Health
Inequalities
further exposed**

Integrated Care

Use of Technology

**Living with and
beyond COVID-19**

**Workforce
Sustainability**

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

As part of our aspiration to be the Best Place to Work, we have listened to our staff and partners and reaffirmed that our vision and values remain supported and relevant as drivers for our new strategy.

Maintaining this vision at the heart of what we do will ensure that we prioritise the things that are most important to our local communities and our people.

We will focus on improving the quality of the care and services we provide, the quality of the experience of coming to our hospital, the experience of working with us as a partner and the experience of working as part of our Team. We want all of these things to contribute to better health for our local population.

Our Values

How we will work towards our vision

We have reflected on our core values and behaviours which have been developed and tested with our staff. These are the characteristics which define how our organisation works, and reflect how we want to be viewed by the communities we serve.

We have restated and refined our values to ensure they remain relevant and drive the way we work towards our strategic priorities as an organisation. In recognising the scale of our current and future challenges, we have added a further value, **Progressive**. This reflects our desire and commitment to tackle future challenges and opportunities with positivity and a continuous improvement ethos.

We will be:

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.

In order to deliver Our Vision,
our Strategic Priorities are:


Improving the
health and
well being 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

As an organisation focussed on delivering outstanding, high quality care for our population, we have developed our new strategic priorities to shape the development of our hospital and the services we provide.

This will help our communities, partners and our people identify, understand and contribute to the three strategic priorities that are most important to us.



Alongside our partners,
we will tackle the wider
determinants of health
and focus attention on
prevention and well being.

Our Population

The services we provide, and the role we play in our health system, will be determined by the changing needs of our population, and we will support our population to be healthy, reducing their need to access hospital services.

We will work with our partners to deliver care and services as close to home as possible.

The health and well being of our population

While the health of our local population is relatively high, we must continue to contribute to improvements in health and well being for our future populations. In particular, there are health inequalities between our local neighbourhoods. We will focus more closely on the specific needs of our individual communities, using the community level data that the Wiltshire Joint Strategic Needs Assessment (JSNA) now offers.

Increasing the number of years that our population lives in good health is a priority for our partners across Wiltshire. While life expectancy in Wiltshire is 80.8 years for males and 84.0 years for females, healthy life expectancy is at 66.0 and 69.4 years respectively. Closing this gap, and the need for health services to support this forms part of plans for managing ill health and frailty amongst our older populations.

Wiltshire's Health and Well Being JSNA was updated in 2020. This analysis provides a summary of the current and future health and well being needs of people in Wiltshire. The JSNA assists in planning the health, well being and social care services for the population we serve. We will also take account of the data available for the other communities we serve – particularly in Dorset and Hampshire.

Improving the quality of the care we provide will not be focussed solely on the treatments we deliver in our acute services; improving the health and well being of our population also depends on the actions taken by individuals and communities to tackle the wider causes of ill health. We will play our part in broadening our focus from providing outstanding patient care to contributing to the improvement of the health of our population as a whole. We will support local people to stay well by addressing the causes of poor health, illness and injury.

We will support and contribute to lifestyle changes, including a focus on the well being of our own staff. We will contribute to planning services around individual needs, not existing clinical pathways and networks.



Our Population – our priorities

Understanding and acting on local needs – Population Health Management

To best support the health and well being of our population, we will develop our services and plans through wide engagement that ensures that our service development and our decision making will be led by the communities we serve. We will step outside our hospital and connect with communities and understand what matters most to local people.

We will need to plan our services in tandem with our partners – especially primary, community and social care. We will identify where health inequalities exist and tailor our services to ensure that everyone is able to access the services we provide, when they are needed.

As a hospital, we will invest in a different way of service planning – using strategic review and population health data to help us design services which best meet the future needs of our communities. To do this, we will need to share data with our partners in the health and care system – especially primary care, and come to a common understanding of individual needs and health promotion priorities.

What this means for the hospital is we will need to change the way we collect and manage data about our populations and their health needs, and use future looking analysis to inform how we plan our services. How we share information with partner organisations, and how our finance and information services work will increasingly look forward to determine future needs.

The changes in the way our local health system operates (moving from a transactional and contractual method of working to partnership and integration) will help us achieve this renewed balance and more effective planning based on future needs, rather than historic levels of activity.



Our Population – what we will do

Recovering our Planned Services

The pandemic has impacted the lives of many in our community who have had to wait longer than they should for planned care and operations, while the NHS has focussed on providing immediate care for anyone requiring it as a result of the effects of COVID-19.

We have continued to provide urgent treatment, for cancer or for emergency admissions, throughout the pandemic.

Our immediate task is to rebuild and extend our capacity and productivity to deliver planned care – making the most effective use of our facilities and helping our people to deliver the most timely and successful care possible. This will require strong partnerships, most notably with our Acute Hospital Alliance partners, Great Western Hospitals (Swindon) and the Royal United Hospitals (Bath).

We have learned from the process of prioritising care during the pandemic by regularly assessing clinical need. We will continue to build on this approach to ensure that the people who need care most are prioritised for consultations and treatment.

COVID-19 has provided opportunities for us to test and embed new ways of delivering normal hospital services. The feedback we have received from providing more care and appointments virtually has been positive and we will continue to transform our outpatient services to make it as easy as possible for people to receive their care without having to come to hospital.

Providing Specialist Services and research locally

We are proud of the specialist services that we provide for a wide population in Southern England. In developing these, we will build on our existing strengths and work in close partnership with our wider regional clinical networks to ensure that people requiring specialist services receive them at the earliest stage of their treatment, as close to home as possible, with the aim of supporting people with life changing illness or injury to recover and live their best possible lives.

Our specialist services will play their part in providing integrated care for our local communities, as well as providing services for patients from across our region. We have the opportunity to build on our current expertise, particularly in rehabilitation services such as Plastics, Burns, Wessex Rehab and our Spinal Unit.

We want to put these services at the centre of a multi-disciplinary rehabilitation network, providing outstanding support to our local population, supporting partnership working on our site, including through our campus development, and offering a wide ranging and innovative rehabilitation service to our regional population and partners.

We are proud of our research-positive culture. Clinical research is an important way in which we can improve our healthcare, and population health. Ensuring that all staff feel empowered and supported to participate in clinical research delivery will mean that patients, their families and their carers are empowered to explore research opportunities and to make informed decisions about participating in research which is relevant to them.





Our Population

A wider contribution to a healthy community

As the largest employer and anchor institution in South Wiltshire, we have the opportunity to make a difference in the health of our community, by providing more than high quality patient care, but by also making a positive contribution to population health and addressing the wider determinants of ill health.

This means alongside providing our acute hospital services, we will prioritise our wider role in the community and in promoting healthy lives. The Trust has a ten year vision to transform our hospital site and use it more effectively. As a reflection of our commitment to be an anchor institution serving and supporting the local community, we believe modernising and diversifying the use of our the hospital will make a broader contribution to improving health and well being and promoting economic development across the local community in and around south Wiltshire, Dorset and Hampshire.

A photograph of an electric vehicle charging station in a parking lot. A black charging station with a blue cable is on the left, and the front of a blue car is on the right. The cable is plugged into the car's charging port. The background shows other cars and trees.

Our Environment

The health and care system in England is responsible for an estimated 4-5% of the country's carbon footprint. The NHS has set a commitment to achieve a 'Net Zero' health service and has launched a call for evidence to inform future plans. As an organisation with a large carbon footprint, large workforce and ambitious estate plans, the Trust can make a significant contribution to the national ambition in its role as a local anchor institution.

Delivering a 'Net Zero' National Health Service was published in October 2020 and began a further process of further engagement with NHS organisations to consider the actions required to decarbonise:

- Estate and facilities
- Travel and transport
- Supply chain
- Medicines (inhalers and medical gas)
- Research, innovation and offsetting

We have made a commitment to be a carbon neutral organisation by 2035. The pandemic has both assisted (through, for example, less travel to our site) and challenged (increased use of disposable consumables) our progress towards this ambition.

We will continue to progress plans across the management of its estate, use of consumables and transport plans to take steps to improve its carbon footprint in 2021-22. Work will build on existing changes such as electric charging points for vehicles and infrastructure to support active travel (and further reducing the need to travel to our hospital site for patients, visitors and staff).

More immediately, we need to resolve the key environmental and estate risks in our services. As a first phase of this, we are progressing plans for an elective care centre which will push the boundaries of the surgery that can be done without requiring an overnight stay in hospital (day cases). This will increase the number of people we can treat as we use new facilities (replacing our outdated Day Surgery Unit) as intensively as possible.

The facilities will help us provide high quality, fast throughput care that uses the latest surgical and anaesthetic techniques to offer patients a standardised, efficient route to their surgery and will provide an outstanding experience before returning home the same day to recover.

Education and Employment

As part of our broader campus plans, we are committed to developing partnerships with higher and further education to promote learning and training in South Wiltshire, and building on our existing links with local colleges and universities.

We want to nurture a sustainable workforce locally. Recognising our role in being an outstanding employer will in turn provide significant employment opportunities for our local population.

Local Economy

We will continue to support the local economy through the supply chains that provide our hospital with goods and services. We will purchase locally as a default, supporting small and medium sized enterprises, the voluntary and community sector and recognising the economic and social benefit this brings to our communities.

Through our Campus Project for the 10-year plan for the development of our hospital, we want to encourage the better use of our estate to integrate other activities with the Trust's hospital operations. This includes not only other health and care sectors sharing our hospital site, but also encouraging new partnerships with industries such as life sciences to make best use of our significant estate.



Supporting our community's recovery from COVID-19

The demand and rapid changes we had to make to the hospital in early 2020 were unprecedented and tested our planning and the processes and the expertise of our staff to the limit. During the pandemic we greatly missed having our community of volunteers, supporters and families with us at the hospital during the time we have had to restrict visitors to the hospital. The pandemic has also brought us closer together with our communities and we will use the opportunity to recover from COVID-19 to shape our future alongside our local population.

While COVID-19 has undoubtedly challenged the strength of our workforce and our community, the experience of living through and managing the impacts of a pandemic has encouraged positive change and rapid transformation of the way we deliver our services and interact with our population. Using this experience will help us to tackle key challenges as we emerge from the pandemic.

Working in Partnership – COVID vaccination programme

In late 2020 BSW's Clinical Commissioning Group was tasked with managing the roll out of the COVID-19 vaccination programme. This involved the whole NHS working together to ensure that the maximum number of people could receive the life-saving vaccine in the most efficient and timely way.

We worked alongside our partners to deliver not just staff vaccines at the Hospital Hub but also offered vaccination to vulnerable people in our community, other NHS staff, the military and social care teams.

We took on the management of the City Hall Large Vaccination Centre where the team worked with volunteers, and the recruitment team at the Royal United Hospital Bath to ensure that the venue was able to operate at maximum capacity over a long period of time.

We co-ordinated a team of communication professionals from across the NHS and local government to support the roll out across BSW including the iconic images of Salisbury Cathedral as a GP led vaccination centre.





Supporting our Population – Digital Healthcare


The pandemic has highlighted the importance of delivering clinical services and a working environment that can respond quickly and flexibly to changing demands and expectations, building technology around the needs of people.

Our aim is to further our 'digital by default' approach, focusing on digital integration and collaboration. We aim to take the opportunities that technology and data can provide to improve the planning and delivery of our services, including how they can be accessed. We will empower people who use our services and staff to securely access information anytime and anywhere.

A strong digital culture amongst our People will be essential to achieve this. We will encourage the expanded use of technology as part of our strategic service development, providing training and education to improve digital and data literacy.

We want to respond to an increasingly digitally informed population – by empowering our communities to proactively manage their health and care in partnership with our clinical teams.

We will invest in digital infrastructure which is robust and flexible, providing our staff with the tools they need to improve processes, innovate, make best use of new technologies and enhance the service experience we provide.



We will work through
Partnerships to transform
and integrate our services.

Our Partnerships

We will work at all levels of integration to ensure their success, and we will work with our partners to deliver on our shared clinical priorities. We will integrate our teams and services wherever possible with our partners. We will focus on playing an active role in our health and care systems – being a trusted and active partner in our Integrated Care System.

Our Partnerships

We will focus our attention on four levels of integration with our local partners and communities, focussing on the health of our local populations first, and delivering care in a way and the place which is most convenient for our population:

Our Community

- We will put our community at the heart of our organisation, broadening the use of our hospital site to encourage physical integration with our health and care partners and using our estate to drive economic, environmental and educational development in south Wiltshire.
- We will work closely with our partners in primary care – putting the needs of our local communities first and developing shared plans for care which focus on the people who need to access our services the most.

Our Place – the Wiltshire Integrated Care Alliance

- We will work with our partners to drive local integration across Wiltshire. This will allow us to work more closely to improve our services for our elderly population, integrate our urgent care services with our partners and improve our processes for enabling people to be discharged from hospital in a timely way.
- Working with other public services, we will use population health data to plan how our services develop and respond to local need – focussing on how we can contribute to people living healthy lives and living well with long term conditions.

BSW – Our Integrated Care System

- We will work together with our partners across the Integrated Care System to recover from COVID-19 and share plans for providing planned care across BSW.
- We will prioritise work with our Acute Hospital Alliance partners, Royal United Hospitals (Bath) and Great Western Hospitals (Swindon), making best use of our shared planned care resources and establishing virtual clinical networks.
- We will use improved digital technology to achieve better sharing of information about patients to put person-centred care needs first.

Our Regional Networks

- We will play our role as a trusted partner in our neighbouring Integrated Care Systems – particularly Dorset and Hampshire.
- We will increase our influence in our key regional Clinical Networks and contribute to wider research, education and training.
- We will offer our range of specialist services to a wide geography and promote their development regionally.
- We will work across our networks to develop a strong, integrated offer that will attract and secure our future clinical workforce.



BSW

– Our Integrated Care System

Our Integrated Care System (ICS), the Bath and North East Somerset, Swindon and Wiltshire Partnership, has accelerated its development over the past 2 years. Our ICS brings together a Clinical Commissioning Group, local government, three hospital trusts, community providers, private providers, a mental health trust, an ambulance trust and voluntary sector organisations.

We will contribute to the delivery of our plan for health and care 2020-24, the five year plan of the ICS.

We will work together to empower people to lead their best life, guided by the five ambitions set by BSW:

- To improve the health and wellbeing of our population
- Reduce health and care inequalities
- Improve the quality and experience of care for those receiving and those delivering it
- Ensure workforce development and wellbeing
- Make the best use of resources

We will play our part in a thriving ICS – demonstrating strong collaboration and transparent, population focussed decision making.

Our Acute Hospital Alliance

Our Acute Hospital Alliance drives joint working between SFT, the Royal United Hospitals Bath NHS Foundation Trust and Great Western Hospitals NHS Foundation Trust (Swindon).

The Alliance will help us make the most of our collective resources – facilities and people – and support each other in busy periods and in the development of the services we offer to our communities.

The Alliance will help us to become more efficient and consistent in the way that we deliver our services, ensuring that everyone who lives in BSW has equal access to the care they require.

We will prioritise and invest in the work of the Alliance, ensuring that we maximise the impact of our shared projects:

- Alliance Elective Programme – making best use of all our planned care resources, establishing a single BSW waiting list and considering the development of an acute Provider Collaborative.
- Establishing virtual clinics jointly with our Alliance partners – focussed initially on paediatrics, ophthalmology and dermatology.
- Aligning our Electronic Patient Records to achieve better sharing of information about patients and their needs.
- Sharing corporate back office services such as finance, recruitment, occupational health, estates and facilities management, Information Management and Technology.
- Taking a consistent approach to how we improve services
- Maximising our District General Hospitals as community assets.

Weekend Paediatric Surgery

In early 2021 the waiting list for paediatric Ear Nose and Throat and Oral surgery across Bath and North East Somerset, Swindon and Wiltshire (BSW) had become very long, with widely varying waiting times across the system.

In response to this teams of clinicians, managers and commissioners from across BSW collaborated to provide children only surgical weekends.

By the three acute trusts merging lists and sharing resources and expertise the weekend teams from across the locality worked together to offer those who had been waiting the longest the opportunity to have their treatment done at Salisbury District Hospital.

The logistical challenges of unfamiliar teams operating in unfamiliar surroundings were overcome and to date 120 children have been treated, with more weekend sessions planned. Waiting times for these procedures for children in BSW have shortened considerably.



Our Partnerships

– Integrating our Services

Transforming our Urgent Care Services

We want to lead the transformation of how urgent care services are planned and delivered for the communities in South Wiltshire. As we recover from the pressures brought about by COVID-19, the demand for urgent care both at the hospital and in the community is increasing, and the disjointed nature of the services available often means that people aren't able to access the care they need in an easy and timely way.

We will prioritise the integration of our urgent care services such as our Emergency Department with other community and primary care services. We want to ensure that the population of South Wiltshire benefits from a streamlined and co-ordinated urgent care service, and that we remove any barriers to accessing timely care.

We will lead on the joining up of the services provided by our Emergency Department, the Salisbury Walk In Centre, out of hours GP services, ambulance and mental health services to ensure that people in urgent need of medical care get this first time, at their first point of contact with local health services.

Helping People to Age Well – joining up our services for older people

Our older populations are more likely to experience a range of complex conditions that often require support from our hospital services. We want to support the BSW ambition for people to lead healthy lives, receiving the care they need at home as far as possible, so that we can provide timely and effective hospital services when they are needed by our population. This includes our services for older people.

To help achieve this ambition, we will increasingly integrate our services designed to support older people with those that exist in community services, primary care, mental health and social care. We will also work closely with the voluntary and charity sectors to ensure that our services are as supportive as possible in keeping people healthy at home.

Delivering Financial Sustainability in BSW


The financial sustainability of both SFT as an organisation and our local health and care system remains an overriding concern. Pre-pandemic, our Trust annual deficit in 2019-20 was £14.7m and we forecast to have a substantial underlying financial deficit in future years. This is despite the Trust historically demonstrating operational efficiencies that benchmark well against national comparators.

To address this, our financial sustainability strategy will be based on prioritising our approach to system financial balance, alongside developing our local financial sustainability in 4 key areas:

- Tackling financial inefficiencies within the Trust
- Changing the way we provide our acute services (for example making more use of digital technology rather than face to face appointments)
- Reducing duplication and variation between primary, community and secondary care by driving forward the integration of services.
- Reducing our fixed costs, particularly through reducing our estates risks and maintenance

Our NHS and care partners across BSW are working together to agree a method of achieving a sustainable breakeven position across our Integrated Care System. As BSW currently spends £1.07 for every £1 received in funding for the services across our system, this is a significant challenge to overcome.


We will support the development of a financial structure which addresses this challenge but also supports the integration of our system and a balanced approach where no one organisation, function or service bears its financial challenge without system support.



**Supporting our People to make
Salisbury NHS Foundation Trust the
Best Place to Work.**

Our People

To ensure we offer an outstanding experience to the people who use our services, we need to be the Best Place to Work for our teams and our partners. We will focus on the health and wellbeing of the people who work for us – giving them the best opportunity to achieve a fulfilling career which makes a real difference to the lives of the people who access our services. Our people will be recognisable through our shared values that they demonstrate in everything they do.



We are committed to delivering the NHS People Plan as part of our strategic priorities – building on the People Promise adopted across the NHS. We will embrace these values, alongside our partner organisations in the NHS and beyond, to provide opportunities for our people and make Salisbury the best place to work.

Supporting our People – our priorities

Staff Health and Well Being

The national 2020 NHS People Plan identified 'Looking After Our People' as a key theme and recognised our people are our greatest asset. It outlined its ambition to ensure quality health and wellbeing support for everyone and encouraged new ways of working and delivering care emphasising the need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.

We recognise that staff health and well being is a key enabler to outstanding services. Our people have a direct impact on our clinical outcomes and the experience of our patients. We are clear that when our staff are well and happy, productivity, performance and the experience of our patients improves.

We know that our staff are more likely to experience mental ill health due to the pressures experienced during the pandemic. The impact has been visible, at work in responding to the crisis or at home shielding, working or awaiting deployment as well as in keeping themselves, their family and loved ones safe.

Our priority is to work with our staff to promote good physical, mental and psychological health and wellbeing, and to support those who need help. We will draw on the experience and expertise we have within the Trust from a range of departments, including Occupational Health, Psychology and OD & People to coordinate our efforts and guide us on best practice and recognise there is no single solution for how an NHS organisation can solve the challenge of improving staff health and wellbeing.

We will prioritise staff health and well being through:

- Leadership – making health and wellbeing everybody's responsibility.
- Prevention – integrating a positive culture and healthy behaviours to support staff in embedding prevention in our day to day business and promote positive health and wellbeing within the workplace.
- Intervention – delivering targeted interventions to address specific areas of need.
- Support – connecting and communicating our support for staff and managers.
- Data and metrics – using data and metrics to support health and wellbeing initiatives.



Improving Together

– our approach to building a culture of continuous improvement

We have commenced a programme of improvement which will help us establish a culture that reflects our values, supported by a consistent quality improvement approach to improve patient care. Building on our existing transformation techniques, we will use our new strategy as a starting point to ensure all of our staff can align to, and understand their role in achieving our priorities.

Using an approach that will be consistently applied across BSW, the Trust will design and deliver an integrated organisational development and continuous improvement system which underpins our and the ICS strategy, including delivery of sustainable performance improvement and a consistent service improvement methodology.

In developing an organisation of 4,800 problem solvers, the programme has the following aims:

- Deliver our vision and key objectives for patient safety and quality, staff satisfaction and sustainability;
- Maximise our capacity for change at all levels of the organisation, optimising speed of delivery of our three strategic priorities;
- Introducing and enabling coaching capability to continuously improve our services and deliver consistent top 20% performance and quality standards;
- Maintain and enhance the engagement of our staff, community and wider stakeholders through our organisational cultural change.



Encouraging our future leaders

BSW Academy

We will support the launch of the BSW Academy – offering a number of benefits for the workforce across our ICS including enhanced career development opportunities and a dedicated learning and development portal. We want to support our people and our partners with the tools that will enable them to achieve their best careers, across all the roles that make up and support our ICS and its future leadership.

The Academy will be centred around 5 pillars: Leadership, Learning, Innovation, Improvement, and Inclusion, and priorities will be aligned to the needs of BSW's approach Population Health and Care and building our ICS.

Compassionate Leadership Programme

The Best Place to Work programme is focused on ensuring that people at every level and in every role can flourish and deliver their best for patients, through continuously improving, high quality, safe, compassionate care.

Developing an authentic compassionate inclusive culture is a key dimension of making Salisbury the best place to work, as we make the most of our human capabilities in the delivery of great care. Leadership is one of the key determinants of culture. As part of our Best Place to Work programme, we are committed to the fostering of inclusive, compassionate leadership across the Trust and wider system.

As part of our commitment to this, in 2021 we have delivered a Compassionate Leadership Programme for a first cohort of 19 Clinical Service Leads from across the Trust.

Implementing our Strategy

The publication of our strategy is just the start of the process to deliver our priorities. We will be responsive and flexible to adapt to the challenges that we will face in the next 5 years. In a period of significant challenge and change in our services, we need our strategy to underpin a clear prioritisation of the work we do during the recovery from COVID-19. Through Improving Together, our operational planning and the development of our breakthrough objectives will be driven by our three strategic priorities.

We want our strategy to be the focus which aligns the work we do as a hospital, in partnership with other agencies and on behalf and with our communities. To achieve this, we will engage widely with our staff, partners and communities about our strategic priorities, to help us shape specific and regularly updated and monitored plans to achieve them.

We will empower all of our staff to play their part in achieving our strategic ambitions. With our divisional and corporate teams, we will use a consistent way of undertaking strategic service reviews across our services and functions.

These reviews will focus on how our clinical and corporate services can contribute to the delivery of our strategic priorities, help us to make decisions about the future shape and configuration of our services and help us to ensure that our strategy remains the key driver for service planning and transformation.

We look forward to working with you to build on the strong connection between the hospital and our community, and further improve and anchor Salisbury District Hospital as a valued local asset.





Salisbury
NHS Foundation Trust

Our Strategy

2022-26

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