

**NHS**

**Salisbury**

NHS Foundation Trust



Salisbury NHS  
Foundation Trust

# Annual Review

2024/25

# Message from our Chair and CEO

**For the second year in a row, our National Staff Survey results have shown that we are the most improved acute Trust in England and we were the top scoring acute trust for staff looking forward to coming to work.**

Our staff have met the challenges of the past year, such as financial pressures, workforce constraints and national change, with professionalism and resilience. We are very proud of the tremendous innovative progress they've made and the compassion they've shown in delivering quality care to our patients.

Staff continue to embrace the spirit of Improving Together, our way of working to deliver effective, long-term improvements to our hospital. We are delighted that our investment in training and development and the move to reduce our vacancies, particularly in nursing, have delivered a marked improvement.

As we continue to work to reduce the backlog of patients waiting for elective treatment, we realise that we continue to ask a lot of our communities. 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 in line with national requirements. The Trust ended the year achieving zero patients waiting longer than 65 weeks. However, we recognise that there is more work to be done.

As a key partner in the Bath and Northeast Somerset, Swindon, and Wiltshire Integrated Care System (BSW ICS), this past year, we've continued the collaboration between partners to support and improve the quality of services and ensure resources are used effectively.

We have formed BSW Hospitals Group, with our acute trust partners, Great Western NHS Foundation Trust in Swindon and Royal United Hospitals Bath NHS Foundation Trust, and appointed Cara Charles Barks as the shared Chief Executive.

Cara is supported at each trust by a Managing Director who, alongside offering day to day leadership, is involved in co-creating and designing the vision and strategy for the Group with the Board, our Governors and staff across the organisation.

◀ Cover photo: Healthcare Assistant Recruitment & Retention programme



▲ Amesbury ward Improvement Huddle

Our new Managing Director is Nick Johnson, who took up the position in September 2025.

We continue to make progress on our shared Electronic Patient Record system (EPR), which is due to go live in late 2026. This will be an exciting step forward and will enable our clinical teams to work more effectively with each other.

We are very grateful to our colleagues and our partners, and would like to extend a huge thank you to our hospital charity, the Stars Appeal, and all the other charities we work with, including Salisbury Hospice Charity and the League of Friends for their ongoing support.

Our people are at the centre of everything we do at Salisbury NHS Foundation Trust. This includes colleagues, patients, families, carers and all our dedicated volunteers. Without them we would not have the hospital we know the Trust's Board and our local community are very proud of.

Eiri Jones, Chair  
Cara Charles Barks,  
Group Chief Executive

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# Our Vision and Values

## Person Centred & Safe

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

## Professional

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

## Responsive

We will be action oriented and respond positively to feedback.

## Friendly

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

## Progressive

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

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

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

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

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



▲ Open Day's toy clinic

## Our Staff

**We deliver a broad range of clinical care to approximately 270,000 people in Wiltshire, Dorset and Hampshire. We have 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 2024, the national NHS Staff Survey identified our Trust for the second year running as the most improved.

We also topped the list of acute trusts in England for staff wanting to go to work in the morning. This is a testament to the work of our Improvement and Organisational Development and People teams as they seek to make SFT one of the best places to work in the country.

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 we introduced a Men's Health Network this past year. 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, for a third year, we organised a free Hospital Open Day, 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 30 departments across the Trust showcased their work to the public, with tours, demonstrations, displays and games, offering an engaging glimpse into hospital life. Highlights included Day Surgery tours, the toy check-ups in the children's ward, and the ever-popular simulation mannequins. Representatives from emergency services participated as did other partners.

Lower rates of short-term absences are often an indicator of improved morale, and short-term absence trends fell this year, commensurate with increased morale scores in the NHS staff survey results.

This year, in response to data that shows both anxiety and musculo-skeletal injury as two of our biggest causes of sickness absence, we have

increased the hours of our in-house physiotherapy services to cater for more staff appointments and also increased the number of counselling sessions available to staff. A new, more streamlined process for seeking mental health support has been launched, as we work to provide the best support for the individual. Our Occupational Health Team has improved its service, and the Trust induction programme has introduced a 'we are safe and healthy day' in the first week on site for all new staff.

A series of training interventions to support line managers with the skilful delivery of wellbeing conversations with their staff has been successfully implemented. These conversations are supported by several trained wellbeing champions who can provide further support and guidance by way of signposting and advice.

Our staff continue to retain access to the onsite health and fitness centre, green spaces and walking routes. With one of our priorities to support our staff to make the Trust the Best Place to Work, we offer coaching, leadership development courses and events that provide opportunities for personal and career growth. We continue to roll out our Improving Together programme, which empowers our teams to embed continuous improvement in skills, processes and behaviours.



# Recognition for our Trust and our Staff

Our staff continue to perform at the highest levels, and several have received accolades for their dedication, innovation and exceptional care.

NHS England Chief Nursing Officer (CNO) Duncan Burton presented Deputy Chief Nursing Officer Fiona Hyett, and Surgery Deputy Divisional Heads of Nursing Katie Ransby and Champi Dona with the **Silver CNO Award**.

Vicki Marston, Director of Midwifery, was presented the **CMO Silver Award** by Deputy Chief Midwife for England, Alison Talbot.

Dr Will Garrett, Consultant Anaesthetist, was awarded the **Evelyn Baker Medal** by the Association of Anaesthetists.

Mr Harshad Dabke was named the **Best Spinal Surgeon 2024** at the **International Award of Excellence and British Healthcare Awards**.

Dr Fiona Linton, ST5 Anaesthetist, was awarded **First Place from the Association of Anaesthetists**.

Emergency Department Team won the **Training Department of the Year** at the Wessex Emergency Medicine Conference and Awards.



▲ NHS England Chief Nursing Officer Silver Award recipients



▲ Reclaim & Sustain Centre members

In the Wessex Paediatric Awards for Training Achievements, Dr Keira Hassim, won **Junior Trainee of the Year**, Lauren O'Shea-Smee, was celebrated for **Paediatric Nurse of the Year** and the Trust was named overall **Training Unit of the Year**.

The **Proud2bOps Improvement Initiative of the Year** was awarded to our Operational Managers, collectively.

Dietetic Led Long Term Tube Feeding Service won the **Parenteral and Enteral Nutrition Group Clinical Excellence in Nutrition Support Award**.

Orthopaedic Team was awarded **Gold Data Quality Award** from the National Joint Registry, (NJR) for a ninth consecutive year.

The Sustain and Reclaim Centre Team won the first-ever **Sustainability Award** in the Health Estates & Facilities Management Association Awards.

Gemma Channel, Healthcare Assistant in Sarum Ward, won **Apprentice of the Year** in the Solent Engage Awards.

Communications Videographer, Inez Szczepanska, was a finalist in the **Royal Television Society Southern Awards**.

Our Trust and the Stars Appeal both received 'Highly Commended' awards at the **Salisbury Chamber of Commerce Business Excellence Awards**.

The Trust has been **highly commended for our Obstetrics and Gynaecology** training by the Royal College of Obstetricians.



# Improving our Services

**Our teams have risen to the challenges of government changes, financial pressures, and workforce shortages, continuously improving care while embodying our Improving Together values.**

Working closely with local partners and the independent sector, we ended the year with zero patients waiting longer than 65 weeks for elective treatment. Recovery efforts continue to meet national standards by 2029. Beyond reducing waiting times, we achieved a positive reduction in our overall length of hospital stays. This was thanks to enhancements in our Same Day Emergency Care (SDEC) and Acute Frailty services, which will continue to expand through 2024-25. Despite demographic pressures increasing demand on acute and community care, our quality indicators continue to improve, including fewer patient falls and pressure ulcers. We are also managing

patient deterioration more effectively, with fewer admissions to intensive care.

Patients have benefitted from our Imber Ward, which opened last year, adding 24 modern elderly care beds, and supported our elective recovery.

Theatre productivity has remained above nationally recommended levels, and a successful recruitment campaign has allowed us to open additional theatre capacity in the past year as part of our three-year development plan for theatres. We are now one of the top performing trusts in the South West for theatre utilisation.

All of these improvements have meant our patients will receive better quality care, in the right place at the right time; in so doing this means that they are staying in hospital for as short a time as is appropriate to each individual.

▼ Radnor Ward Team members





▲ EPR Medanet demonstration

## Digital Progress

**Progress continues on our shared electronic patient record system, due in 2026, to improve clinical collaboration.**

The new Shared EPR will be a single solution with Royal United Hospitals Bath and Great Western Hospitals and aims to go live in 2026/27. While the new core EPR is the main focus, we have continued to mature the use of digital over the last year including the introduction of a new maternity electronic patient record (EPR) system, improving the electronic discharge summary process and introducing digital Respect forms using the ICS wide Integrated Care Record.

We continue to improve digital access to our services for both patients and clinicians. We have embedded our virtual appointment technology for outpatients and are expanding other features including digital letter correspondence and questionnaires. Remote Advice and Guidance is also in place between our clinical partners to get specialist advice and support. We are giving patients access to key information about their care with the national NHS App programme, ensuring this becomes the entry point for people wherever possible.

# Tackling Health Inequalities

We have made great progress in addressing health inequalities in our community. Some of our initiatives include:

- SFT staff have attended a local Farmers Market and improved education around skin cancer awareness.
- Two Equality, Diversity and Inclusion (EDI) Cancer Leads were recruited to work with communities to improve early diagnosis and awareness of presenting signs and symptoms of cancer, and improve staff education around cultural awareness and reasonable adjustments. There is a focus on manual workers and the boating community.
- A new operations group was established and following a policy review, changes have resulted in a significant reduction in the average wait time to first outpatient appointment for people with Learning Disabilities and Autism.
- The Smokefree group is working in close collaboration with Wiltshire Council to provide written resources to our hospital inpatients. There is a visible TTD (Treating Tobacco Dependency) service working with



▲ Cancer EDI Leads

pharmacy ward-based teams and pre-operative assessment teams, with an average of 120 referrals/month.

- We have continued a virtual diagnostic partnership with a company to support Children and Young People (CYP) with asthma and have established Asthma Friendly Schools in collaboration with Wiltshire, BANES and Swindon local authorities. We are making every contact count within clinic consultations (using Smokerlyzer CO monitors on smoking/vaping parents and giving brief advice about cessation).

# Patient's Experience

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

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

## Phlebotomy Team

*"In Phlebotomy they have turned what should be quite an anxious appointment into something that my daughter really looks forward to doing, and she always looks forward to seeing everyone."*

▼ Operating Theatre team in action



## Surgical Admissions Lounge, Theatres and Recovery Team

*A very grateful patient, who is also a Team member, said: "Everyone was so welcoming, professional, kind and caring throughout my time in the department. I am so grateful and I feel so proud to be part of your team, knowing through my experience that we give the best care to our patients."*

## Oral Surgery

*"It was a fantastic and inclusive experience for me as a wheelchair user with Autism Spectrum Disorder (ASD). I felt listened to, and was spoken to clearly. Everything ran efficiently. I drove from Swindon to attend this department and it was well worth the trip."*

## Downton Ward, Emergency Department (ED), Bereavement Team and Chaplaincy

*"Thank you for the exceptional care our mother received and for the way we were all supported during her final hours. The exceptional kindness we were shown throughout the night went a very long way to making it more bearable, and the knowledge that mum's suffering was kept to an absolute minimum, and that her comfort was so closely monitored, was also a great help to us all."*

# 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 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 £18.6m in savings**. Key workstreams underpinning the delivery included:

- Non-recurrent vacancies (£6.1m)
- Elective productivity (£2.8m)
- Divisional Cost Improvement Programmes (CIPs) (£2.7m)
- Procurement (£2.5m)
- Bed occupancy and length of stay (£1.3m)

The Trust invested **£26m** in infrastructure and equipment during 2024-25.

Significant expenditure included:

**£6.7m** on building and critical infrastructure.



**£5.3m** for the purchase and refurbishment of South Newton Hospital.



**£3.2m** on digital programmes (Network kit, Badgernet (Maternity IT) system, and Pathology Laboratory Information Management System).



**£2.8m** on continuation of the Electronic Patient Record (EPR) project.



**£2.2m** on leased items.



**£1.9m** on the Elective Care Centre.





# Our Performance 2024/25

**32,027**

non-elective  
inpatients

**3,967**

elective  
inpatients



**28,853**

day  
cases



**76.88%**

cancer 28-day  
faster diagnosis  
performance

**73,113** virtual  
attendance



**15%**  
seen by  
virtual

**304,107**

outpatient  
attendances  
delivered

**26,736**

on waiting list



**12.26%**

of discharges  
were  
completed  
before  
12:00



**80%**

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



**70.74%**

**emergency (4hr) performance**

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

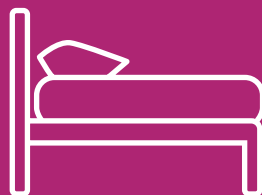
Overall vacancy rate

**0%**



**1,560**

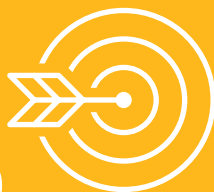
patients  
stayed in  
hospital  
longer than  
21 days



**£417m** income

**63.90%**

referral to  
Treatment  
(RTT) 18 Week  
Performance



**28,100**




total Waiting List (as at 31st Mar 25)



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