

**NHS**

**Salisbury**

NHS Foundation Trust



Salisbury NHS  
Foundation Trust

# Annual Review

2023/24

# Message from our Chair and CEO

**In the past year, we've expanded our professional compassionate quality care of patients with our new dementia-friendly Imber Ward and Acute Frailty Unit, both dedicated to elderly care.**

We are very proud of our skilled, dedicated staff and the difference they have made to many thousands of patients over the past year. We have been challenged at our Trust as have all NHS organisations across the country by industrial action, financial pressures and workforce pressures. Our colleagues have been resilient and resourceful, and continue to find new and innovative ways to work. They offer expert and compassionate care to embody the spirit of *Improving Together*, the vision and values that underpin everything we do at the Trust.

We have asked a lot of our communities as we continue to work to reduce the backlog of patients waiting for elective treatment. Our teams have worked tirelessly with colleagues, the independent sector and partners in Bath and North East Somerset, Swindon, and Wiltshire to use all available measures to reduce waiting times in line with national requirements.

As a key partner in the Bath and North East Somerset, Swindon, and Wiltshire system (BSW), our continued collaboration supports and improves the quality of services and ensures resources are used effectively. We are

also part of a provider collaborative, the Acute Hospital Alliance (AHA), with our acute trust partners. We are working closely together to ensure patients have access to high quality, safe and sustainable services. A key success in the year has been the completion of a joint procurement process for a new shared Electronic Patient Record (EPR), with the implementation of this formally starting in the next year.

The challenges of the past year have tested us, but also brought opportunities for improvements to transform our services as we continue to deliver our strategy. We have always been proud to deliver excellent care and experiences for our patients.

In addition to improving our waiting times for planned care, we saw a positive drop in our overall length of stay as an organisation by one day, as a result of the changes in our Same Day Emergency Care (SDEC) and Acute Frailty services. The number of patients waiting for onward care, known as No Criteria to Reside (NCTR), reduced by an average of 40, allowing us to treat more planned patients. Additionally, our quality indicators show continued



▲ Visitors at Hospital Open Day

improvement with significant progress in reducing the number of falls as well as pressure ulcers.

In July, we opened our new state of the art Imber Ward with 24 additional beds. Imber provides elderly care in a modern environment, supporting the Trust's elective recovery programme. The ward marks a major milestone in the Trust's efforts to deliver the very best compassionate and effective care.

In addition, to improve services and staffing, we have a new partnership to support Nursing Associates with Coventry University and Wiltshire College and with funding from the charity HELP Appeal, we've opened

a new helipad, with a weather station and night-time landing capability.

We are very grateful to our colleagues, our Council of Governors and members, and our partners. We also would like to thank our partner charities, Stars Appeal, Salisbury Hospice Charity, and the League of Friends for their ongoing support as we strive to provide the best possible services.

Ian Green OBE Chair

Lisa Thomas Interim 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.



▲ SOX of the Month Award winner receiving certificate from Executive Team members

## Our Staff

We deliver a broad range of clinical care to approximately 270,000 people in Wiltshire, Dorset and Hampshire. We have more than 4,500 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. Our podcast series, 'Cake with Joe and Jayne' continued over the year, highlighting

the different roles staff play at the Trust and how their life and career journeys led them to their positions at the Trust. We also recorded a special podcast, *'The Good, the Bad and the Ugly'*, to offer advice on applying and interviewing for jobs at the Trust, for those people who want to enter or expand their NHS careers.

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.

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, LGBTQ+, Multicultural, Ability Confident, Armed Forces and Staff Carers. 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 neurodiversity and the menopause.

▼ Staff in Improvement Huddle



As part of the 'we are safe and healthy' element of the People Promise, several initiatives were delivered to support the wellbeing of our workforce. Our intranet, named 'SALI' – Staff, Access, Learning, Information – has a dedicated portal which provides staff with a single-entry point to resources and guidance to improve physical and mental health and financial wellbeing.

In response to data that shows 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 increased the number of counselling sessions for staff provided by our Clinical Psychology Team, while our Occupational Health Team provides a full range of services, including counselling and physiotherapy. Our Wellbeing Lead delivered interventions to train line managers to enable skilful delivery of wellbeing conversations with their staff. 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 make use of the onsite health and fitness centre, green spaces and walking routes to take time for themselves.

Throughout the year we have taken every opportunity to celebrate our staff and their achievements. These





▲ Bhangra Night dance workshop

include our peer-to-peer SOX (Sharing Outstanding Excellence) Awards, posting patient feedback on our social media pages, and our annual Staff Awards ceremony in which awards were bestowed upon 14 individuals and teams. The ceremony was the centrepiece of our 'Thank You Week', held for the fourth time, in the grounds of Salisbury Cathedral, and included a Music and Comedy Night for staff and our Family Fun Day. 'Thank You Week' was supported by the League of Friends and the Stars Appeal.

In addition, for a second 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. Some 30 departments 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. Also, visitors were treated to the first look at the New Imber Ward, which was opened for a sneak peek. Representatives from emergency services participated as did other partners.

Open Day was followed by a two-day free festival of learning, leadership and wellbeing for our staff. Our second Tent Talks featured high calibre speakers, workshops and activities. The festival also included our first Bhangra Night, with Bhangra dancers, a dancing workshop and food from across the South Asia. The festival was free to all staff and was supported by the Stars Appeal.



▲ Opening of Acute Frailty Unit

## Improving Our Services

**Despite industrial action, financial pressures and workforce challenges, our staff continue to strive to improve the patient experience and reduce the amount of time they stay in hospital.**

Working with our partners, we are using all available measures to reduce waiting times in line with national requirements. The Trust ended the financial year achieving zero patients waiting longer than 78 weeks for treatment. The Trust is also minimising those waiting more than 65 weeks, with the goal of reducing the wait time for patients to less than 52 weeks early next year.

We have always been proud to deliver excellent care and experiences for our patients, and in addition to improving our waiting times for planned care, we saw a positive drop in our overall length of stay as an organisation by one day, as a result of the changes in our Same Day Emergency Care (SDEC) and opening a dedicated Acute Frailty Unit. The number of patients waiting for onwards care reduced by an average of 40 patients, allowing us to treat more planned patients.

Additionally, we show continued improvement reducing the number of falls and pressure ulcers.



The Maternity and Neonatal Team has continued work to improve their services for women and families over the past year. They have actively engaged in the Maternity Services Support Programme, supported by NHS England, to improve and transform local services.

There is also continued effective collaboration with the Maternity and Neonatal Voices Partnership to support an improvement in experiences for all and ensure that women and services users' voices are heard, and services and changes are co-produced in collaboration with those who use them.

We continue to bolster our Midwifery Team, with a successful recruitment campaign, including international Midwives. A midwifery apprenticeship programme for Maternity Care Assistants was launched in January, in conjunction with the University of Winchester, and we have received excellent feedback from midwives in our new 'Gold standard' preceptee programme.

Improving Digital Care remains a strategic initiative for the Trust. We have digitised a range of paper-based processes and pathways using our existing electronic patient record (EPR) system, including completing the implementation of electronic prescribing and medicines administration (EPMA).

Collaborating with Royal United Hospitals Bath and Great Western Hospitals, we have completed a joint procurement for a new shared Electronic Patient Record (EPR) programme with the implementation of this formally starting in 2024/25. Clinicians have started using the BSW integrated shared care record, which pulls together information about a person from a range of health and social care partners.

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 have aligned our plans to give patients access to key information about their care with the national NHS App programme, ensuring this becomes the entry point for people wherever possible.

Additionally, we have re-opened the refurbished Whiteparish Ward, which specialises in Diabetes and Endocrinology. Also, patients can now minimise hospital visits by attending the new Community Diagnostic Centre, with CT and MRI scanning, and we have plans to increase this service to offer Echocardiogram and Ophthalmology assessments.

# Ward of the Future

In July, we began admitting patients into our new Imber Ward, which is housed in the Elizabeth Building, named in honour of the late Her Majesty Queen Elizabeth II.

This new £14m building provides 24 additional beds in a state-of-the-art ward, incorporating a mixture of four-bed bays and side rooms. It's an environmentally sustainable building, built with solar panels, low-carbon concrete, and heat pumps, so there is no fossil fuel used. There is also thermal insulation. Our staff chose the name for the new ward by popular vote. Imber was chosen as a tribute to the village taken over by the military to train American troops ahead of the Liberation of Europe in 1943, the same year as the US Army Field Hospital opened on Odstock Road.

By providing extra bed capacity, Imber Ward underpins the hospital's elective recovery programme. The extra beds mean elderly care patients can be cared for in a dedicated space, which in turn, allows the hospital's surgical beds to be better utilised to deliver much-needed elective care such as day surgery. The new ward marks a major milestone in our efforts to deliver the very best compassionate, effective care to our community, while improving our sustainability.

The Stars Appeal provided £600,000 for equipment, including the latest patient monitoring system, furnishings and artwork to create a state-of-the-art, dementia-friendly space with an enhanced environment benefiting patients, their families and staff.

▼ Imber Ward





▲ Opening of new Helipad

## New Helipad Lands

In April, we opened our upgraded hospital landing site for air ambulances. The helipad was funded by a £321,000 donation from the HELP Appeal, the only charity in the country dedicated to funding hospital helipads.

The new helipad is larger in size than the former site, has been fitted with new lights to support night flights and signage, and meets all best practice and is compliant with latest Civil Aviation guidance. A weather station was fitted to provide pilots with site specific weather information.

Approximately 60 patients each year arrive at our hospital via helicopter. The old helipad was replaced to ensure we can provide this vital service for many years to come.

# Patients' 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:

**Emergency Department:** "I visited A&E with my husband. The receptionist, assessment nurses and the doctor who checked him were incredibly caring and professional. You have restored our faith in the NHS. Thank you!"

**Salisbury Fertility Centre:** "The staff have been amazing, friendly and supportive throughout. I cannot thank everyone enough."

**Amesbury Ward and Catering Team:** "I felt I was royalty, and at home! The doctors, nurses and all staff could not have been nicer. You couldn't do a thing better. Three cheers to the chefs too, as food was 100%. Excellent!"

**Urology Department:** "Everyone made my outpatient appointments extremely pleasant, not to mention my short in-patient stay. A huge thank you to them from me, especially when they've all had to at times work under extreme circumstances."



▲ Patient in Discharge Lounge

**Security Team:** "A massive thank you to the Security Team who have attended on various occasions with my son and had to find him on a couple of occasions. They were always so reassuring and supportive. Nothing was too much for them – they provided a lot of support for us all."

**Pathology Receptionists and Phlebotomists:** "I just want to say how unbelievably amazing the staff we encountered in the Blood Test Department were. Our 11-year old son needed a blood test. He had a very traumatic experience earlier in the year, but the staff were amazing. From the receptionist that greeted us and immediately helped to put Alex at ease with her kindness, to the two Phlebotomists who took his blood, who were kind, efficient, brilliant, and just lovely to Alex and myself."

# Financial Challenges

We finished the financial year with a deficit of £4.5m versus a forecast of £4.3m.

In the past year the NHS had a continued focus on the recovery of elective services and addressing waiting times combined with managing emergency pathways. Industrial action during the year constrained the elective programme and impacted on management capacity to improve productivity. The pressure on the emergency pathway meant increased costs and loss of elective capacity alongside the premium costs of bank and agency to cover vacancies and unavailability.

The Trust incurred material cost pressures in year related to industrial action, supernumerary cover for new and overseas staff, residual gaps on pay award funding and increases in bank and agency associated with pressures on the emergency care pathway and patient acuity and complexity.

However, we delivered **£15.3m savings**. Key workstreams underpinning the delivery included:

- Elective Productivity (£3.3m).
- Divisional CIPs (£3.0m).
- Non-recurrent vacancies (£2.8m).
- Bed occupancy, mainly delivered through the Acute Frailty Unit (£2.6m).

The Trust invested **£48.3m** in infrastructure and equipment during 2023-24, more than double 2022-23.

Significant expenditure included:

**£13.3m** on the works for the Imber Ward.



**£11.1m** on the Salix grant for decarbonisation and energy conservation measures.

**£6.9m** on building and critical infrastructure.



**£3.5m** on the digital programme.



**£3.0m** on leased items.

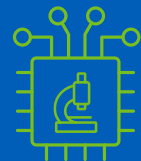
**£2.7m** on replacement and additional medical equipment.



**£2.1m** on the EPR programme.



**£1.6m** on schemes related to Digital Pathology and replacement of the Pathology Laboratory Information Management System.



**£1.4m** on a Surgical robot.



# Our Performance 2023/24

**28,439**

Non-  
Elective  
Admissions  
to the  
Trust



We carried out



**3,274**

Elective  
procedures

**24,718**

Day  
cases



**63%**

Patients  
referred on a  
cancer pathway  
receiving  
a diagnosis  
within 28 days

We provided  
care for a  
population of  
approximately



**270,000**

**277,525**

outpatient  
attendances  
delivered

**21%**

through video  
or telephone appointments



**14%**

of discharges  
were  
completed  
before  
12:00



**84.25%**

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



**74.2%**

**Emergency (4hr) Performance**

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

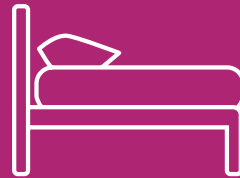
**3.69%**



Overall  
vacancy  
rate

**1,506**

patients  
stayed in  
hospital  
longer than  
21 days



**£385m** Income

**59.3%**

Referral to  
Treatment  
(RTT) 18 Week  
Performance



**26,736**

Total Waiting List (as at 31st Mar 24)



**Salisbury**  
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