

# Annual General Meeting

**14 October 2022**



# Agenda

**14:15 – Arrival, Tea and Coffee available**

**15:00 - Introduction and welcome**  
*Dr Nick Marsden Chair*

**15:10 - Annual Report 2021/22**  
*Stacey Hunter Chief Executive*

**15:30 - Annual Accounts and Audit Opinion**  
*Mark Ellis Chief Finance Officer*

**15:40 - Clinical Presentation – Orthopaedics/ Day Surgery Procedures**  
*Mr Leonidas Vachsevanos, Orthopaedic Consultant/ Mr Ivor Vanhegan, Orthopaedic Consultant/ Mr Jonathan Quayle, Orthopaedic Consultant*

**16:00 - Clinical Presentation - Veteran Surgery**  
*Miss Alexandra Crick, Plastic and Reconstructive Surgery Consultant*

**16:20: - Council of Governors Report to Members**  
*Lucinda Herklots Lead Governor*

**16:30 – Questions and Answer Session**  
*Dr Nick Marsden Chair/ Executives*

**17:00 – Finish**



# Introduction and Welcome

**Nick Marsden**  
**Chair**



The NHS logo, consisting of the letters 'NHS' in white on a blue rectangular background.

Salisbury

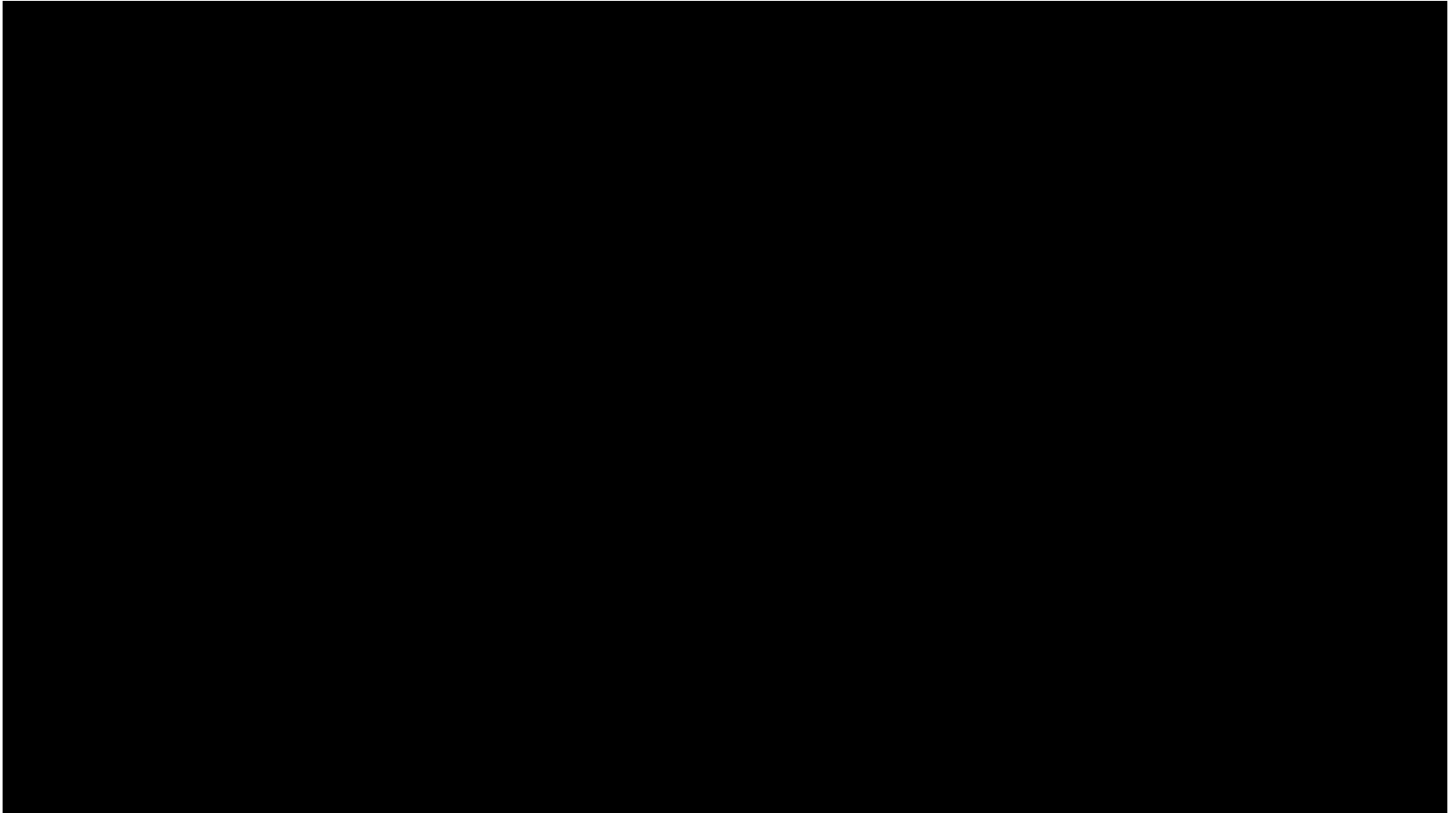
NHS Foundation Trust

# Annual Report 2021/22

Stacey Hunter



# 2021/22 A look back at last year...



# Our Vision and Values

*To provide an outstanding experience for our patients, their families and the people who work for and with us.*

The Trust intends to deliver this vision aligned with the new strategic priorities:

Supporting our **PEOPLE** to make Salisbury the Best Place to Work.

Improving the health and wellbeing of the **POPULATION** we serve.

Working through **PARTNERSHIPS** to transform and integrate services.

During 2021/22 the Trust has developed its core values and behaviours. These are now the characteristics which define how our organisation works and reflects how we want to be viewed by the population we serve.

## 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 Performance 2021/22

**31,467**

Non-Elective  
Admissions  
to the  
Trust



We carried out



**3,208**

Elective  
procedures

**21,733**

Day  
cases

**96.6%**

of patients  
received a  
diagnostic  
test within  
6 weeks



**79.6%**

Emergency (4hr) Performance



**0 out  
of 7**

Cancer  
Treatment  
standards  
were met

We provided  
care for a  
population of  
approximately



**270,000**

**4.68%**



Overall  
vacancy  
rate



**871**

patients stayed  
in hospital longer  
than 21 days

**430,108**

outpatient attendances  
delivered



**20.8%**

through video or  
telephone appointments

**17.7%**

of discharges  
were  
completed  
before  
12:00



**£295m** Income

**70.2%**

RTT 18 Week  
Performance



**18,634**

Total Waiting List

# COVID-19 Response

**Vaccination Programme** - The COVID-19 Vaccination Centre at City Hall in Salisbury is managed by Trust staff. Opened in January 2021, it continues to operate as the primary vaccination hub in South Wiltshire.

**Innovative Oral Care** - Dr Graham Lloyd-Jones, consultant radiologist, published a scientific hypothesis in the Journal of Oral Medicine and Dental Research relating to the development of lung disease in COVID-19. It highlights the potential importance of good oral hygiene during COVID and led to the Trust initiating a hospital-wide quality improvement project to offer the best-quality oral healthcare for all patients.

**Staff** – To collect and share some of the feelings of staff, the Trust commissioned award-winning poet, Martin Figura, to gather feedback from staff to form the basis of a series of poems. These have been shared with staff across a variety of platforms. Oscar-winning actress Olivia Colman recorded two of the poems on video.



**Staff Reflections**- The Trust held a 'We Reflect' service where hundreds of NHS staff, carers and members of the local community gathered at Salisbury Cathedral to mark the second anniversary of the first national lockdown in March 2022.



# Improving Our Services

Post-pandemic the Trust has taken steps to improve the patient's experiences during 2021/22, including:

- Our front door frailty liaison service (OPAL) has developed **Same Day Emergency Care** pathways.
- Good progress in returning to pre-pandemic levels of **elective care**. This has been supported by a focused recruitment campaign in Theatres.
- **Outpatient activity** has remained strong with a renewed focus to free up capacity in outpatient services by reducing the number of follow-up appointments.
- Achievement of the Wessex region's first **day case hip replacement procedure**.
- Opening the Trust's new **Maternity Unit** and created a new **Birth Unit**.



## Improving Together

In 2021/22 the Trust initiated a programme of work focused on continuous improvement, supported by the development of a coaching culture.

All staff will be part of a new way of working that will apply to every facet of the Trust, with people working together to deliver effective and sustainable improvements.

This will support the Trust in providing an outstanding experience of patients, their families, colleagues and partners.

# Patient Experience

## 2021/22 Trust Complaints, concerns and compliments, per 1000 patient activity

	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22
Complaints across the Trust by patient activity (per 1,000)	0.5 (95,166)	▲ 0.6 (101, 978)	▼ 0.5 (100, 369)	▲ 0.7 (99,943)
Concerns across the Trust by patient activity (per 1,000)	1.3 (95,166)	▼ 1.1 (101, 978)	▼ 0.9 (100, 369)	▼ 0.8 (99,943)
Compliments across the Trust by patient activity (per 1,000)	4.7 (95,166)	▼ 4.5 (101, 978)	▼ 3.4 (100, 369)	▼ 2.3 (99,943)



Since April 2020 almost **3000** messages from families to their loved ones have been received by PALS.



Patient Stories are heard at Trust Board and divisional meetings. This process ensures staff hear first hand experiences of our service users and take learning from these.



PALS have facilitated virtual visiting via Attend Anywhere. This has been fundamental in facilitating interactions with patients and their loved ones.

# Our Staff

Our staff are our main resource, and as a Trust we are committed to ensuring they have a positive work environment in which they can thrive. As part of the updated five-year strategy, a priority is to support our people to make the Trust the **Best Place to Work**.

It is recognised that the last two years have been extremely challenging for staff. This was reflected in the 2021 Staff Survey which was completed by 1,881 Trust employees. The Trust acknowledges that staffing levels have been, and continue to be, challenging.



The Trust has been identified as a pilot organisation for the implementation of the **NHS People Plan** and there is a Trust-level plan to support this. This has included a specific focus on supporting staff wellbeing.

# Supporting our staff

Significant investment has been made, including through the Trust's charity the Stars Appeal, in projects to support staff.

- Staff Awards
- Staff Party, Sports Day and Family Fun Day
- Staff Networks
- New Health & Wellbeing website
- Odstock Health and Fitness Centre deals



- Staff saver menus
- New Health & Wellbeing website
- SOX Excellence Awards
- 'Cake with Joe and Jayne' Podcasts
- 'Back to the Floor' Visits



# Our Focus for 2022/23

Rebuild and extend capacity and productivity to deliver planned care.

Continue to build strong partnerships to focus on the health of our local populations with:

- Our community
- Our Integrated Care System – BSW
- Our Place – the Wiltshire Integrated Care Alliance
- Our regional networks

Work to deliver the NHS People Plan as part of our strategic priorities and prioritise staff health and wellbeing.

Focus on digital maturity and supporting new system implementation to improve staff and patient experience.



Focus on a step change in improvement of the four Breakthrough Objectives for 2022/23 including:

- Same Day Emergency Care
- No Criteria to Reside
- Time to first appointment
- Reducing Falls