



Salisbury

NHS Foundation Trust

A close-up photograph of a woman with dark hair and green eyes, wearing a light blue surgical mask. She is looking directly at the camera. The background is a plain, light-colored wall.

Salisbury District Hospital Annual Review

2019/20

Chairman's Message

An annual review offers the opportunity to reflect on what we have accomplished, the challenges we have faced and above all thank our staff and partners who have contributed so much to our successes.

It would be an understatement to say that it has been an interesting year, with the Trust responding to another major incident, the COVID-19 pandemic.

Our hugely talented and dedicated staff rose to the challenge and developed new ways of working that will help us be well prepared for any future outbreak or other challenges.

The Trust's focus on continuous improvement has helped us maintain resilience in the delivery of our core services. We've achieved NHS constitutional standards for emergency, planned and diagnostic care, even as it has proven increasingly challenging as demand for our services increases, particularly urgent and emergency services.

I am proud that the actions and hard work of our hospital teams and our partners has allowed us to continue to deliver levels of performance that often place us in the top 10 nationally, when compared to hospitals across the NHS.

As always, providing quality care to our patients is our aim, they are at the heart of everything we do. Our desire and ability to embrace new technologies and ways of working afford the opportunity to provide more personal care in different ways. The use of 'Attend Anywhere' and virtual consultations to provide consultant-led, outpatient care to people in their own homes will permanently change how we deliver planned consultations. As a consequence of rapid advances during our response to COVID-19 hundreds of patients can now receive care at a place and time that is convenient to them without needing to come to the hospital site.

We depend on the support of so many, and we are hugely appreciative of all those who support the Trust, in all sorts of ways, such as hospital volunteers, the Council of Governors, our members, the Stars Appeal or League of Friends, the brilliant gardeners in



What's Inside



Horatio's Garden or the Hospice volunteers. Each play a vital part in the life of the hospital.

We have been overwhelmed and so grateful for the outpouring of support for the local NHS, our hospital, its staff and our partners in other key services during the COVID-19 pandemic. The recognition we have received from the community we serve has lifted our staff on a daily basis throughout these difficult times, and I'm sure will bring lasting closer links to the people we serve.

Nick Marsden
Trust Chair

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Our Vision & Values



Salisbury NHS Foundation Trust's vision is to provide an outstanding experience for every patient.

We deliver that experience through local services, specialist services and innovation.

In order to be an effective organisation our vision is underpinned by a number of values that describe behaviours our staff, our patients and the Trust as a whole, expect to see in practice:



Patient Centred and Safe

Our focus here is on patient safety, team work and continuous improvement.

Professional

Our focus is on being open and honest, efficient and acting as a good role model.

Responsive

Our expectation is that staff will be action orientated, with a 'can do' attitude and that they innovate, take personal responsibility and listen and learn.

Friendly

We expect our staff to be welcoming, treat people with respect and dignity and value others as individuals.

Celebrating Diversity



In February we proudly flew the rainbow flag at the hospital, in support of LGBT+ History Month.

The month offers an opportunity to reflect on the struggle for equality and a chance to

celebrate and recognise our differences.

A ceremony was held at the hospital which was attended by senior management from the hospital, staff and partners from the community.

'Real' battlefield hospital



Salisbury Hospital is a Veteran Aware hospital and it showed its support of national Armed Forces Day by holding a 'real' military hospital on its site.

243 Wessex Field Hospital, part of the Army Reserve Medical Services, carried out demonstrations on

the hospital's green. The event was free and open to the public, providing people with the chance to understand the extraordinary work medics do, often under fire or in the toughest of conditions. It was a great way to bring some of the celebrations taking place in the city to the hospital, for staff, patients and visitors to learn from and enjoy.



Our Response to the COVID-19 Pandemic

Since early 2020 the hospital, our staff and our local community turned their focus to dealing with COVID-19, an unprecedented global public health emergency.

We quickly had to plan and adjust to delivering our services in a completely new environment. There has been an overwhelming outpouring of support for our hospital and staff, as well as local NHS services and our partners in other key services, for which we are very grateful. It's motivated and inspired us in this challenging time. During the hospital's response to COVID-19 we've had to learn to work in different ways which staff have achieved through re-skilling, reorganising and innovating.

Throughout, patient safety and the quality of care have remained our top priorities, building on our 'Good' CQC rating received in March 2019.



Major projects such as our theatres improvement plan and the progression of our estates masterplan will allow us to increase our capacity to provide planned and elective care in greater volumes when the pressure of the pandemic becomes more stable.



Our Staff



In order to continue to provide high quality care we depend on our workforce who work tirelessly to deliver the services our patients and local population need.

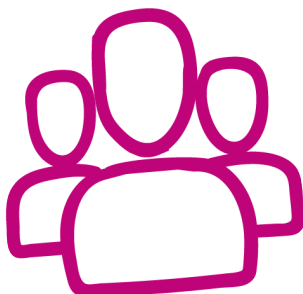
We have welcomed many new staff to work at the Trust. We have been particularly successful in recruiting nursing staff through an international campaign, and continued to have significant interest in working for the Trust through our Health Care Assistant recruitment events.

Our hospital embraces equality and diversity which is why,

working together with Diversity Champions we have supported the development of staff networks – including BAME, LGBT, Disability, Women and EU citizens.

Our Trust Apprenticeship Programme increased significantly in the last year. We are working with 13 different training providers to deliver 19 different apprenticeships with many more available when required.

The actions and hard work of the hospital teams and our partners have allowed us to continue to deliver levels of performance that often achieve levels that are in the top 10 nationally, when compared to other hospitals across the NHS.



Recognising Our Staff



The Trust held its annual Striving for Excellence awards in July 2019 to recognise the fantastic contribution that staff make to our hospital, patients and the local community.

There were eight award categories in all, with over 100 individuals nominated by staff. The awards recognised staff from all areas of the hospital, both clinical and non-clinical, who work hard to ensure the smooth running 24 hours a day. One winner on the night, for the 'Patient Centred and

Safe' award, was the housekeeping team who were recognised for performing more than 200 extra cleaning duties, allowing the hospital to remain open and treat all its patients during the previous year's nerve agent incident. In the words of their nominator, this team "put their fears to one side, trusted the experts and undertook the job they are proud to do - and did this to contribute to the recovery and care for patients".

Salisbury Hospital's League of Friends fully funded the awards and the ceremony would not have been possible without their support.



Improving Our Services

Our priorities for the highest quality care for our patients are to deliver specialist service, local services and innovation.

The Trust has built on its reputation for good quality specialist services. Our expertise across these areas is recognised nationally with outstanding microsurgical techniques, management of patients with burns, cancer care, reconstructive surgery, services for patients with a spinal cord injury and the Wessex Regional Genetics Laboratory which forms part of the genetics consortium extending across Wessex, Oxfordshire and the West Midlands.

We have put particular emphasis in 2019-2020 on our role as a partner in the development of the Bath, North East Somerset, Swindon and Wiltshire Sustainability and Transformation Partnership (BSW). We are working with our local partners to deliver priorities such as

further integration of services, putting the needs of our local population first.

The Trust continued to deliver levels of performance in 2019/20 that often placed us in the top 10 NHS Trusts nationally. However, we only met four of the seven national cancer standards as a result of challenges with staffing, capacity and increasing demand across diagnostic and treatment pathways. The Trust is working hard to improve this performance. We are recruiting additional roles, such as pathway navigators, to facilitate faster diagnosis as per the NHS Long-term plan, and we continue to improve our internal monitoring and escalation processes so that urgent attention is given to any issues in achieving these standards.

New Quality Improvement initiatives such as the identification of 36 Quality Improvement coaches across our workforce are helping us embed our desired culture of continuous development and service transformation.

As part of the Trust's approach to reducing the number of face to face appointments we introduced a new video consultation service (Attend Anywhere) in November 2019.

To increase our clinical advice and guidance offer, we have introduced a new approach to providing urgent telephone advice and guidance to GPs in February 2020 (through the Consultant Connect platform).

Spinal Centre Ward Reconfiguration

The Trust's regional spinal centre reorganised two wards, previously known as Avon and Tamar, into one ward, Longford Ward. The new ward was officially opened by Lord Radnor in November 2019.

Alongside the ward reconfiguration a new patient lounge, the Silver Room, and a new mini gym, both funded by the Stars Appeal, were opened, in response to patients' feedback.

State of Art Simulation Suite

The Trust re-launched its state-of-the-art Simulation Suite after a total refurbishment. One of only a few facilities in the country, the Simulation Suite provides clinical staff with a realistic space in which to learn new techniques and practice existing ones.

Using leading-edge audio and visual technology the suite provides an immersive training experience, so that hospital staff can train and practice different clinical scenarios under real-life conditions, in a completely safe environment.

With these new and improved facilities, the hospital is able to host regional training events for other hospitals and allied health providers within the local area. Funding for the Simulation Suite refurbishment was provided by Health Education England.



Refitted Cath Labs with latest technology

The cardiology department refitted one of the Cath Labs, where cardiology investigations and treatments take place, with the very latest diagnostic imaging equipment.

Patients' Experiences

The proof of our performance lies with the experiences of our patients. We are fortunate to have a supportive community who appreciate the services they receive at our hospital.



Here's a sample of patient feedback we received:

"Great staff from consultants to porters. Wouldn't want to be needing to be hospitalised anywhere else."

"Great place to be. Lovely people working together for a common goal, caring for the sick with love."

Feedback about our Maternity Services, in early days of the lockdown period:

"The midwives and doctors were amazing and it wasn't scary, I enjoyed my experience."

"The staff were fantastic and very accommodating. It was surreal in some ways because of the level of PPE and not being able to see faces but I felt supported throughout the day and overnight stay."

Feedback about our A&E department:

"Cannot fault the care given to my mother from ambulance staff, lovely nurses and doctors. An extremely tough job done to the highest of standards."

Feedback for our specialist Burns Unit:

"The staff, including all nurses and doctors, were extremely attentive, caring and efficient. Very well run hospital. Thank you to all the cleaners, too."

Financial Challenges

We finished the financial year with a deficit of £10.3m, having set an ambitious break even target after provider sustainability funding.

For the first part of the financial year we were on track to achieve our financial target, however we faced significant challenges in the second part of the year. There was a reduction in the planned elective and day case activity and subsequently the income the Trust receives, coupled with increasing costs of nurse recruitment.

While break even wasn't achieved we were able to make savings of over £8m without impacting the quality of patient care. We did this by ensuring our theatres were utilised as efficiently as possible, by reducing the number of outpatients who didn't turn up to appointments and by buying the best value clinical equipment.

For our financial year 2020/21 we face the dual challenge of responding to the COVID-19 pandemic and tackling the financial deficit.



£10.3m deficit, including
Provider Sustainability Funding



Delivered £8.3m savings
and income generation

Spent over £10m on capital
on buildings, equipment
and digital programmes



Building and
maintenance £1.4m



Digital systems &
technology £3.4m

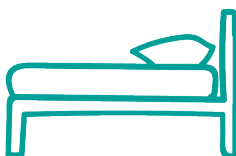


Medical equipment £4.5m

Our Performance **2019-20**



There were
33,125
non-elective admissions
to the Trust



We carried out
5,189
elective procedures and
24,836
day cases



98%
of all patients received
a diagnosis test within
6 weeks



Our income was
£252m



14,897
patients arrived
by ambulance



We met
4 out of 7
Cancer treatment standards



90.1%
of patients were seen
within four hours in our
Emergency Department



We delivered
250,000
outpatient attendances



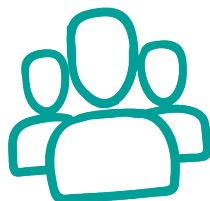
We provided care for a
population of approximately
270,000



91.9%
of patients have started
their treatment within 18
weeks of being referred
total waiting list:
16,924



17.5%
of discharges were
completed before 12:00



Our overall staff
vacancy rate was
1.21%



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