

Annual Review 2025/26



We are **caring** **one team** **listening to understand** **open and honest** **always improving** **inclusive**

1 April 2025 - 31 March 2026

Welcome from our Interim Chair and Chief Executive

Over the past year, University Hospitals Dorset (UHD) has experienced significant change. Throughout this period, our staff have shown remarkable resilience, adaptability and commitment, and we would like to extend our heartfelt thanks for the care, professionalism and support they provide to our patients each day.



Better for patients, better for staff

"Thank you to our community for your ongoing support..."

A £500m investment here at UHD will transform our hospital services, helping ensure patients receive the right care in the right place at the right time. Over the past year, we have continued to engage with stakeholders and local communities, meeting residents at events across Dorset to share information, answer questions and hear what matters most to them. Our governors have also played a vital role, hosting listening events and promoting surveys and updates, helping us strengthen connections with local communities.

Staff Survey

"When we all feel able to make positive changes in our organisation, our patients receive better care..."



Be a great place to work

The 2025 National Staff Survey results were published at the end of March 2026, with a 54.78% response rate for UHD, and the bank Staff Survey closed at 20.8% (27% in 2024). Our results tell us that despite the challenges we faced at the time the survey was open, such as winter pressures, financial

constraints, and huge transformation to our services, we are continuing to perform as well as we did in 2024 across many areas. This is a real positive and is testament to colleagues' dedication to our patients and each other. Sharing experiences helps make UHD a better place to work and receive care. In 2026, our goal is to focus on a clear cycle of listening, taking action and reporting outcomes.

Improvements this year



In May, we successfully relocated the Royal Bournemouth Hospital's (RBH) Emergency Department into the new

Improve patient experience, listen and act

BEACH Building, while in June we held a topping out ceremony on our COAST building, our modern ward and catering block that will boost capacity and care. The event was a great opportunity to welcome colleagues from across UHD and Dorset, as well as the senior leadership team from the New Hospital Programme, and local stakeholders including Tom Hayes MP and Councillor Millie Earl, Leader of BCP Council.



Also in June, we successfully moved our Outpatients Assessment Clinic (OAC) from Beales in the Dolphin Centre to the former St Mary's Maternity Unit in Poole. The new St Mary's site offers key outpatient services such as AAA screening, dermatology, dexta scans, ophthalmology, orthopaedics,

phlebotomy, and ultrasound. Breast screening will now be expanded at Poole Hospital, with other services relocated within UHD.



A new play area has been installed within the Children's Emergency Department at RBH, enhancing the patient and family experience and supporting a more therapeutic environment for young patients. This was thanks to our fantastic fundraising by our UHD Charity for the BEACH Building.



At Poole the build of our new CDC Endoscopy hub nears completion. When it opens, the facility will enable us to diagnose and treat more patients, enhance the quality of care, and contribute to a substantial reduction in waiting times.



Staff Awards



Our UHD Awards returned in May 2025, bigger and better than ever. Uplifting examples of inspiring care, teamwork and leadership were all celebrated as more than 360 members of staff and hospital volunteers gathered at The Pavilion in Bournemouth to hear how our finalists were placed in each of the 14 categories. We received an amazing 950 nominations, shining a spotlight on the work of #TeamUHD.

Thank you to Team UHD

Thank you, Team UHD, for everything you've accomplished over the past year. We're also grateful to our partners, governors, volunteers and patient groups for the vital role you've played in supporting our hospitals during what has been both an exciting and demanding time. We look forward to building on this progress together as we continue to improve and transform services for the communities we serve.

J. m. Gillow

Judy Gillow
Interim Chair



Siobhan Harrington

Siobhan Harrington
Chief Executive

All about us

We serve Bournemouth, Poole and Christchurch, East Dorset and Purbeck, and parts of the New Forest for most hospital services. Our specialist services also serve



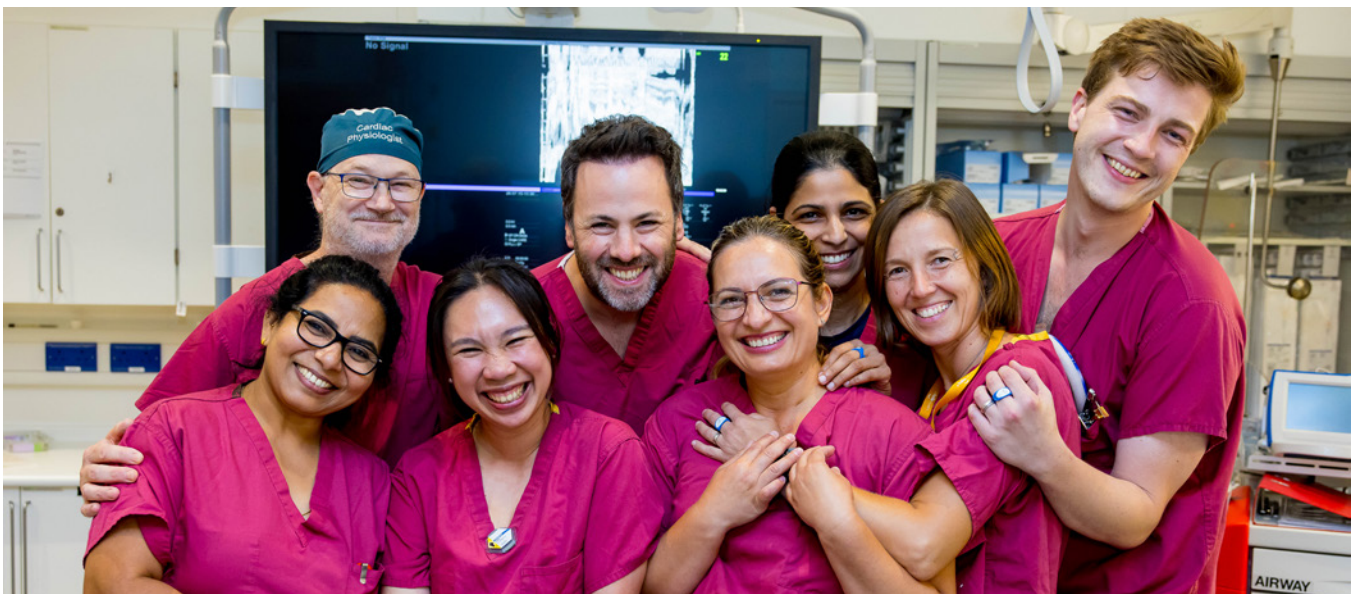
the whole of Dorset, South Wiltshire and parts of Hampshire, for a population of up to one million people. These services include oncology, neurology, vascular, cardiac and interventional radiology, along with specialist areas in services like surgery.

Our three main sites are Poole, Royal Bournemouth and Christchurch hospitals. We also have services in many community settings including Health Sciences University in Boscombe and in patients' homes. A number of our colleagues work at our satellite sites at Yeomans House, Discovery Court and Alderney Sterile Services.

We employ around 10,000 staff including via our staff bank. We are fortunate to have hundreds of volunteers and strong partners, as well as a thriving charity and allied independent charities. All this stands us in good stead for what are significant challenges to meet the health needs of our population which is ageing and growing by about 1% per year. In addition, the local area remains popular for 30,000+ students and over one million visitors a year.

Our services

Our services include major medical and surgical specialties, routine and specialist diagnostic services, and other clinical support services. The infographic on the next page shows our annual activity in 2025/26.



158,444

**Type 1
Emergency
Department (ED)
attendances**

668,728

**Outpatient
attendances
(267,883 new
and 400,845
follow ups)**

79,222

**Non-elective
admissions**

3,780

Babies born

110,940

**Elective
admissions...
...of which**

97,518

**day case
treatments**

Diagnostics and other services

You can find out more about our performance over the year in our full Annual Report and Accounts, [available here](#) or via our website www.uhd.nhs.uk

Our structure



As a Foundation Trust, we are accountable to the Department of Health and Social Care via NHS England. As the regulator for health services in England - working through and in partnership with the Dorset Integrated Care Board (NHS Dorset) - it oversees the performance of the organisation, providing support where required, and has oversight of the Trust operating in line with the conditions of its provider licence. We are also accountable to local people through our Council of Governors and members. In addition, there is a large range of inspection and other regulatory bodies which govern the activities of the Trust, including the Care Quality Commission (CQC).

The Council of Governors, which represents members, is made up of public, staff and appointed governors. The Council of Governors plays an important role in members' views being heard and fed back to our Board, as well as members of the public being kept up to date with developments within the hospitals.

Our Board is made up of full-time executives, who are responsible for the day-to-day running of the organisation, and part-time non-executive directors. The executive directors work closely with the clinical leaders and managers throughout the hospitals in running the services. The Board also works closely with the Council of Governors.

The Trust is organised under three clinical care groups - Medical Care Group, Surgical Care Group and the Women's, Children, Cancer and Support Services Care Group - and a number of departments providing support services.

We are an integral member of the Dorset Integrated Care System working closely with a range of key health and social care partners to develop and deliver our services.

Our performance

Despite continued operational pressures and high demand, our staff remained committed to delivering safe, compassionate care. Significant progress was made through our Patient First programme, improved productivity, new ways of working and strong partnerships.

Key achievements included the opening of the new Bournemouth Emergency Department in the BEACH Building, improvements in ambulance handover times, and initiatives that helped more patients receive care in the most appropriate setting.

We also exceeded our planned elective activity targets, eliminated waits over 65 weeks, improved referral-to-treatment performance, and continued to make progress against national cancer standards.

Sustainability

As an NHS Trust, and as a spender of public funds, UHD has an obligation to work in a way that has a positive effect on the communities we serve and the environment which sustains them.



2025 saw the publication of the Green UHD Plan revised edition. Our Green UHD Plan sets out a broad and deep scope of work with a clear governance structure that ensures the whole organisation is embedding sustainability into day-to-day practices, decision making and strategies.



Our vision, values and strategic objectives

Our vision is our 'true north' of **Patient First**, the change methodology used at UHD. Our mission is to **provide excellent healthcare for our patients and wider community and to be a good place to work, now and for future generations**.



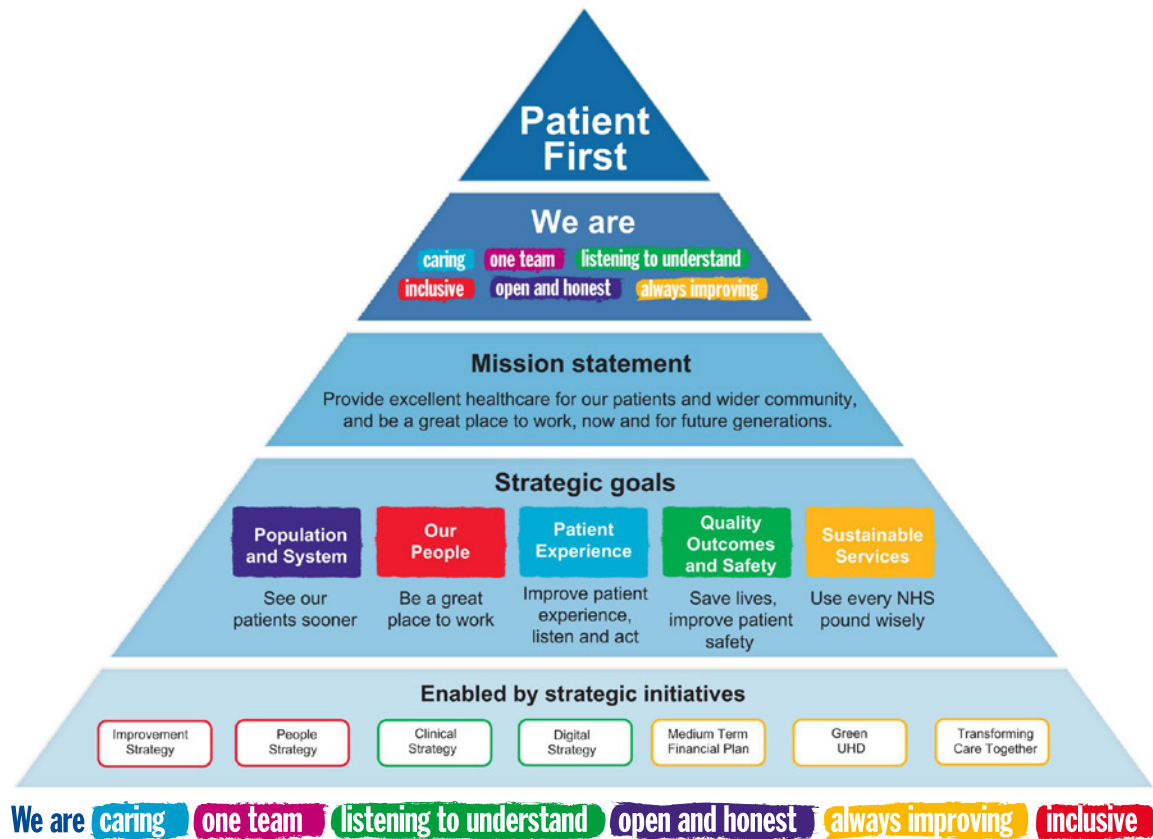
Patient First

Provide excellent healthcare. Be a great place to work.

This is achieved by progressing our five strategic themes, and the enabling programmes that underpin these, which include delivery specific strategies. Each year, breakthrough objectives are set, which are stretching, aspirational improvements. How we work is as important as what we work on.

We are caring
one team
listening to understand
open and honest
always improving
inclusive

Our values are well established, having been developed by staff, and reviewed in every staff members' appraisal, as well as through everyday work and also celebrated in our Trust awards. Further detail around Patient First is set out in our Improvement Strategy. This approach is aligning our systems, culture and improvement work to deliver better our strategic goals and progress towards our mission.



Strategic Goal	Breakthrough Objective SHORT TERM: ~1 YEAR	Driver metrics AND TARGETS
POPULATION AND SYSTEM Chief Operating Officer "See our patients sooner"	To achieve shorter waiting times and improved outcomes for patients as measured by achievement of access trajectories within the operational plan (Planned, UEC, Diagnostics and Cancer).	82% of emergency department attendances admitted, transferred or discharge within four hours. 7% improvement in patients waiting 18 weeks or less for elective treatment (18-week RTT). 80% of patients treated for cancer within 62 days of referral.
OUR PEOPLE Chief People Officer "Be a great place to work"	To improve permanent staff availability across all professions as measured by the reduction in temporary staffing spend.	- To have favourable variance of WTE against the budgeted establishment. - To reduce premium (bank) spend by 10% against the 2025-26 baseline.
PATIENT EXPERIENCE Chief Nursing Officer "Improve patient experience listen and act"	To understand the experience of our patients by actively listening to feedback and using it to inform change in the way we deliver care in a timely way.	90% of total complaints to be closed within 35 days 95% for % of good/very good recorded on FFT for all areas.
QUALITY OUTCOMES AND SAFETY Chief Medical Officer "Save lives, improve patient safety"	To improve mortality and morbidity across the trust as measured by a 5% reduction in hospitalised standardised mortality rate though an improvement in key morbidity metrics.	95% compliance on VTE prescribing within 24 hours of admission. - To reduce the number of hospital acquired E.coli infection by 20% - Uptake of ICE filing - improved % sign off on a monthly rolling basis.
POPULATION AND SYSTEM Chief Operating Officer "See our patients sooner"	To operate within the approved budget, including delivering the budgeted Efficiency Improvement Programme target, with at least 60% achieved recurrently.	- To have favourable Forecast Outturn Variance to Budget. - To achieve 60% Forecast EIP Recurrent Delivery.

Our Digital Strategy

The Our Dorset Digital Strategy received full Board approval across the Dorset system.

The Strategy was developed through a highly collaborative and iterative co creation process, bringing together digital, clinical and operational leaders from across health and care organisations.

Extensive engagement and evidence-based development ensured shared ownership and alignment with the wider Dorset vision, resulting in an ambitious yet deliverable strategy to support integrated, high-quality care.

A key enabler of the Strategy is the HealthSet Electronic Health Record (EHR) Programme, which underpins UHD's



digital transformation and aligns with NHS England's Frontline Digitisation initiative and the NHS Long Term Plan. A contract with Epic to deliver our new EHR was finalised in March 2026 following a long procurement process and business case approval process.



The implementation of Epic will provide real-time visibility of patient information, support standardised care pathways and improve coordination for acute, mental health and community services across Dorset and Somerset. This will enable earlier identification of discharge delays, support reductions in unwarranted variation and contribute to improved patient flow and length of stay over time.

Implementation is progressing towards an April 2028 system-wide go live, alongside work to strengthen digital operating models and leadership capacity across Dorset.



A year in pictures



▲ April 2025

In April, we marked Admin Appreciation Day with Trustwide celebrations recognising the contribution of our administrative colleagues. Teams took part in a programme of events and created their own moments of appreciation for our #TeamUHD admin colleagues who form the backbone of the NHS.



▲ May 2025

In May, we celebrated our third year of our bigger and better UHD Staff Awards, with a record breaking 950 nominations from staff and colleagues. Uplifting examples of inspirational care, teamwork and leadership were all celebrated.



▲ June 2025

In June, the final structural element was placed on the new Coast Building at RBH - marked by a topping out ceremony and the traditional nailing of the bough. Delivered by Darwin Group, the building will provide a modern ward and catering block, boosting capacity and care. We welcomed leaders from UHD, the New Hospital Programme, and local stakeholders including Tom Hayes MP and BCP Council leader Councillor Millie Earl.



▲ July 2025

Our Cultural Celebrations in July were a timely reminder of how important it is to make time for one another and celebrate the wonderful diversity of UHD. Our third UHD Cultural Celebrations were an inspiring and unforgettable event, and some 2,000 colleagues across all sites enjoyed the days offerings.



▲ August 2025

In August 2025, we celebrated our Stroke Research Team being the UK's leading recruiter for a national clinical study to support patients recovering from stroke. In a ground-breaking new trial, led by experts from the University of Nottingham, the team is assessing whether Pharyngeal Electrical Stimulation (PES) can help people to recover the ability to swallow again following a stroke.



▲ September 2025

We celebrated Debbie Daniels, our UHD Senior Health Play Specialist, as she was named Mentor of the Year in the 2025 Starlight Play in Healthcare Awards. With over 20 years' experience, Debbie has supported children through some of the most challenging hospital treatments, and now, by mentoring the next generation of health play specialists, she's making an impact that will last for years to come.



▲ October 2025

Black History Month celebrations in October were a time for reflection, education, and inspiration. The events were a great opportunity for colleagues to come together and raise awareness of Black History Month, while showcasing the rich diversity and 'One Team' value of our Trust.



▲ November 2025

Our Poole Hospital RACE (Rapid Access Consultation and Evaluation Unit) Team celebrated an incredible 15 years of service. Established in 2010, the ward provides short stay hospital care for patients and establish ties with the wider area so care can be managed within the community.



▲ December 2025

In December, we celebrated the new murals adorning the Energy Centre at the Royal Bournemouth Hospital (RBH). Part of a developing hospital art trail, the new artworks aim to create a welcoming environment for patients, visitors, and staff as they enter the hospital. These murals were created in partnership with our UHD Charity funded 'ArtSpace' and Arts University Bournemouth.



▲ January 2026

In January we were featured in NHS England's social media channels in a story that focused on Meredith, a little girl who inspired many hearts with her cancer journey. On 31 December, Meredith had her last chemotherapy session at Poole Hospital and rang the bell in January to signal the end of her cancer treatment. Her can-do attitude and costumes have been an inspiration to us all.



▲ February 2026

In February 2026, board members from NHS England met some of our brilliant colleagues and took a look around our state-of-the-art Barn Theatres and what will be our new Endoscopy Unit at Poole Hospital. At RBH they visited our Maternity, ED and Critical Care Departments and our new Same Day Emergency Care, Surgical Admissions Unit and new Oncology ward.



▲ March 2026

In March 2026, two of our brilliant colleagues were invited to spend a day at 10 Downing Street for Chinese New Year celebrations. Bingbing Liu, Senior Surgical Clinical Lead, and Staff Nurse, Lixia Wang, were invited by NHS England to celebrate the importance of Chinese community and culture in British life.

We are

#TeamUHD

A year of celebrations

Here at UHD, good news flows through our Trust constantly, and we're really proud to share the achievements of our colleagues and teams. Here are just some of the celebrations we've marked in 2025/26...



We teamed up with charitable organisation **'No Limits'** to introduce youth workers to UHD. The youth workers support young people aged 11-25 who have come to our emergency departments or been admitted to our hospitals, offering specialised emotional support, crisis intervention, and access to ongoing services for young people in need of help, significantly reducing the likelihood of future readmissions. The roles were generously funded by our UHD Charity and the Office of the Dorset Police and Crime Commissioner.



Our **Hospice at Home** service expanded to Poole and the surrounding areas under the care of Forest Holme Hospice, supporting patients with compassionate, personalised end of life care in the comfort of their own homes. The service was first established at the Macmillan Unit in Christchurch.



The culmination of 10 years work at UHD and Bournemouth University came to fruition with a paper published in the Lancet focusing on **CHAIN (Cycling against Hip pAIN)**. The programme was conceived by Professor Robert Middleton and Professor Thomas Wainwright with the aim of promoting the self-management of osteoarthritic symptoms through lifestyle change.



The Rt Revd Rhiannon King, Bishop of Southampton, and The Rt Revd Karen Gorham, Bishop of Sherborne, were the first senior faith leaders to visit our **Chaplaincy Centre at RBH** since its opening in March 2025. During the visit, they formally blessed the space and licenced our Lead Chaplain, Revd James Taylor.



We opened our **Macmillan Cancer Information Hub** in the Jigsaw Building at RBH. The hub is staffed by a cancer support worker and patient experience volunteers who are on hand to offer wellbeing support advice.



A number of our teams were recognised in our **Clinical Quality Accreditation Scheme** over the year, a structured, externally validated process used to assess whether a clinical service meets defined, evidence based standards of quality, safety, and effectiveness. Both our Macmillan Unit and Forest Holme hospices received gold!



Our **Organ Donation Team** supported a number of families throughout the year and due to the selfless gift of nine individuals and their families, 17 lives have been saved through the gift of organ donation. We also had 16 corneas donated from UHD for their tissue. The team continues to work hard to improve staff knowledge and confidence, ensuring that critical conversations can be had early and sensitively.

Our **Vascular Therapy Team** won an Excellence award following an outstanding GIRFT review on length of stay for amputees - putting them third in the country of vascular networks.

Poole Hospital was awarded a gold level **NJR Quality Data Provider for 2025**, recognising its excellence in supporting the promotion of patient safety standards through their compliance with the mandatory National Joint Registry (NJR) data submission quality audit process.



**Save lives,
improve safety**

A nod to our people



Julie Dowdney, UHD's Head Orthoptist and service manager, scooped the 'Outstanding Leadership' accolade at the British and Irish Orthoptic Service's (BIOS) annual award ceremony. The award reflects Julie's dedication to her work both as Vice Chair of BIOS for two terms, and for her role as Chair of the Leaders of the Orthoptic Profession.



Sam Whittle, a Diabetes Specialist Nurse, won the Innovation Award at the Diabetes Nursing Awards 2025 in recognition of her pioneering work to transform type 2 diabetes care. She was praised for developing the 'Refocusise' programme - an innovative eight-week diabetes rehabilitation initiative that combines structured education with tailored exercise sessions.



John Williams, Senior Biomedical Scientist in Cellular Pathology, continued his dominance during award season with the Southwest Healthcare Science Award 2025 for Emerging Talent. This came hot on the heels of him securing the highest mark in cellular pathology and the highest mark across all Higher Specialist Diploma disciplines nationally, and was awarded the R.J. Lavington Prize and the Institute of Biomedical Science (IBMS) Company Members Prize.

Ruth Pedwell, our Hepatology Nurse Specialist, was awarded Gastrointestinal Nurse of the Year. Ruth was the lead navigator on the HELIXR project, which developed a community champions programme to support under-served patients to get access to Hepatocellular Carcinoma (HCC) surveillance.

Dr Rachel Plant, Medical Oncologist, was presented with an award for Clinical Excellence in Immuno-Oncology by the Immuno-Oncology Clinical Network (IOCN). This was in recognition of her outstanding contribution to improving outcomes for patients receiving immunotherapy and her leadership and innovation within oncology services at UHD.

Akeisha Robinson and **Beth Fletcher** won the RCM Excellence in Public Health Award while the Practice Development Team were shortlisted for the MDT of the year award.

A number of our teams were both shortlisted and triumphant at HSJ Awards throughout the year, including our **MSK Therapies Team**.

Patient experience

It is important to ensure that patients and the public are given an opportunity to comment on the quality of the services they receive.



Improve patient experience, listen and act

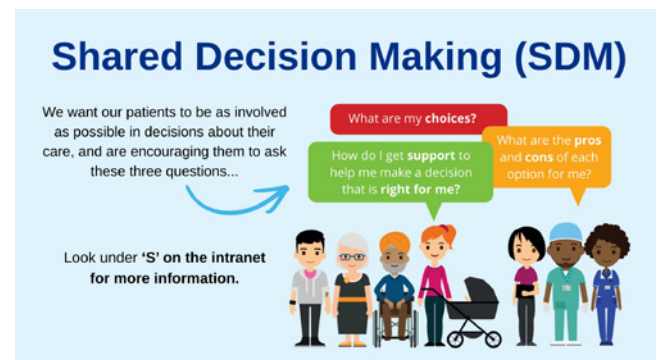
Measuring patient experience for improvement is essential for the provision of a high-quality service.

Our Patient Experience and Engagement Strategy 2023-2025 focused on four CARE priorities: increasing opportunities for feedback, using feedback to drive improvement, ensuring all patient and community voices are heard, and strengthening partnerships across health, social care and the voluntary sector.

Over the past year, we expanded the ways people can share feedback, including QR codes, text messaging, kiosks and paper surveys, while introducing a new dashboard to help teams better understand and act on patient insights. We also worked closely with partners across Dorset to strengthen engagement and ensure community views inform service improvements.

Shared Decision Making

Shared decision making remains central to our commitment to person-centred care. We work in partnership with patients, families and carers to ensure they are informed and involved in decisions about their treatment. Feedback from 455 patients shows this approach is valued, with discussions with clinicians receiving an average score of 9 out of 10. Our 2026 Patient Experience Strategy will focus on embedding this approach consistently across all care settings.



Patient engagement

Our patients were involved in numerous activities over the last year, informing our teams how their care should be delivered and giving their valuable insights into service redesign. Thank you for all your support.



Spiritual care

Our chaplaincy service enhanced its links with local partners and inclusion programmes and continued to develop its multi-faith provision through community engagement and an increasingly diverse chaplaincy workforce. Over the year, the team delivered more than **12,000 hours of support** to patients and families, provided by a combination of employed chaplains, honorary staff, students, and volunteers. Looking ahead to 2026/27, the service will continue to co-design improvements with patients and communities, with a focus on increasing awareness of spiritual care services and improving access to reflection spaces, particularly for individuals who do not identify with a specific faith tradition.



Peer support volunteers

Volunteers **contributed 89,207 hours in support of patients, carers, and staff**. Volunteers played a vital role across a wide range of services, including ward and welcome support, End of Life Companion volunteering in collaboration with palliative care teams, and Patient Safety Partner roles, which bring the patient perspective into governance and service improvement activity.

Our volunteer workforce continues to reflect the communities served by the Trust. During the year, 25% of volunteers identified as being from global majority ethnic backgrounds, 15% were aged 25 or under (with volunteers aged over 92 also contributing), and 10% reported a disability.



Volunteer engagement was strengthened this year through regular communication and structured feedback opportunities, including newsletters, quarterly engagement sessions, and Volunteers' Week celebrations across all three sites. The Voluntary Services Policy was reviewed during the year, and role descriptions were refreshed to ensure they remain meaningful, safe, and compliant.

Partnership working with unpaid carers

The Carer Support Service provides support to unpaid carers, ensuring they feel recognised, informed, and appropriately involved in the care of their relatives or loved ones. Where additional support is required beyond the hospital setting, the service works in partnership with external organisations to signpost carers to appropriate community-based support. Partnership working across the local system was strengthened during the year through representation at carers' forums across Dorset Council areas and ongoing engagement with internal programmes, including the Dementia and Delirium Group. Further collaboration was established with Liaison Psychiatry and specialist teams to enhance support for carers of people with mental health needs.

Access to quality healthcare for all

Ensuring access to good quality healthcare is an important aspect of addressing health inequalities.

Our approach to fairness is built on working closely with partners across the Dorset Integrated Care System (ICS). This collaboration is guided by the Dorset ICS shared health inequalities plan and its governance framework.

Our three major partnership projects focus on:

- **Prevention:** Stopping health problems before they start.
- **Data and insight:** Using the Dorset Intelligence and Insight Service (DiiS). They provide real-time data dashboards and analytics, so we can make better, proactive decisions for patients.
- **Reducing Unwanted Variation:** Making sure care is consistent for everyone.

Actions to improve service equity

- **Data and monitoring:** We developed dashboards using 24 key health inequality indicators across 11 care domains, helping teams identify and address inequalities in care and access.

- **System collaboration:** We worked with Dorset ICS partners to develop and expand a wider set of health inequality measures and dashboards.
- **Governance and review:** We regularly reviewed equality data through oversight groups focusing on planned care, elective recovery, and urgent and emergency services.
- **Targeted analysis:** We analysed elective appointment non-attendance rates to better understand and remove barriers to accessing care.
- **Digital inclusion:** We supported the Dorset Digital Strategy to improve access to digital services and reduce the risk of vulnerable groups being left behind.

Equality, diversity and inclusion

At UHD we strive to ensure each individual patient and member of staff has a positive experience of our services and that we are a great place to work. We know that many of our people are also our patients or family members of patients, and within the wider context of population health and reducing health inequalities, it is ever more important to achieve a strong link between equitable and inclusive services and the experience of our staff.





We also know that being truly inclusive involves commitment from all individuals across the Trust. By doing so, we enhance the compassionate and inclusive culture we need to recruit and retain a workforce that represents our patients, reflects our Trust's values and in turn, continually improves patient outcomes and experience.

Although we can now see Global Majority colleagues represented at all levels of the organisation, we must continue to question ourselves as an aspiring inclusive employer.

Staff engagement

Staff engagement remains a major priority at UHD. We have worked through another year of significant change and continue to plan for the next phase of transformation. Making sure that our staff feel involved, informed and valued is a key part of this planning.

We continued to create opportunities for staff to share feedback and stay informed through regular briefings, Ask Me sessions, listening events, surveys and staff networks throughout 2025-26. Communication

channels including *The Brief*, staff bulletins, the UHD staff app and social media helped keep colleagues connected, while engagement activity informed decision-making and service transformation. We also celebrated staff achievements through our UHD Awards and our CEO'S Staff Excellence Awards, recognising the outstanding contributions of colleagues across UHD.



Financial performance



This section summarises the Trust's financial results for the 2025/26 financial year. This provides a 12-month reflection of the Trust financial performance from 1 April 2025 to 31 March 2026.

Control Total

The Trust is regulated as part of a System Control Total agreed with NHS England. The Trust agreed a break-even Control Total position for the 2025/26 financial year. At 31 March 2026 the Trust delivered a full year surplus of £4.948m against its break-even budget. This represents a £33,000 Trust underspend, together with an additional bonus payment from NHS England of £4.915m, being a national redistribution of Deficit Support Funding.

2025/26 Control total	25/26 £'000
Deficit for the year	(27,276)
Add back impairment	32,237
Add donated capital/fixed asset disposal adjustment	(13)
Control total surplus	4,948
Agreed control total surplus	0
Performance against control total	4,948

Income

Trust income during the 12 months to 31 March 2026 was £980m. Of this, £916m related to income for patient care activities with £799m received from Integrated Care Boards. Dorset Integrated Care Board income received in 2025/26 was £662m representing 68% of total Trust income. Other Trust operating income was £65m for the period.

Operating income	12 months to 31 March 2026 £'000
Foundation Trusts and NHS Trusts	4,081
Integrated Care Board	798,930
NHS England	106,738
Non-NHS patient income	6,456
Total income from patient related activities	916,205
Other operating income	64,613
Operating income from continuing operations TOTAL:	980,818

Expenditure

Operating expenses on continuing operations during 12 months to 31 March 2026 equated to £1.007bn. Of this, employee costs were £648m, representing 64% of total expenditure.

Cash

As at 31 March 2026 the Trust was holding a cash balance of £133m, which has been strategically generated over many years to support the reconfiguration programme.

Capital

The Trust set a very challenging capital programme for the year across estates, digital and equipment. This has required very careful management, and as at 31 March 2026 full-year capital expenditure amounted to £189m against a plan of £189m. The Acute Reconfiguration Programme and associated works accounted for £106m of the 2025/26 capital programme spend.

University Hospitals Dorset NHS Foundation Trust

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Poole Hospital

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The full version of
University Hospitals Dorset Foundation Trust
Annual Report and Accounts 2025/26

is available at:

www.uhd.nhs.uk/about-us/what-we-spend



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