

Summary Annual Report 2020/21

(part-year) 1 October 2020 to 31 March 2021

Foreword

From our Chief Executive and Chairman

Welcome to the first summary annual report for University Hospitals Dorset NHS Foundation Trust (UHD). This covers just a few highlights from our main annual report and we include a link to the full version on the back page.

This report covers the first six months of our Trust from 1 October 2020 to 31 March 2021 following the merger of Poole Hospital NHS Foundation Trust with The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust.

Our celebrations for our merger to create UHD were short lived as our first six months of existence were overshadowed by the global Covid-19 pandemic. January 2021 was particularly challenging with at one time 435 Covid patients across our hospitals, the highest number we ever had during the whole pandemic, combined with the highest number of staff off that we ever had. The highest number we had during 2020 at any one time of Covid patients was fewer than 90. Over the past year, our staff cared for more than 3,000 cases of Covid-19, with our experience of the pandemic being characterised by a series of peaks and troughs of demand. Despite all the challenges that we faced, and that at times that we were not able to maintain services to our usual standards, the Trust did incredibly well in maintaining essential services throughout the pandemic.



This included maintaining emergency and urgent care, working in close collaboration with our Dorset partners and colleagues in the private sector. We continued to prioritise high-risk and high-priority treatments, including accessing additional activity within the private sector which were made available as part of a wider national contract. We were very grateful to our local independent sectors partners - in particular, Nuffield Health Bournemouth Hospital and BMI The Harbour Hospital - who worked very closely with our teams to prioritise urgent treatments.

We were particularly proud of our achievements throughout the pandemic in maintaining cancer treatments. Through close collaboration with the independent sector, we were able to maintain treatment for the most clinically urgent patients. Maintaining short waiting times across the cancer pathway is always a priority, and while we didn't always achieve the key cancer waiting times standards, the situation improved after February and we expect this to continue in the future.

Unfortunately, the pandemic required us to halt our routine elective work, which meant that in line with other trusts across the country, our waiting times grew longer than ever before. Therefore, one of our top priorities, working with partners across Dorset, will be to do everything possible to reduce these in 2021/22 - recognising that the pace at which we can do this will be resource dependent.

We could not be more proud of how our staff worked together during this time to care for our patients. We would like to take this opportunity to thank all staff across our hospitals for their hard work and commitment during these unprecedented times. Staff were working under very difficult circumstances, yet each day, we saw incredible examples of courage, dedication and compassion, as teams worked together to ensure that the needs of their patients were met.

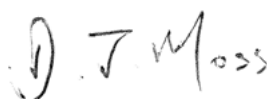
We managed to continue with our plans to transform our hospitals during this time to create the major planned care centre at Poole Hospital and the major emergency care centre at Royal Bournemouth Hospital for east Dorset. At Poole we started the work to renovate our operating theatres and create new theatres. Work was temporarily delayed as we had to deal with some unforeseen issues with asbestos on site, but we are now on track to transform Poole. At RBH we secured planning permission for the new build of our major emergency, critical care, maternity and children's centre and work has also commenced on this site. We also have ambitious plans for Christchurch Hospital that will help support our ongoing treatment of our patients. This is overall a huge project and we are grateful for the funding as we know what a difference the transformation of our hospitals will make to our patients and for our region.

Our partnership with Bournemouth University continued to develop during this time follow our official launch as a university hospital trust from 1 October. This is such an exciting part of our new Trust. Our Board and other colleagues have set in place arrangements to meet regularly with colleagues from Bournemouth University to establish robust governance arrangements and develop our joint five-year strategy. Achieving university hospital status emphasises UHD's commitment to teaching and research, which will significantly enhance our ability to

recruit and retain staff. There is also evidence that university hospitals deliver better outcomes for patients. Our hospitals have a long history of collaborative working with Bournemouth University, which provides a very strong platform moving forwards.

Throughout this time, we have been fortunate to have the support of our staff, volunteers, fundraisers, members and, from 1 January 2021, our new Council of Governors. Your hard work and dedication make our hospitals the places that they are today, and we should like to take this opportunity to sincerely thank you for your contribution. With your on-going support, our new Trust will be a listening and responsive organisation - one that continues to be valued and highly regarded within our local community.

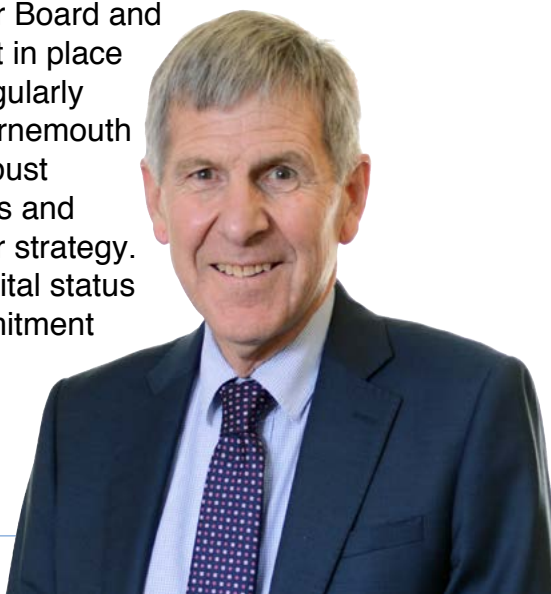
We have a very exciting future ahead of us as University Hospitals Dorset NHS Foundation Trust, and we want it to be an even better place to work and to receive care than at either of our predecessor trusts. We know that we can serve local people better as a larger, more resilient organisation, as we have proved over our first six months, and we are committed to delivering real benefits as a consequence of our foundation. Thank you for supporting us as we continue on our journey.



David Moss
Chairman
9 June 2021



Debbie Fleming
Chief Executive
9 June 2021



Our hospitals, patients and staff

University Hospitals Dorset NHS Foundation Trust was founded on 1 October 2020. Our Trust has three main sites: Christchurch Hospital, Poole Hospital and Royal Bournemouth Hospital. We also have a sterile services department based at Alderney Hospital.

We provide a wide range of hospital and community-based care to a population of 750,000 based in the Dorset, New Forest and south Wiltshire areas. This number rises over the summer months due to the influx of tourists which sees over 1 million visitors to our region annually. For some of our specialist services, we also serve the wider population across the whole of Dorset of nearly 1 million.

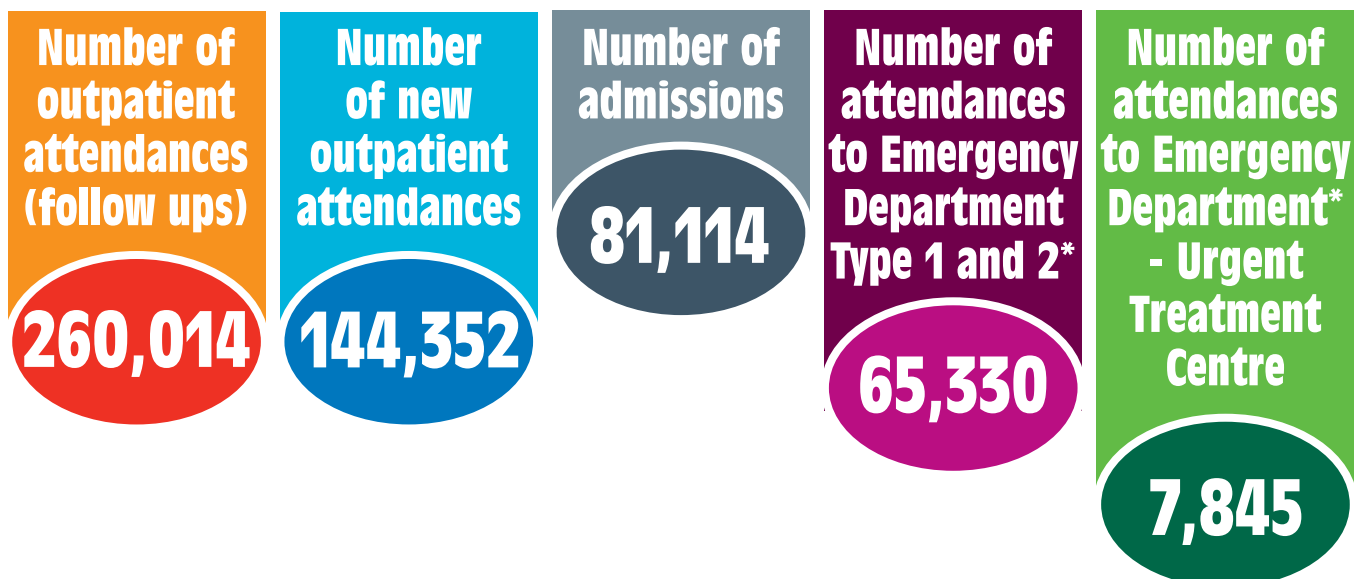
We provide a wide range of hospital and community-based care and at the end of March 2021 we employed over 9,000 members of staff, both clinical and non-clinical.

Over the six months from 1 October 2020 to 31 March 2021 we cared for and treated the following patients:

As a Foundation Trust, we are accountable to NHS England and NHS Improvement. As the regulator for health services in England it oversees the governance and performance of the organisation, providing support where required, and ensures the Trust operates 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 around 15,400 members, is made up of members of the public, staff and appointed governors. They ensure members' views are heard and are fed back to our Board of Directors, and members of the public are kept up to date with developments within the hospitals.

Our Board of Directors 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.



Redeveloping our sites

Capital works have begun in earnest on the Poole and Bournemouth Hospital sites. In addition there has been investment in Alderney and the Christchurch hospital. Currently the plans for Pathology building are well developed and work is out to tender, IHP have begun the demolition work to allow the theatre building to progress at Poole, and the enabling works for the major building at RBH; which have also started with services currently housed within the main entrance being moved to new locations outside of the RBH new building footprint. Construction work on the new road has also commenced to reroute traffic around the new building site. This has included having to close public and staff car parking spaces; however we have been able to rent spaces at the Littledown Centre, opposite the hospital for staff use. We have also taken on a lease for a commercial property at Yeomans Way, behind the Castlepoint shopping centre. This building combines both warehousing and office accommodation. Staff will be able to start to use the building, following its refurbishment, in the late summer this year.

There are a few images below that show just some of the works being undertaken at the moment, they represent just a small sample of the whole capital projects list that runs to over 60 schemes across the UHD estate.

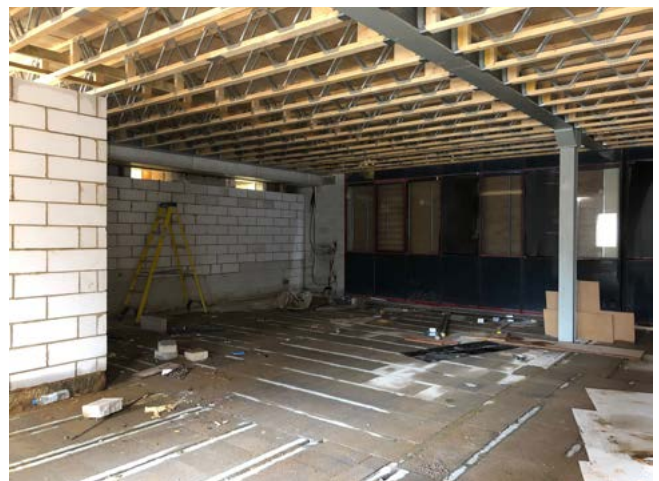


UHD - Pathology Laboratory.



New MRI at Poole.

The construction of a new retail pharmacy is ongoing. The relocation of the reception to a new West Entrance is underway and the final design of the new state of the art pathology unit is almost complete.



Pharmacy extension.

Works have also been progressing at the Christchurch site with rationalisation of current estate; this includes the development of proposals for a new Macmillan unit, with an increase of single rooms and increased facilities in both size and service. Therapy services have been relocated from Royal Bournemouth Hospital and works have been started to create new gym facilities and office accommodation. Options are being developed with regard to other services that can be relocated to the site.

Overall rationalisation of the site will release areas that could be developed with a joint venture partner to provide additional senior living accommodation and conclude the overall Christchurch Masterplan.



Christchurch hospital Therapy Services.



Christchurch Hospital masterplan.

Backlog maintenance investment across all sites continues with lifts, boilers, lighting replacement, door replacement, flooring, windows, electrical and water infrastructure improvements. Works have also been undertaken at Sterile Services Alderney over the past year and further projects are currently in design for upgrading equipment and infrastructure at the site.

It has been an incredibly busy period for the capital team, the continued impact of Covid has added to the pressures inherent in delivering such large and complex projects. The team has performed fantastically well, under very difficult circumstances, dealing with additional requests for work, an influx of additional national funding, and supporting the Trust to deliver patient care safely and efficiently.

Merger - our first six months

The completion of the merger transaction on the 1 October 2020 marked the successful end to a decade in which both Poole Hospital NHS Foundation Trust and the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust have pursued working together. This started with the joint declaration by both boards, then new legislation prohibited merger in 2013, continued past the Clinical Services Review in 2014-2017 and finishing with various changes in merger date between 2018 and 2020. Navigating the complex regulatory processes along the way, whilst providing CQC “good” services has demonstrated commitment to putting patients ahead of organisational pride.

There has been a wide and diverse range of benefits seen in the first six months of merger. Some were planned as part of the merger planning process, some arising by virtue of the changes in both predecessor organisations coming together into University Hospitals Dorset (UHD) and some by way of how UHD responded to the Covid pandemic.

It is clear by the progress that has been made in the last six months that UHD is better placed to deliver safe, high quality, sustainable, patient centred services as a single merged Trust than as the previous two discrete Trusts. There is however much still to do. The pandemic has bought about delays in the bringing together of teams at service and function level and planned cultural changes are still very much underway, thus realising the benefits of merger should still be seen as in its early stages.

We have ambitious plans for the future, with the creation of a major emergency care site at Royal Bournemouth Hospital and a major planned care site at Poole Hospital. You can keep up to date with our transformation plans at: www.uhd.nhs.uk/future.

Our performance in challenging times

Performance Metric	Target	UHD Performance Oct 20 - Mar 21
Mean wait time in Emergency Dept	200	230.9
Diagnostic 6 week standard - % greater than 6 weeks	1%	2.9%
Referral to Treatment - % patients within 18 weeks	92%	58.20%
Referral to Treatment - number of pathways	45,227	47,133
28 day Faster Diagnosis Standard	75%	79.90%
31 day Cancer Standard - % patients diagnosed being treated within 31 days	96%	96.90%
62 day Cancer Standard - % patients being seen 62 days from urgent GP referrals	85%	78.40%

Since March 2020 our combined focus was redirected to first wave Covid-19 preparations and response. The planned response resulted in a reduction in elective capacity and increased waits for routine planned work, although overall numbers of people waiting fell due to reduced demand. The managed recovery following the first wave of the pandemic has included a focus on re-establishing all cancer and urgent activity and re-establishing routine elective activity safely whilst also complying with national infection control guidance and the use of Personal Protective Equipment (PPE) and social distancing. The result of complying with these infection control measures was that less activity was undertaken in re-established outpatient, procedure and theatre sessions for some specialities. This has impacted on the performance reported against the operational standards.

From October 2020 the newly merged Trust was focussed on operational planning for winter and preparations for responding to further waves of Covid-19. This was in-conjunction with a continued focus on cancer and urgent elective activity. In the second half of 2020/21 the Bournemouth, Christchurch & Poole area experienced some of the highest rates of Covid-19 infection in the South West of England.

This resulted in a significant increase in demand and operational pressures for the Trust. By the start of March 2021, the number of new cases of Covid and number of patients in hospital were on the decline and recovery of performance has commenced.

In relation to emergency care, both the RBCH and Poole emergency departments experienced a significant increase in demand over the winter period. Covid-19 significantly impacted on department capacity and flow. Increasing numbers of covid positive patients, increased occupancy across the organisation and reduced hospital flow, created increased pressures in the emergency departments/admission portals and increased ambulance handover and wait to be seen times. This is reflected in the mean wait time performance against the national pilot scheme ED mean time standard. Attendances to the emergency department and emergency admissions for non-Covid reasons also started to increase during February and in to March.

During the second half of 2020/21, the demand for elective care has increased significantly compared with the first six months, particularly in the number of cancer fast-track referrals. In response, the levels of activity in both elective in-patient and outpatients have increased over the first half

of the year but remain below the same period in 2019/20 due to the impact on capacity of the Covid-19 measure described above. Delivering the Referral to Treatment (RTT) 18-week access standard has remained challenging as a result of constraints in capacity due to the increasing number of covid-19 positive patients occupying beds, staffing shortages compounded by the pandemic and increasing demand.

With a decrease in the number of covid-19 positive patients occupying beds at the end of February 2021, the focus in March 2021 has been on elective recovery and restoration with action plans developed to improve performance against the 18-week access standard, with a particular focus on 52 week plus waiters. Whilst the Trust continues to need to meet the demands of COVID-19, all available operating capacity is allocated to time dependent surgery. This then constrains capacity for planned surgery and impacts on waiting times.

The Trust is working with partners across the Dorset system to manage the capacity and constraints.

The strong recovery in the DM01 diagnostic access standard during the first half of the year continued through the second half of the year. Performance in March 2021 was 2.9%, an improvement from the October 2020 position. This is despite endoscopy activity being reduced in January and February as the service deployed staff to support wards and critical care during the 3rd Covid-19 wave. The improved performance has been achieved with the additional temporary endoscopy capacity on the RBH site and reviewing all endoscopy activity in the Dorset system to reduce waiting times.

Cancer referral numbers continue to exceed previous years putting additional pressure of several services at all stages of the pathway. Despite these pressures the Trust achieved the 28 day Faster Diagnosis and 31 day Cancer standards. The 62-day standard was not met over the 6 month period. Diagnostic waits and late referrals have been contributing factors alongside surgical capacity.

Inclusion Networks

Our staff networks have continued to flourish and during the Covid-19 pandemic. We are extremely proud of their progress in developing key working relationships internally and externally to support the workforce during the most challenging time in the NHS has ever seen. Their work has been pivotal in staff engagement and ensuring issues and concerns are heard at a senior level.

- Hosting cultural awareness and information sessions
- Developing covid risk assessments in partnership with HR colleagues
- Deaf awareness training and support, highlighting issues with mask wearing and supporting the development nationally of clear mask alternatives
- EU Settled Status support and advice for colleagues and the organisation
- Workshops on Allyship, Black Lives Matter, Pronouns, Gender identity
- Drop in events: safe spaces and listening events
- Representing UHD at regional and national network events, internal NHS and external (Filipino Nurses Association, Cavendish Coalition, Disability network, Stonewall) sharing good practice and learning
- Developing their key working relationships within the trust to offer expert advice and guidance on policies and process reviews
- Being active partners in promoting engagement with the cultural change programme and Trust values development
- Representing their membership at EDIG

Our vision

To positively transform our health and care services as part of the Dorset Integrated Care System

Our mission

To provide excellent healthcare for our patients and wider community and be a great place to work, now and for future generations

Our values

We are **caring** We are **one team** We are **listening to understand**

We are **open and honest** We are **always improving** We are **inclusive**

Our strategic objectives

Be a great place to work

2021/22: nurturing staff wellbeing; having meaningful appraisals; acting on staff feedback; progressing People Strategy; championing equality, diversity and inclusion

Use our resources well

2021/22: restoring our clinical services; achieving our budget; maintaining consistent standards of care; starting our Green Plan

Continually improve quality

2021/22: delivering our priority clinical improvement programmes; transforming outpatient pathways; improving elective and emergency care services; discharging patients who are medically ready as quickly as possible

Be a well led and effective partner

2021/22: communicating more; fostering culture of improvement; developing our leadership; partnering with Bournemouth University

Transform our services

2021/22: creating emergency and planned hospitals; taking forward Health Infrastructure Plan; developing our role in Dorset Integrated Care system; implementing digital transformation strategy



The full version of University Hospitals Dorset Foundation Trust Annual Report and Accounts 2021/21 is available here:

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

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