



The Brief

December 2023



A very #TeamUHD Christmas

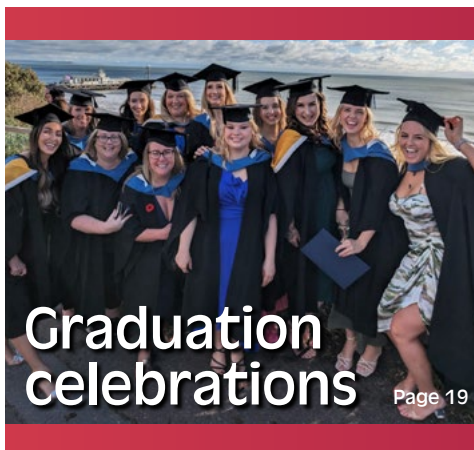
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Your University Hospitals Dorset



An update from chief executive, Siobhan Harrington

Welcome to your festive edition of *The Brief*. However you and your families choose to mark this season, for me Christmas is a time for **reflection** on the year we have had, an opportunity to acknowledge, **thank you** and celebrate the good things, and a moment to **offer hope** and better times in the year ahead.

So how could you sum up 2023? Across the NHS it's been unprecedented; a year of hard work and extremes, and no level of thank you could express my gratitude and admiration for all you do every day to support our patients and each other.

We've had sustained pressures on our services, many periods of industrial action, an ever-changing political landscape with another new secretary of state for health, recruitment and financial challenges, and long waits for treatment. None of which we would ever want for our patients, nor what motivates us to work for the NHS.

But with the decorations going up around our hospitals, offering glimmers of light in this very challenging year, I want to start with the UHD spirit, and just some of the shining examples of what we have achieved in 2023 - many of which you will see in this edition of *The Brief*.

Our virtual wards and Hospital@Home service is going from strength to strength,

freeing up hospital beds and providing acute care in the home. More and more teams are coming together and making improvements for our patients - the length of stay has already reduced for our stroke patients since the teams came together in April. We are reducing our longest lengths of stay and we continue to make improvements into our elective waiting lists.

Our transformation work continues at pace - indeed our state-of-the-art Dorset Pathology Hub is open and the teams are moving in. The work of our fantastic maxillofacial team was broadcast live on national BBC breakfast television, and thousands of patients are benefitting from tattoo-less radiotherapy for the first time this year - see more on page 20.



Our staff networks continue to grow and develop to meet

the needs of Team UHD, we held our first cultural day and launched See Me First, and we received a Gold Award from the Defence Employer Recognition Scheme for how we recruit and develop those from the armed forces. A number of departments have received official accreditation for the standard of their services - including endoscopy and our Christchurch Day Hospital - and we held our first UHD Staff Awards in the summer. Some 59% of you completed the Staff Survey - the best response rate we have had as UHD. All of this in the year our NHS turned 75.

Looking ahead to the start of 2024, we know the challenges won't go away, but we are making progress. Our Winter Plan will help us manage our patients through the testing few weeks and months ahead, my thanks to all those involved in bringing this together. One of our main focuses will be on our timely admissions and discharge (TAD) processes as these are central to creating flow in our hospitals. Importantly, this plan is complemented by a winter wellbeing guide as looking after you is the only way we can look after others - see page 5.

Looking after each other and keeping a firm focus on patient safety are key for UHD in 2024 - you can read more about safety on page 7. It is all our responsibility after all. NHS England has also written to all trusts to set out the priorities for the remainder of the financial

year - safeguarding patient safety being the first priority, alongside financial stability and an emphasis on the urgent and emergency pathway.

Our Patient First work taps into all of these things and I am really pleased that we are now rolling out training to frontline teams, starting with our Christchurch Day Hospital, critical care and stroke.

With the challenges we have faced in 2023, the financial challenge across the NHS at this time is stark and here at UHD our financial picture is the most challenging

we have ever experienced. While this is mirrored across the NHS, much of this is still in our gift to change here at UHD and across Dorset. You are the experts in your area and we need you to identify waste or practices that could change. And we are here to help you with that. As part of the new year, I want to task us all of us to use every NHS pound wisely so we do not compromise safe care.

headspace to be kind and civil, and operate effectively as teams who really listen to each other in this very complex environment of healthcare. Only by working together in this way can we get the results for our patients and each other.

Thank you, and seasons greetings to you all.

Siobhan



So after this **reflection** on the year and the opportunity to **thank you**, what would be my **hopes** for 2024?

My wish is for a calmer year so we have more



Vital statistics

November 2023

- We saw 45,010 patients in our outpatient departments
- ...and an additional 9,213 virtually
- Supported the birth of more than 282 babies
- Attended to 12,216 patients in our EDs
- Cared for 232 people at the end of their lives
- Started 198 on their radiotherapy journey



Thank you **#TeamUHD**

A very UHD Christmas

Here is your round up of all things festive and how you can join the celebrations here at UHD...



Festive guidance

We all have a part to play in keeping our hospitals as clean and safe as possible. Christmas decorations can go up in areas that carry out elective/outpatient work from 16/17 December and should come down on 31 December, unless they're external. In inpatient wards, we advise you display them for a maximum of seven days over the festive period and avoid close location to toilets, sluices and heavy traffic areas. ([Click here](#) for the full guidance around decorations, shared food, and uniform).



Christmas pay

This year's pay date is **22 December**. Following merger, we engaged with colleagues through our staff partnership forum to understand the overall preference for Christmas pay dates, with the consensus being before Christmas.



Decoration competition

To celebrate your wonderful creativity, we will be holding a Christmas decoration competition.

Send your pictures through to communications@uhd.nhs.uk by 12noon on 22 December. Winners will be decided by Siobhan, chief executive, Fiona, deputy chief nursing officer, and our decoration committee.



Booking your Christmas taxi

If you rely on public transport to get to work, you may qualify for subsidised taxi journeys if you cannot get to work because of changes to bus times over the Christmas period.

[Click here](#) to find out more.



Hark! The angels of UHD sing

Join us in the dome at Poole at 10.30am on 14 December to listen to the Salvation Army.



Our chaplains will also be leading services with a choir on 19 December at the dome in Poole and in the RBH atrium on 22 December.



Christmas with Hospital Radio Bedside

Hospital Radio Bedside wants requests from patients, family members, or staff for two festive specials, for request shows on Christmas Eve and Christmas Day. Join the team on Christmas Day for your usual festive favourites and listen to the nation's Christmas number one at 6pm. You can contact the station on ext. 4415.



Christmas food

Join us in the Dolphin restaurant in Poole for a Christmas carvery from 18-22 December. No need to pre-book - just turn up and pick what items you want! If you would like to order a Christmas Day breakfast, please order via the [catering hospitality form](#). Last chance to order is 19 December.



Christmas Day Dip

A refreshing way to start your Christmas Day!



Register at www.whitechristmasdip.co.uk.

Fancy dress is optional (but encouraged) and all money raised from the dip goes to Macmillan Caring Locally at Christchurch Hospital. Some 1,000 people joined last year - is this your year?



Scan to view online and share with your teams

Winter wellbeing special



Find the full winter wellbeing guide for managers and the winter wellbeing guide for all staff on our Thrive wellbeing intranet pages or by scanning the QR code. Take a look below for a snapshot of what is inside.



Top tips from health and wellbeing champions

Save money if you wash your uniform at home by claiming back the tax. Register at www.gov.uk.



Save cash, stay warm by heating the human not the home. Find this and more tips on MoneySavingExpert.com.

Take a break. A rest break of 20 minutes can help you to refocus, reduce injury, improve creativity and reduce stress. Take breaks away from your working area where possible.



Try a Digital Detox to free up your time, reduce stress, and improve your social and family interactions.



Get moving. Activity can improve your mood, strengthen bones, boost energy, reduce body fat and improve your heart health. For inspiration visit your Team UHD Community Noticeboard.



Look out for colleagues wearing the health and wellbeing champion badge.

Know your numbers



Our health kiosks are returning to the restaurants at RBH and Poole Hospital in January. The kiosks carry out a 'Health MOT' by testing key indicators of general health and wellbeing including blood pressure, heart rate and BMI. You will receive a personal confidential printout of results.



Psychological support and counselling (PSC)

Psychological assessment, face-to-face support, counselling and trauma therapy for UHD staff. Help with stress, anxiety, low mood and poor sleep. Scan to self refer.



Spotlight

Blue Christmas

Our chaplaincy team are here to listen and offer support for anyone who finds this time of year difficult whether because of grief, loss uncertainty or fear. Search 'Spiritual and pastoral care' on the intranet to find out more or visit our chapels on our hospital sites.



Patient First update

Last week the first three teams started their patient first improvement system (PFIS) training. Colleagues from Christchurch Day Hospital, the stroke unit and critical care met up to start planning how they will implement Patient First and discuss what a difference it could make to their way of working.

Siobhan Harrington, chief executive, said in her introduction: **“Patient First is where we aim to unleash all the energy and creativity in our staff across the hospitals. We want to help you think about continuous improvement, making things better for patients and for staff. We encourage frontline teams to create the change in the organisation that we need.”** Watch Siobhan’s introduction [here](#).



Laura Martin, clinical leader at Christchurch Day Hospital, said at the first day of training:

“We are learning about how the new approach will align with our established service development that we have been doing in the Day Hospital. We are really looking forward to being able to use our skills and what we have learnt here today to support our colleagues as they carry out their own patient engagement work.”

Join the conversation on Patient First

Join one of our online updates on Patient First from chief executive Siobhan Harrington, and chief nursing officer, Paula Shobbrook. Learn more about the roll out of Patient First across UHD and what a difference it could make to your team.

4 January 10.30-11.30am
Siobhan Harrington - [Join here](#).

25 January 1.30-2.30pm
Paula Shobbrook - [Join here](#).

13 February 3.15-4.15pm
Siobhan Harrington - [Join here](#).

22 March 12-1pm
Siobhan Harrington - [Join here](#).



Governors out and about in the community

Our wonderful governors have been busy out in the community this year. People living and working in Dorset were invited to attend marketplace style events in Poole and Blandford to find out more about their

local health and care services, ranging from digital support at home to planned care and living a healthy lifestyle. Our governors were on hand to chat with the public and answer questions on the trust and its upcoming developments alongside members from our transformation team. Other highlights of the event included healthcare professionals who were able to offer free blood pressure checks, health checks and



Covid vaccinations for eligible groups. There are plans in the making to hold more events like this around Dorset and we will keep you updated on when and where they will happen.

Learning from patient safety events



Save lives,
improve
patient safety

As we adopt the NHS's new 'Learn From Patient Safety Events' (LFPSE), Dr Sean Weaver, medical director for quality and safety, highlights the importance of patient safety at UHD and how we can encourage staff to accurately report and capture patient safety events...

“Patient safety is everyone's business, and we need to use and educate ourselves on the tools to record patient safety events, and crucially, learn from them.

“LFPSE is a centralised system to record patient safety events and access data about events nationwide. It enables better use of the latest technology and a greater depth of insight and learning more relevant to the current NHS environment. It also supports the new **Patient Safety Incident Response Framework** including new questions focused on learning for improvement.”



What's changed?

“LFPSE fields were integrated into our Datix incident LERN forms on 30 November. Information will now automatically be uploaded to the national database upon completion of a report.

“Incidents need to be reviewed by the reviewing manager as soon as possible and ideally closed within 30 days.

“After the reviewing manager's and the quality and risk team review, any changes are automatically re-uploaded and the information updated in the national database.”

Supporting you with this change

- 25 LFPSE training sessions held across care groups
- Screensavers and Staff Bulletin updates
- Revised 'How to' guides on the intranet: [LERN forms \(uhd.nhs.uk\)](https://uhd.nhs.uk)
- LERN walkthrough video for logging a fall: [LERN forms \(uhd.nhs.uk\)](https://uhd.nhs.uk)

Please contact the QualityRiskTeam@uhd.nhs.uk for more information.

There are new and updated forms to record:

Patient safety incidents

Any unintended or unexpected event (including omissions) in healthcare that could have, or did harm, one or more patient.

Other incidents

An unintended and/or unexpected event, error or a circumstance that leads to, or could have led to, harm, loss or damage to a member of staff, visitor/contractor, or to trust property. Also incidents that could or did harm reputation or the incident occurred outside the trust e.g. staff, external, safeguarding, environmental, IG, IT (but not patients).

Issues

Instances where behaviours don't represent the values of UHD.

Recognising good practice

Restrictive intervention (restraints)

Coming soon. For now, please report via the 'Other incident' form.

Transformation update

Looking back to the future

As the transformation progress gathers pace and we look ahead to 2024, join us as we first look back over some of our transformation highlights from 2023...

Opening of the BEACH Building

69 : 4 : 12 : 03

WEEKS

DAYS

HOURS

MINUTES

We kicked off the year with the good news that our Board of Directors agreed the proposed 'move in' date to establish the planned and emergency hospitals. You can see the countdown to the opening of the BEACH Building is [here](#).



We welcomed ITV Meridian News to give their viewers an update on our transformation plans. The day started at Poole to see progress on the new theatres complex, ending at RBH to get the latest on the BEACH Building. You can still watch the news report [here](#).



Our stroke services combined with the stroke recovery unit based on the Poole site coming across to RBH. Dr Suzanne Ragab, consultant stroke physician and our clinical lead for stroke, said: **“Having the combined service on one site will allow greater flexibility and resilience of staff and more efficient pathways for patients.”**



BCP Council granted planning permission for the spur road into RBH, improving access to the site. Steve Killen, UHD transformation director, said: **“The road will take staff traffic volumes away from the Deansleigh Road junction with Castle Lane East and will improve access for pedestrians and cyclists, as well as enhancing local highway network resilience.”**



We marked a major milestone with a traditional 'topping out' ceremony for our new BEACH Building at RBH. Lord Markham CBE, Minister for Health, said the facility **“will make a significant difference in helping cut waiting times for patients in Dorset by serving nearly 145,000 patients a year”**. You can watch the BBC South Today report [here](#).

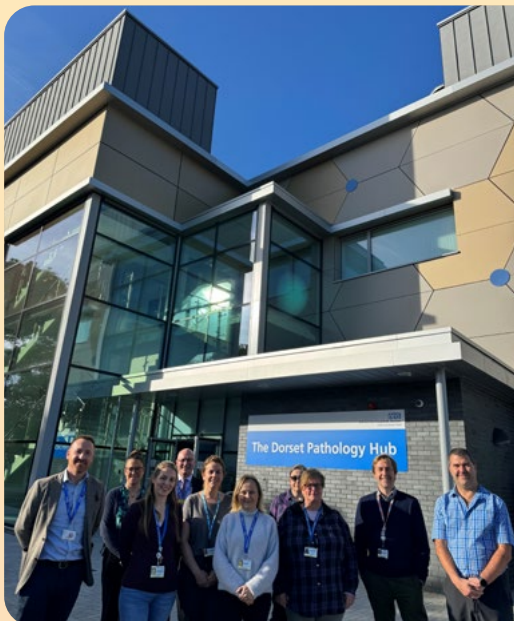


#TeamUHD came together with stakeholders and partners to see patient Julie Hills cut the ribbon on our new Poole theatres. As part of the event, our CEO Siobhan Harrington handed out several staff excellence awards to colleagues who had been central to the project. Read the full story [here](#).

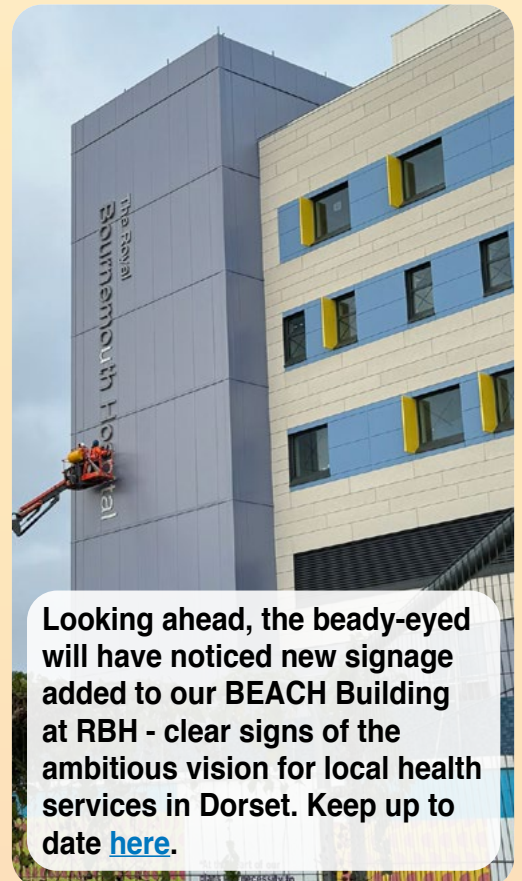


Wards at RBH are now receiving visits from specialist REGEN trolleys, delivered for staff to then heat up the food and serve to patients at a convenient time. Matt Hodson, deputy chief nursing officer and chair of the UHD nutrition steering group, said: **“The new catering arrangements are already improving the quality, choice and flexibility of our food offering for patients, while reducing waste.”**

The acute cardiac unit at Poole closed in March and the teams moved to the coronary care unit (CCU) at RBH. Staff nurses Mihaela, Sruthy, and Midhu, shared their experiences of relocating from Poole to Bournemouth. [Click here](#) to watch their video.



After many years in planning, our pathology team got the keys for the Dorset Pathology Hub, one of the most advanced facilities in the UK. When fully open next year, it will be supporting hospitals across the region to improve diagnostics for patients, meeting the growing demand for specialist treatment and care.



Looking ahead, the beady-eyed will have noticed new signage added to our BEACH Building at RBH - clear signs of the ambitious vision for local health services in Dorset. Keep up to date [here](#).



Good news feed

A very royal party

We couldn't be prouder of our equality, diversity and inclusion lead Deepa Pappu, who attended a special reception at Buckingham Palace. She was personally thanked by King Charles for her hard work as a professional nurse advocate.

Deepa said: *"I am deeply moved by His Majesty's thoughtful gesture of spending time with international nurses and midwives on his birthday. It was one of the most memorable days of my career. My family back home and friends around the world were super excited. The kind and happy messages from my colleagues made me feel truly loved. To be invited to the palace and shake hands with The King was beyond my dreams. It was pure joy."*



Christchurch celebrations

The team at Christchurch Day Hospital has been accredited by Bournemouth University for the exceptional care they provide to patients. The accreditation looks at how services develop excellence in practice, leadership management, effective engagement of users and much more.

Laura Martin, clinical lead at the Day Hospital, said: *"This is a wonderful boost for our team and allows us to continue the standard of care we have worked hard to embed into our day to day. We know it makes a difference to our patients to know they are receiving the very best patient care."*



Thank you to our volunteers

As the music played, stories and laughter were shared at our recent volunteer celebration. With well over 100 people in attendance, we came together to celebrate all parts of volunteering from every part of UHD. We were joined by our chaplains, Hospital Radio Bedside, Macmillan, Forest Holme, charities, and governors. A big thank you to our volunteer services team for organising and to everyone who attended.





Good news feed

Listening to understand with our education team

The BEAT student and preceptorship support team hosted NHS England for a student placement listening event.

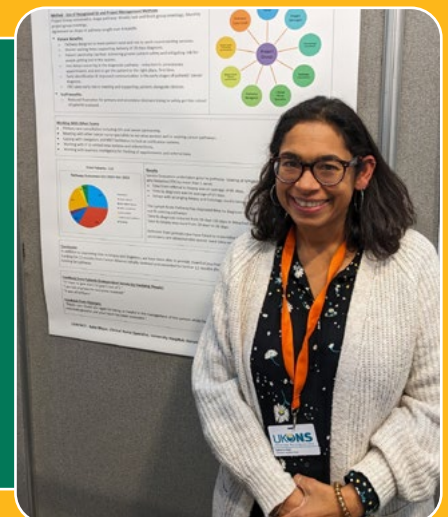
With a fantastic representation from multi-professional students, they passionately shared their feedback and real-life experiences, aiming to enhance the learning journey for all students at UHD. Their contributions provided invaluable insights into the challenges and successes of their educational journeys.

The student team, led by learning environment facilitator Hannah Street, showcased our innovative initiatives, including the impactful Purple Flag, the Clinical Nursing Skills Traffic Lights, and the department's Lake View Sim Ward. The team has been invited to present their work on the national stage, an opportunity to influence pre-registration learning for students across the country. Well done to everyone involved!



Conference success

A big well done to Katie Major, clinical nurse specialist, for presenting our new lymph node pathway pilot at the UK Oncology Nurse Conference. Running now for a year, her poster demonstrated how the pathway worked to improve diagnosis time and how important it is to provide psychological support during this period.



Let's keep talking

The BIG UHD Conversation

Our new UHD Culture Champions have been working together over the last few months, developing their skills as they prepare to go out and speak to the UHD teams they will be working with for the next 10 months.

The Big UHD conversation is a listening exercise taking place with an initial 24 teams across UHD. The Culture Champions, alongside some of our senior leaders, will be talking to you on a range of topics linked to the Patient First programme.



The November Big UHD Conversation was all about 'people' and we were keen to hear from you about what it felt like to work in your team, how your team made you feel valued, what a good day in that team felt and looked like, whether it felt like there was enough people to do the work - and what processes helped or hindered you. The Culture Champions will be analysing and sharing what they have heard before the December Big UHD Conversation takes place, focusing on patient experience.



Learn more about EDI

Do you want to know more about how you can promote equality, diversity and inclusion in your team but don't know where to start? Invite Deepa Pappu, our diversity and inclusion lead, to your team meetings for a bitesize introduction to our latest projects and to find out how you can get involved.

To find out more contact deepa.pappu@uhd.nhs.uk.



Higher development award

Are you currently working in a band 2-4 role and want to expand your knowledge of leadership? In February 2024 we will be launching The Higher Development Award in Dorset.

The Higher Development Award will explore:

- developing customer service skills
- working in a team with a coaching element
- problem solving at work



Who is it for?

Anyone working in a band 2-4 role, clinical or non-clinical, is eligible to apply. You do not need to have any prior level of qualification to attend or work a set number of hours, only the desire to improve your skills and knowledge and be the best you can be in your role. If you are hoping to attend, you will need to seek support from your line manager to be able to release you to attend Bournemouth and Poole College. The course will take place bi-weekly over 14 weeks.

[Click here](#) to register and be considered for the pilot of the award. Please email band2-4uhd@uhd.nhs.uk for any queries.



Peter's ponderings

with Dr Peter Wilson, chief medical officer

The holiday season is approaching fast. This time of year is always bitter sweet for me. For my family and I, it is a reminder of the fun and togetherness we have experienced this year. Although personally, after over 20 years in the UK I have still not come to terms with the darkness and the cold.

For our NHS family, it is always trickier. The large amounts of patients coming through our front door seems relentless at this time of year. This year seems even harder than previous years (pandemic obviously excluded), as the recent announcements of the need to regain financial control, delivering on our operational expectations, while maintaining patient and staff safety seems a tall order for all of us.

There is much for us to be proud of. We continue our reconfiguration at pace. We are now under 70 weeks away from our big reconfiguration. Many of you will be actively involved in ensuring our services are ready and for that. Thank you. Change is always unsettling but it's an opportunity to look afresh at how we do things. There are real examples of great change occurring across the organisation which is a testament to all of you. For those who have not been

as actively involved, I would encourage you to seek out opportunities to ensure you and your colleagues' voices can be heard. This can be through your local teams, the Culture Champions as part of "The Big Conversation", or speak to one of the transformation team.

There is huge amount of work being undertaken at the front door to streamline our emergency pathways, improve our offer for patients awaiting mental health assessment, as well as those waiting for beds in our communities. Although we haven't seen the improvement we would all like yet, I would like to thank all of you involved. It is always tough making improvements on top of your day job.

While the holiday season is always a time of contrasts, it can be even tougher for many of our staff. Those who are separated from their loved ones must find this time of year tough. This is even more noticeable this year (I think), with the many conflicts occurring around the world. We thank you for all you are doing in such tough times, and we keep you close in our thoughts.

This December is especially sad for me as a new executive (I have now been here for seven months) as I am saying goodbye to three outstanding colleagues. Karen Allman, chief people officer, retired in

November. She really helped me settle into the organisation and her and her team have offered me invaluable support and made my job so much easier. Paula Shobbrook, chief nursing officer, is retiring in a few months. She has been an ally, a friend and helped me settle into the UHD family. I will always be grateful. Last and by no means least, Dr Ruth Williamson. Ruth was acting chief medical officer during the pandemic and ensured we remained safe as we navigated those difficult times, while starting to reconfigure. Since my arrival, she has not only been an outstanding deputy CMO, who has supported me brilliantly, but has also become someone I can have great conversations with, bounce ideas off and take advice from. I will miss her, but our loss is Hampshire Hospitals gain as she will be starting there as CMO in January. I am sure you will join me in wishing her well.

Finally, for all those working over Christmas and New Year - THANK YOU. I will hopefully see some of you on site over Christmas and Boxing Day, but to everyone working, we are so grateful for all you do to look after our patients.

Thank you for my first seven months - you have made my joining easy. Let's look forward together and embrace all next year holds.

Peter

SPOTLIGHT **“When we get healthcare right, we are among the angels”**

A spotlight on UHD’s chaplaincy services, by James Taylor, lead chaplain.

“This September I became UHD’s lead chaplain, stepping into the shoes of much-loved colleagues going back several decades...”

“I became a Christian minister in the Church of England in 2017. When my family moved to Poole in 2020 during the pandemic, I joined the team, and have got more involved ever since.

“Chaplaincy is a very responsive service. If all is relatively quiet, we’ll be out and about on the wards and in the public areas of the hospital. If anybody needs spiritual, religious, or pastoral support, then we are there to care for them.

“So many people receive life-changing news, or life-changing developments can occur in our hospitals. Calling the chaplain is something that can really help someone when an enormous weight has been dropped on them - we’re all trying to help people process and cope with the new situation they have found themselves in.

“We support the maternity team around baby loss, and serve patients and staff as leaders in ritual, times of memorial, or celebration. We are called upon times of trauma to join our staff on the spot. We want to better support bereaved staff. We are on various boards and committees, and we’re currently receiving more referrals from the psychiatry liaison team and the carer support service.

“If you aren’t well in yourself, then there’s a limit to how much help you can be to others. You don’t want to be in ‘compassion fatigue’. In the NHS we have a strong tradition of fixing things, whether it is a broken leg or arm, or a difficulty that we can address with medication, treatment, or surgery. That leaves us feeling exposed when we encounter situations that we can’t fix. And as you move around the hospital and talk with patients and staff, you realise how many things all of

us face which are not fixable, and I think this is where chaplaincy comes to the fore. It’s about the human spirit. It’s at that time that we tap into more ultimate resources such as religion, philosophy, ritual - the deep truth about who we really are.

“Like so many of us, as chaplains we get a lot of energy from what we do. Very rare is it in a day when we’ve not been able to help someone. All the chaplains would agree that we get a lot out of our work. That said, we must take care of each other.

“When we get healthcare right, we are among the angels. To be a bit like an angel for somebody, and then to be remembered in that way, sometimes for many years, is hugely rewarding.

“What I really like about Christmas is that it is still a widely shared time of celebration... and although we differ across the community in terms of our attitudes and beliefs, a Christmas celebration is something that nearly all of us feel able to join in with. I think we do really need these communal celebrations so that people feel like they matter to us, and that we matter to them. That’s one of the things I really do love about Christmas time.”



Leadership and development

Wrapping up a year of leadership development across #TeamUHD...

With the end of 2023 fast approaching, it is time to look back over the past 12 months and celebrate our staff who we have supported on their leadership journey.

Our ethos is that everyone is a leader, therefore everything we offer is designed to increase your knowledge and skills, develop your self-awareness, and build your confidence as you continue to grow as a leader. There is something for everyone, regardless of your role or experience.

Across our skills-based workshops, our in-house programmes, and coaching, we have worked with over 800 of you while also supporting and signposting to external development and related academic qualifications.

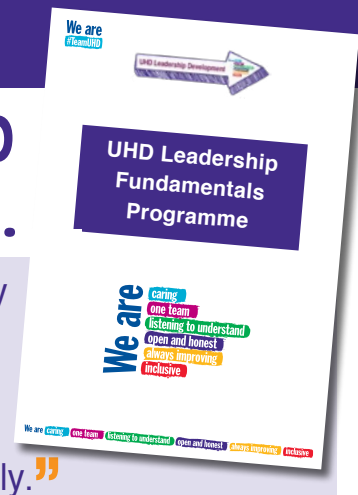
“I enjoyed meeting UHD staff from totally different working backgrounds, listening to their stories and issues. I had received some good suggestions and advice how to resolve difficult situations in practice. I felt that I was listened and taken seriously.”

If you are at the start of your journey or are keen to further your personal and professional development, look at what you can get involved with in 2024 [here](#).

“I will now be more aware of individual learning and leadership styles and the importance of using a combination of differing styles to allow success. I will encourage other colleagues to enrol on this course to!”

Thrive
leadership development

If you want to find out more about what we offer or have any questions, please email organisational.development@uhd.nhs.uk and we will be happy to help.



Shining bright on #PurpleLightUp day

Thank you to everyone who joined the celebrations on #PurpleLightUp day, we all joined the global movement alongside our ProAbility Network.

Our UHD ProAbility Network was proud

to support this event for our #TeamUHD employees who live and work with disabilities, hidden disabilities, and underlying health conditions.

If you want to continue the conversation and



learn more about how you can become an ally to the network, look at the newly refreshed intranet pages [here](#).



 **ProAbility Network**

Recruitment ROUND UP

New year, new career?

Our next open day for healthcare support workers at RBH is on 20 January. If you or someone you know is interested in kickstarting their career in healthcare, come along to our event. Walk-ins are very welcome, but we encourage people to apply to ensure an interview for a position on the day.



Newly qualified nurses' recruitment day success

Our twice-yearly event for newly qualified nurses took place on 19 November at RBH. Attendees experienced a tour of the hospital, talks from our matrons, information about our preceptorship programme and an opportunity to network with UHD staff.

Some 15 soon-to-be qualified nurses were offered a position with us - we're looking forward to welcoming them to #TeamUHD when they graduate! The next newly qualified nurses' recruitment day will be on 11 May.



Autumn careers fairs at local universities

We've had a fantastic time attending careers events at Bournemouth University and University of Southampton recently. Business Intelligence and IT attended the Annual Careers Fair at BU where they spoke to students about the various non-clinical opportunities available at the trust and therapies attended the OT Fair at Southampton - with many showing an interest in embarking on their careers with us after they graduate. With so many roles to choose from, you can guarantee there is a role in the NHS for anyone.

We also attended the BU Nursing, Health and Social Care Careers Fair on 21, 22 and 23 November - speaking to students studying biomedical science, ODP, nursing and more.

Help with job adverts and posting your roles on social media

Do you need a refresh of your job advert and help reaching a wider audience? Get in touch with sian.wright@uhd.nhs.uk to optimise your adverts and share them across social media. We can also look at paid ads options for LinkedIn or Facebook if you are struggling to attract the right candidates.



Let's get social

Con-grad-ulations!



Some of our comms team spent the day covering the successes of Bournemouth University's graduates at their ceremony. Olivia, a physiotherapy graduate, received a whopping 102k views and more than 2k likes during this short [clip](#) telling us how #TeamUHD made her feel so welcome during her placement.

A national shoutout

Our first ever Team Month might be over, but the conversation doesn't stop there. We had our very own shoutout from NHSE's Southwest Digital Network following [this Instagram reel](#).

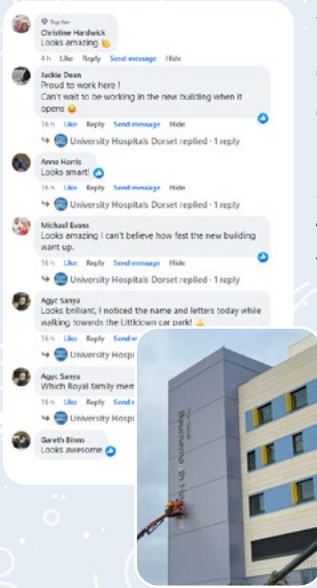
Gwen Park, senior comms and engagement manager for the network, said:

"Finally, I thought this little clip from UHD was a great use of outtakes and made for a lovely piece of human content. I'm sure we've all had moments filming videos where things haven't gone to plan, and I thought this was a clever way to set the scene for UHD as a positive and welcoming place to work."



Thanks to Kerry, Christine, and Caroline for their involvement with our social media throughout November, helping us to showcase the array of workshops and masterclasses provided for colleagues through their own storytelling, and the odd blooper here and there!

Writing's on the wall



We were lucky to capture an exciting development to the BEACH with RBH's signage installed along the side of the build. This [reel](#), showing the construction team in action, proved to be particularly popular, reaching more than 6k people on Facebook and over 500 likes across our socials.



"Make it go viral"...

...is something we're often asked in comms. But over the summer we reached an incredible 850k people with this Facebook post about Caroline, one of our sisters in maternity, coming full circle with the birth of a little one, 26 years prior to the arrival of the new mum's very own arrival! It's stories like this that we love to share, and the public clearly love to celebrate them with us too. A little reminder to never underestimate the power of social media. #PostOfTheYear.



A big thank you to everyone who's been involved with our socials over the past year. Be it a story that comms has shared on your behalf, or your own post, it's thanks to each one of you that we've been able to nurture such a strong following across our channels with your news, stories, and achievements. So, here's to you, #TeamUHD. What a year it's been!

Celebrating a successful UHD Team Month

UHD
Team
Month
2023

Our first 'UHD Building Effective Teams Month' was all about starting a conversation on the importance of building effective teams so that we can work together effectively through change, while ensuring the safety of our patients.

With all the impending changes with our services and environment, it has been great to give everyone the opportunity to build on their skills and knowledge in this area and to start recognising and celebrating our successes, both of our individual contributions, as well as what we have achieved as #TeamUHD.

We ran several masterclasses open to all at UHD and **over 400** of you took part! We hope each of you took away some learning that you can put into practice in the workplace. This could have been to build relationships, improve communication skills, or gain a better understanding about what it is you bring to your team - it's all important.

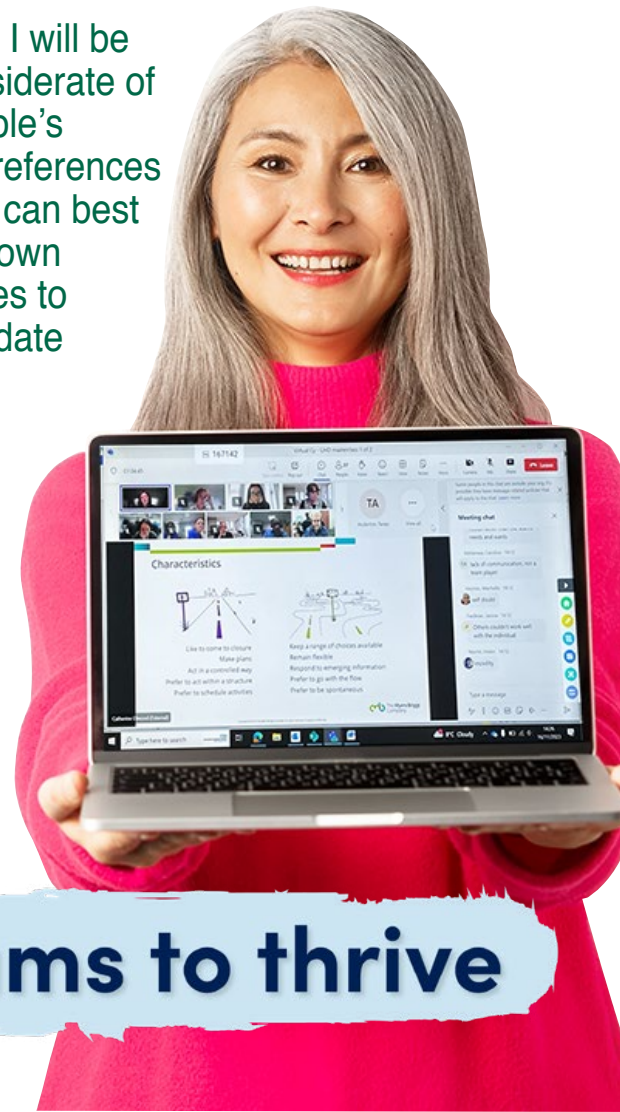
Over the month, we also shared resources for you to make use of, including tips for checking in with others, running meetings and communicating change. These are available on the intranet and more will be added regularly, so keep an eye out for them! We will also be adding information from the masterclasses that you may have missed.

For now, we encourage you to keep building relationships in your teams, communicate changes, learn from one another and be curious about how you and your team can help shape the future of Team UHD.

If you have any questions about team development at UHD, email organisational.development@uhd.nhs.uk. You can book onto our '[Leading Teams through Integration](#)' workshop or our '[Leading Teams through Change workshop](#)'.

“It's good to think about why we all work differently and that each of us bring something to our team. I will take away from this session that we are all important.”

“In future I will be more considerate of other people's working preferences and how I can best adapt my own preferences to accommodate them.”



What word best describes your typical reaction to change?

Unsure Positive Essential Stress
Anxious fear Apprehension Concerned
Stressful Excited Exciting
challenge Questioning
pragmatic Unsettling worried

Supporting UHD teams to thrive

BU and UHD Graduation celebrations

Congratulations to everyone who celebrated their graduation last month. With many of these learners starting their university journey during the Covid-19 pandemic, 2023 graduates have overcome some significant challenges on their journey. We are delighted to have played our part in their success - a big thank you to all the UHD teams involved in supporting placements and lecturing on courses at BU - it really is a joint effort!

Alongside student graduations were several honorary awards, including an Honorary Doctorate in Business Administration for our retired CEO, Debbie Fleming OBE. She received this for playing a vital role in forging the strong partnership between BU and the region's hospitals. Sam Crowe, our Director of Public Health for Dorset, also received one for his work leading our response to the pandemic.



To everyone who has joined us after finishing their degree - a very warm welcome to **#TeamUHD** - *we are delighted you chose to join us!*



Going tattoo-less

Thousands of patients receiving radiotherapy at UHD no longer need to have permanent tattoos to accurately mark the target site for their treatment.

Radiotherapy involves a beam of radiation aimed at a tumour to kill it. As it can damage non-cancerous cells, the procedure involves complex planning to ensure the right dose is delivered at the exact site it is needed, with a series of small tattoos traditionally used to help guide this.

However, at Poole, our patients are now treated on one of three 'surface guided' radiotherapy treatment systems which use a series of 3D stereo cameras to create a skin map of the individual patient instead.

David Frost, head of therapy radiography, said: *“One of our values in ‘always improving’, and we are using the latest technology*

to do that for the benefit of our patients. While the tattoos assisted our treatment, they often had a negative psychological impact on our patients and were a permanent physical reminder of being unwell. For some of our patients it was also the first tattoo they ever had.”

We are the first trust in the south west to offer the service, and

the team also operate a fourth system at The Robert White Centre at Dorset County Hospital, in Dorchester. The centre is named after multi-millionaire businessman Robert White, who gifted Poole Hospital more than £10m to advance cancer treatment in the county before his death in 2015.

▼ Patient Ola Williams and our radiotherapy team



A big UHD-BU welcome to Lindsay

Our new associate professor of nursing practice, **Dr Lindsay Welch**, started her role at UHD in November.

Her role is the first BU-UHD partnership joint appointment and she will be focusing on enabling clinicians to develop research through access to education, research awards and research infrastructure. She brings with her extensive research experience gained from working as a respiratory nurse in acute, primary and community lead settings and continues to be engaged in respiratory nursing and research.

Lindsay said: *“I am passionate about developing nurses and allied healthcare professionals’ careers and maximising the research opportunities available through the BU UHD*

partnership. To have a genuine clinical academic post within the NHS is unique and a rare opportunity. It really is a dream position to have a role that allows me to work with, support and develop colleagues and ultimately improve patient outcomes and experiences and I’m excited to get started.”

Congratulations
to our UHD pathology and BU biomedical science departments for working together to achieve the Institute of Biomedical Science (IBMS) accreditation for the degree programme at BU!



Keeping our oceans clean

BU Bournemouth University



This month, BU was one of the institutions from around the world that hosted teams competing in a non-stop, 48-hour event called **Ocean Hackathon**, designed to provide solutions for problems that impact oceanic health.

BU entered five teams, each developing and pitching a unique sustainable marine themed project. Our UHD sustainability manager, Stuart Lane, joined BU's pharmacology programme lead Dr Sarah Upson and her team, to work on the challenge of preventing pharmaceuticals from entering the ocean. Stuart was able to highlight the critical importance of educating hospital staff on the proper way of disposing of pharmaceutical waste; backed up by data collected by UHD after the roll out of the trust pharmaceutical flow chart.

The winning BU team used AI fish detection to help secure sustainable fisheries. They will go on to present their project in the grand finale in France next month.

That isn't the end of the road for the joint work between BU and UHD, however. Dr Sarah Upson is liaising with sustainable medicines lead Tracy Lyons on how to model and manage pharmaceutical contamination of waterways from both NHS institutions and the wider community. Watch this space!



Bank Christmas payroll

During this period, payroll will be unable to expedite late finalisation. **Please help us support our bank workers by ensuring timely duty finalisation.**

Thank you for your continued support, temporary staffing team

Duties completed between
11-17 December
Finalise: Monday 18 December*
Duties completed between
18-24 December
Finalise: Tuesday 26 December*

*Please complete by 7pm



It's beginning to look a lot like Christmas!

Sarah-Jayne from our estates team has worked her magic and created a beautiful tree display in Dome at Poole. This year, B&Q Poole helped to make our tree the brightest yet with a generous donation of £200 towards new decorations and lights.



Dorset's 'Quarrymen' deliver Christmas gifts for our patients with dementia

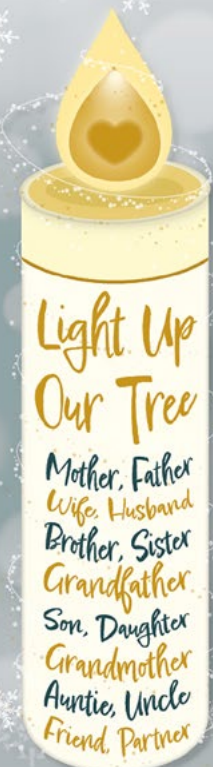


Known as the "Quarrymen", the Widows Sons Masonic Bikers Association held their annual Christmas festive Toy Run on 26 November. All dressed up as Santa Claus, the team rode by every Masonic lodge across Dorset to collect donations of activities for patients with dementia on our wards.

Remember your loved ones this Christmas and light up our tree

Light Up Our Tree is an opportunity to mark the remembrance of cherished family members or friends who are sadly not with us today. We know that this can feel especially important at times of the year like Christmas. [Click here](#) if you would like to donate and share the names of your loved ones on a cut-out candle tree decoration. The candles will be displayed in the Chapel's at RBH, Poole and Christchurch hospitals over the Christmas period.

Light Up
Our Tree



Fan-TASH-tic fundraising

One month and some impressive moustaches later, a huge total of £1,110 was raised for new radiotherapy equipment. A huge well done to the team which was made up of radiotherapy radiographers, physicists and engineers.



A Christmas wish

We know Christmas away from home is not the same, so it is important we do our best to bring some Christmas cheer and comfort on the children's wards during the festive period. This year we are asking you to help gift a child a brighter Christmas with a donation to our children's services and units.

A donation will help to fund things like activity packs, presents and games for children to enjoy. Every penny raised will also go towards supporting many more children with new equipment and items beyond the festive season. [Click here](#) to donate.



SPRING supports Christmas remembrance service

On 25 November, bereaved parents and families came together for the annual Christmas Remembrance event at St Mary's Longfleet Church. It was a touching ceremony to reflect and honour babies that are sadly not with us today. During the event families were able to light a candle, listen to readings and write a special message to their loved ones. If you require support from the SPRING service [click here](#).



New fundraising challenge alert

Do you want to take on an experience of a lifetime while raising funds for your department? Set yourself the challenge of climbing Mount Kilimanjaro on 4-13 October 2024.

Want to find out more?
Email uhd.charity@uhd.nhs.uk.

If you are interested in finding out more about how you can support the charity:

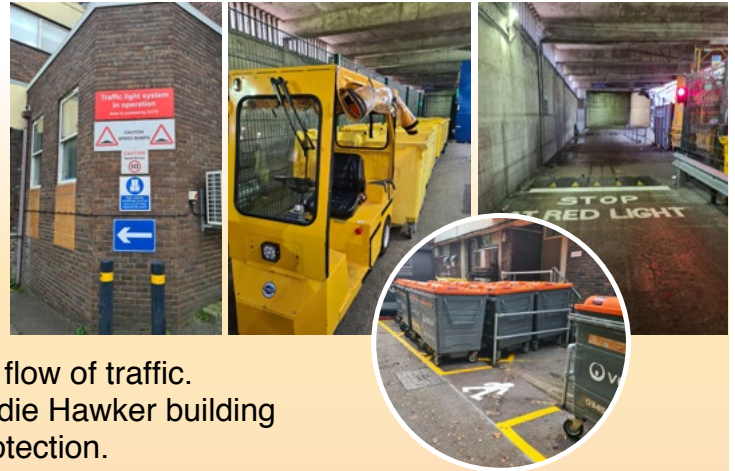
Follow @UHDCharity on  Facebook  Instagram and  X (Twitter) Visit UHDcharity.org, or contact the office on 0300 019 4060/8449

You said, we did...

With our health and safety team

Do you have a concern about your working area? Raising a LERN helps us monitor a potential existing or future risk. For example, the health and safety team has been working with our estates and portering manager to make the underpass at Poole a safer place to work.

As a result, we have installed a new tug to reduce moving and handling activity and have added a new traffic light system with signage so that we do not have to push waste bins against the flow of traffic. We have also improved safety at the rear of the Eddie Hawker building by adding a clear pedestrian walkway and edge protection.



IG top tip

Do you know what to do with your confidential waste?

Confidential waste must **always** be stored securely, and not left in public areas such as corridors. We have recently partnered with a new supplier to collect paper for shredding from our sites. Each site has its own collection points for confidential waste; details can be found [here](#).



Beside the sea in ED

Our children's waiting room in the emergency department at the Royal Bournemouth Hospital has been given a makeover by local artist, **Mirek Lucan**.

Two new pieces of art are on display, showcasing

Bournemouth pier, Dorset's famous beach huts, and a jamboree of under sea creatures - as well as a skateboarding deep-sea diver!

ED practice educator, Jen O'Donnell, said:

“Waiting in the emergency department can be an anxious time for young people so we wanted to create a child and teen friendly environment to help our patients and their families. We're really pleased with the work and have had great feedback from our patients too.”



Let's talk about IT

BloodTrack project success

A big well done to everyone involved in our biggest Android deployment UHD has ever completed. In October we went live at Poole and have trained 128 colleagues as superusers, who have cascaded to 65 colleagues to date. It has been another brilliant example of working together to align services. Thank you to the IT colleagues and the transfusion team and special

mention to Becky-Lee, Helen T and Helen S, who went above and beyond to make this project a success. At Poole the use of PDAs for sample collection and transfusions is new and having completed the super user training we are now able to offer more support on the wards. Contact transfusionpractitionerspoole@uhd.nhs.uk or phone ext. 2444 for more info.

Release 12 is here

This November we implemented a new release of DCR. Release 12 introduces infrastructure changes to allow social care and changes to allow substance misuse information to be added to the system.

DCR now can accept alerts from the Halo caseload management system, which is used by community drug and alcohol services across the county. We are working with Reach (Dorset) and With You (BCP) to deliver this information over the next few months. This release also includes several fixes including a fix to enable UHD Pathology to be delivered shortly. Our next release will be Release 13 aiming for before Easter 2024.

Process mapping for EPR

IT projects is currently process mapping all the clinical departments across the trust. If your department has not been process mapped yet, please contact richard.jordan@uhd.nhs.uk to arrange an appointment with one of our team.

Clinical digital leads wanted

Are you a senior clinician with an interest in all things digital? Would you like to work with clinical teams and informatics to champion digital opportunities? We need clinical digital leads in clinical support and medicine. We're looking for experienced clinical leaders from within UHD to work on our new Electronic Patient Record (EPR) plans and associated digital programmes for the next five years. If you are interested in the role contact sarah.hill@uhd.nhs.uk

eMed Medical Fit Note now live

The new eMed Medical Fit Note eForm is now live. This will be accessible via EPR and will replace the existing paper sick note forms.

All current doctors in the trust should now have access to the new eForm. If you need access to this eForm please raise a service desk job.

For further details please check the recent Staff Bulletin or for any other questions or queries contact richard.jordan@uhd.nhs.uk

The annual IT Christmas freeze...

...will be from 18 December-5 January.

During this period there will be no changes or upgrades to IT.



Let's talk about IT

Meet our integration team

Our integration team plays a pivotal role in ensuring the seamless flow of data between various clinical systems. Their primary responsibility is to oversee the four trust integration engines (TIE). The team manages between 200-300 channels on each Mirth Connect server, facilitating the exchange of messages containing various data.

The team is not only responsible for the integration engines but also actively contributes to the development, maintenance, and support of in-house database systems for various departments. Their objective is to ensure the accurate and seamless flow of data between patient information systems. This involves monitoring existing interfaces, diagnosing faults/issues, and resolving them where possible. They must be versatile in managing an array of clinical applications.

Some critical data flows they manage include appointment notifications and rebooking, ordering processes, report transfers, scans, X-rays, clinical letters, electronic discharge summaries, and electrocardiograms (ECGs).



These data flows are vital for the effective functioning of the healthcare ecosystem at UHD.

[Click here](#) to find out more. A big thank you to the integration team - a vital part of #TeamUHD.

The Brief



Wednesday 13 December - spread the word

Please use this sheet to communicate the key messages from *The Brief*. Return your form to Siobhan Harrington, CEO, or email it to communications@uhd.nhs.uk

Update	Shared?
<p>A very UHD Christmas: Find out how to book a Christmas taxi, IPC guidance for decorating your department, pay dates over the festive period and more. See page 4.</p> <p>Learn more about EDI: Invite Deepa Pappu, diversity, and inclusion lead, to your meetings to find out how you can be more inclusive. See page 12.</p> <p>Patient First update: See which teams are starting their Patient First journey and join the Patient First conversation with our online sessions with chief executive, Siobhan Harrington, and chief nursing officer, Paula Shobbrook. Page 6.</p> <p>Learning from patient safety events: We are adopting the NHS's new 'Learn From Patient Safety Events'. Head to page 7 to find out the updates.</p> <p>Bank Christmas payroll: Help us support our bank workers by ensuring timely duty finalisation. Head to page 21 to find deadline dates.</p> <p>Winter wellbeing: Head to page 5 for tips on how to stay well over the winter and how to keep your finances safe with our staff benefits scheme Vivup.</p> <p>Let's talk about IT: Release 12 is here, and eMed Medical Fit Note is now live. Are you a senior clinician with an interest in all things digital? Find out how you could become a clinical digital lead on page 25.</p> <p>And finally... We celebrate our joint BU and UHD graduation celebrations, how to advertise your job roles on social media, new artwork in ED, going tattoo-less in radiology, meet our chaplains, charity round up, and much more...</p>	

Staff questions or comments (continue overleaf where necessary):

Department:

Signed:

Date: