

The Brief

March 2024



The Brief



Spread the word – action for managers

All managers should use this sheet at your huddles, team meetings and handovers to communicate the key messages from *The Brief*.

Update	Shared?
<p>NHS Staff Survey: We have improved in the majority of areas since last year and more of you took part than ever before as UHD. Speak to your teams about the results for your areas and see where we need to focus our attention on page 4. You can also see the results from the latest People Pulse Survey, on page 6.</p> <p>4-hour patient safety standard: There is a national focus on the 4-hour target this month. This is about flow across the whole organisation and doing what is right for our patients. See page 7 to learn more.</p> <p>Patient First: Find out more about what Patient First means to our trust and your team in an online event with Siobhan Harrington on 22 March. See page 5 to find out more. Trauma and orthopaedics, same day emergency care, AMU and paediatrics and maternity are all starting their Patient First journey next month.</p> <p>PSIRF on a page: See page 8 for an overview of the new way we will be reporting and learning from incidents. You can also join our PSIRF Learn at Lunch – page 9.</p> <p>Thrive Live: Our first UHD Wellbeing Fair takes place on 18-22 March. Please enable your teams to attend the many workshops on offer. During the week we will be hosting an Ask Me wellbeing special with Dr Peter Wilson on 21 March, see page 11.</p> <p>Transformation: See page 18 for a You Said transformation special which talks about how the transformation plans will change the way many of us work. Prep work is also about to start on the new ward block at RBH. Learn about this and other latest developments on page 16. You can see all the latest information on what's happening when on the 'Investing in our Hospitals' portal on the intranet.</p> <p>Leadership and development: We have three workshops designed for you and your teams to negative change, as well as coaching opportunities on page 14.</p> <p>Covid capsules: Join us at RBH on 20 March, XCH on 21 March and Poole on 22 March as we hold special services and bury our Covid time capsules. See page 5.</p> <p>IT update: Please ensure that a patient's ethnicity is accurately recorded to enable us to address health inequalities. Find out more on page 30.</p> <p>Become a reverse mentor: We are looking for mentors and mentees for our UHD Reverse Mentoring Programme. Staff from underrepresented communities are encouraged to apply. The deadline has been extended to 18 March – search reverse mentoring on the intranet.</p>	

Your University Hospitals Dorset

An update from chief executive, Siobhan Harrington



Welcome to your March edition of *The Brief*, which this year falls on International Women's Day. More than 70% of our NHS community are women, and I'm immensely proud to be a female leader, and to work for a trust that actively champions inclusion for all. Indeed, the theme for this year's Women's Day is 'Inspire Inclusion', a timely reminder of our own trust values and behaviours which are there to guide all of us, and which are central to our UHD family:

'We promote a sense of belonging and inclusivity, where we all have a voice and are able to contribute to the future of our organisation; whether staff, patient or our wider community...'

This March is both a **time for reflection** and **springing ahead** to the future. The daffodils are out, the clocks will change, and we are hosting our first 'Thrive Live'. This week of workshops, talks, and exclusive offers for UHD staff all focus on your wellbeing. I have always maintained that to provide excellent care, we must look after ourselves first. So do look at the programme and please encourage your teams to attend at least one of the many events on offer. See page 10.

Later this month, we will also be reflecting on one of the most significant moments in our NHS history, the Covid

pandemic. Please do join us at RBH, Christchurch and Poole as we bury Covid time capsules, and as we pause and reflect on working and living through the pandemic. Covid shone a very important spotlight on your wellbeing, and that is a light that cannot go out. You can read more on page 5.

A huge thank you to everyone for everything you have been doing through a challenging winter. At our Board of Directors this week we saw some significant progress in terms of improving flow in the organisation and reducing waiting times for patients.

The national Staff Survey has been published this week. In terms of the scores the trust has made significant improvement in all 23 areas of the survey, but we know we have more to do to make UHD the best place to work. We have been doing a lot of reflection on what you have been telling us, both in the NHS Staff Survey and through our People Pulse Survey. More and more of you are adding your voice every year, and I want to assure you, your voice is heard. Speaking out about your experiences allows us to tackle issues, support you in your role, and celebrate where things are going well. It also shows how much we all care about our organisation. So, speak to your teams, ask about your survey results, and action plans, and let's work

together to make our trust a better place to work. You can read more on page 4.

One big theme that has come out of the results is people not always knowing what is going on or being updated by their managers. We know the negative impact this can have. Equally we know there are teams out there who are real communication champions. So, we are looking at what works well and why, and will be introducing a number of toolkits for our managers so they have all they need to keep teams informed. All of this ties in with our Patient First work - getting out across our trust, keeping people in the loop, dealing with issues, and identifying areas for improvement. So, hold us to account and help us to help you.

As ever, our trust remains very busy, both in our 'business as usual' and the major transformation work - the crucial part of this being how we as individuals and teams need to continue to come together and for some of us, change the way we work. We know this isn't always easy, so speak to us and let's work through this together.

One big change will come as we say goodbye to our chief nursing officer, Paula Shobbrook, this month. Paula has been an integral part of Team UHD for many years.

Her compassionate leadership has guided us through some very difficult times, and I want to thank her for everything she has done for our trust, and for being a real advocate for our patients.

As always with the NHS, as one door closes, another opens, and we're really pleased Tina Ricketts has now started in her role as chief people officer. She will be integral in supporting

us as we 'transform care together', while improving the experience of Team UHD and our patients - after all, every single individual contributes, and every contribution is valued.

Ramadan, the holiest month of the year for Muslims, begins on 11 March. Ramadan is observed by Muslims worldwide as a month of fasting, prayer, reflection, and community.

Have a blessed Ramadan.

Daffodils also mark the arrival of spring and soon to be Easter so I will take this opportunity to wish you and your families a Happy Easter and thank all of those that will be working through this time caring for our patients as TeamUHD.

Thank you for everything.

Siobhan

NHS Staff Survey 2023

The 2023 NHS Staff Survey results have been published. Read our [breakdown report](#) and [benchmark report](#). Our response rate of 59% was the highest we have had in the past four years.

The majority of you said:

- In the past year, less of you experienced bullying and harassment from patients, managers and colleagues.
- You work in kind and compassionate teams where there is a culture of respect and kindness.
- Care of patients is a top priority at UHD.
- You would recommend UHD as a place to work.

Not all of you feel able to make improvements in your area of work and you are not all involved in deciding on changes that affect your team. We are grateful for this feedback and we have listened. We are already putting actions into place to improve this, find out more on page 5.

Results will be sent to care groups, directorates and team leaders shortly. Our [manager's module](#) is designed to support leaders with navigating your teams' results and identifying areas for improvement.

Vital statistics

February 2024

- We saw **42,012** patients in our outpatient departments
- ...and an additional **8,548** virtually
- Supported the birth of more than **316** babies
- Attended to **12,680** patients in our EDs
- Cared for **231** people at the end of their lives
- Started **224** patients on their radiotherapy journey

Thank you **#TeamUHD**

Our UHD Covid capsule

A time to pause, reflect and mark this moment in history



Later this month we will be holding special services at RBH, Christchurch and Poole and will bury a Covid time capsule on each site. Items in the capsules have been chosen by you, and will include a special book of reflections with a number of photos and recollections from those of us working in the NHS through the pandemic. We plan to open these capsules again on the 100th anniversary of the NHS - **5 July 2048**.

The chosen sites will be marked by a memorial stone and will create a lasting space for you to spend time reflecting on the pandemic,

the way it changed NHS life as we know it, and the very personal impact it had on you and your loved ones.

The services will take place over three days in the week leading up to the anniversary of the first full UK lockdown.



Wednesday 20 March
11am - by the lake at RBH

Thursday 21 March
12.30pm - the front of Christchurch Hospital

Friday 22 March
12.30pm - by the ribbon tree behind Churchfield House at Poole Hospital

We look forward to seeing you at the services, and welcoming special guests from the NHS - including Ruth May, chief nursing officer for NHS England - as well as school choirs, to help mark these occasions.

Next wave for Patient First

Four new departments are starting their UHD Patient First Improvement System (PFIS) training next month. They are trauma and orthopaedics; same day emergency care (SDEC); AMU; and paediatrics and maternity. They are joining our stroke, Christchurch Day Hospital and critical care teams who are nearing the end of their training. The stroke team has recently put up their Patient First improvement board and in [this video](#) Kerry from stroke outreach explains what Patient First means to her and encourages colleagues to get involved by adding to their board.

Still unsure what Patient First means or how it will improve things for us all? Join Siobhan Harrington,

our chief executive, on Friday 22 March, between 10-11am online [here](#). Colleagues who are already taking part in Patient First would be very welcome as well to outline the difference it is making for them and how it is helping them to make improvements in the way they work.

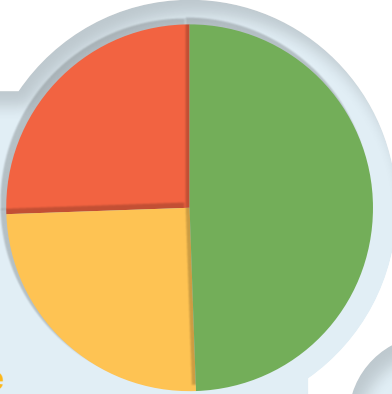


You said...



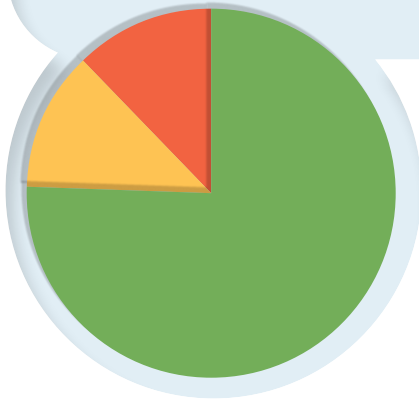
“ My organisation is proactively supporting my health and wellbeing ”

49.6% Strongly agree / agree
25% Neither agree nor disagree
25.4% Strongly disagree / disagree



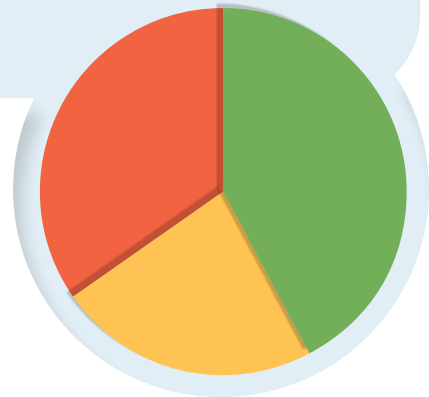
“ In my team we support each other ”

75.6% Strongly agree / agree
12.3% Neither agree nor disagree
12.1% Strongly disagree / disagree



“ I feel well informed about important changes taking place in my organisation ”

42.4% Strongly agree / agree
23.1% Neither agree nor disagree
34.5% Strongly disagree / disagree



How are you feeling?

Just under a fifth (18.9%) of colleagues said they were **coping**. Others said they were **demotivated** (18.1%), **calm** (13.7%), **stressed** (12.5%), **happy** (9.5%), **motivated** (6.4%) and **pessimistic** (4.7%).

What are we doing?

Thank you for using the People Pulse to tell us how you feel. In response to your feedback, we commit to:

Put the focus on nurturing your wellbeing and empower you to prioritise self-care by delivering 'Thrive Live'; our first UHD staff wellbeing fair.

Take the time to review and understand your comments and use them to make visible improvements.

Better communicate upcoming transformation changes to you. We will give you regular updates on the progress of our 'Transforming Care Together' programme and increase staff awareness by regularly visiting your wards/departments and sharing monthly newsletters.



The 4-hour safety standard - working together as Team UHD for our patients

Welcome to March, the last month of the year in the NHS. Over the last few weeks we have made progress on improving flow across the trust, thank you to everyone.

The next 4-weeks

We are continuing focus on patients receiving care within 4-hours. This is a focus for all of Team UHD.

Our priority across the whole year has been on patient safety and looking after each other. The 4-hour target is about flow across the whole organisation and doing what is right for our patients.

Meeting the 4-hour standard is all about our patient's safety, so we can quickly identify our very sickest patients and move them through our hospitals in a timely way. It enables us to provide the quality of care we want to give, and that our patients benefit from the most. It also means less crowding in our emergency departments, you being able to provide the

care you aspire to deliver, and importantly eliminate our ambulance delays by supporting more timely patient handovers to us.

Thank you for all you are doing, and for putting safe care at the heart of what we do.

Siobhan Harrington,
chief executive officer

Mark Mould,
chief operating officer

Professor Paula Shobbrook,
chief nursing officer

Dr Peter Wilson,
chief medical officer

And your UHD care group leads, **Leanna Rathbone, Abigail Daughters, Sarah Macklin, Sue Whitney, Mark Major, Darren Jose, Dr Robin O'Gorman, Dr Rob Howell, Dr Daniel Webster, Sue Reed, Madeleine Seeley, Claire Rogers, Trudi Ellis, Karen Hill and Marie Miller**

1 The 4 hour safety standard means safer, more timely care

2 It's 4 everyone, in all roles - everyone has a part to play

3 Patients should be seen, treated, admitted or discharged within four hours of arrival

**Targeting
76%
in March**

**4 every
one**
The four
hour safety
standard



**Save lives,
improve
patient safety**

Re-launching our Internal Professional Standards

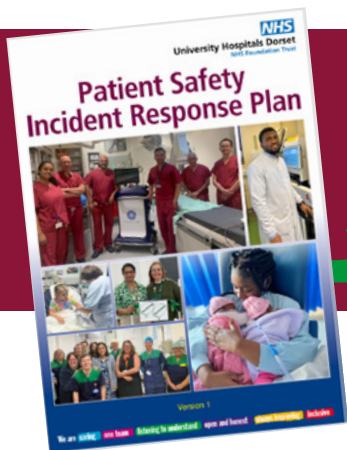
Today we are re-launching our UHD Internal Professional Standards (IPS) - you can see them [here](#).

These outline key principles that we should all be working to which will help ensure we are providing excellent, timely, and safe care for our patients on our urgent and emergency care pathways.

All staff have a role to play, and we ask that everyone supports and adheres to these standards.

By all working together collaboratively we can ensure we are making our organisation a place of fantastic care and experience for our patients and our staff.

Thank you



ON A PAGE



The Patient Safety Incident Response Framework is a fundamental cultural safety change in the way we think, report and investigate incidents...

Our Patient Safety Incident Response Plan (PSIRP), based on the NHS framework, focuses on **learning and improvement**. It is built on a culture in which people feel **safe to talk**, and we will be working in **partnership with patients to improve**.

WHO IS IT FOR? All of us.

Some of us will have more involvement, and may be an investigator or someone offering support to colleagues, but **all of us should know how to:**

- Report patient safety incidents via a LERN
- Know how to access help and support in relation to the patient safety incident response process

WHAT ARE OUR AIMS?

With compassionate engagement, we want to:

- Improve the experience for patients and families whenever a patient safety incident occurs.
- Reduce harm from patient safety incidents through learning and improvement.
- Support staff involved in a patient safety incident and ensure compassionate leadership, just culture and learning for improvement.
- Work with system partners to undertake thematic reviews of patient safety across care pathways.
- Improve the safety and care we provide to our patients and the environment our staff work in.
- Maximise our resources to support quality and safety.
- Train staff in investigation and improvement methodologies.

HOW IS IT DIFFERENT?

We will be looking at patient safety events and investigate based on opportunities for quick learning and improvement. We will simplify some investigation processes and focus on looking at systems, themes and interconnected causal factors rather than single root causes. This way, we aim to reduce repeat patient safety risks and **focus on the quality, rather than the quantity, of patient safety investigations**. Investigations will be viewed as improvement projects with clear plans.

WHAT ARE THE PATIENT SAFETY PRIORITIES FOR TEAM UHD?

As a trust we support reporting and learning from all patient safety events. However, we have identified the specific priorities for the next 12 months:

- Patient falls
- Medication (VTE)
- Pressure ulcers
- Diagnostics (follow up of radiology and laboratory investigations)
- Deteriorating patient
- Mental health (management and reducing restrictive intervention)
- Post partum haemorrhage
- Unexpected term admission to neonatal intensive care (NICU)
- Still births

HOW DOES THE PLAN SUPPORT US?

The plan clearly lays out how we will respond to national patient safety priorities, and crucially how Team UHD should respond to different patient safety incidents. There will be a **learning response** and an **improvement response**.

TRAINING

...is available for staff with specific investigation, improvement and/or oversight responsibilities. You can also join the monthly 'Learn at Lunch' sessions with our UHD Safety Crew.



HOW CAN WE FIND OUT MORE?

You can read our full PSIRP on the [patient safety pages of the intranet](#) and can contact our UHD Safety Crew at qualityriskteam@uhd.nhs.uk for support and guidance.

Save lives,
improve
patient safety

Safety interview up for gong



Save lives,
improve
patient safety

Good luck to Jo Olsen, who has been shortlisted in the Hospital Broadcasting Association awards for her feature on World Patient Safety Day.

Jo, IT project support officer at UHD and DJ for Hospital Radio Bedside, has been recognised in the Best Speech Package category following her interview with Dr Sean Weaver, our medical director for quality and safety. They spoke about the importance of patient safety at UHD, why the patient voice is paramount, and how we can encourage staff and patients to speak out about safety.

The awards take place in Winchester on Saturday 13 April and you can listen to Jo's interview with Sean [here](#).



"You said, we did..." Help make UHD latex free!

We have several people in UHD who are allergic to latex, and a recent incident saw a member of staff hospitalised after being exposed to latex in a clinically controlled area.

As a result, we held a RIDDOR (Reporting of Incidents, Diseases and Dangerous Occurrences Regulations) meeting and implemented a number of actions to remove the use of latex from general circulation products around the trust, such as elastic bands and balloons.

The team also introduced posters, completed website updates, and requested the removal of non-controlled latex products from specific areas across UHD. Where latex is being used within controlled clinical areas, a risk assessment is completed if there is a known staff or patient allergy.

If you require any support in your area regarding latex, contact us at healthandsafetyteam@uhd.nhs.uk.



PSIRF: What is it and what does it mean for me?

With the UHD Safety Crew



**Tash Sage, head of
patient safety and risk**

19 March - 12.15pm

See the intranet for the Teams link





Spotlight: Measles advice and guidance

There's now a one-stop [intranet page](#) rounding up all the must-have advice and guidance on measles. Measles spreads easily among those who are not vaccinated and can, in rare cases, be fatal. The new measles page includes information on symptoms to spot, our action card outlining what to do if you think you have been exposed, and how to check your vaccination status. Symptoms of measles include a runny nose, cough, high fever, sore red watery eyes, and a blotchy red-brown rash.



[Click here or scan to book your place on any of the events below and view the full programme](#)



Seminars, webinars and guidance sessions designed to empower you to prioritise self-care and support one another. Below is a taster of some of the sessions. Recordings will be available for all staff to watch after Thrive Live.

Mental health



Make positive change

LiveWell Dorset will be holding sessions throughout the week designed to help you improve your own wellbeing and support your colleagues:

Wellbeing essentials for you: This session will help you to understand how to implement the 'Five Ways to Wellbeing' in your life and **manage stress** by recognising healthy boundaries and **building your resilience**.

Wellbeing essentials for others: Designed to help you **improve effective wellbeing conversation skills**, and motivational interviewing techniques to help you support others to make positive lifestyle changes.

Navigating challenging patient facing conversations

This interactive workshop is designed to empower you to **maintain your sense of emotional wellbeing** when navigating the emotional effects of difficult conversations with patients and their families within a healthcare setting.

Physical health



Do you want to quit smoking?

UHD is starting a new pilot which gives staff access to expert support and **free Nicotine Replacement Therapy**. Come and meet the tobacco addiction nurse specialist team to find out how we can help you navigate your smoke free journey.

Are you struggling to sleep?

Discover the main causes of poor sleep and how Sleepstation can help you to **feel the benefits of great sleep**. Sleepstation is a clinically validated sleep improvement programme **designed by experts** and backed by science.

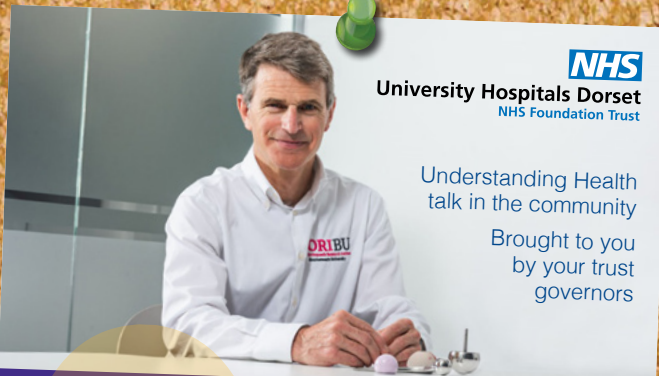
Financial health



Exploring everyday money

Financial wellbeing advice from **Money Helper** on the power of budgeting, financial resilience, credit and purchases, dealing with debt, fraud and scam awareness.

UHD noticeboard



NHS
University Hospitals Dorset
NHS Foundation Trust

Understanding Health
talk in the community
Brought to you
by your trust
governors

Hips: How to avoid surgery

With **Professor Robert Middleton**
orthopaedic surgeon and head of the Orthopaedic
Research Institute, Bournemouth University

Wednesday 10 April, 2.30pm

**St Saviours Church, Colemore Road,
Bournemouth BH7 6RZ**

Doors open at 1.45pm for refreshments and exhibition stands
Bus route X1, X2, 1a, 2. Disabled parking in the church grounds (please book)
and free parking in Colemore Road (parking restrictions suspended).

To book or for further information
please email: ftmembers@uhd.nhs.uk or call 0300 019 8723

STAR THE REVUE STRIKES BACK WARS

13th, 14th & 15th March
The Barrington Centre
Ferndown
Tickets £11.50

Scan to book

Sponsored by
UHD Medical Staff Committee & IHP

In aid of
forest holme hospice

Integrated Health Projects by
VINELOX MEDLINE

University Hospitals Dorset
NHS Charity

Ask Me wellbeing special

Join us on **Thursday 21 March**
at 3pm for an **Ask Me wellbeing special**
with our chief
medical officer,
Dr Peter Wilson.



Peter will be taking
your questions on [Teams](#),
and will be joined by some of our
wellbeing colleagues. It's a really
informal session and a great
opportunity to raise any issues
or share your experiences.
If you have any questions in
advance, pop them through to
communications@uhd.nhs.uk and
we'll ask them on your behalf.

AFTERNOON TEA

to celebrate
Forest Holme Hospice Charity's 30th Anniversary

26 April 2024
3:00pm to 6:00pm

Merley House
Wimborne

£37.50

forest holme hospice



Bank worker

noun: workers registered to provide work on an ad hoc basis, with no obligation for regular work.

Hospital Bank worker: an army of skilled workers and unsung heroes. With over 7,000 workers enrolled at UHD, spanning from estates to medical teams, their roles and responsibilities are far reaching and invaluable.



Ali - Bank administrator

“I have always worked in admin and had wanted to join the NHS for some time. During the pandemic I was made redundant from my job. I then joined the Bank looking to gain NHS experience. I have since worked around the eye unit and help on the front desk where needed. I am always happy to help others and can work around the department supporting where I am needed. Bank has worked for my lifestyle, enabling me to work at my best and support my home life.”

Kat - Bank physical therapist

“I have been with UHD since 2006. I have worked in both full time and part time capacity. I joined the Bank as it supported my family lifestyle - I have fostered 28 children across 12 years! I have a fantastic team of therapists around me, who support me to enable me to continue to work with acute patients.”



Jenny - Bank nurse and administrator

“I believe I may have had a few retirement parties, but I enjoy my work that I always come back. Orthopaedics is my first love. I can see my work friends and support my family picking up hours around my life. I love that I can continue to share my knowledge and experiences and that we should all share to grow from each other. Everyone is equal, and we are never ‘just Bank’, Bank is an integral part of UHD.”

Caludia - Bank healthcare support worker

“I joined 23 years ago, working in women’s health, and I have not looked back since. I work across surgical, medical and the Macmillan Unit and after all this time, I am still learning. I treat my patients like family, ensuring I give my best. I love what I do and couldn’t see myself doing anything else.”



Jane - Bank medical secretary

“I have worked for the NHS for nearly 21 years. Since being on Bank, I have worked in the CDC, oncology, acute paediatrics and community paediatrics in the CDC. I now enjoy working on Harbourside with the gynaecology service. Everybody has always been very friendly, and I know I will always be able to work across the Poole site as many days as I can provide for the team.”

Click [here](#) to find out more information and join our growing team

Let's get social

Absolutely quackers

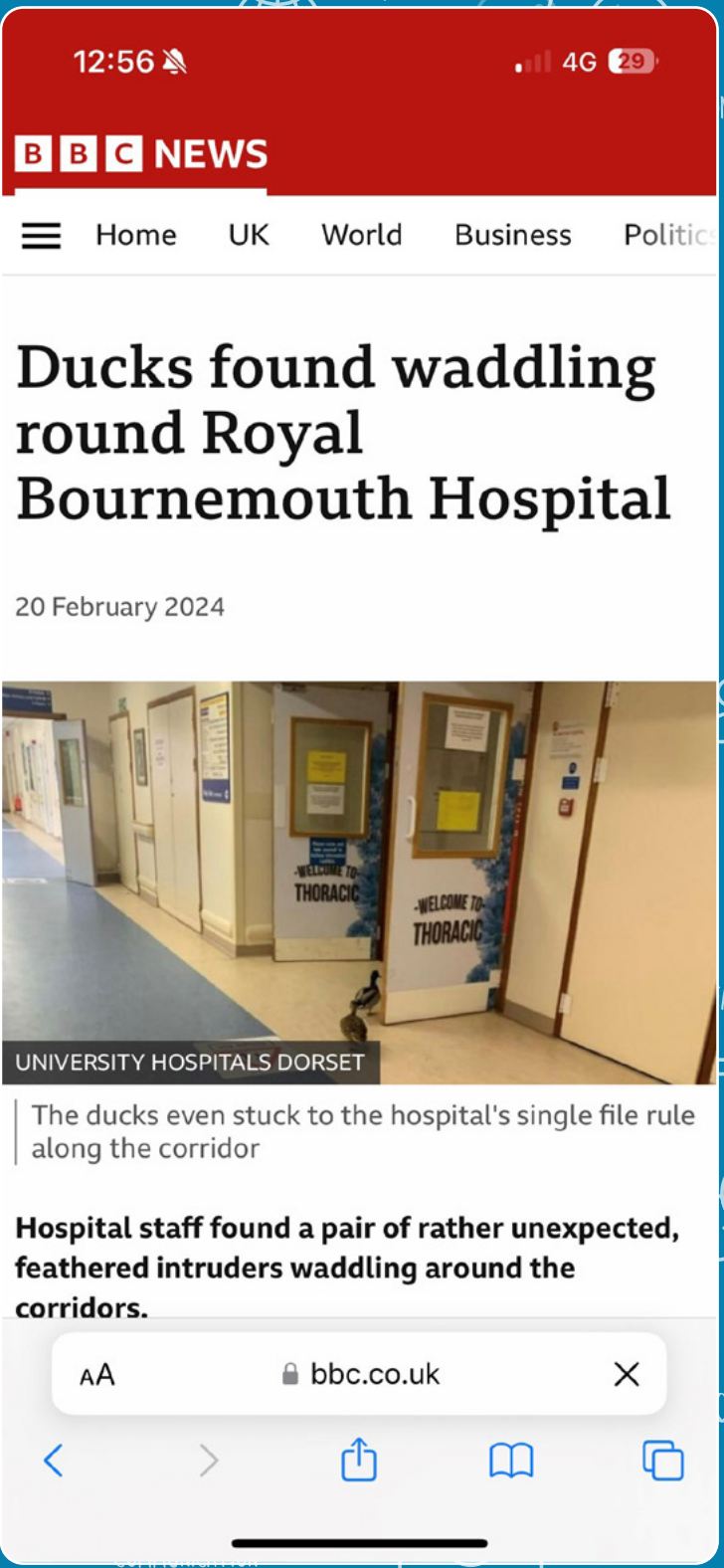
Our feathered friends at RBH were the stars of social media recently after a photo of two ducks waddling along to Thoracic got the attention of not only local, but national press also.

Following a report by the Daily Echo about the curious ducks, the story was also covered by BBC News, and got plenty of people talking about it online too. Our Facebook post reaching more than 16,000 people and almost 1k interactions... **quackers!**

Yes chef!

There was a lot of love for this update of Jakup at RBH who was recently awarded a distinction for his chef apprenticeship. On Facebook it reached over 42,000 people and more than 200 kind and supportive comments.

Congratulations Jakup, super proud of you!



Let us share your story

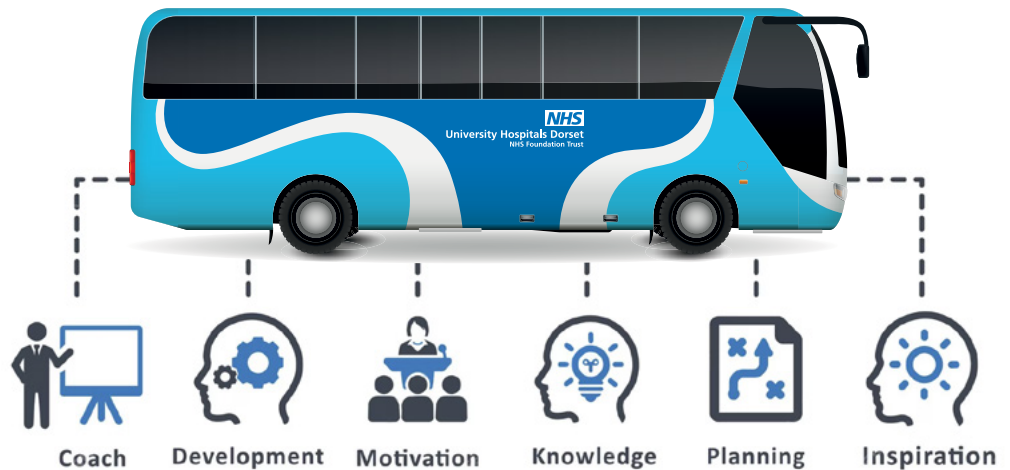
Do you have any upcoming events, stories or big changes you would like us to share across the trust or to the public? Send us an email to **communications@uhd.nhs.uk** and invite the communications team to visit you! We have a variety of channels we use to help you achieve or celebrate your goals.

All aboard the coaching express

Our in-house coaching network is growing, and we are excited to have welcomed 15 trainee coaches into our coaching community, who have recently started their ILM Level 5 in Coaching.

As the interest and demand for coaching continues to grow, our new coaches will be instrumental in supporting and empowering you on your personal development journeys, alongside our existing dedicated coaching resource.

Following recent changes across the ICS, we have developed our process for requesting and accessing coaching. The aim of coaching is to promote independence in the coachee so that they take responsibility for their own learning and development. Depending on



individual development needs, we are pleased to be able to offer multiple sessions or a one-off 'express' session:

- [Programme of coaching](#) (multiple sessions)

This is suitable for those seeking longer-term support in working towards a significant goal(s) that requires ongoing reflection, discussion, and ownership as you progress towards your desired outcome. This can be requested [here](#).

- [Express coaching](#) (one session)

This is suitable for those requiring focused and short-term support and is designed to offer a space where specific work-based challenges or concerns can be explored in a self-directed and constructive way, allowing the individual space to reflect and work towards a solution. This can be requested [here](#).

Leadership and development

Change: Are you ready to lead the way?

At UHD we have three workshops designed to support you and your team as you navigate periods of change...

[Leading teams through change workshop](#)

(two hours)

[Book here](#)

You will learn the tools and strategies to lead teams through change and gain a greater understanding of the importance of communication and how to recognise and respond to emotional challenges.

[Leading your team through integration workshop](#)

(three hours)

[Book here](#)

This workshop will support you to design a team development session, empower you to be proactive in planning your approach to integration and give you the confidence and capability to facilitate exercises around basic team principles.

[New! Managing organisational change workshop](#)

(three hours)

Book via ESR under course '153 UHD Managing Organisational Change.'

This workshop will equip you to manage UHD's organisational change process in line with our Organisational Change Policy. You will work through the practical application of managing the key stages to help you support your colleagues through change.

Have you completed the FTSU eLearning?

The 'Speak Up, Listen Up, Follow Up' eLearning modules are aimed at anyone who works in healthcare. You can self-enrol on BEAT in 'Find eLearning' by typing 'Freedom to speak up'.

Module 1: Speak up

This is core training aimed at **all workers including volunteers, students and those in training**, regardless of their contract terms. It will help you understand what speaking up is, how to speak up and what to expect when you speak up. We encourage all staff to complete this training to understand our core value of being open and honest.

Module 2: Listen up

This training is for **all line and middle managers** and is focused more on listening up and the barriers that can get in the way of speaking up. This module covers topics such as supporting speaking up, understanding conflicts of interest and welcoming feedback as a gift.

Module 3: Follow up

This training is designed for **leaders at all levels** to help you understand your role in setting



Freedom to speak up

Supporting you to raise concerns

the tone for a good speaking up culture, and how speaking up can promote organisational learning and improvement. Leaders are advised to complete the first two modules before engaging with the final **Follow Up** module.

[Find out more.](#)

-Speak up—Listen up—Follow up→

Could you be a Schwartz Round storyteller?

Schwartz Rounds are an opportunity for clinical and support staff to come together to talk about the stresses of our unique working environment and discuss the social and emotional issues we may face.

Over the coming months we will be introducing you to different storytellers who have joined us at our latest Schwartz Rounds. Meet head of midwifery, Kerry Taylor:

“When I was asked to be a storyteller, I felt honoured but also rather anxious about sharing my vulnerabilities with an audience. However, Helen

and the team made me feel at ease throughout the whole process. I had time before the round to talk through any concerns. On the day I was worried that what I had to say would be less impactful than the others but the audience were very engaged and made me feel heard. It felt good to share my story with colleagues and to show that staff of all grades have moments where they are vulnerable.

“I would recommend Schwartz Rounds to my colleagues, the opportunity to share stories and listen



to other experiences in a non-judgemental environment was cathartic.”

Could our next storyteller be you?

Transformation update

Teams unite for BEACH 2025 move

Ahead of their move to the BEACH Building in spring 2025, 70 colleagues came together to plan and coordinate the relocation of maternity and neonatal services into their new facility.

Introduced by chief operating officer, Mark Mould, and featuring insightful briefings from clinical leads, the event aimed to encourage collaboration and communication among the teams that will play key roles in the planning and execution of this significant move. The transformation team facilitated the session and captured over 90 valuable points raised during discussions.

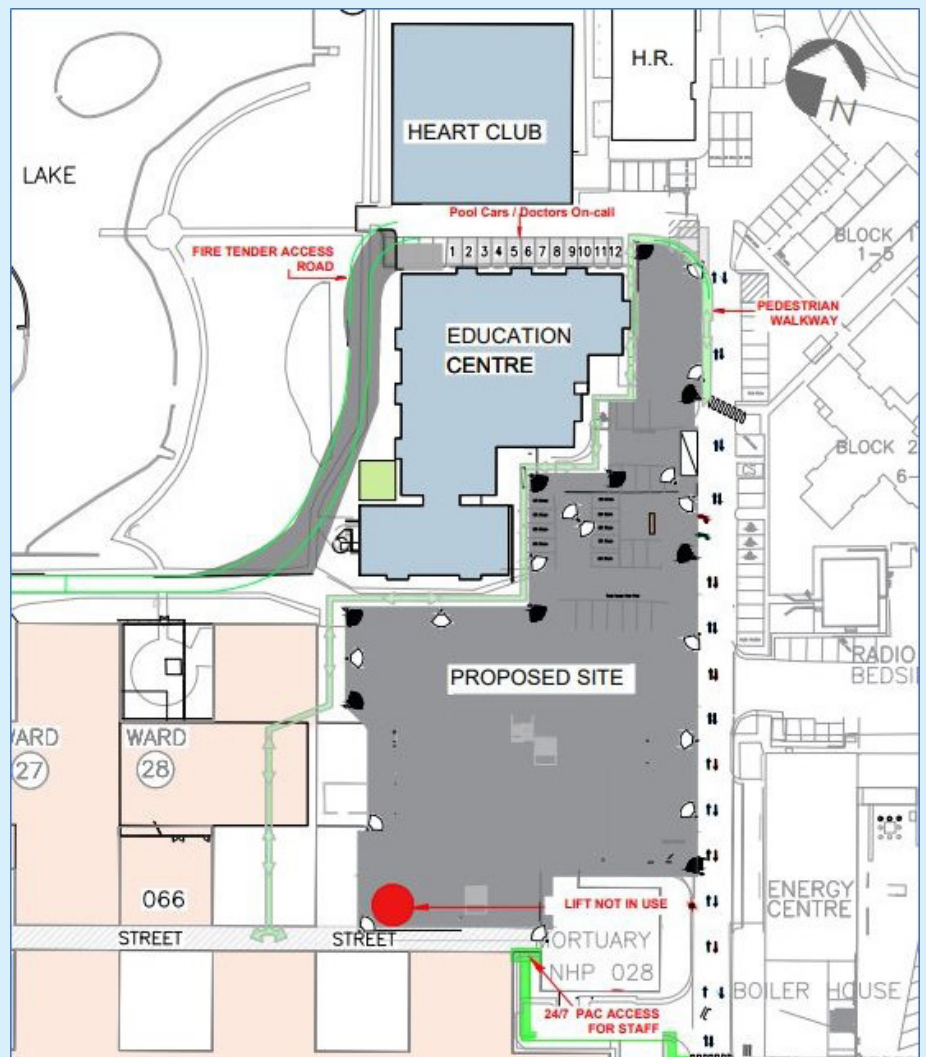


Dr. Mark Tighe, clinical director for child health, said: *“With 58 weeks to go until maternity and the neonatal unit move into the BEACH, it was great to meet with colleagues to plan our next steps - we look forward to sharing these plans with our #OneTeam in future updates.”*

David Hannington, deputy GM for child health, added: *“The maternity/neonatal ‘Big Room’ event was a great opportunity for teams to understand the work needed to successfully move and transform services - the energy on the day emphasised that success requires everyone pulling together to support these changes.”*

Upcoming enabling work for new ward block

From 19 March, enabling work for the new RBH ward block is set to begin. Learn more about the impact on current education centre parking, fire access road, and out-of-hours entry to the east wing ‘street’ [here](#) or in the news section of the ‘Investing in our Hospitals’ portal. For enquiries, email strategyandtransformation@uhd.nhs.uk



Gynae visits the BEACH

With just over a year until the BEACH Building opens in April 2025, it was great to see the gynaecology team getting the opportunity to explore in a recent tour.



Partnering up for a healthier future

Look out for updates on the exciting transformation of our communication channels - now under the banner 'Transforming Care Together: Better for patients, better for staff,' We'll be spotlighting on all our platforms how our care system is evolving to deliver better outcomes for patients and make better use of our valuable resources.



**Transforming
Care
Together**

Better for patients, better for staff

Out and about with the 'trusty trolley'

Our team is actively hitting the road each week with their trusty trolley, sharing the newest updates on all things transformation. They've already made rounds visiting various teams across Poole and RBH since the start of the year, and the warm welcome they've received has been fantastic. Looking ahead, they're excited about reaching even more areas in the coming months. If you'd like them to drop by your area, just send an email to strategyandtransformation@uhd.nhs.uk



You said... a transformation special

Our strategy and transformation team answers some of your questions...



Dr Isabel Smith
Medical director for strategy and transformation



Richard Renaut
Chief strategy and transformation officer

Steve Killen
Director of transformation



Work as one team, fit for future changes

What's coming up in the near future that we need to be aware of?

▶ Imminent developments include the ongoing relocation of clinical services, such as the Pathology Hub and the imminent move of the haematology inpatient service from Poole to RBH. Work is also about to start on the new ward block at RBH and the endoscopy unit at Poole.

How will the new ward block build currently impact staff?

▶ The new ward block build will replace the existing catering block, requiring hoardings that will affect access routes. We will have alternate routes to access the site, with coordination to ensure 24/7 access through a back entrance. The removal of the Shelley restaurant area will affect lift access. Clear guidance will be provided for reaching the top floor. Detailed info on this build can be found on the intranet [here](#).



What's inside the new ward block, how tall is it and what is the timescale for this project?

▶ The new building, scheduled to begin in the summer after hoardings are installed in April, will be five storeys high with an additional sixth storey for plant equipment. It will house four medical wards, catering facilities, and staff spaces on the ground floor. The construction phase is expected to last approximately 12 months, followed by commissioning, aiming for patient occupancy in November 2025, coinciding with the separation of planned and emergency care across our sites.

What changes are happening at Wessex Fields?

▶ Construction is underway at Wessex Fields to create access from the Wessex Way, allowing us to enter from the north and exit onto the southbound dual carriageway. The project is expected to last six months, with completion around September. Notices have been posted, and traffic management will be in place, particularly affecting individuals in the accommodation block.

Is there an update on the cross-site transport for staff?

▶ Before the major moves in April 2025, a shuttle bus will be implemented between RBH and Poole. A modelling exercise will inform the size and timings of the shuttle bus, with a trial run scheduled for next year. In the meantime we're still encouraging bus travel and the introduction of a 50% bus discount has already increased bus usage.

Will the shuttle bus service be free for staff?

▶ We are aiming for the new shuttle bus service to be free for staff, so long as we have achieved adequate usage numbers. Budgeting is allocated to provide the service free of charge to start with, then we need to look at how well used it is to ensure efficiency and sustainability.

Will staff be compensated if they have to change the way they travel due to a change in their work site?

▶ If you are required to change your base of work, you may be reimbursed extra daily travelling expenses in accordance with paragraph 17.7 of the Agenda for Change (AFC) National Terms and Conditions of Service, as amended or replaced from time to time. If you experience additional costs due to this change on public transport, these additional costs will be reimbursed in accordance with AfC and the relevant Expenses Policy.

Do we know when the cycle lanes on the RBH site will be open?

▶ Cycle lanes around the BEACH Building at the RBH site are scheduled to be completed by the end of December and will be open for use starting in January. The road area is expected to be completed towards the following spring, approximately a year from now.

Where will staff park when they move from Poole to RBH?

▶ Options for additional staff parking are being explored. This includes utilising spaces currently occupied by contractors, planning permission for a multi-storey car park, and considering park-and-ride shuttle buses. Staff engagement in the planning process is emphasised to maximise the impact of the allocated budget. We will accommodate longer shift patterns at the RBH emergency site in the travel plans.

Will any measures be taken to address the rise of patient traffic at the East Wing, due to the absence of a reception area there?

▶ We are exploring options to improve signage and make it clearer for patients entering through that entrance and getting extra support for that area.

If I have any unanswered questions after approaching my manager, who can I ask?

▶ The plans are being worked up with relevant teams within the care group structures and this is the first place to ask. We also have transformation managers within each care group. They are responsible for ensuring adherence to the critical path and can guide you to the appropriate sources of information. please email: strategyandtransformation@uhd.nhs.uk.





Becky's blog

with Dr Becky Jupp,
deputy chief medical officer

Well, spring is springing!

I absolutely cannot wait for some sunshine and warmth. I watched one of my sons play football on Sunday and the sunshine definitely boosted my spirits (by stark contrast to the previous Sunday when everyone came home absolutely drenched!)

So, with that positivity in mind, I have been thinking about all the extra tasks that many of you do every day. You do these 'jobs' almost without thinking about it. These acts of kindness come naturally. Take Claire (sorry Claire!) on the stroke unit. She is a ward clerk and the other day she helped me to organise a scan for a very anxious lady. She spent time with the patient, explained what was going to

happen and accompanied her to the scanner. She really reassured the patient, who otherwise would not have had the test. She went over and above her job description. Claire and many others do similar acts of kindness every day, and **I would like to thank everyone who show us all that kindness is part of the DNA at UHD.** Thank you.

I can't write this blog without thanking all the staff in the TIA clinic who looked after my 85-year-old dad recently. He temporarily lost his vision in one eye. He and my mum were very anxious, but the team put them at ease and he felt so reassured by the end of the day. He had exemplary care. This situation helped remind me what it is like to be on the other side. The worry associated with being a patient or relative cannot be underestimated. Behind every patient is an actual person and

I'm grateful to be reminded of this. Thank you again to the TIA team.

As many of you know, I strongly believe we need to look after ourselves and each other and this will translate into great patient care. With spring on its way, I would remind everyone to go outside and get some fresh air. A walk, jog or run can do wonders for our mental and physical health. If you can't get outside, consider this short bodyweight workout in your living room - repeat this circuit eight times (or as many times as you can manage!)

- eight bodyweight squats
- eight squat jumps
- eight bodyweight lunges
- eight jumping lunges
- eight side lunges each leg
- eight star jacks.

Let me know what you think. I'm always keen to hear about fitness ideas. Until next time.

Becky

Easter celebrations



Easter is the holiest festival in the Christian calendar. Join our chaplaincy team on the following occasions for prayer and reflection:

Drop in, pray and reflect on 28 March, Maundy Thursday:

- Christchurch Hospital Chapel 11.30-12.30pm
- Poole Chapel 12-1pm

Christian Worship on Maundy Thursday, 28 March:

- RBH Chapel 1pm-1.30pm

Easter Sunday Services on the 31 March:

- Poole Hospital Chapel 10-10.30am
- RBH Chapel 2.30-3pm

Our chapels/prayer spaces are open to all and available 24 hours a day, seven days a week, for prayer and quiet reflection.

They are well signposted - follow signs for 'chapel' or 'prayer space'.

Network news

Join this year's South West NHS Exercise Medical Endeavour

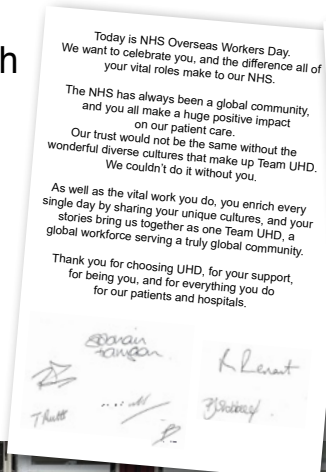
Our Armed Forces Support Group would like to enter a team of eight to represent all departments at UHD at this year's South West NHS Exercise Medical Endeavour.

Twenty teams will compete over two days for the South West NHS Challenge trophy, taking on challenges including problem solving, planning and communication, survival skills, search and rescue and an obstacle course. The event will take place in Devon from 7-9 June. If you would like to represent UHD and have a fun filled exciting weekend, email rob.hornby@uhd.nhs.uk to register your interest.



Overseas NHS Workers Day

On Friday 1 March we celebrated our international staff and their contribution to our NHS. There were stands at the dome at Poole and in the atrium at RBH. We also shared screensavers and social posts which featured just some of our international colleagues. A big thank you to everyone who helped us celebrate our overseas workers.



BU-UHD Partnership Conference 2024: Delivering Outstanding Care Together

Join us on 8 May between 4-7pm at BU's Kimmeridge Building, Talbot Campus, for our partnership conference. Book your place at this popular event by clicking [here](#).

If you would like to celebrate and share your QI, clinical audit or research at this event please complete this [abstract application form](#).

Two lecture theatres have been booked with two presentation options available:

- Short 5 min presentation - we suggest using a digital poster (landscape)
- Long 15 min presentation - It's anticipated that this will be supported by power point slides +/- short video clips

Please note, abstracts need to be submitted by 5pm on 20 March via bupartnership@uhd.nhs.uk. Applicants will be informed if they've been successful by 2 April.

EDI focus group with AFC Bournemouth



Members of Team UHD studying at BU recently visited AFC Bournemouth for a focus group on equality, diversity and inclusion (EDI). The event enabled the students to use knowledge from both lived experience and their current studies to review and discuss draft EDI policy documents at AFCB with the management team.

The students represent a wide range of backgrounds and their personal experiences, coupled with what they have learned as part of their studies, offered valuable insights that will help the club moving forward.

As a part of the visit, students also had the opportunity to have a tour of the stadium; getting to visit the dressing rooms and taking a seat in the dugout.



Clinical pharmacy manager, Alfie Hernandez Sanchez, said: "I started my apprenticeship in October and I'm really enjoying the opportunity and experiences it's giving me. I have been actively involved in fostering unity within the pharmacy team and collaborating with colleagues from the trust and wider ICB. Helping shape EDI practices in recruitment for a Premier League club was incredible and a great opportunity for networking. We are paving the way for a fairer future and this is an experience I will never forget."

Reducing the length of stay for joint replacements



Getting It Right First Time (GIRFT) is a national programme designed to improve the treatment and care of patients through in-depth review of services, benchmarking, and presenting a data-driven evidence base to support change.

Our GIRFT 'action plan' is a culmination of recommendations gathered from in-person visits conducted by the GIRFT national team, as well as from national reports that are published for most specialties. [Click here](#) to read it.

This helps us explore how other trusts have achieved excellence in certain areas and provides the tools via sharing knowledge and protocol from proven good practice to make change.

In the last couple of years, GIRFT has focused on ensuring that trusts have efficient high volume-low complexity procedures on a list, implementing day case or outpatient pathways and reducing length of stay (LoS).

One such project has just launched at UHD with support from GIRFT...

Reducing the length of stay for joint replacements

In January, we welcomed experts from Nightingale Exeter Hospital who have successfully introduced an ambulatory pathway for hip and knee arthroplasty. This would mean that the length of stay for these procedures should fall from four nights to one night, getting patients back home where their recovery can begin.

Implementing this new pathway involves changing information to patients, tweaking anaesthetics and recovery protocol in theatres and empowering our nursing and therapy teams to mobilise and discharge patients.

The great thing is that the concept has been proven in Devon and we can use their model and go to them for advice. We have also visited Nightingale Exeter to see the pathway in practice.

Our orthopaedics team is excited to embark on this piece of work and have started to put the building blocks in place to make this a reality. We will report back in a few months with updates, but just four weeks in, **our length of stay has halved to two days** - we will keep on improving this!

If you would like to talk to anyone about GIRFT opportunities, email pande-team@uhd.nhs.uk

Join the green revolution

Our theatres are busy places consuming large amounts of energy and materials. Last year we launched our Green Theatres Group to identify changes. The group has been working through the RCS Green Theatres Checklist to support each other with efforts and identify new opportunities.



▲ Helen Spencer-Jones

Current projects include:

- Consultant trauma and orthopaedic surgeon, Joanna Higgins, has been working on hand trauma surgery related efficiencies, relating to optimised care pathways and auditing procedure packs. New approaches could also release precious bed space.
- Main theatre recovery lead, Helen Spencer Jones, has been liaising with the education team and IPC team to align our sterile glove use with the national Gloves Off campaign.



- Consultant anaesthetist, Dr Richard Bolton, continues to help us reduce our anaesthetic CO2e emissions.

Our Poole theatres are soon to shut off piped N2O in exchange for small cylinder. We have also removed the use of desflurane anaesthetic gas which has a very high global warming impact compared to alternatives such as sevoflurane gas.

- Consultant anaesthetist, Dr Peter Isherwood, is leading on the introduction of reusable personalised theatre caps for staff.
- Infection prevention control nurse, Rachael Griffin, leads on sustainability within the IPC team. She is helping to ensure IPC requirements are met with any initiatives but also ensuring that concerns are not held up as barriers to change.

All this work is being done with support from our commercial services team and waste manager.

Interested to get involved in this or other sustainability projects? Email stuart.lane@uhd.nhs.uk

Help us name our courtyard

Last month we asked you to help us name one of our new garden areas, a courtyard created by the new theatre block at Poole. A big thank you to everyone who submitted their ideas. The courtyard is almost ready to launch, and we need you to help us vote for your favourite name. Send an email to communications@uhd.nhs.uk and tell us your favourite.



- Theatre Courtyard Garden
- Nightingale Nook
- The Pause
- Sanctum
- Serenity Courtyard Garden
- Secret Garden
- Reflective Garden
- A bit of space
- The Retreat
- The Opera Courtyard
- The Cavea Courtyard

Guidance for recruiting managers

We have a revised approval process for all requests to recruit, which has been put in place due to the need for tighter financial controls across the Dorset system.

For a recruitment request to progress via the current vacancy review process, the ATR on TRAC must include a criticality matrix score, as well as a rationale to explain the reason for that score. A response to two additional

questions is also required:

- Can this role be offered as an apprenticeship?
- Is it possible to skills mix and offer an appointment on less hours or at a lower banding?

If the response to either question is no, then an explanation to explain that answer needs to be included.

All requests for recruitment on TRAC that are fully approved, and have the criticality matrix, rationale and answers to the questions above included by midday each Tuesday, will be reviewed via the vacancy review panel (VRP) process on Thursday that week. Click [here](#) to access the approval flowchart.

Jazz up your job adverts

Have you reused the same wording for your job advert over and over? Changing the advert text could help improve applicant rates. If you need a job advert looking at/rewritten, email sian.wright@uhd.nhs.uk.

Recruitment team structure

There have been some recent changes in the recruitment team. You can find the updated team structure on the intranet [here](#) to know who to contact for your area.

Need social media support for vacancies?

Get in touch with sian.wright@uhd.nhs.uk if you need social media support for your vacancies. We can post these across our dedicated jobs social media channels as well our LinkedIn page.

Volunteering success

Volunteering across our sites can open doors you never imagined. Meet Ana, who volunteered for a year before achieving a position in our medical health records team.

“I came across an opportunity to volunteer preparing work files needed before they go to scanning for doctors/patient records.

Soon a paid position became available and I started my paid position as a medical records clerk last October.

“The advice I would give to someone who is thinking about volunteering in health and care is do it, you would be gaining a lot of experience, and you get to meet new people in what job role you decide to do.”

“The NHS is full of commitment, quality of care and dedication. A brilliant place to work.”



Back our Beach appeal

This April, we're launching our biggest ever fundraising appeal to support our BEACH Building opening in 2025.

We will be fundraising for transformational items, including an additional CT scanner to enable us to scan twice as many ED patients, play areas to help children find joy during their treatment, and a garden for critical care patients and staff to encounter nature and fresh air.

Come along to the atrium at RBH, the dome at Poole, St Mary's and Christchurch Hospital entrances on Monday 22 April from 11am-2pm to hear more about the appeal and what we will be fundraising for. We hope to see you there!



Walk with Nigel for men's health



Join us this Saturday 9 March at 10am to walk 5k or 10k along the Bournemouth promenade to raise funds for men's health projects across Dorset. [Click here](#) to sign up.

Nigel Holland, 68, from Poole was referred to consultant urological surgeon Tommy Johnston last April. In November Nigel had HoLEP surgery and feels like he has a new lease of life.

Nigel said: *"I feel extremely lucky to have had the quality of care I received from Tommy and the team. I knew I was in safe hands."*

Getting hooked on knitting

Joshie Cadbury from Poole was diagnosed with epilepsy at just 11 years old. Having taught himself to knit while he adjusted to new medication, Joshie launched his business called BANZ to give back to his local hospitals and help more people like him living with epilepsy.

Together with the support of his doctors, his friends and family, Joshie has raised a total of **£2,000** for our epilepsy charity fund.



Jurassic coastal trek for the Jigsaw Unit

Staff from Classic swapped their day job for a 12-mile trek along the Jurassic Coast in support of the Jigsaw Unit at RBH.

Every step helped achieve a generous donation of £6,450 to help us go above and beyond for their patients in the unit.

Classic technical design manager, Alan Cruttenden, said: *“We all realised there was one charity very close to home for us all and*



that’s our local hospitals. Having recently had one of our staff pass through its doors and several partners of the team members who had received treatment there, we knew this is where we wanted our fundraising to go.”

London Marathon runners

Seven super supporters will be taking on the London Marathon on 21 April to raise funds for our hospitals.

Carolyn Atkins, Chris May, Ian Pitcher, Jack Roberts, Jake Cave, James Mainwaring and Joe Joubert will each run a total of 26.2 miles. The team will be running for Gully’s Place, gynaecological care, specialist rehabilitation equipment, SPRING support service, maternity, and cancer care across UHD. Good luck team!



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](https://www.UHDcharity.org), or contact the office on 0300 019 4060/8449



Maternity milestone

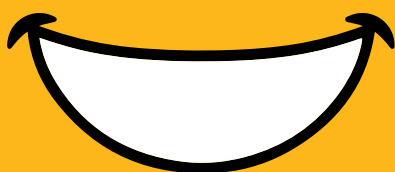
Our maternity research midwives reached a pivotal milestone recently in their study of screening new-borns for the rare disorder, spinal muscular atrophy (SMA).

Some 1000 babies have now taken part in the screening, using the same blood sample taken for the standard day-five newborn test.

Affecting approximately 1 in 10,000 births, SMA is a genetic disease that progressively, and irreversibly, destroys the nerve cells in the brain and spinal cord that control movement. The research aims to detect the genetic disease after birth and before symptoms develop, so babies can receive early treatment.

“Research plays a vital role in medical science, and our maternity research team is proud to be involved in a study that strives to provide the very best care for parents and their babies, making a profound difference to families all over the UK. As midwives and parents, we normally only see the babies for the first few weeks of their lives. This makes it very special for us to be involved in something that could have a longer-term impact on the baby’s future.”

Kerry Taylor,
head of midwifery





100% patient rating for Poole myeloma team

Current patient, Justin Coldstream, joined fellow patients and colleagues to say congratulations to the Poole Hospital myeloma team who have been awarded the Myeloma UK, Clinical Service Excellence Programme award. The accreditation recognises best practice in myeloma care, with the team rated as 'excellent' in all eight categories including service delivery, treatment and supportive care and end of life support. They received an amazing '100%' in 'testing, diagnosis and follow-up' and 'research and clinical trials'. When asked in the experience survey for one thing they'd change, one patient replied, **"I wouldn't change anything, appointments and discussions have been superb - thank you"**.



Triumph for RBH myeloma team



Last year, myeloma clinical nurse specialist Lisa Hammond successfully led the RBH myeloma team application for re-accreditation for the Myeloma UK Clinical Service Excellence Programme. We previously obtained the award in June 2017.

The award demonstrates the team's ability to deliver optimum treatment care for myeloma patients and offer an individualised treatment care approach, while understanding the complexities

of managing myeloma. To achieve the award, an extensive application process was completed which included a self-assessment review against Myeloma UK best practice standards, interviews, and surveys.

Changing lives for people with diabetes

A collaboration between our diabetes team and Bournemouth Heart Club has been praised by patients for "completely changing their lives". The programme, 'Refocusise', provides a series of exercise and education courses aimed at helping people living with Type 2 diabetes regain control of their condition.

Sam Whittle, diabetes specialist community nurse, said: **"We were astounded by the results. The course has equipped patients with the knowledge of exercising the cardiovascular system safely, leading to higher levels of physical motivation and mental wellbeing"**.

Mark Ratcliffe was one of the first patients. He said: **"I feel amazing. The course has given me a positive outlook on living with diabetes"**.





Let's talk about IT

Don't leave it blank - everyone counts

It is **crucial** for us to check and accurately record patient's ethnicity in the NHS for various reasons. An understanding of the ethnic background of patients helps healthcare providers deliver culturally competent care.

Different ethnic groups may have unique health care needs, genetic predispositions, and cultural beliefs that can impact their healthcare outcomes. By having this information, healthcare professionals can tailor treatment plans and interventions to better meet the specific needs of individual patients.

Additionally, collecting ethnicity data is essential for monitoring health disparities and ensuring equitable access to healthcare. By collecting this information, we can identify health inequality outcomes of differing ethnic groups and guide efforts to address this.

Guidance on which code to use is in our recently updated [here](#) and the importance of recording ethnic group and how to discuss with a patient is [here](#).

IG top tips

Did you know Microsoft Teams and Sharepoint are secure locations to hold data?

For further guidance on using both [click here](#).

If you plan to create a database on Microsoft Teams, inform the information governance team as this will need to be logged as a new asset on our information asset register. Contact informationassetregister@uhd.nhs.uk



EPR clinical letter

The ability to create and send letters within EPR has been developed. The Clinical Letter is an eForm which when submitted electronically sends the letter to the patient's GP and the Dorset Care Record (DCR). You can choose to send a copy to the patient and other recipients. The letter can be created and submitted by the author or created and sent to the administrative support team to submit and complete any actions required.

If you would like to use this new form, complete the **EPR Clinical Letter request form** to request access for yourself, and ensure your admin support team request permissions as well via the [IT Service Desk portal](#).

We recommend using Dragon Medical One with the Clinical Letter for efficient creation of letters. You can request a **Dragon Medical One** licence also via the IT Service Desk portal. You can watch training videos and view our FAQs [here](#).