

The Brief

October 2023



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Your University Hospitals Dorset

An update from chief executive, Siobhan Harrington



They often say it takes a village to raise a child, and it certainly takes one to run our hospitals.

As we celebrate our third anniversary as Team UHD, I would like you all to reflect on the important role you play in our village - in our community - and how when we pull together, we are able to provide compassionate patient care and support for each other.

Hospital life is incredibly challenging - indeed today we're on day three of industrial action by our junior doctors and consultants - so it is more important than ever for us all to treat each other with respect and to ensure our values are something we are actively living every day.

'We are inclusive', and 'be a great place to work' - one of our values and one of our objectives - must form the heart of our community. By valuing each and every member of Team UHD, we can build on the work so many of you are already doing to improve our culture and care.

One way of doing this is to speak up when something isn't right. As you'll see from our cover, October is **Freedom to Speak Up month**. Breaking the barriers which stop you speaking up is a trust priority. Only by understanding and raising awareness of what these barriers are, can we

address them. Please do look at pages 4 and 5 and read more about the important work our FTSU guardians and ambassadors.

We are also finalising a trust Sexual Safety Charter, signalling and strengthening our zero tolerance approach to any unwanted inappropriate or harmful sexual behaviours in the workplace. Look out for more on this in the coming weeks and thank you to all those involved in this piece of work.

As we said in our board commitment to you last week, which you also can find on page 10, any case of sexism, sexual harassment, racism, homophobia, discrimination against colleagues with disabilities, bullying, and behaviour not in keeping with our trust values, are all unacceptable.

This Freedom to Speak Up Month, and Black History Month, let's use this time to learn and to support each other.

There are many areas across UHD, and throughout our networks, of brilliant work being done to support all our staff and I'm delighted to see the theme for this month's Black History Month is 'celebrating continued success'. Our newly named Diversity Ethnicity Network (formerly our BAME

Network) continues to go from strength to strength, building on the See Me First initiative launched in the summer. See page 13 for what's coming up this month.

It was also great to see the 'Bank Communita' events take place across our sites last week. We have nearly 7,000 people on our UHD bank - a community in its own right - so thank you to all involved in listening to our brilliant bank workers.

When you consider our very challenging financial backdrop, made even more difficult by the cost of industrial action, it is crucial for us to grow our bank community and to acknowledge their role in Team UHD.

A key way to get your voice heard is via the NHS Staff Survey and I'm thrilled to

Join the conversation and get a £3.50 voucher!

Improve patient experience, listen and act

“ We all have unique insights into the care our organisation provides. Using this survey to share yours is vital to improving patient experience. ”

Ifrah Hussein Aden
trainee emergency practitioner

NHS Staff Survey 2023

#SpeakUpSparkChange

Look out for your personal invitation from
NHSSTAFFSURVEY@iqvia.com

Have your say by 24 November

Find out more

see 3,020 of you having completed it already. Well done to the team involved in sharing the importance of the survey. You have until November to complete it.

We also have some fantastic jabbers out there! Running an autumn vaccination campaign is no mean feat, especially when it was brought forward a month due to the rising number of Covid cases, so thank you to all those who have worked so hard on this. Please do get these vaccinations and help protect yourself, your patients, your colleagues and family.

Our Thrive staff wellbeing offering continues to grow - you may have seen the health kiosks in the restaurants at Poole and RBH which will be

there until 19 October - and this month is also Stopober. As we work towards being a smoke free trust, now is a good time to access the support available to colleagues and patients - see page 21 for details.

It's also really reassuring to see some positive patient survey reports come back, and to see our Patient First work travel far and wide. Paula, your chief nursing officer, and I are hosting a series of 'Let's have a conversation' sessions for you to find out more - the dates are [here](#).

October is also a busy month for events. We've got our UHD Charity's flagship event, Walk for Wards, taking place on 14 October - see page 28

for more information, while our Macmillan Unit's dedicated charity - Macmillan Caring Locally - will be lighting up the sky on 13 October in a special event to raise funds for a new and improved hospice on our Christchurch site. Find out more on their [website](#).

These events, the amazing work our charities do to go above and beyond, and all you do every day, really do sum up the power of our UHD community. So thank you for playing your part. Let's be kind, considerate and respectful. And let's build our community together.

Siobhan

Vital statistics

September 2023

- We saw **39,988** patients in our outpatient departments
- ...and an additional 8,025 virtually
- Carried out 1,340 day case procedures
- Supported the birth of more than 314 babies
- Attended to 13,155 patients in our EDs
- Cared for 200 people at the end of their lives
- Started 191 on their radiotherapy journey

Thank you

#TeamUHD

Freedom to Speak up Month

Speak up Month is an opportunity to highlight how much we value speaking up in our organisation. Creating a culture where everyone is free to speak up and know that their concerns will be listened to and acted upon is fundamental to making UHD a great place to work and keeping our staff and patients safe.

In line with the national theme 'Breaking Barriers', we are focusing on gaining a greater understanding of the obstacles that stop you from speaking up.

We have identified three key barriers which have stopped you from speaking up...

“I don't know who to speak up to”

You can speak up to:

- your line manager
- human resources
- your clinical supervisor
- your tutor
- our chaplains
- senior managers
- quality and risk team
- Freedom to Speak Up (FTSU)

We have two FTSU guardians, **Helen Martin** and **Tara Vachell**. We also have a [team of ambassadors](#) who have diverse backgrounds and experiences. You are safe to speak to us. If you are worried about something or have something to share, email freedomtospeakup@uhd.nhs.uk or you can leave a message on **0300 019 4220**.



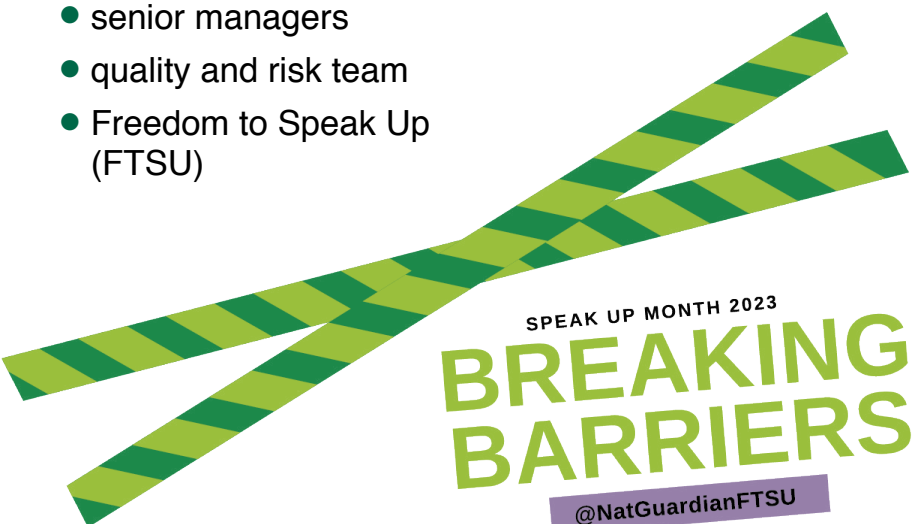
Throughout the month our FTSU team will be visiting you. There will also be pop up stands in the canteens and

displays in the library at Poole and RBH with goodies. If you would like us to visit your area or speak to your team, we would be more than happy to arrange this. You can contact helen.martin@uhd.nhs.uk or tara.vachell@uhd.nhs.uk

“I don't feel safe to speak up”

We know it takes courage to speak up and it can be difficult, but everyone deserves to be heard. Fostering a culture of openness and psychological safety where everyone feels confident and safe to speak up is critical. All too often we hear examples where people stay quiet for fear that speaking up may lead to mistreatment.

We will always thank you for speaking up if you come to the FTSU team. We will treat you with kindness and explore the options for you. The FTSU team is committed to providing you a confidential, unbiased and impartial service. Find out more about [what happens when you raise a concern](#) to FTSU.



Supporting you to raise concerns

“I don't think speaking up will change anything”

We hear lots of you say, 'nothing will happen if you speak up'. Our FTSU team is working to ensure the concerns you raise keep improving our working environment and the care we provide to our patients. [Take a look at some of the changes](#) the FTSU team has been able to affect as a result of your concerns.

What can leaders do?

This month we will also be focusing on ensuring leaders have the tools to make their teams feel safe to speak up and know how to listen up. By speaking up, you can help us learn and improve; by listening up, we can make sure we understand what needs to change and following up ensures that learning leads to action. You can view our speaking up guidance for managers [here](#).

-Speak up—Listen up—Follow up→

What can you do?

Connect with colleagues and promote speaking up within your teams. Download the FTSU resources at the bottom of [this page](#) to help you.

- Email tara.vachell@uhd.nhs.uk or helen.martin@uhd.nhs.uk and invite your FTSU guardian to a team meeting.

- Take part in Wear Green Wednesdays to raise awareness of speaking up and start conversations.



- Attend our Schwartz Round taking place on Wednesday 18 October, from 12.30-2pm in the conference room, Education Centre at RBH.



- Complete the eLearning “Speak Up, Listen Up, Follow Up” on BEAT by searching Freedom to Speak Up.
- Make a #SpeakUpPledge about what you can do to make speaking up business as usual. Could you pledge to complete your staff survey this year? Or perhaps you can pledge to complete your FTSU eLearning.



There are blank pledges in the libraries at Poole and Bournemouth or you can download yours [here](#), take a photo and upload to social media using the hashtags #SpeakUpPledge #BreakingFTSUBarriers #FTSU. Don't forget to tag us!

What stops you from speaking up?

Please use the 2023 NHS Staff Survey to tell us, find out more on page 11.

Did you know you can speak up anonymously via the @UHD app?

Just click Freedom to Speak Up Referral and then option three and leave the 'your details' section blank.



Our new deputy chief medical officer

Dr Becky Jupp, one of our stroke consultants, has been appointed as our new deputy chief medical officer and will be taking on the portfolio of medical workforce as well as working with our university and ICB partners. She started her role on 1 October.

Dr Peter Wilson, chief medical officer, said: *“A very warm welcome to Becky to our CMO team. I would also like to take this opportunity to recognise and thank Dr Ruth Williamson for*

all she has done for the organisation, both in her time as CMO and over the last six months as deputy CMO. She has been invaluable support to me and the whole clinical community.”



Ruth's rise to CMO



Dr Ruth Williamson, consultant radiologist and our former deputy CMO and acting CMO, will be leaving the trust later this year to take up the chief medical officer role at Hampshire Hospitals NHS Foundation Trust.

Dr Peter Wilson, chief medical officer, said: *“Ruth has been an incredible asset at UHD over her time with us. She is a well-respected radiologist, has clinically led the Outpatients Assessment Clinic at Beales in Poole, fostered the relationship with Bournemouth University, as well as contributed to regional and system radiology, cancer and research.*

“Personally I am so grateful for all her support over the last six months. I will be sad to see her go, but am delighted for her and wish her well. I'm also very pleased we'll have friend in a trust just to the north of us.”

Siobhan Harrington, CEO, added: *“As acting CMO, Ruth guided UHD through the pandemic and has fully supported the transformation of our services. She has been a huge support to our trust as it has established itself within the ICB.*

“I am sure you will all want to wish Ruth well and thank her for her enormous contribution to the trust.”

UHD education posts are UK firsts

We're one of 14 centres in the UK providing clinical training to students from St George's University in Grenada. To support their clinical placements in a range of specialties while with UHD, we've appointed three new clinical education fellows (CEFs) - thought to be the first such roles in the UK.

The CEFs rotate between placements supporting the speciality clinically with ward work, and the students with dedicated weekly education sessions, simulation sessions, bedside teaching and tutorials. We support the CEFs by providing funding for them each to complete a Postgraduate Certificate in Medical Education.

“We're very proud of our CEFs, and the visiting Dean and vice-Dean from St George's were



extremely impressed and delighted with what they saw,” said Dr Simon Crowther, consultant in respiratory medicine at UHD, and associate professor and director of medical education for St George's University.

Staff from St George's recently attended Poole during our reaccreditation by St George's medical professionals' regulator, the Grenada Medical and Dental Council.

Banish the bugs this winter - get your vaccinations



Vaccinations for Covid-19 and flu continue to be available as we aim to protect each other by the end of this month. The vaccines are effective in reducing the likelihood in catching and passing on both viruses. In winter, these illnesses are easily spread.

Thanks to all who attended our weekend clinics and the hundreds of you who have had the jabs via our vaccination trolleys across UHD and the pop-up clinics in the dome at Poole and the upper atrium at RBH.

Get your jab! You can find out the latest times and locations on the intranet - just [click here](#) or access it via the homepage of the UHD app.

If you would prefer to have each vaccination separately, please do so. There is no requirement to wait 28 days to have your Covid vaccination following an episode of the illness, but you should feel well and have no Covid symptoms.

Dr Peter Wilson, chief medical officer, said:

“However, you plan to have your vaccinations, please don’t delay - our aim is to protect as many people as possible by the end of October so we’re all in the best shape for the winter ahead.”

“The impact of these illnesses on our hospitals can cause significant delays to our patients’ care. Now is the time to act.”



Patient First - Let’s have a conversation

Join our CEO Siobhan Harrington and chief nursing officer Paula Shobbrook via Teams for Patient First - Let’s have a conversation.

Join a session using the below QR codes or email lillian.avon@uhd.nhs.uk

3 October, 12-1pm
with Siobhan

6 November, 2-3pm
with Siobhan

23 October, 1-2pm
with Paula

4 December, 1-2pm
with Siobhan

11 December, 12-1pm
with Paula



See our patients sooner



Be a great place to work



Improve patient experience, listen and act



Save lives, improve patient safety



Use every NHS pound wisely



Start on our ‘Patient First’ journey



Work as one team, fit for future changes

Providing the care our patients need sooner

For a variety of reasons, our waiting lists may not always be up-to-date.

Waiting list validation looks at a patient's records and involves them in decisions around their care. As part of this, patients may have the option to tell us if they continue to need their appointment or if they no longer wish to be seen.

A pilot of this approach recently took place among gynaecology patients on a follow-up pathway and had not been seen by a consultant for their condition in two or more years but remained on our waiting lists.

Around 95% of patients contacted

were able to be removed from the waiting list, and appointments moved along for those still waiting. After the pilot, patients in five more specialities who meet the criteria have been sent messages.

The messages provide contact details for our outpatients' validation contact centre for anyone with questions. Wherever possible, contact will be made by text message, with letters sent to the rest.

Patients can also visit our website to learn more about this work [here](#).



See our patients sooner

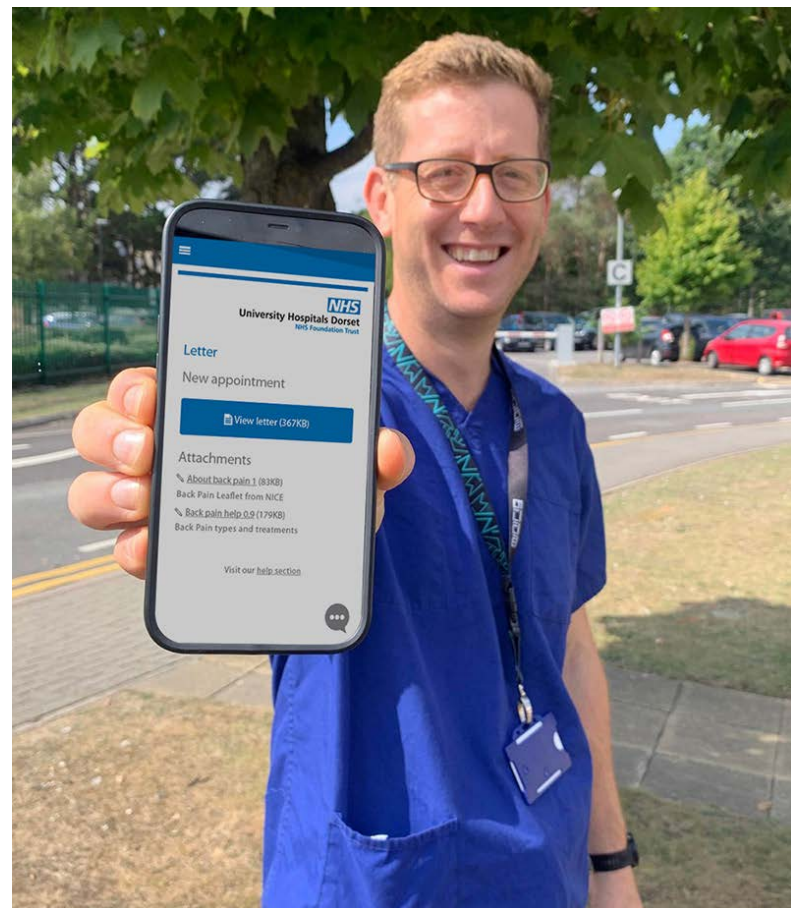
Promoting patient choice

To help patients to get the care they need sooner, NHS patients in England are being contacted to make them aware that they may have a choice about where they receive their treatment.

Adult patients waiting more than 40 weeks for routine consultant-led planned care may be offered alternatives. Over the next year, patients waiting less time will then be contacted, with the aim that it eventually becomes the standard process for patients waiting beyond 18 weeks, which is the national 'referral to treatment' (RTT) standard.

Managed by NHS Dorset, we will be responsible for contacting patients on their waiting lists to make them aware of the scheme and register their interest using a new national digital tool, the patient-initiated digital mutual aid system with NHS Dorset then identifying the options available for each patient.

It's recognised that there is limited alternative capacity within the NHS, and that identifying a choice of alternative provider may not be possible for some patients.



For more information on either of these articles, contact jasmine.mather@uhd.nhs.uk

The way we capture and learn from patient safety events is changing

The NHS is launching a new national service, 'Learn From Patient Safety Events' (LFPSE), for collecting and analysing records of patient safety events to support learning and improvement.

LFPSE will soon be introduced into our Datix at UHD.

While you will need to continue to record patient safety events in the same way using our existing incident reporting system (LERN forms), however, you will see a difference in the questions asked about the event.

The national LFPSE fields will be integrated into our LERN forms and the information will be uploaded

automatically to the national database when you report a patient safety incident. This will contribute to a national NHS wide data source and supports the new Patient Safety Incident Response Framework (PSIRF) which will focus on learning for improvement.

Training: The quality and risk team will be providing information and training on how to complete the new LFPSE fields on Datix and dates of training will be released within the next two weeks.

For further information, please email the quality and risk team on qualityriskteam@uhd.nhs.uk or call 4014.



Save lives,
improve
patient safety

Working with primary care

Our executive team has been joined by **Dr David Broadley**, a local GP, as medical director of integrated care. His role supporting our executives is to help strengthen our partnership with primary care.

Siobhan Harrington, chief executive, said:

“As an anchor institution our strategic vision for UHD and our success relies on working with partners in the system in new ways. Any changes in primary care or in hospital services has a direct impact on each other and on patients - of whom 95% of contacts happen in primary care. As we continue to deliver improved services

our relationship with primary care is critical. David will be instrumental in helping us and I am very pleased that he has joined Team UHD.”

David is a local GP and has worked in Dorset for 20 years. He has been a practice lead for 13 years, a deputy locality lead for three years and Poole Central Primary Care Network clinical director for the last four years.

David said:

“I would love to see the patient journey through the NHS systems become smoother, with less duplication and enhanced communication across all health service providers. I feel it is imperative we gain a greater understanding of the

pressures in both sectors so that shared solutions can be found. I am also very excited about the opportunity to build on relationships across the Dorset Integrated Care System (ICS) and voluntary sectors.”



Protecting all colleagues - our commitment to you

Sexual harassment, sexism, racism, homophobia, discrimination against colleagues with disabilities, bullying, and behaviour not in keeping with our trust values, are all unacceptable.

We as your executive team are united in ensuring everyone in our organisation upholds our values. Any form of abuse of colleagues will not be tolerated.

You will have seen the headlines this month from the British Journal of Surgery stating that over 30% of female surgeons who responded had been sexually assaulted and 29% of women had experienced unwanted physical advances at work.

This is not just a national statistic; this is something that is happening across UHD. Our Trust Management Group has heard personal accounts from colleagues who had been sexually assaulted and we have also received reports from a high proportion of our doctors in training of racial, sexual or transphobic incidents. Many of these have not been reported officially. Our message to all colleagues is that these behaviours will be dealt with appropriately - they will not be ignored or overlooked.

Anyone who has concerns should report them. Please speak to your line manager, [our Freedom To Speak Up guardians](#), human resources, your clinical supervisor, your

tutor, our chaplains or any one of our executive team. We are here. You can also report incidents that do not meet our trust values but did not result in a patient safety or clinical incident via a Pink LERN form,

find out more [here](#).

October is Freedom to Speak Up Month and Black History Month - let's use this time to learn and to support each other.

Statement from your UHD board of directors

“As the trust board of University Hospitals Dorset, we affirm that the trust is an open, non-judgemental and inclusive organisation that will not tolerate racism or discrimination. We celebrate the diversity of our staff and community. We will treat all our staff equitably, with dignity and respect, whatever their race, gender, religion, age, disability or sexual orientation.”



**Be a
great place
to work**

Siobhan Harrington,
chief executive officer

Professor Paula Shobbrook,
chief nursing officer

Dr Peter Wilson,
chief medical officer

Mark Mould,
chief operating officer

Karen Allman,
chief people officer

Peter Gill,
chief informatics and IT officer

Pete Papworth,
chief finance officer

Richard Renaut,
chief strategy and transformation
officer

Dr David Broadley,
medical director integrated care
(GP)



Join the conversation
and get a
£3.50
voucher!



Improve patient experience, listen and act

“ We all have unique insights into the care our organisation provides. Using this survey to share yours is vital to improving patient experience. ”

Ifrah Hussein Aden
trainee emergency practitioner



NHS Staff Survey 2023

#SpeakUpSparkChange

Look out for your personal invitation from

NHSSTAFFSURVEY@iqvia.com

Have your say by 24 November

Find out more



18 October is World Menopause Day



Women's Network

This year's theme is Cardiovascular health. We will have stands in the dome at Poole and atrium at RBH from 12-2pm with members of our physiotherapy and cardiology teams. Keep an eye out for more information on a UHD Staff Menopause Policy coming soon!

Click here for a list of [useful menopause links](#) and resources.

Menopause eLearning

NHS England has developed a package of eLearning resources specifically designed for occupational health staff. The 30-minute online module covers signs and symptoms of the menopause and looks at how people may be impacted in the workplace. To complete the module, [click here](#).

Introducing our new executive sponsor, Dr Peter Wilson

"I feel very strongly about equality, diversity and inclusion and I am very keen to support that across the organisation. Women's rights and how women are looked after working in our organisation is important. I also feel strongly about allyship and being a positive role model. It's important to work together to improve resources and opportunities for all."



Could you 'read' a human book?

Based on the [Human Library](#) movement, join our event giving an opportunity to volunteers to tell their personal stories and lived experience to a reader who 'borrows' them by arranging a time and place to meet up.

and Poole libraries, with a day full of drop-in sessions. After the event there will be a permanent display in each library for everyone to browse the books, choose who they want to borrow and arrange a time and date to meet.

The Living Library is a safe space to use the power of conversation to positively change perceptions, share best practice and connect staff from all backgrounds.

We will be launching the event on 6 October at our RBH

[Click here](#) to sign up and learn more.



Black History Month 2023

Celebrating continued success

The Black, Asian and Minority Ethnic Network has become the Diverse Ethnicity Network (DEN).



Our name change reflects the feeling that the term 'Black, Asian and Minority Ethnic' is marginalising and reductive, placing people from diverse ethnic backgrounds under an umbrella term that does not fit all. Ethnically diverse is an empowering description that better and more accurately reflects the vast diversity within individuals and communities. You can read more about the national changes to terminology in [this article](#) by Race Equality Matters.

Our network is open to all ethnically diverse staff and our allies to discuss and exchange views on improving the



experience our members have at work. The network acts as a voice for those who are seldom heard and provides a space for staff to speak confidentially about their work experiences.

The DEN is like a family away from home, we provide pastoral support and help those undergoing any difficulties in their workplace. We also celebrate our cultural diversity by holding events such as our UHD Cultural Celebration in July.



▲ Your DEN co-leads are Monica Chigborogu (L), Judith Dube (R) and Moses Ngotho (not pictured)

What to look out for this month?

- We are holding two events which will feature lived experience stories, poetry, music and presentations. Join us in the lecture theatre at Poole from 2-4pm on 16 October and in the lecture theatre at RBH from 2-4pm on 23 October. These events are a celebration of the continuous contribution of ethnically diverse staff at UHD.
- The RCN will have a stand in the dome at Poole on 16 October from 11am-2pm with information on black history in the south west as well as

freebies. Our UHD anti-racism guide will also be published. This guide will help anyone deal with incidents of discrimination and recognise inappropriate behaviour.

Have you made your See ME First pledge yet? See ME First is our staff-led initiative which aims to make real change to our organisation's culture. Help us to create a more inclusive, open



and non-judgemental work environment in which all staff are treated with dignity and respect. [Click here](#) or scan the QR code to make your pledge to support your colleagues today.



See ME First

You said... a transformation special

Our strategy and transformation team answer 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 can we expect in the next few months?

► Our new Pathology Hub will open at RBH from November, bringing together all the pathology for Dorset in one space. Positive changes are happening in catering, with different offers available for everyone. The BEACH Building is on time and we're looking at the safest way to use the building earlier than originally planned, while our barn theatres at Poole are being used efficiently by the trauma team and will be used for joint replacements in the long term. The newly set up trauma and orthopaedic ambulatory care unit (TOACU) has led to a massive change in the way we treat our trauma patients, allowing them to be seen and treated quicker.



What about the new endoscopy unit at Poole?

► £20m has been invested in the new endoscopy unit in Poole and we're aiming to open in 2025 where the patient transport ambulance station is currently located. Our unit at RBH will also remain open.

Will teams be contacted ahead of office moves?

► We are working with teams which are moving soon and need you to start thinking about how you can work effectively within our limited resources. Many of you are already working across sites and from home and we're exploring more technology, training and equipment to support this. Email ben.print@uhd.nhs.uk if you have ideas around office spaces.

Will our new buildings be suitable for the growing number of patients we see with mental health issues?

► We have made changes in the ED and paediatric unit to better support patients with mental health issues. Our clinical pathways are constantly being refined, especially for patients with dementia, delirium, and those in AMU.

Has our UHD Green Plan changed in light of recent government target changes?

► No, it will not change our Green Plan or our net zero target of 2040. EV charging is limited due to our new green building's higher electricity demand. Funding will be allocated to upgrade our electrical infrastructure, but this may take time.

When maternity services move to RBH, what's will happen to St Mary's?

▶ The site is planned to become key worker housing at a later stage as per the local Council plan. We may be able to use it for temporary, non-clinical space as the Poole refurbishment works occur up to 2026.

What's the update on Christchurch?

▶ Our clinical services are performing well, but we need to close the gap between the build costs of the Macmillan Unit and the funds raised. We are looking for a long-term solution, as the building is already 50 years old! We have targeted some investments for the current building to keep it functional, but we know that we need to do more to progress and provide better facilities. In terms of other services, we are working with rheumatology and dermatology to develop a new model of care between Poole and Christchurch.



Where can I rest during my breaks in the winter months?

▶ We're refurbishing the staff spaces identified for charity funding and also looking to make underutilised spaces more accessible to everyone. In the BEACH Building, all clinical areas and staff areas have rest spaces. We're committed to providing equitable access to all spaces. If any areas are willing to share their meeting rooms during lunchtime, let's discuss this. Remember, we're all one team.

What retail spaces can we expect across UHD?

▶ There will be no changes to the retail outlets at Poole. A coffee shop and newsagent's retail area will be added at the main entrance of the BEACH for patients and visitors. The Atrium Café will still be available with different offers such as click-and-collect services and longer opening hours.

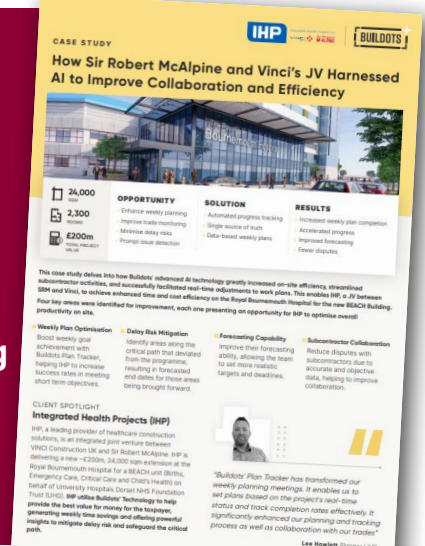
What's coming up on the horizon?

▶ We've started service reviews to guide our reconfiguration efforts. We're deep diving into each directorate's transformation plan and we need you to be involved to achieve the best outcome. Contact your line manager, your clinical lead, your directorate manager or the [transformation managers](#) to help.

Read full Q&A [here](#).

Using AI to improve collaboration and efficiency

Buildots, our technology partner in the construction of the BEACH Building, has published a case study on how we're using smart technology to efficiently track progress, ensuring we remain on course with the project. You can read the case study [here](#) as well as watch the recent CBS News report on the story.



Transformation update

Sir Christopher Chope visits the BEACH

Sir Christopher Chope, Conservative MP for Christchurch, has visited RBH to meet with our chief executive, Siobhan Harrington and chairman Rob Whiteman, and to tour our BEACH building with Steve Killen, director of transformation. He was impressed with the progress we've made with the BEACH, set to open in spring 2025.



Positive progress on patient catering

Work continues in developing enhanced catering arrangements across our sites.

At RBH, we have been running pilots with ward 1, ward 4 and the Derwent. Specialist REGEN trolleys are delivered to the wards for staff to then heat up the food and serve it to their patients at a convenient time. The model will be rolled out to the west wing this week, the east wing from 10 October, before moving to Poole from 2026.

Annie Bush, ward sister from ward 1, said: *“There has been a noticeable shift in mindset around mealtimes as a team, everyone has got involved and we're feeling positive.”*

Emma Honnywill, catering transformation operational manager, said: *“There's still a long way to go but we appreciate how everyone has come together to make it happen. We are excited to bring this enhanced catering offer for our patients and staff.”*

You can find more information on the timetable of changes [here](#) and all catering changes [here](#).



Time to 'BRAG' - delivering diagnostic care nearer to home

The latest from our Benefits Realisation Assurance Group (BRAG), where we review what our investments in healthcare have delivered.

This month's BRAG shows how Poole is leading the way by being chosen as one of the new Community Diagnostic Centres (CDC) in England, the first in Dorset.

One of the benefits of CDC is to increase capacity in the diagnostic service by investing in new facilities, equipment and training new staff, contributing to recovery from Covid-19 and reducing pressure on acute hospital sites.

This will include additional colposcopy sessions, CT capacity, as well as a new endoscopy modular build on site. One of the first is being developed at the Outpatient Assessment Clinic at Beales in Poole. We are putting in ultrasound clinics and blood tests and have just had a DEXA scanner installed there for bone density screening. [Click here](#) for more information.

Karen Bew, programme head for CDC, said: *“This hub will allow our patients access to planned diagnostic care without the need to attend our hospitals and will lead to improved patient experience and outcomes.”*



Moving stories

As part of our transformation, 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, who are currently working in the CCU, recently shared their experiences of relocating from Poole to Bournemouth. [Click here](#) to watch their video.

Bringing travel to your door

We know from the travel survey carried out earlier this year that many of you don't know where to get information on improving your commute or how to find what discounts/schemes are currently available for travel. So, to really get the message out our travel team brought the discounts to you!

Starting at RBH and Poole and visiting other sites shortly, the team spoke to you about your current commute. Senior leaders also took part to hear your experiences first hand.

Some of their key findings were:

- Many were open to alternative modes of travel but found driving a car to be more practical
- It can be difficult to find bus route start and finish times that match with a 12-hour shift and not all areas have a direct route
- Many staff walking to work and weren't quite sure yet what they would do if/when their service moved.

Although one of the hottest days of the year to be working - the travel team were surprised by the amount of people who stopped to chat, and they captured your feedback for informing future travel options.

Get to work for £1 a day with Morebus

Starting in October, all those with a UHD email address will be able to access a £1 a day offer for all Morebus 'zone A' 90-day and yearly passes. When this huge saving is launched, we will share in our Staff Bulletin and [here](#).

If you have any queries about how to access the new offer once it becomes available, please contact carparks.admin@uhd.nhs.uk.



Annual Members' Meeting (AMM)

Tuesday 17 October 2023 at 9:30am

**Room K101, Kimmeridge House, Talbot campus,
Bournemouth University, Fern Barrow, Poole, BH12 5BB
FREE PARKING, Bus route: UniBus, 6, 15, 17, 36**



Live streamed through Microsoft Teams

Information stands and refreshments will be available from 9.00am

Presentations from:



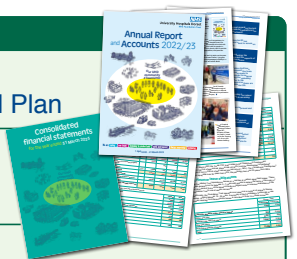
Siobhan Harrington, chief executive officer
2022/23 Annual Report and 2023/24 Forward Plan



Pete Papworth, chief finance officer
2022/23 Annual Accounts



Sharon Collett, lead governor
work of the Council of Governors during 2022/23

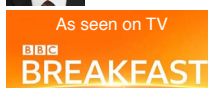


Members of the public are invited to submit questions for our speakers by Tuesday 10 October 2023 by emailing FTMembers@uhd.nhs.uk Questions submitted in advance will be prioritised at the meeting

To reserve your space, please visit [Eventbrite website](#)



The Understanding Health Talk on
Oral and Maxillofacial/Head and Neck Surgery



As seen on TV

presented by **Mr. Parkash Ramchandani**
Consultant Oral and Maxillofacial/Head and Neck Surgeon
will immediately follow the AMM



Peter's ponderings...

with Dr Peter Wilson, chief medical officer

Walking around our hospitals, I see so many people who work tirelessly to keep us a safe with little recognition. You are all too many to name and I am so grateful for every one of you.

The work you do to ensure the efficiency of such a vast organisation is incredible. I am also so aware of the amazing ideas many of you have on how we could make our organisation better, both for our patients and our staff and I acknowledge how frustrating it is not to be heard.

I worry that we are all working so hard to manage the day to day running of the hospitals that we sometimes forget to stop and listen.

I became aware of this when I visited the health records department. The work that they do, together with ward clerks and support staff, is incredible. They collect thousands of patient documentation every day and ensure it is filed rapidly so that everyone can always access the correct information. This cannot happen without an incredible process of collation, filing, collection, processing vast amounts of paper, and most importantly, constantly validating to ensure mistakes are not made.

I was blown away, not just by the quiet professionalism, but by the real will and drive

to improve processes and constantly look for efficiencies both human and financial. What saddened me was that their dedication is often met with irritation and lack of support from others who are frustrated when things are not available whenever they expect them, or when they are asked to do things to make the health records and our ward clerk jobs easier. I am aware that people are busy and have their own stressors, but the visit reminded me that it is so important to stop and think about each other's contexts before we react.

A few take-home messages I took from health records team - looking after and managing health records is all our business.

One of the most important rules in healthcare is that if it is not written down, it is difficult to prove that it happened. Therefore, if you or I ever end up in front of the coroner's office or have complaints, if we cannot find what we have documented, then it is difficult to prove what happened.

Many may think, well, that is the job of the organisation to make us safe, and you are right. However, we can make their jobs very difficult by not following simple rules and processes.

So, part of this blog is to ask you, whenever you are

involved in documenting information on behalf of the organisation, or helping move the information around, to stop and think about whether you are following a few simple points:

- 1 Is it easy to scan?**
Am I using black pen?
Have I dated, signed, put my name, position and regulatory number?
Has it been correctly filed?
- 2 Are we supporting the people that keep us safe?**
Getting frustrated and angry with colleagues who are trying to keep us safe is demoralising, especially as so many of them have great ideas as to how to make things better. We are all trying to support each other.
- 3 Loose paper is a real issue for all.** The more paper (when I visited there was boxes and boxes waiting to be filed) the more those that are trying to collate, move, validate don't have time to rapidly turn around the documents you may need.

I am sure there are so many of you doing incredible things in the organisation to help make us the great team we all want to be - I want to work with you and support you. I hope you will work with me to keep each other safe, and celebrate each other.

Peter

UHD Team Month 2023

We are just a few weeks away from our first ever UHD Team Month. We all have a role to play in the effectiveness and the success of our team and it is important that we understand how we contribute and the impact that we have.

Throughout November, we will take part in virtual masterclasses and network with colleagues, sharing stories, best practice and resources.

Click the links to register your interest in attending.

[Communication in teams with Belbin](#)

How do we go about analysing, diagnosing and improving how we interact with others? This seminar will look at ways to improve our communications skills for the benefit of our teams.

Dates:

- 21 November, 2-3pm
- 27 November, 11am-12noon

[Diversity in teams with Belbin](#)

How do you know which role you need to play in your team? How can we engage and work together? During this session, we will be looking at the importance of diversity within teams, and how everyone has a part to play.

Dates:

- 7 November, 10-11am
- 17 November, 10-11am

[Contributing to high performing teams with Myers Briggs](#)

This masterclass will allow participants to consider what trust means to them and how best to build trust with those they work with, understanding that we all differ in our preferred ways of working.

Dates:

- 16 November, 1.30-3pm
- 22 November, 9.30-11am

[Civility saves lives with Dr Chris Turner](#)

When someone is rude to us, it reduces our ability to do the job we are here to do. Incivility can be anything ranging from rude or unsociable speech or behaviours, such as talking over others, not listening or showing certain types of body language.

Dates:

- 30 November 10.30-11.45am
- 30 November 1-2.15pm

[Managing remote teams with Leesa Harwood](#)

During this interactive session, Leesa Harwood (non-executive director at Dorset ICB and chair of the People and Culture Committee) will provide tips, tools and stories about managing and supporting remote team members.

Dates:

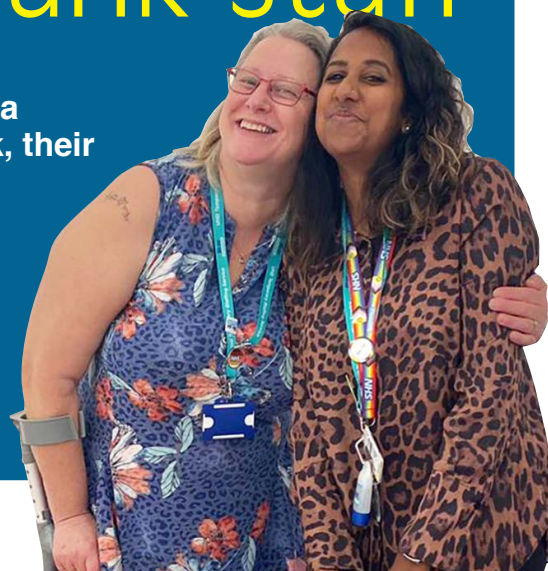
- 13 November 2-3.15pm

Supporting UHD teams to thrive

Celebrating our bank staff

This month, our temporary staffing team hosted our first **CommuniTea** event for our bank workers. The event was a great platform to meet our workers, listen to their feedback, their concerns and perks of working on the bank.

From the events we have heard that our bank community would like more events or clinics to come and meet with the team and answer any questions. We will now be looking into how we can support our workers with the next steps, and look forward to many more events with our teams in the future.



What's next on your leadership development journey?

As appraisal season comes to an end, besides development specific to your role, you might also be thinking about what is next for you in terms of leadership development. At UHD, everyone is a leader, whether this is through our behaviours, how we contribute to our service, or through line managing others.

We have a variety of workshops, courses, and resources to support you on your individual leadership journey from developing your knowledge and understanding to focusing on improving specific skills. [Click here](#) to find out just some of what's available to you. You can also see pictures and feedback from some of our development offers is below.

Visit our intranet pages for further information and resources. If you have any questions or are not sure about what is most suitable for you, email organisational.development@uhd.nhs.uk.

“A really valuable session - the chance to practice these skills with colleagues was particularly helpful...”

- Coaching Conversations Workshop

“An informative and enjoyable course which has made me be more self-aware of my own style and approach as a line manager...”

- Being a UHD Manager, Compassionate and Inclusive Management

“I have used the trust's coaching and cannot recommend it enough. My coach was friendly and supportive, I went into coaching being uncertain of my next steps in my role but now I have finished I have much more clarity on what I want to do...”

- Leadership Coaching

“The course was fantastic, it taught me so much about myself, not just as a leader but also in my day-to-day life...”

- Leadership in Action Programme



**Thrive**
leadership development



Physical health



Commit to quit this Stoptober



You can access free stop smoking support from LiveWell Dorset including coaching, nicotine replacement packs and face-face support from your local pharmacy.



Download the free NHS Quit Smoking app to track your progress, see how much money you save and get daily support.

If you stop smoking for 28 days you're 5 times more likely to give up for good

Have you had your vaccines?



Scan to view October dates for the Covid-19 and flu vaccination trolley and pop-up clinic. Act now to protect yourself and others in time for this winter.

Spotlight

What makes you happy?



Our library team are holding a photography competition with the theme 'what makes you happy?'. The winning entries will be displayed in our libraries to create a wellbeing space. Scan to find out more about the entry requirements and email your picture to library@uhd.nhs.uk

Mental health



Could you join our team of Health and Wellbeing Champions?

Do you...

- have an interest in supporting your colleagues' mental health?
- have a passion for social wellbeing and inclusion?
- have a desire to support your colleagues to be fit and healthy at work?

As a health and wellbeing champion you can play a significant role in supporting your colleagues. A proactive approach to supporting the health and wellbeing of Team UHD is vital. Without first taking care of our own wellbeing, we cannot look after others.



Rachael Relf, health and wellbeing champion



"Health and Wellbeing Champions know best what their teams need to thrive and are equipped with the passion and knowledge to influence positive change in the workplace. Every team needs one, so apply today!"

Sorcha Dossitt, health and wellbeing lead

Search Health and Wellbeing Champions on the intranet to apply.

10 October is World Mental Health Day

Talking about mental health isn't easy. The Mental Health Foundation has tips to help you talk to someone about how you're feeling or check-in with someone you care about. You can find our full list of support by clicking the 'Thrive wellbeing' then 'Mental health' buttons on the homepage of the intranet or our @UHD app.



Our green UHD plan

Welcome to our Sustainable Development Strategy, which we call our Green UHD plan.



As one of the largest organisations in our area, we have the ability and the duty to help build healthy lives, healthy communities and a healthy environment. By having this sustainability and carbon reduction strategy at the heart of what we do, we can drive long-term success and real change. We have made significant progress in many areas, but we need to do much more.

This Green UHD plan will guide the design and implementation of our future services at UHD as they are developed in line with the requirements of the Dorset Integrated Care System. This Green Plan acts as our organisational strategy to ensure that we embed this ambition into every aspect of our activity, in tangible and measurable ways. It is only by working together using our values of caring, being one team and always improving that we will succeed. We all have a role to play, so [click here](#) to read the plan and get involved.

Siobhan Tomlinson



Team UHD says goodbye...



A fond farewell

We said a very fond farewell to Christine Bailey and Katie Cooper from our acute medical unit family at RBH last week.

Christine is retiring after a very impressive 30 years working for the NHS - 22 of them as a ward clerk. She is much loved by the team and well known around the hospital, always helping patients and relatives - and winning two awards during her time here!

Meanwhile, Katie - PA to the AMU consultants - is heading

off to a job closer to home after 21 years in the NHS.

Her colleagues said:

“Katie is a fixer of anything and everyone knew Katie

and would come to her with their various problems. She is very caring, warm and a great colleague. We will all miss her immensely.”

Goodbye and good luck to both of you, Team UHD will miss you.



Let's get social

#TeamTakeovers

Social media takeovers can bring new perspectives, creativity, and content to our online platforms. It's a great way to provide audiences with a fresh and engaging online experience, and we encourage teams and departments to get involved with social media, especially where it can help enhance an awareness event or campaign.

Our porters took over X as part of National Healthcare Estates and Facilities Day back in the spring, and more recently, UHD's simulation team were at the helm to celebrate Healthcare Simulation Week. It was a chance to showcase the team and their work as well as celebrate the partnership between UHD and BU.

The idea came about from Rose Edwards, simulation lead, who managed the account for the day. She said: "It was a worthwhile experience. It provided an opportunity for our team to reflect on, and publicly celebrate, our achievements. Sharing them with not only UHD staff and the public but also our partner agencies such as Bournemouth Uni and our Sim Networks. This was also a very creative outlet, and my team surprised me with their ideas and content. We don't shout about our achievements very much and it felt good."

Thanks to Rose and the team for having such a positive and proactive approach to social! You can have a look at their posts from the day [here](#) and give them a follow on their own X account at [@SimulationUHD](#).



University Hospitals Dorset NHS Fo... · 6d ...
Meet the Simulation team...

Rose Edwards - Simulation Lead

#SimLead #SimulationLead
#HealthandMedicalSimulation #Leadership
#Facilitation #WeAreOneTeam #HCPC
#NotAllParamedicsWearGreen

@K_G_Spearpoint @Venu_mehta1
@MantelJulie @AndrewLawrenc
@RoseEdw37048442 @SalisburySim



X-citing times for catering

To celebrate the Great British Food Fortnight, our catering team launched their own X and Instagram channels, showcasing the sustainable menu choices and local produce involved with creating meals for patients, visitors and staff.

Along with sharing photos of a variety of food served up across UHD, the team is keen to share news about the department and celebrate the many different people who support catering colleagues in keeping our staff and patients nourished and hydrated, such as Alana, pictured below on placement.

Be sure to give the team a follow for all the latest updates on X [@UHDcatering](#) and Instagram [@UHDcatering_nhs](#).



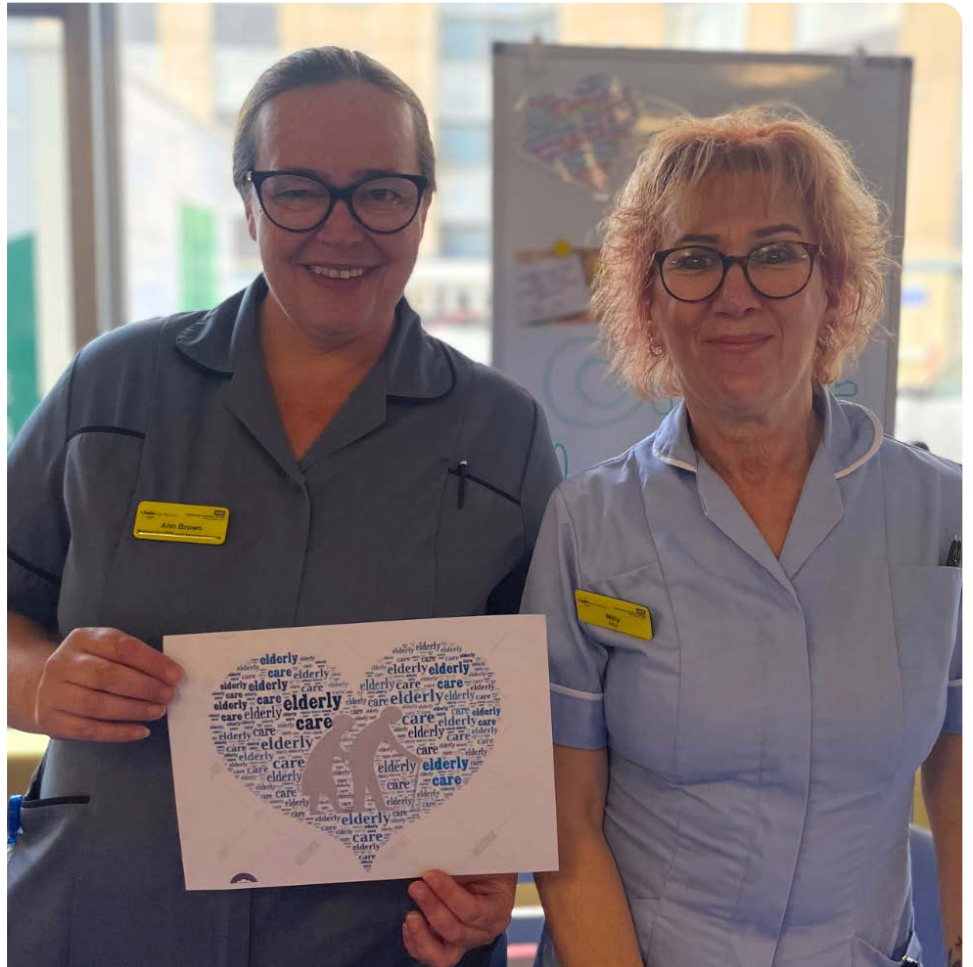
Have some good news you would like to share or thinking about joining social media?

Email communications@uhd.nhs.uk

Recruitment ROUND UP

HCSW open day

We hosted another successful healthcare support worker open day in the Education Centre at Poole on Saturday 30 September. A huge thank you to everyone who helped organise the day and those who attended and interviewed candidates.



BU events - volunteers needed

We're still looking for clinical staff to attend the Nursing, Health and Social Care Careers Fair at BU on 21, 22 and 23 November. If you're interested in coming along to talk to students about the opportunities at UHD after they graduate, please email sian.wright@uhd.nhs.uk

Let's get social - raise the profile of your department

We're looking for people to feature on our UHD jobs social media channels to raise the profile about different roles around the trust, as well as the different sites. If you or your team is interested, please email sian.wright@uhd.nhs.uk

Newly qualified nurses' day

The next newly qualified nurse open day will take place on Sunday 19 November in the Education Centre at RBH. The day will feature a tour of the hospital, talks from our matrons, opportunities to network with UHD staff and information about our preceptorship programme. If you're due to qualify in February 2024, or have recently qualified we would love to hear from you!

Sign up for the day [here](#).

A big UHD welcome

Welcome to our newest cohorts of apprentices that have started programmes with us. We have had a busy month enrolling more than 60 staff on to apprenticeship programmes including registered nurse degree apprentices and trainee nursing associates that started with us in September. Good luck on your journey!

Could you be a future apprentice?

We will support you throughout the journey and provide you with comprehensive education to prepare you with the skills and knowledge required to join the workforce. You can also deepen your knowledge of your

role or step up to new positions furthering your careers.

Apprenticeships are available for a whole range of careers, but if you don't know what's available or how to get where you want to be, you can book an appointment in one of our career clinics.

Contact apprenticeships@uhd.nhs.uk for more information.



Going for gold with our emergency games

Just under 80 colleagues from UHD, SWAST and Dorset County Hospital took part in several team building events provided for free by the army at Blandford camp.

The day was full of accessible, enjoyable games with teams from ED, AMU and radiology. Everyone got involved - from nursing to reception.



A big well done to our radiographers at Poole for winning the day!



Healthcare leaders head to BU's Business School

Clinical and non-clinical leaders from UHD joined our new cohort of our Dorset ICS level 7 senior leader apprenticeship/ MBA in September - our very own two-year leadership development programme developed in collaboration with BU.

Colleagues from a range of health and care organisations in Dorset will work together to develop their skills and support

the health and wellbeing of our communities to make Dorset a great place to work.

Dr Deborah Taylor, programme lead, said:

“I am excited to welcome a new group of ICS leaders to BU and look forward to the rich discussions ahead. This is the second year of this new programme - if you are interested in joining next September applications for

this fully funded course open again in the new year.”

Dr Lois Farquharson said: **“The growth in the size of this cohort reflects the strength of our partnership with UHD. We look forward to working closely with these talented leaders to support their development and future career aspirations in the health sector.”**

PHD student research goes global

Congratulations to Rosie Harper, a Bournemouth University PhD student in pelvic health, whose work has recently been published in The Conversation UK. Rosie's article on recovering from childbirth has since been released on over 150 news sites globally, and is a great example of both personal achievement and successful partnership working with BU. Well done, Rosie!



SPOTLIGHT ON: Our specialist palliative care social worker at Christchurch Hospital



“I love my job and I am proud to be a social worker...”

Barbara Parker is a specialist palliative care social worker based in the Macmillan Unit at Christchurch Hospital. Having worked as a social worker for over 30 years, she works closely with children and young people whose parent or caregiver is receiving end of life care and continues to support the child in bereavement.

Nominated by her colleagues, Barbara is one of six finalists for the Children’s Social Worker of the Year in The Social Worker of the Year Awards. She will find out if she has won at a special awards ceremony in London on 3 November.

“I am very proud to have been shortlisted and this showcases how brilliant the whole team is. Young people need realistic reassurance, and I am driven to give

children the tools they need now to navigate their loss throughout their life,” said Barbara.

Barbara developed ways to discuss the difficult concepts of ‘death’ and ‘dying’, which helps young people find their own individual meanings in their experiences. The families she supports - at one of the most challenging times of their lives - are supported to find their own strength, resources and hope.

She uses a wide range of creative ideas to her work with families, including play therapy, using arts and crafts, and creative writing. She invites children and young people to engage with these activities, always considering

what might be the most appropriate and effective method.

Barbara also works within the specialist palliative care service as safeguarding lead for children and is often asked to consult on safeguarding matters for our community specialist palliative care nurses. During the pandemic, the service experienced some missed and late diagnoses, resulting in advanced conditions and poor prognoses which have been a huge shock to families. However, Barbara and the team were on hand to provide valuable advice, support and tools, information and appropriate signposting to ensure that families and children of patients get the right support.



Walk for your wards

There's less than two weeks to go until Walk for Wards 2023! Tickets are £3 for children over five or £5 for adults and include a free burger, face painting, live music and a local makers market. Hot Radio will also be bringing the party throughout the day.

[Sign up now](#) to support your hospitals and walk for a ward or department close to your heart.



Working together with our neighbours

Last month, JP Morgan invited our charity team and Daniel Murray, project manager, to come along to be on their charity panel. The team gave updates about the exciting developments happening in our hospitals and how JP Morgan can get involved. With over 5,500 staff, it was a great opportunity to raise awareness about our charity.

JP Morgan then held a fundraising week to raise significant funds for our hospitals - thank you!

Swimming for SPRING

Celebrating 25 years of SPRING supporting bereaved families through baby loss, Dan Lovett will be swimming 25km from Old Harry Rocks to the Isle of Wight.

SPRING supports bereaved parents in Bournemouth, Poole and the surrounding areas experiencing the loss of a baby at any stage of pregnancy, however long ago. Our charity loves seeing how people put their passion into helping others like themselves with fundraising activities like these!

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

Supporting families using our neonatal intensive care unit

With a baby in the neonatal intensive care unit (NICU), parents can have extra worries like unexpected costs with travel, parking or finding childcare for siblings.

We would like to ease these financial pressures during this emotional time by providing discounts, meal vouchers, activities for siblings, advanced reclining chairs to aid skin-to-skin time, positioning aids for development and more.

Anyone can donate for these additional items that can make a real difference to families [here](#). Thank you.



Saddling up for 55-mile bike ride

We can't wait to see colleagues from the Kimmeridge Ward at Poole take part in the Dorset Bike Ride on 8 October. This will be a gruelling 55-mile course fundraising for a new Buddy Day Bed for the ward, helping relatives be more comfortable when they are visiting a loved one receiving end-of-life care. Good luck to team Kimmeridge!



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



Let's talk about IT

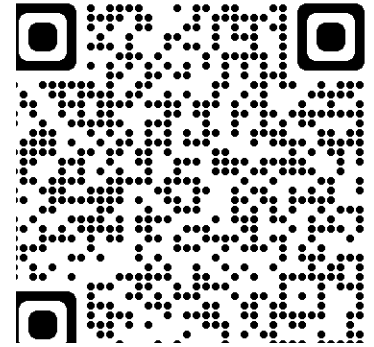
Keep learning with our IT training knowledge centre

Do you need help with Single Sign on? Password resets? Moving emails between folders?

Lots of quick videos are available on our IT training knowledge centre to help you navigate the world of Office 365, OneDrive, SharePoint and MS Teams. There are also 'how to guides' on using

Outlook, and videos for Single Sign On. Click here to find out [more](#).

Do you need help with digital dictation or what to try something like our new EPR clinical letter? For eLearning resources, support and guidance on our clinical systems [click here](#).



Evolve has now moved to the cloud

Windows 10 will reach 'end of support' in October 2025. All devices will need to be upgraded to Windows 11 by June 2025. IT projects are currently in the planning stages and will be visiting you to collect data to find out which systems and software are not compatible.

If you have questions, please contact rachel.jury@uhd.nhs.uk.



Fura database downtime

On 5 October, the FURA database will be going down for maintenance from 9am-1pm. A global email will be sent out on the day warning users that this will be happening. Once the work is complete

another email will be sent out to inform users that the server is operational again. This is to enable to transfer over of the patients waits database from Poole CaMIS to the FURA database. Any questions this contact richard.jordan@uhd.nhs.uk.



IG top tip

You wouldn't leave your car unlocked; you wouldn't leave your home unlocked. So why leave your screen unlocked? Emails, MS Teams chats, and internal systems are the gateway to confidential information and must not be left open to the unauthorised eyes of staff, visitors and patients. We have a duty of care and legal obligations to keep all trust information safe and secure. Before you leave it, lock it!

The Brief



Wednesday 4 October - 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>Freedom to Speak Up Month: Join us in creating a culture where everyone is free to speak up and know their concerns will be listened too. There are lots of ways you can raise a concern, find out more on pages 4 and 5.</p> <p>A statement from our trust board: Sexual harassment, sexism, racism, homophobia, discrimination against colleagues with disabilities, bullying, and behaviour not in keeping with our trust values, will not be tolerated. Read our pledge to you on page 10.</p> <p>Changes in our chief medical office: Dr Becky Jupp has been appointed our new deputy chief medical officer. Dr Ruth Williamson, our former deputy CMO and acting CMO, will be leaving our trust later this year. Read more on page 6.</p> <p>Remember to get your vaccinations: Vaccinations for Covid-19 and flu are available throughout the month. Head to page 7 to find out where our jabbers will be this month.</p> <p>NHS Staff Survey: Some 3,200 of you have responded already – have you completed yours? #speakupsparkchange</p> <p>Upcoming network events: Complete your See ME First pledge this Black History Month or learn more on World Menopause Day on 18 October – pages 12/13.</p> <p>Transformation: See page 14 for our You said, we did transformation special. Find out more about office moves, the UHD Green Plan, rest areas and more.</p> <p>UHD Team Month: We are just a few weeks away from our first ever UHD Team Month. Head to page 19 to sign up to virtual masterclasses.</p> <p>Wellbeing: Find tips on stopping smoking in this month's UHD Health Hub on page 21.</p> <p>UHD Charity: Just two weeks until Walk for Wards. Sign up on page 28.</p> <p>And finally... Let's talk about IT, meet our new cohort of apprentices, how to utilise social media to support your team and much more!</p>	

Staff questions or comments (continue overleaf where necessary):

Department:

Signed:

Date: