

The Brief

April 2021



A time for reflection

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Our University Hospitals Dorset

An update from chief executive, Debbie Fleming

Well here we are in April and in a week that has seen us reach another significant milestone in the national Covid roadmap. With more of society opening up, and more opportunities for us to enjoy the things in life we took for granted for so long, I hope we're all feeling that sense of optimism we often associate with spring.

Certainly, here in the hospital, we have been delighted to welcome back many of our staff who have been shielding - and it's been so good to see less pressure in our hospitals related to Covid-19. There have been far fewer patients admitted with the virus, no recent outbreaks, and far fewer staff away from work for Covid-19 related reasons. And of course, we have all been really encouraged by the great success of our vaccination programme.

Nevertheless, we must not forget that this has been a year like no other and we should never underestimate the toll it has taken on us all, both personally and professionally. I do hope you were able to get involved in our services of reflection that took place on the anniversary of the first national lockdown. Our ribbon trees look so beautiful and remind us of the very human cost of this pandemic. If you haven't yet had a chance to do so, I invite you to add a ribbon to one of our trees at Christchurch, Poole and the Royal Bournemouth.

As we know, life in a hospital is always busy, and our focus now is turning to the complex task of 'business as usual'. Please be assured that your wellbeing is at the front and centre of all our recovery plans, as we all work together to tackle our elective lists and get patients seen as soon as possible.

In the meantime, can you believe we are now six months on from merger? We have achieved so much together during this time - despite the pandemic - and I am particularly pleased to see our values being publicised widely and becoming embedded in all we do.

As time goes on, more of our services and teams will be brought together. This month, we officially launched our new University Hospitals

Dorset NHS Charity which you can read more about on page 11. Every day you do amazing things, with our hospitals providing compassionate care to every NHS patient who needs our services. Through the creation of our UHD charity, we hope that with the support of our donors, we will be able to make patients and their families even more comfortable, provide more and better equipment, and support your health and wellbeing.

Of course, supporting your wellbeing and making UHD a great place to work are key to our future success. We recently received the combined results of the 2020 NHS Staff Survey and were delighted to see that despite such a turbulent year, we improved our position compared to 2019. UHD scored significantly better than our comparator group in seven of the survey's 10 themes, with 76% of those taking part in the survey saying they would recommend our trust as a place to work, and 84% saying they would recommend our trust to friends and family for treatment/care. These results provide a strong foundation upon which to focus on our ambitions and development plans, supported by the more detailed analysis that is already underway within our care groups and corporate functions.

While there is quite rightly a huge amount of work that focuses on our people, the physical changes around our hospitals are also very hard to miss now! On the Royal Bournemouth site, the hoardings are up and the enabling works have commenced in preparation for our new Maternity, Children's and Emergency and Critical Care development. Over at Poole, we have temporarily had to pause our theatres work due to asbestos in the existing building but are working hard to remove that safely and recommence the development very soon. You can read more about transformation on page 10.

Elsewhere in the NHS, a lot has been happening with the publication of a new White Paper aimed at strengthening Integrated Care Systems. The Dorset ICS was one of the first in the country to be established, as local partners were very clearly sighted on the benefits that could be delivered for

patients and local people through more integrated joint working and closer collaboration.

We are now working together to further strengthen our ICS, in line with government policy. The biggest change will be that the Dorset Clinical Commissioning Group will no longer exist in its current form, with its functions transferring to the newly-strengthened ICS and/or to other partners within the Dorset system from April 2022. Our Board and senior leaders will be very much involved in the development of the ICS, and we will keep you updated as further guidance is released.

Finally, we were all saddened to hear the news last week of the death of Prince Philip, Duke of Edinburgh. He clearly made an enormous difference to the lives of so many - and all the remembrances and expressions of sympathy have reminded me just how much people value those who dedicate themselves to public service. Our thoughts now are very much with the Queen and the Royal Family at this sad time.

I hope you have found this update helpful, and invite you to join our next All Staff Briefing taking

place on Wednesday 21 April from 1.30pm. Your questions, suggestions and experiences are really helping to shape the way we do things, so I'd love it if even more of you joined in the conversation!

Thank you once again to each and every one of you for the work you do - in supporting each other, and of course, in providing treatment and care for our patients.

Debbie Fleming,
chief executive



Covid-19 update

Journeying along the roadmap

We have now reached a new phase of the government's roadmap for easing lockdown restrictions.

Changes have been made to our visiting restrictions, particularly in relation to maternity. You can read more [here](#).

We are working through how the roadmap will continue to impact on our hospitals in terms of infection prevention control guidance and social distancing, and will keep our intranet, website and social media updated with all the latest news.

A leaflet titled 'Maternity visitor guidance' from University Hospitals Dorset NHS Foundation Trust. The leaflet is white with a purple header and footer. The main text is in black. The header includes the NHS logo and the text 'University Hospitals Dorset NHS Foundation Trust'. The title 'Maternity visitor guidance' is in blue. The main text is in black. The footer includes the text 'See www.uhd.nhs.uk or Maternity Matters for full details of the restrictions and how to access a lateral flow test.' and a row of colored boxes with the text 'We are caring one team listening to understand open and honest always improving inclusive'.

Maternity visitor guidance

As the spread of the Coronavirus evolves, from **Monday 12 April** we are able to relax some of our restrictions around partners / support people coming into the unit.

All partners / support people accompanying pregnant women to their appointments or visiting the maternity unit may attend subject to a **negative lateral flow (LFD) test and will need to wear a face covering**. It is the responsibility of the partner / support person to arrange an LFD test before attending.

- **Outpatient areas, community clinics and ultrasounds scanning** - one partner/support person may attend all appointments.
- **Induction of labour** - one partner/support person can accompany women on admission for a maximum of two hours.
- **Haven and central delivery suite** - one birth partner may accompany women throughout labour and birth.
- **Inpatient wards (antenatal, postnatal, Transitional Care Unit and NICU)** - visiting to inpatient wards is permitted for one hour per day and should be booked in advance. In NICU, unlimited visiting is available to mothers and fathers.

See www.uhd.nhs.uk or **Maternity Matters** for full details of the restrictions and how to access a lateral flow test.

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

Remembering with ribbons

Our dedicated ribbon trees at Christchurch, Poole and RBH are for all of us to take a moment to reflect on the pandemic, to remember all the sacrifices we've made, and to think of all our patients, colleagues, friends and family, especially those who have sadly died.

Ribbons were first tied to the trees during the special services of reflection and remembrance that were held simultaneously across our sites in March to mark the anniversary of the first Covid lockdown.

Thank you to all who attended, either in person or virtually.

Debbie Fleming, chief executive of UHD, said: *"The services were a chance for all of us to reflect on our patients - to remember all those who recovered, to think about those who are still suffering the long-term consequences of Covid, and to remember in our hearts all those who sadly died. We must never underestimate the impact that Covid has had on families across the country."*





Covid-19 update

Vaccine programme closes... 30,000 jabs later!

Covid-19 staff vaccinations end later this week, with the team having administered more than 30,000 doses to NHS staff, and those working in partner organisations, in less than six months.

While take-up of the Covid vaccination has been high among our staff, small numbers of staff have yet to have their second vaccination after having their first with us, while some staff have not been vaccinated at all. To support those in these groups we are offering 'walk-in' appointments from 9am-1pm at the vaccination clinic in outpatients at RBH until tomorrow (15 April) only.

All you need to do is simply turn up with your staff ID, your NHS number if you have it available, and your vaccination card from your first jab if you have this too.

This week's clinics are the last opportunity to have the jab at UHD for the foreseeable future.

If you already have an appointment booked for later this week, please keep to this appointment.



▲ Some of our vaccinators at Poole Hospital

Test, test, test!

Thousands of Covid self-testing results have now been uploaded to our portal, helping us to identify asymptomatic cases, and ultimately limiting the spread of the virus. The numbers of tests coming back positive has decreased dramatically, which is really encouraging. Thank you to all of Team UHD for being part of this important process and please do keep on uploading your results.

Self-testing kits will be distributed on the PPE runs or you can contact steve.randle@uhd.nhs.uk (Poole) or stuart.fleming@uhd.nhs.uk (RBCH) if you work in a non-clinical area.

Please note: If you are symptomatic, please arrange for a PCR swab from our swabbing teams - staff.swabbingrbch@uhd.nhs.uk or staff.swabbingpoole@uhd.nhs.uk

For more information, including FAQs, videos, and how to upload your results, see our [self testing intranet pages](#).

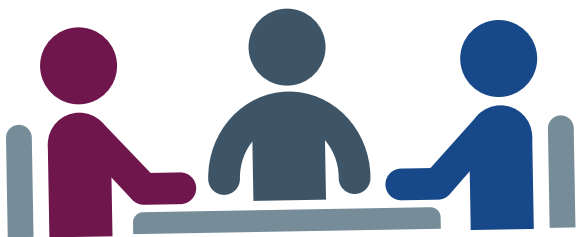
UHD noticeboard

Schwartz Round:

Behaviours in the Workplace

The next virtual Schwartz Round focusing on 'Behaviours in the Workplace - why the way we are with each other is so important', will take place on **Friday 16 April between 1-2pm**. The round is open to all UHD staff and is a great chance to share experiences of good and bad working relationships and how it affects all aspects of our lives.

This will be a normal Teams meeting - not a live event. Everyone will be asked to mute themselves and you will be invited to put your hand up/unmute if you wish to contribute/participate. You can join the event by clicking [here](#).



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

Black, Asian, Minority and Ethnic Network open forum on 30 April

Our UHD BAME Network will hold an open forum on **30 April**, 3-4.30pm via Teams, to reflect on a year since the first lockdown.

This is an opportunity for you to share your lived experiences of the pandemic from March 2020 until now, when we are finally seeing the ray of light at the end of the tunnel. Allies most welcome too.

Contact BAME@uhd.nhs.uk to receive the Team's link if you would like to join.

All-staff briefing

The next all staff briefing will take place on **Wednesday 21 April**, 1.30-2.30pm. David Moss, our chairman, and Debbie Fleming, our chief executive, as well as fellow executives will provide the latest on managing the Covid-19 pandemic, an operational update and future development plans. You can join the session [here](#).

The meetings are a great opportunity to ask the questions that matter to you. You can either ask them in person at one of the briefings or, if you prefer, you can send your questions in advance to communications@uhd.nhs.uk and we will make sure you get an answer.

Freedom to speak up training

Speaking up has never been so important and yet we often hear staff say how difficult it is to raise a concern, or that when we do it is not dealt with effectively enough.

'Speak Up, Listen Up, Follow Up', is a new e-learning package co-produced by the National Guardian Office and Health Education England which is aimed at anyone who works in healthcare. It is divided into modules and explains in a clear and consistent way what speaking up is and its importance in creating an environment in which people are supported to deliver their best.

Module 1 Freedom to speak up - Speak Up: This is core training aimed at all workers including volunteers, students and those in training. Its aim is to help everyone working in health to understand what speaking up is, how to speak up and what to expect when they do speak up. It involves watching short animated videos, optional reflections and a small quiz at the end.

It takes about 30 minutes to complete.

Module 2 Freedom to speak up - 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. The Listen Up module includes topics such as fostering a speak up, and a listen up culture, supporting speaking up and listening well, perceptions of yourself and others, understanding conflicts of interest and welcoming feedback as a gift. It takes about 30 minutes to complete.

How do I take part?

Both of these courses can be accessed via the BEAT VLE. Go to 'Find eLearning' on the VLE homepage and search for 'Speak Up' or 'Listen Up'. Once you've registered it will appear on your Heart (Role) page. You can access BEAT on the App or via www.uhd.nhs.uk/vle (use Google Chrome or Safari).



If you would like to raise a concern or talk about something that is troubling you, please drop us a line on freedomtospeakup@uhd.nhs.uk or leave a message on extension 4220.

HSJ awards

Congratulations to our Freedom to Speak Up team who were shortlisted for the FTSU Organisation of the Year at the HSJ Awards. With more than 1,000 entries across the categories, to make it down to eight finalists is a huge achievement.



Save the date!

National Deaf Awareness Week: 4-9 May

Did you know there are 11 million people living with some form of hearing loss in the UK, whether mild or profound?

Many of these individuals have experienced difficulty with verbal communication due to the compulsory need to wear facemasks, which can lead to misunderstanding and feelings of isolation.

Toni Bailey, deputy sister for the day surgery unit at RBH, said:

“In these recent times I have never felt so deaf or disabled in my life - Hello my name is Toni I’m hard of hearing and usually lip read so the wearing of mask is extremely challenging and exhausting for me!”

“All I needed/wanted was for people to make little adjustments, be kind and patient, not just for me but other staff and our patients, to make our time within the hospital setting a better experience.”

The aim of Deaf Awareness Week is to raise awareness of

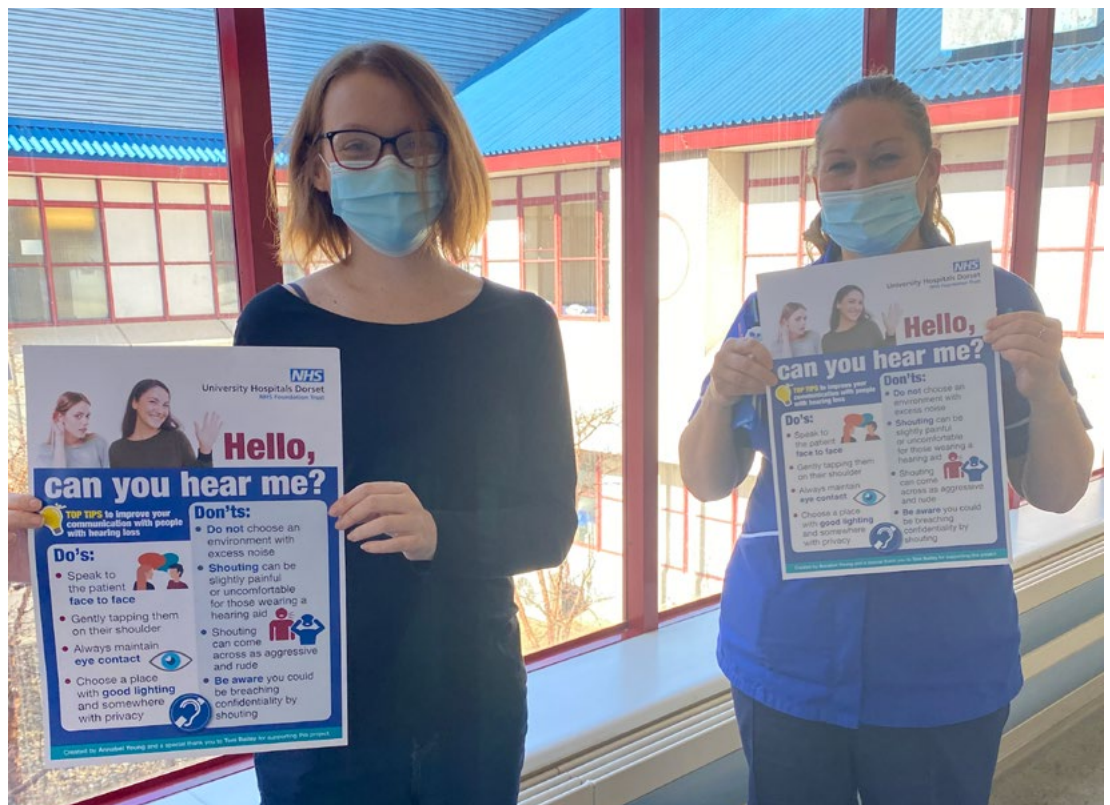
these challenges and how we as colleagues and NHS professionals can improve people’s experiences at UHD.

Hearing loss is defined as a hidden disability; our aim is to create an inclusive environment whereby staff and

patients can feel safe asking for practical support. Our new UHD values reinforce our need to do more for people with hearing loss.

As part of the UHD ProAbility Network, Toni and student nurse Annabel Young have

championed a number of educational tools and resources. These include stickers, which are available on the reception desks along with masks, a top tips poster and a video available on the ProAbility page of the intranet.



Get involved!

During National Deaf Awareness Week, Toni and colleagues from the ProAbility Network will have a stand in the atrium at RBH and the dome at Poole, and will be undertaking trolley rounds at all three sites to share resources and to answer your questions. To find out more please contact: organisational.development@uhd.nhs.uk or Toni Bailey via email or ext. 4767.



Pro Ability network

Transformation update

New information boards erected at Poole Hospital

If you're over at Poole, you might notice two large information boards showcasing the future developments for the hospital. The posters were unveiled by Jackie Coles, deputy chief operating officer, together with Stuart Mondon, capital projects manager, and Stuart Dixon from IHP (principal contractor), as well as Eren Husseyin, from our pathology team who is featured in the design. You can read more about our plans [here](#).



Naming the 'big build' at RBH



As part of the development plans at RBH, we will soon need to decide on the name for the major construction project, currently called 'MCEC' (Maternity, Children's, Emergency and Critical care centre). We want to ensure the building's new name is meaningful, locally balanced and can be applied in a consistent and uniform way. Ideally, we want it to reassure the public they can rely on the quality of healthcare being provided within the development.

Look out over the next few weeks for more information on how you can get involved. We hope to announce the new name in late summer/early autumn.

More about the development and how it fits within the overall UHD transformation programme can be found [here](#).

Building community engagement

The UHD estates and IHP project teams have established a successful partnership with Bournemouth and Poole College to consider the best way to provide students with trade experience during the developments at our hospitals. Due to the current Covid-19 restrictions, discussions are focused on how to use interactive technologies to run virtual events, as well as how to showcase 'active live modelling'.

Looking ahead, we hope to provide some of the students with opportunities for 30 hours or 45 days of work experience later in the year. Areas under consideration include carpentry, painting and decoration, plumbing, electrical and flooring skills.

What's happening on site?

▼ At RBH

- Construction site set up is continuing and hoardings have been erected to identify the work's boundary and safe access areas.
- Measuring and identifying 'lines of sight' (fixed point coordinates identified by surveyors to ensure the buildings are in the correct positions).
- Rerouting power supplies, essential ducting, and drainage to allow vital activities to continue.
- Breaking up of car park and paving materials such as kerbs and road surfacing.

▼ At Poole

- Demolition of external buildings linked to the new theatre build project.
- Rerouting power supplies, essential ducting, and drainage to allow vital activities to continue.
- Breaking up of hard materials such as concrete and any road surfacing.
- Removal of demolition materials to waste recycling sites.



A day of celebrations launches new hospital charity

Our charities have now formally joined together to create University Hospitals Dorset NHS Charity.



Registered Charity No.1057366

The newly formed charity retains the same commitment - to fund care and provisions above and beyond what the NHS can offer.

To mark the occasion, a series of celebration events were held for staff and the public across all three hospital sites earlier this month. The events were a way to thank you for your support, as well as to showcase the new branding.

There were also messages of support from health charity partners as well as good wishes from colleagues and supporters, including AFC Bournemouth legend, Steve Fletcher. You can watch the video on the new UHDC website:

www.UHDCharity.org

Debbie Anderson, head of charity, said:

“The newly formed charity enables us to support a wider range of fundraising and provide even more support across all three hospital sites.

“We urge our wonderful supporters of both Poole Hospital Charity and Bournemouth Hospital Charity to continue to support us in our new partnership so we can do even more to improve patient welfare as well as staff wellbeing and support, above and beyond what the NHS can fund.”

The charity will support all areas of work at UHD with supporters still being able to donate to a ward, department, or hospital of their choice across Poole, Royal Bournemouth, or Christchurch.





Alyson's Blog

Alyson O'Donnell, chief medical officer

How are you all feeling? I have to say that I have been feeling full of the joys of spring in the last week or two. There is no doubt that a bit of sunshine, even when the wind has been freezing, does a huge amount to boost my mood. All around it feels like we are emerging from hibernation, only this year it is not just the passing of the winter but also relaxation of lockdown rules too.

I love nothing better than watching the birds line up at the feeding station in my garden, even if my bird identification is not fantastic. I'm ok with the coloured varieties (great, coal and blue tits and a family of chaffinches) but the LBJs are beyond me other than sparrows - so all tips gratefully received. For the non-twitchers among us, LBJ means 'Little Brown Jobs', apparently! I am also regularly seeing deer when I am out with the dogs for an early morning or twilight walk, which always makes me really happy. Trying to get the Labrador puppy to see the New Forest ponies as utterly uninteresting is a work in

progress, although he is at least curious rather than rude.

Who could have guessed just how excited you could be about being able to have a coffee with a family member or friend that you haven't seen for months?

As someone who loves being around people, I think I would have found it incredibly hard not to have been at work over the last year but even with that it was really emotional to meet up with my brother and my best friend recently. I really appreciate just how hard it must have been for staff who have been shielding and am really happy that we are seeing people return to work. I know some will be anxious and may have lost some of their confidence so please welcome them back and check they are doing ok. Thanks to the HR and OD teams and to our fantastic staff networks for doing so much to support.

And as ever, thank you all for your dedication and extremely hard work. Keep smiling and being the inspiration that you all are to me.

Ask Aly...

The next 'Ask Aly' forum will be on **15 April**, 12.30-1.30pm. The link to the Teams event can be found [here](#) and you can send your questions in advance to **communications@uhd.nhs.uk**

Thank you to all of those who attended the March event. You can catch up on this one [here](#).

Opportunity to join the #TeamUHD culture champions

We are #TeamUHD

We have an exciting opportunity for you to join the #TeamUHD culture champions team. We are about to start the next phase of our culture development work and will be concentrating on two pieces of work:

- Looking at how we thank, reward and recognise you when you have demonstrated our trust values and gone 'above and beyond' in your roles.
- Exploring what 'Covid recovery' means to you so we can make sure we have the right support in place in order for you to work effectively.

Supported by the organisational development (OD) team, you will become part of our amazing group of culture champions who are friendly, have a 'can do' attitude and are enthusiastic about making a positive difference in our organisation. We are looking for a diverse range of clinical and non-clinical staff to join us.

The closing date for applications is Friday 16 April. You can find out more about the role and download the application form [here](#). If you have any questions or would like to discuss the role further, please email **Organisational.Development@uhd.nhs.uk**

Welcome to Team UHD!



Hello, my name is **Matthew Hodson** and I am incredibly excited to have joined the trust as deputy chief nursing officer. I have worked in a number of leadership roles across the NHS and independent sector. Clinically, I was previously a respiratory nurse consultant at the Homerton in Hackney, and have a long career as a specialist nurse and in ward roles.

I have a passion for improving the patient experience having published on the experience of people living with COPD and the use of patient reported outcome measures as my thesis. I completed my Doctorate at Portsmouth University, and am a graduate of the Nye Bevan NHS leadership programme.

Personally I have just become a dad so enjoying fatherhood, teething and sleepless nights! I also enjoyed travelling(!), reading, cooking and the water.

I'm so pleased to be part of #TeamUHD. I recognise the huge impact Covid-19 continues to have on the organisation and the NHS and our incredible workforce

who have collectively stepped up and continued to provide quality patient care during these challenging times. I also look forward to working with colleagues and the opportunities the new organisation has to further strengthen the patient and staff experience.

If you see me around looking lost please do stop me, say hello and then point me in the right direction, as someone kindly did recently when I was hunting the OH department. I hope to meet as many of you as possible over the next few months, specifically on the Poole site where I will be based.

Welcome, Matt!



Deborah Lane will be joining UHD as associate director of AHPs and healthcare scientists after 15 years as

a consultant allied health professional and joint chair of the AHP council in Somerset.

Before moving to Somerset, Deborah's career included neurophysiotherapy clinical specialist and part time lecturer roles, plus time spent as a project manager for stroke pathway development across Leeds.

Passionate about supporting people development, Deborah held a part time teaching role at Bournemouth University

for many years, where she also completed a Doctorate in Professional Practice, and more recently has led workforce developments in advanced clinical practice and in social prescribing across Somerset.

When not at work, Deborah (aka Grandma cake), enjoys family time and being outdoors, hillwalking, running, poultry keeping and growing vegetables.

Welcome to the team!

Your UHD app is here!

We have launched a new app for colleagues across UHD to bring together useful information and resources at your fingertips, wherever you are from your mobile phone.

The app is free to download and includes quick links to our latest news, ESR, e-Roster,

email, wellbeing support, discounts, staff networks and much more. We'll also be able to keep in touch using urgent notifications on any important news or urgent messages that might affect your day to day work.

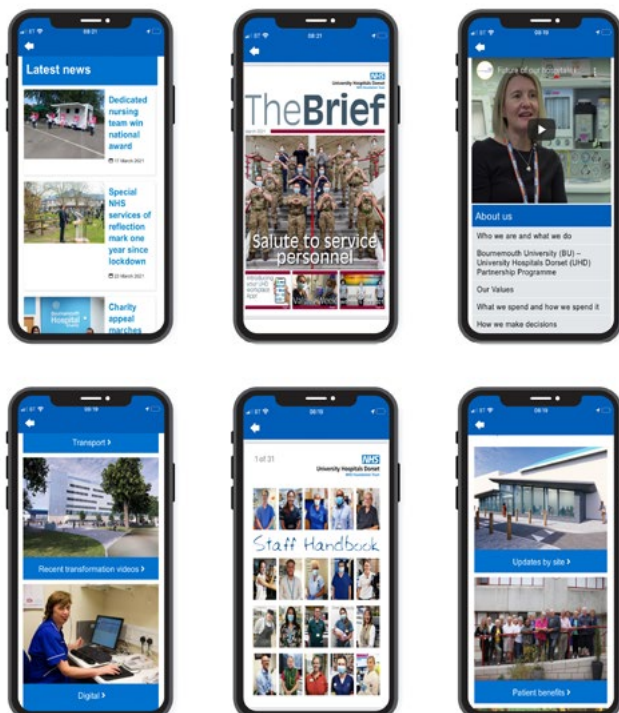
Here's what Colette has to say since downloading the app last week...

"The first thing you notice is how clearly the icons are laid out; news, ESR, e-Roster, BEAT and web mail to name just a few, with nothing ambiguous about their purpose, just clear labelling and pictures. Click on e-Roster for example and you're immediately taken to a familiar login page; click on ESR and there you are on the main landing page, ready for you to check your payslips or book leave.

"The app really proved itself last week while I was working from home and there was a trust-wide IT issue affecting global users. Unable to access network drives, Outlook, Teams or the intranet from my trust laptop I tried the app and was amazed to see I could access all my emails in my web mail. I quickly informed my manager that I could be contacted by email that morning and rearranged her meetings accordingly; your calendar is on there too!

"If you've not yet had a chance to try the app I urge you to give it a go. All the useful links you might need for your day are stored in one easy to access place so you can quickly find the information you need without firing up your PC or laptop. If I can do it, anyone can!"

Colette Neaum -
personal assistant, Specialities Care Group



Introducing C2R 'criteria to reside'

Over Easter there were lots of good examples from across UHD in ensuring that as many patients as possible benefited from being safely discharged ahead of the weekend. This important work continues with the roll-out of the nationally-endorsed 'criteria to reside' (C2R) programme. C2R is a guiding principle where patients receive acute hospital care when needed, only for the period required, critical in ensuring quality of care and positive patient outcomes.

Currently seven wards across the trust are participating in an

action learning pilot to better understand the C2R guidelines and how they can be used in a meaningful way before full implementation across the hospital.

One of these wards is E3, a trauma/orthopaedic ward at Poole Hospital. The team has shared lots of positive learnings from being part of the pilot scheme, including the importance of consultant led board rounds, and the timing of these meetings.

For example, by changing the time of these board rounds to

late morning, the full team were able to participate allowing them to clinically agree and 'own' patient discharge decisions. The E3 team also felt the term 'criteria to reside' was too complicated, so changed it to whether the patient is 'good to go'. Overall, wards involved in the pilot have enjoyed being part of the project, making them feel stronger and more resilient.

C2R roll-out continues over the spring. Please visit the discharge pages on the intranet for more information.

