

The Brief

March 2023



INSIDE: #TeamUHD shines bright this March

Just keep swimming



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Your University Hospitals Dorset

An update from chief executive, Siobhan Harrington



Welcome to your March edition of *The Brief*. Spring is nearly upon us, the daffodils are out, and I think we all need a dose of sunshine to help balance out what has been a really challenging few months.

Team UHD, we have done so much in a very disruptive environment, and we know it won't be plain sailing ahead. Following several weeks of industrial action by the RCN and our ambulance service, we now have the dates for industrial action by the BMA. We are working through this now to ensure the safest possible patient care at this difficult time.

Despite these immense challenges, we do have some really strong foundations to build upon, and most importantly brilliant people working across our trust.

In that vein, I want to start with some good news. Through the budget setting process, this year we have put significant investment into medical and nursing staffing, sorting some longstanding issues and agreeing business cases. This will not only improve care for patients but also improve morale. Listening to colleagues around the organisation, this has been a consistent message.

We've also received £9m in investment from central government to make Poole Hospital a major diagnostic hub, especially for radiology and endoscopy. The new theatres are really taking shape and ITV Meridien recently visited to take a look inside - you can watch their report [here](#).

We are delighted to have appointed Dr Peter Wilson as chief medical officer and he will be joining us next month.

And we're really looking forward to welcoming Dame Ruth May, the chief nursing officer for England, when she comes to visit both Poole and RBH later this month.



Dame Ruth May

This edition of *The Brief* has so many examples of fantastic work taking place across our trust, and people living our values every single day. Indeed our 'always improving' value is going to be at the heart of what we do here at UHD - quality improvement is the way we will be doing business. Patient First will help us all by improving the way we work so thank you if you have already attended one of our Patient First sessions - see page 6 for more and page 19 for a feature on our ward clerks who are already on their Patient First journey.

We are expecting our CQC reports to be published very soon, and our Staff Survey results are imminent. The results will be mixed. I was pleased that our response rate for the staff survey was 45.6% which is greatly improved on the previous two years here. I was delighted to meet our antenatal team who achieved the most improved response rate. Engaging with each other and providing feedback is absolutely crucial to improvement. There are details of a Staff Survey manager's module on page 5.

We are currently busy with our operational planning for the next

financial year, and three years ahead. We will be working on our five year strategy in light of the Dorset Integrated Care Partnership strategy that has recently been developed.

For the past few years we have been part of a pilot using a different way to measure emergency department performance. NHS England is ending this pilot and we will return to the national four hour standard in April. This is not just something for our emergency departments - as the campaign slogan attests, it's '4 everyone'. Read more on page 4.

Our partnership work will be pivotal throughout the year, and we can look forward to even closer working with Bournemouth University. There are lots of opportunities to this partnership that we can all benefit from - find out more on page 16.

The financial position across Dorset will remain a challenge, but it will also drive change. Thank you to everyone who has submitted ideas to our NHS Pound campaign, it was brilliant to see our cardiology team going on tour with Penny the piggybank to get more ideas. Every idea and contribution is important. We have a savings programme of £30m - this equates to about 4% of our budget. Reducing waste and duplication is important.

Recruitment continues at pace and I'm really pleased to see 50 new healthcare support workers offered positions following our recent HCSW day. This Friday is also Overseas NHS Workers Day and I want to express my personal gratitude for all those who have come to work for our trust from overseas, often with your families.

Creating a UHD community is absolutely vital to staff retention, and I'm really delighted to see in *The Brief* articles about our UHD cricket club and our cold water swimming group, set up by our deputy sister on NICU. These groups are a real boost to wellbeing and offer a true sense of belonging outside of work.

If you're not a keen swimmer or cricketer, then perhaps put your best foot forward and support our charity's March for Men on 25 March, bringing people together to support and promote men's health.

Your wellbeing is central to all we do. At UHD, all of us can access free coaching, and our networks continue to offer really valuable support to Team UHD. This month we speak to some of those in our Pride Network - take a look at page 15.



With Healthcare Science Week around the corner, we also shine the spotlight on some of our healthcare scientists in *The Brief* this month. And our teams are looking through the 500+ responses to the survey about bringing back some sort of awards/recognition event this year. It's a very busy month indeed!

I want to end by saying, please be kind to one another. It's key to how we'll be able to rise to the challenges ahead, and how we can grow our UHD family. Thank you for all you do.

Siobhan

Vital statistics

February '23

- We saw **31,234** patients in our outpatient departments
- ...and an additional **6,892** virtually
- Carried out **999** day case procedures
- Supported the birth of more than **272** babies
- Attended to around **11,000** patients in our EDs
- Started more than **187** patients on their radiotherapy

Thank you

#TeamUHD

'4 everyone' - returning to the four hour safety standard

For the past few years UHD has been part of a pilot of a small number of trusts using a different way to measure emergency department performance.

NHS England is ending this pilot shortly and UHD will return to the national four hour standard in April.

The four hour standard means that we aim for all our patients to be seen, treated, admitted or discharged within four hours of attending our hospitals for their urgent or emergency (unplanned) care. It's not an emergency department standard, it's '4 everyone'.

The four-hour standard is linked to everything we do, regardless of our role or specialty.

It isn't an emergency department measure - it's 4 everyone, and about flow across the whole organisation and doing what is right for our patients.



Meeting the four-hour standard is all about our patient's safety so we can quickly identify our very sickest patients and move them through our hospitals in a timely way. It enables us to provide the quality of care we want to give and that our patients benefit from most. It also means less crowding in our emergency departments, staff able to provide the care they aspire to deliver, and importantly eliminate our ambulance delays by supporting more timely patient handovers to us.

Look out for news on the '4 everyone' campaign in trust communications over the coming weeks.

Agyle: ED and assessment unit patient admin system



A G Y L E

Our modern new patient administration and management system, Agyle, is coming to our emergency department (ED) teams and other current Symphony users at the end of the month.

All staff who currently use Symphony will need training. Sessions last around one hour and depending on where you work, the route will differ:

All ED-based staff	All other staff
Email or speak to Bibiano Aranda (bibiano.aranda@uhd.nhs.uk) to arrange training if you have not been contacted already. Training is available now.	Links to Teams training sessions and eLearning will be available on the intranet - just search 'Agyle'. No need to book. Training starts from w/c 13 March.

Agyle will support '4 everyone' and the reintroduction of the four hour safety standard by giving us features including:

- real-time hospital flow data and support for fully mobile working
- live patient tracking at a glance
- more effective planning and prioritisation of care by clinical teams
- greater visibility of our highest risk clinical areas and sickest patients
- fewer steps and faster processes, freeing up valuable clinician time.



Congrats to antenatal

Our antenatal team achieved the most improved staff survey response rate this year. Siobhan Harrington went to visit the team to give them a certificate and thank them for their engagement with

the survey which will drive improvements across our trust.

Sophie Pearce, clinical lead, said: "We are a proactive and responsive team, embracing change and keen to improve."

We discussed at handovers the importance of high response rates as a chance for staff to have their say on how we can make improvements for staff and patients."

Staff Survey

1. Manager's module launch

With the Staff Survey results imminent, our new Staff Survey manager's module is live from Monday 6 March.

It has been developed as a guide to support you in navigating the Staff Survey and is suitable for any manager or team lead who will have direct involvement with the review of their team's results and action plan.

There are two core elements:

1. eLearning - 1-1.5 hours (accompanied by a workbook):

Comprising of four modules, you will consolidate your knowledge of the survey and explore your role as a manager in driving improvement.

2. Facilitated drop-in session

You will have the opportunity to attend a drop-in session facilitated by an OD colleague so you can ask questions, receive support with your action planning, and speak with fellow managers and team leads.

Drop-in dates:

- Wednesday 29 March, 12-1pm
- Monday 17 April, 12-1pm
- Tuesday 25 April, 12-1pm

Please drop an email to organisational.development@uhd.nhs.uk with the session you'd like to attend.

To access the eLearning and workbook from 6 March, please click [here](#). Alternatively, search under 'S' on the intranet.

Leadership and development

How can coaching support you?

At UHD, all of us can access free coaching from either our in-house coaches or from a network of coaches across the Dorset ICS.

Coaching supports your personal and professional development, encouraging reflection and exploration of a challenge and facilitating a self-directed approach to learning. You might want to become more confident in your role, or possibly explore your next career steps. Whatever the driver, coaching can provide clarity and space to process and reflect.

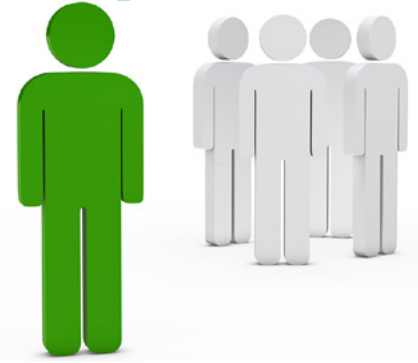
Simply, register with the Dorset ICS coaching platform [MyeCoach](#) and choose your coach.

Courageous Conversations

In February, we ran our first Courageous Conversations workshop, helping you to tackle poor behaviour and addressing underperformance.

We've had some really positive feedback and encourage other leaders to book on.

“ The workshop made me realise, given the nature of my job, that most of the conversations I have could be considered ‘courageous conversations’ and how important it is to remain mindful of how these discussions may be perceived... ”



“ The workshop helped me realise how my body language can affect how the conversation is perceived... ”

For more information, [follow this link](#). We are encouraging you to take part in our [Feedback Skills workshop](#) first to get to a basic level of understanding.

Junior doctors industrial action

The British Medical Association (BMA) has confirmed that it plans to take industrial action with junior doctors going on strike from 7am on Monday 13 March until 7am on Thursday 16 March. The industrial action will take the form of a full stoppage of work, including nights, on-call shifts and non-resident work.

We need to ensure safe care for our patients and are giving support and training to colleagues who will be covering. We appreciate that colleagues could be working in different roles and in different services than they usually do. Thank you for your support and resilience.

Patient First

Patient First will help us all by improving the way we work. It will give each of us the time, freedom and skills to make positive and long-lasting changes that will benefit ourselves, our colleagues and our patients. Thanks to all of you who have attended one of our meetings to discuss some of the barriers you face doing your roles and what you would like to do to make things better. There are several more of these meetings next Wednesday - please come along to one to find out more, no need to book.

Wednesday 8 March

8.30-9.30am

Seminar rooms 1 and 2, RBH, and board room 2, Poole

3-4pm

Seminar rooms 1 and 2, RBH, board rooms 1 and 2, Poole, and the Macmillan Seminar Room, Christchurch

If you can't make any of these meetings, you can learn more about Patient First, including watching a previous colleague presentation from Christchurch Hospital and read the introductory slides, [here](#).



Meet our new chief medical officer

We are delighted to have appointed Dr Peter Wilson as chief medical officer. Dr Wilson will join us at the beginning of April from his current role as medical director for direct commissioning for the South West region of NHS England.

Dr Wilson said: "I am thrilled to be joining UHD. I am proud to be joining a strong team

which is striving to continuously improve. I am excited about the opportunities that the new builds and the new ways of working bring for those working in the trust, our colleagues across Dorset and, most importantly, the people of Dorset who we serve."

Dr Wilson's clinical background is as a consultant in paediatric intensive care. He developed

his clinical and leadership career at University Hospitals Southampton NHS Foundation Trust, where he held the role of divisional clinical director for women's and children's services and clinical director for the Southampton Children's Hospital. Nationally, he has also been clinical chair of NHS England's Programme Board for Women and Children.

Supporting patient safety

As part of a national initiative, we're integrating a package of resources within wards and on our website to support patient safety within UHD.

The new resources provide tips and advice on simple things our patients can do to help keep themselves safe from common safety risks during a hospital stay. These include wearing the right footwear to protect

themselves from slips and falls, doing leg and ankle exercises to help prevent blood clots, and washing hands to prevent the spread of infections.

A digital version of the leaflet can be found on our website [here](#), together with a BSL-supported video. Physical copies of the leaflet will be circulated on wards in the coming weeks.



Did you know that NHS care isn't free for everyone?

"Hello, my name is Clare, and I am our overseas patients' manager.

"I have been in my role for nearly five years, and I love meeting new people and helping patients and their families to understand how overseas charging works.

"Let me tell you five facts about our NHS and how it works with overseas visitors:

- 1 Not all patients are entitled to free NHS treatment
- 2 Having a GP or an NHS number does not entitle everyone to free NHS treatment
- 3 Holding a British passport does not mean a patient is entitled to free NHS treatment

- 4 Patients from the EU attending our hospitals should present an EHIC (European Health Insurance Card) to cover their treatment costs
- 5 All patients should complete a pre attendance form which can be found on the intranet under overseas

"We are here to help. If you are in doubt about your patient's criteria, email us at overseas@uhd.nhs.uk or call **07786 856774**."





I don't like cricket, I love it!



Join our club community

If you would like to play, have an interest in helping with umpiring, scoring, groundskeeping or even just as a spectator, we would love to hear from you. There is even an opportunity for people who have an interest in gardening but don't have the space at home to help us add to the relaxing spectator space we have.

Did you know UHD has a cricket team?

Well it does! In fact, this year it's the 70th anniversary of our Hospital Services Cricket Club (HSCC), a team of predominantly NHS staff who play friendly matches on Sunday afternoons from April to September.

They're not just active in the summer either - regularly training indoors in the colder months so you can brush up your ball skills - and carrying out a number of fundraising events throughout the year.

Club member, Dan Murray, said: "Our aim is to provide friendly yet competitive cricket to staff and their friends and family, promoting the benefits of recreational sport and the mental and physical wellbeing it supports. Our beautiful forest ground has access to a nature reserve - the perfect opportunity to escape the pressures of work!

"We would love to be able to make this our best ever year. We will be organising several social events through the year and would be delighted to be able to share them with many new members."

Pop an email to Daniel.Murray@uhd.nhs.uk, Lasantha.Wijesinghe@uhd.nhs.uk or Simon.Crowther@uhd.nhs.uk and find us at The Doug Baker Ground near Ferndown - BH24 2FB.

For the fact fans

- A parcel of land at the rear of St Leonard's Hospital was provided by East Dorset Hospital Management Committee to develop a cricket ground and Club pavilion.
- The Club played its first match on 15 July 1953, aiming to give healthcare staff the opportunity to play friendly yet competitive cricket - an ethos that remains strong today.
- In 2010 the ground was named The Doug Baker Ground in recognition of our founding member, Doug Baker.



Just keep swimming...

Staying active has so many physical and mental health benefits, and cold water swimming can gradually reduce stress levels in everyday life and generate a greater sense of wellbeing.

The Poole and Bournemouth Bluetits cold water swimming group is made up of people of different ages and walks of life, all with a love of the sea.

We caught up with Sarah Cleal, deputy sister on Poole Hospital's neonatal intensive care unit (NICU) and 'Bluetits' member, to hear more...

What made you decide to start cold water swimming?

"A good friend of mine had been asking me to join her for a dip for a while. In my head I was thinking that it takes a lot for me to go in in the summer, never mind a windy, wild and wet November day. Oh and did I mention... I hate being cold!"

"Needless to say I had so much fun, loved it and haven't looked back. That was the beginning of the Bluetit journey for me. I continued to swim alone for a while after my shifts but gradually colleagues and friends from outside of work began to join me. After a year I decided to set up a Bluetits group for Poole and Bournemouth."

How as it impacted your life and wellbeing?

"It helps ease the aches and pains from being on my feet for 12.5 hour shifts, and has seen me develop some really lovely new friendships. I've yet to hit the menopause but am reliably informed it may help with common symptoms, as well as mental health. Also, there is cake!"

Our acting chief medical officer, Dr Ruth Williamson, took part in research into the benefits of cold water immersion. Read it [here](#).

Should others join?

"I would say give it go, whether that is coming to watch and have a chat/cuppa or dipping a toe to full throttle submersion. People join for different reasons but the overwhelming outcome, we all agree, is that it makes us very happy to swim, bob, dip a toe or throw ourselves around in the waves and release our inner child to improve our wellbeing. There are no fees, no pressure, just fun... and cake!"



Take a look at our [Facebook group](#) where you'll find lots of hints, tips and safety advice.

Transformation update

Getting our office spaces ready for the future

As we get our hospitals ready for becoming the planned and emergency care centres of excellence, we also have to think about how and where 'office' work happens.

We have space shortages for some staff, plus many moves to come. However a recent desk audit showed we still had around 42% of desks unused - are there solutions to the conundrum?

We're designing a new section on the 'Investing in our Hospitals portal' to support you with a 'one team' approach to optimise your ways of working. Look out for more information on:

- why the way and places where we work are changing
- how are we solving the space 'puzzle'
- hearing from colleagues about their experiences with recent moves
- where you can access support for your team
- a 'one-stop-shop' of information to help you through the change process

Richard Renaut, chief strategy and transformation officer, said: *"We need new ways of working to improve wellbeing and allow us to deliver better services for our patients and colleagues. If you've ideas and views please get in touch. We're building up a record of issues, moving to a structured space allocation process, and continuing to invest in technology, buildings and support to help navigate this big change."*

"Having moved offices myself recently and working flexibly across our UHD sites, it does take time getting used to. But knowing this is freeing up space for clinical services helps."

Keep an eye on the Staff Bulletin for a link to the portal or contact us for queries at strategyandtransformation@uhd.nhs.uk

Positive progress on catering

The atrium café refurbishment is nearly complete with plans for a new layout, menu and fast-track lunch 'grab and go' counter when it reopens next Tuesday 7 March. Further building work will see the Oasis closing from Friday 3 March with the Shelley restaurant closing in April.

You can find the latest catering timeline [here](#). If you have any queries contact strategyandtransformation@uhd.nhs.uk.

Poole theatres in the news

We were delighted to welcome ITV Meridian News to UHD to give their viewers an update on our transformation plans.

The day started at Poole to see progress on the new theatres complex, ending at RBH to get the latest on the BEACH building. At Poole they had access to our new four-table 'barn' theatre - the first of its kind on the south coast where multiple operations can take place under individual ultra-clean air canopies. You can watch the news report [here](#).



Pathology Hub update

You can see from the latest photo below that the Dorset Pathology Hub at RBH is close to completion. The 'Trespa' cladding has been designed to represent molecule structures and is an eye-catching finish to the Hub.



Don't pour NHS money down the drain



GUHD

It is all too easy to take water for granted and to forget the associated financial and environmental costs.

Our water supply and waste prices are on the rise and as our hospitals grow, we are consuming more and more. We rely on water to keep us safe by washing away suspended dirt and soils that trap germs.

When water is wasted, money is literally going down the drain. That money could be spent on delivering core services and when a hospital wastes water, it's all of us that lose out.

Our Dorset ICS NHS trusts consume large volumes of water and recent figures show annual use of more than 400,000m3, costing in excess of £1,250,000!

The water industry accounts for 1% of all UK greenhouse gas emissions.

Water must play its part in our NHS's commitment to net zero core carbon emissions by 2040 and the UK government's Climate Change Act 2050 net zero target.

An easy way to save water and save money is by reporting leaks - but we need your help. If you spot water coming out of the pavement around our hospitals or from the utilities in your department it might be a leak.

See it, report it!

To report a leak at Poole, click this [link](#).

For Bournemouth and Christchurch, use this [link](#).

Don't forget to log your efforts on [EcoEarn](#).



Our NHS Pound

Thank you to everyone who has submitted ideas to our NHS Pound campaign - you're keeping us very busy and we are thrilled to receive them. Each suggestion is forwarded to the relevant 'subject matter expert' and tested for viability. In some cases, the ideas have been tried and ruled out previously, and sometimes we find that there is already a plan in the pipeline.

This month, you have sent in the following suggestions...

"UHD needs better processes for retire and return. Waste of time when the returned staff member gets switched off. Should be an easier process. The impact is that often the returned employee cannot get on within anything and this is a waste of NHS resource..."

This is being followed up and progressed by our HR operations team.

#NHSpound
Save

"Patients need to be advised prior to elective surgical admission to bring in slippers and bags to store all of their belongings to reduce the need for single use slipper socks and plastic carrier bags that we are providing at a cost to both the NHS and the environment..."

Better messaging is being looked into so we can communicate this to patients - if you have any good ideas to resolve this, please email NHSPound@uhd.nhs.uk

NHS Pound on tour!

Nikki Jones, deputy general manager for cardiology and renal, said: *"We are taking part in regular trolley walk around events to get feedback on money saving ideas that we can use in cardiology. We all have a part to play in saving the NHS pound and Penny the Pig is a great, fun way of encouraging people. We also have some donated raffle prizes for some of the best ideas we get - a big thank you to everyone who has donated."*





Ruth's reflections

with Dr Ruth Williamson

Anniversaries, appraisals, research, and recipes...

This month it's my birthday - so there will be cake.

It's also my annual appraisal this week - a time to look back and reflect, to check my mandatory training is up to date and set some goals for next year.

This year on top of the mandatory training I've added some things to my 'heart'. While radiation safety is probably not part of many of your roles, the Freedom to Speak Up (FTSU) modules and the patient safety syllabus are relevant to all of us and quite interesting. They are interactive and take you through what our FTSU guardian does and also have modules for people managers and senior leaders.

Similarly the patient safety syllabus has bits for all of us. For me the key is creating a no blame culture when things go wrong. I chair a couple of learning panels most weeks and am acutely aware that no one comes to work for things to go wrong. One of our most common incidents is patient falls and I read an [interesting paper](#) a couple of weeks ago about how the layout of rooms can influence falls risks - it's a long paper and raises as

many questions as it answers but with a new build and new patient rooms coming it is food for thought.

Further evidence from Liverpool where they've moved to single rooms for patients has shown a reduction in length of stay. Read more [here](#).

While we are talking things academic, I'm going to flag a couple of things relating to our university partnership. Firstly, we have a Level 7 (Masters) apprenticeship running for its second year in September 2023 - see page 16 for details.

Secondly, the BU biomedical science course is now IBMS accredited. Our biomedical scientists are the unsung heroes of all the tests we do every day, without them you cannot check a blood count, renal function, do a transfusion, diagnose cancer and many many more things we take for granted so it's great that they can now train and accredit locally. Healthcare Science Week is coming up - read more on page 17 - and there's a [national webinar](#) on 15 March where you can learn more about the incredible work done by this diverse group of staff.

I promised you cake... Jane Bruccoleri-Aitchison, my partner in crime for Ask Me,

is partial to a bit of coffee and walnut, but I'm more of a lemon drizzle fan so here's a couple of recipes.

Classic '4-4-4-2' [lemon drizzle](#) recipe (in old money four ounces of butter, sugar and flour plus two eggs) scaled up and modernised by the queen of baking Mary Berry - top tip don't let the drizzle boil as you warm it as that makes it bitter.



And for vegans, I tried this lemon cake [recipe](#) and it wasn't too shabby - top tip add a couple of drops of yellow food colouring to liven it up and make up for the missing egg colour.



And for Jane - [coffee and walnut cake](#).

Buon appetito!

Ruth

Ask me...

Join us at 12noon on Thursday 23 March for our Ask Me transformation special, hosted by our medical director for strategy and transformation, Dr Isabel Smith. You can join the meeting [here](#) and pop any questions in advance to communications@uhd.nhs.uk.



Women's History Month

Our Women's Network will be marking the month by holding an event on Wednesday 8 March (International Women's Day). Drop in to the lecture theatre at RBH between 11am and 2.30pm to hear from guest speakers, meet network leads, members and allies and show your support for your colleagues.



Women's Network

Listening event in Corfe

Our UHD governors will be holding a listening event between 12-5pm on Tuesday 28 March in Corfe Castle Village Hall. The governors will provide updates on the latest developments taking place across our hospitals and gathering feedback. No booking required.



Dates to remember in 2023

Our UHD awareness calendar details events and dates of note throughout the year. With the help of our staff networks, we will be marking the days in bold.

You can see the calendar [here](#). If you choose to mark any of these days within your teams, let us know at organisational.development@uhd.nhs.uk or communications@uhd.nhs.uk

South West NHS Exercise Medical Endeavour 2023

Some 20 teams of eight will compete over two days for the south west NHS challenge trophy, and our Armed Forces Support Group would like to enter a team representing all departments at UHD. The event takes place in Devon from 16-18 June. Pop an email to armedforcesupport@uhd.nhs.uk or rob.hornby@uhd.nhs.uk.

Awareness Calendar 2023

Month	Key Dates and Events
January	1 Jan: New Year's Day / Hogmanay 4 Jan: World Braille Day 6 Jan: Epiphany (Christianity) 15 Jan: World Happiness Day 22 Jan: Chinese New Year 27 Jan: Holocaust Memorial Day
February	1 Feb: History Month 2 Feb: Talk to Talk Day 4 Feb: World Cancer Day 6-12 Feb: Race Equality Week 11 Feb: International Day of Women and Girls in Science 14 Feb: St Valentine's Day 22 Feb: Just Wednesday
March	Women's History Month 1 Mar: St Cecilia Day (Catholic) 3 Mar: World Hearing Day 8 Mar: International Women's Day 17 Mar: St Patrick's Day (Catholic) 19 Mar: Mother's Day 21 Mar: International Day for the Elimination of Racism 23 Mar-21 Apr: International Transgender Day of Visibility
April	2 Apr: World Autism Awareness Day 6 Apr: Passover (Judaism) 7 Apr: Good Friday (Christianity) 7 Apr: World Health Day 9 Apr: Easter Sunday (Christianity) 23 Apr: St George's Day (England)
May	5 May: Yulek (Judaism) 8 May: Europe Day 9 May: National Day for Staff Networks 10 May: International Nurses Day 12 May: National Women's Health Week 14 May: Mental Health Awareness Week 15-21 May: International Day against Homophobia, Transphobia and Biphobia
June	16-18 Jun: Men's Health Week 18 Jun: Father's Day 21 Jun: Summer Solstice 24 Jun: Armed Forces Day 28 Jun: Eid Al-Adha (Islam)
July	1-7 Jul: LGBT+ Pride Month 12 July: Dual Awareness Week 14 July: International Non-Binary People's Day 18 Jul-21 Aug: South Asian Heritage Month
August	World Insectology Week 17 Aug: International Youth Day 22 Aug: International Day for the Eradication of Slavery 23 Aug: Inauguration Day (USA)
September	10 Sept: World Suicide Prevention Day 24 Sept: Yom Kippur (Judaism) 25 Sept-1 Oct: National Inclusion Week UK
October	Black History Month 10 Oct: World Mental Health Day 18 Oct: World Breastfeeding Week 18 Oct: Pronoun's Day 29 Oct: British Summer Time Ends 31 Oct: All Hallows Eve
November	November: Men's Health Awareness Month 11 Nov: Remembrance Sunday 12 Nov: Diwali 15-17 Nov: Anti-bullying Week 18 Nov-18 Dec: Disability History Month 19 Nov: Transgender Awareness Week 25 Nov: International Day for the Elimination of Racial Discrimination 30 Nov: St Andrew's Day (Scotland)
December	1 Dec: World AIDS Day 3 Dec: Purple Light Up Day 3-8 Dec: Hanukkah (Judaism) 22 Dec: Winter Solstice 25 Dec: Christmas Day (Christianity)

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

Let's get social

Permission to post

We're proud to have a strong presence across social media, with our channels not only delivering key public health messages and service updates, but also serving as a spotlight to raise awareness and celebrate the amazing work and achievements of #TeamUHD.

We caught up with 'Charlie' (Child Health Accessible Resources and Learning in Emergency Care) to find out why their friend Claire thought Instagram was the most appropriate social channel to share their escapades...

"Welcome to my Instagram page!"



"I'm Charlie, the new Simbaby for UHD, and I've joined the ED education team to help share my top tips and resources on how to care for children when they come into ED."

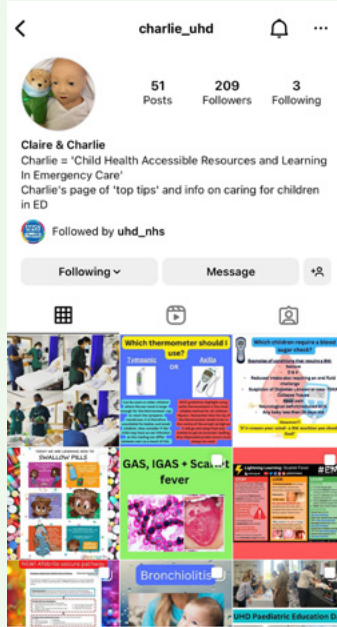
"My account was set up when Claire, our paediatric clinical educator, joined RBH at a time when more and more children were presenting at ED."

"I have provided drop in teaching sessions, simulations and study days for the team and we now also have our brand new children's area set up in ED for children to be assessed and cared for."

"My Instagram account was created to be able to reach all my followers and continue with 'snapshot' teaching and tips."

"Please feel free to follow me @Charlie_uhd."

Remember, if you're interested in setting up a social media account for your team or department, email us outlining your request, and we can go from there.



We are #OneTeam

Our top-performing post for February focused on Race Equality Week, with almost 6,000 people watching Deepa, our new EDI lead, share her thoughts on why Race Equality Week is everyone's business.



Top Tweet earned 5,863 impressions

We're proud to have a diverse workforce and #TeamUHD is strengthened by colleagues who bring their experiences and cultures. This #RaceEqualityWeek, @PappuDeepa, our equality diversity and inclusion lead is here to tell you more... #ItsEveryonesBusiness #RaceEqualityMatters pic.twitter.com/a5jau68NBh



4 14 31

We are #AlwaysImproving

Over on Facebook, our post announcing the new initiative 'Call 4 Concern', which empowers patients and their relatives to highlight when a condition is worsening, was well-received, with more than 6,500 likes, and was engaged with more than 150 times.



Have some good news you would like to share or thinking about joining social media? Email communications@uhd.nhs.uk

Network news

The LGBTQ+ Network is now...

The UHD Pride Network

Our new name represents our whole community and its allies. We needed something that is as bright, vibrant, fun and inclusive as our network, a name that stops people feeling embarrassed or excluded for missing out a letter.



What else is new?

We've made some changes to our leadership. Introducing...



Matt Hodson
(he/him)
Deputy chief nursing officer and UHD Pride Network co-chair



Alice Girling
(she/her)
Deputy head of education and UHD Pride Network co-chair



Reuben Smith
(they/them)
HR business administrator and UHD Pride Network deputy co-chair

LGBT+ History Month

Founded by:
SCHOOLS OUT

February was LGBT+ History Month. The theme of the month was 'Behind the Lens' an opportunity to celebrate LGBT+ peoples' contribution to cinema from behind the lens. Find out more [here](#).

We've adapted this theme to 'Behind the scenes' and we sat down with the co-chairs of our UHD Pride Network to find out more...

Why is the Pride Network important to UHD?

Alice: Members of the LGBTQIA+ community continue to experience abuse, discrimination and bias. Having a dedicated staff network means we can role model best practice, challenge bias and inequality and create a nurturing and accessible place to work and receive healthcare.

Matt: I am acutely aware that my LGBTQIA+ colleagues do not always feel that the NHS is truly inclusive, diverse or equal. The success of the Pride Network represents a shift from words to actions.

What support does the network provide for its members?

Reuben: The Pride Network is a community of peers and allies who understand the difficulties LGBTQIA+ people face. We are able to help staff members who are having a difficult time by listening and signposting them to support. As well as monthly meetings, we host socials and pride events all of which are open to members and allies, so please come along!

What is it like working at UHD as a member of the LGBTQIA+ community?

Matt: I have over 20 years of experience working in the NHS as someone who identifies as gay and have always promoted inclusion and diversity within the workplace. I am always very proud to say I have a husband and more recently a daughter through surrogacy.

Alice: It took me several years to be open at work. I am often asked if I'm married and what my husband's name is. Telling people I actually have a wife takes courage and energy.

Reuben: I have always felt nervous in the workplace due to being non-binary, but at UHD I have been accepted and welcomed just like anyone else.

What impact has the network had on you?

Alice: Being in the Pride Network gives me a space to share my experiences and to debrief when I encounter discrimination. I feel more confident in challenging discrimination and calling out bias when I see it, knowing that the trust is invested in this.

Reuben: The Pride Network has helped me become a lot more confident and I am now more focused than ever in bringing inclusion, diversity, and education on LGBTQIA+ matters to UHD.

What is next for the network?

Alice: We're working with the transformation team to ensure our new builds are inclusive and have gender accessible spaces. We are also looking to grow and develop our leaders across the organisation and are running listening and engagement events, expanding our social activities calendar and looking to roll out a peer support element to the network.

To keep up to date with all of this and more, please do make sure you're on our contact list by emailing pride.network@uhd.nhs.uk

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

Conversation with Sir Jonathan Van-Tam

BU will be hosting an appearance from the former deputy chief medical officer, Sir Jonathan Van-Tam, as he reflects on his experience in combining science and leadership to lead the UK through the pandemic.

He will talk about how he navigated one of the most arduous jobs on offer during the Covid-19 crisis and reflect on his career, especially the connection between a highly respected scientist and a widely followed science communicator.

The event takes place on Wednesday 12 April from 10am-12.30pm at Kimmeridge House, Talbot Campus. Register your place for this free event [here](#).



Could an internship support your team?

There's always 'that project' that you've been meaning to do but it keeps getting put to the bottom of the pile. You simply don't have the time. Yet you have a vacant post in your department that would free up some of your time if it could be filled.

If this sounds familiar, have you considered a paid internship?

The BU-UHD partnership programme is keen to support teams interested in offering year-long placements to non clinical students at BU. Students are paid a percentage of the normal salary for the post. For more details contact susan.varley@uhd.nhs.uk or read more [here](#).

Level 7 senior leaders training programme

UHD is excited to advertise places on our Level 7 senior leaders training programme, delivered for Dorset ICS working in partnership with BU.

This part-time, two-year programme starts in September 2023 and offers senior staff from health and social care a chance to develop their leadership capabilities alongside colleagues from across

the ICS. The programme is funded by UHD and involves a blend of face to face lectures and workshops supplemented by virtual and distance learning. It will lead to a Level 7 Senior Leader Apprenticeship, a Postgraduate Diploma in Business from Bournemouth University, and a Level 7 Diploma in Strategic Management and Leadership Practice from the Chartered Management Institute (CMI).

Find out more at the following sessions:

- Wednesday 15 March: 1-2pm via MS Teams
- Thursday 23 March: 10-11am via MS Teams

If you would like to attend one of these sessions, please email karen.seber@nhsdorset.nhs.uk. Further information and expression of interest forms are available on our intranet pages [here](#). Completed expressions of interest should be emailed to organisational.development@uhd.nhs.uk by Tuesday 11 April.

SPOTLIGHT ON:

Celebrating our scientists...

Healthcare Science Week is fast approaching (13-19 March), and provides an opportunity for us to highlight the work of our healthcare scientists, who are a critical part of every clinical pathway in UHD.

Over the last 75 years, NHS healthcare science has played a vital role in the diagnosis, prevention and treatment of disease and the health of our population.

Our healthcare science workforce is hugely diverse, including over 50 areas of applied science that supports diagnosis and treatment. Their work spans the life sciences, physiological sciences, clinical engineering and medical physics; all of which are a vital part of modern patient care and change lives for the better.

There are more than 50,000 healthcare scientists working in the NHS and public health services, with over 200 here at UHD.

Their work underpins 80% of all diagnoses and their role stretches across the whole innovation pathway - from academic research to patient centred service transformation.

“Healthcare Science Week is our chance to tell the local community and other healthcare professionals first-hand about how science and technology is vital in modern patient care, and how it changes lives for the better. It is also an invaluable opportunity for our current Team UHD colleagues to inspire the next generation of healthcare scientists...”

Tegan Ducker,
senior biomedical scientist,
cellular pathology



Keep your eyes peeled on our social media channels as we shine the spotlight and celebrate our scientists throughout the week! #HCSWeek2023



Recruitment ROUND UP

Great success at the HCSW open day

Over 200 people came through the Education Centre doors at RBH on Saturday 4 February, including Ed Cox, assistant director of nursing at NHS England, who helped interview candidates on the day. So far, we've sent out 49 offers, with more to be made and we're looking forward to welcoming our new recruits soon.



A huge thank you to all the staff who supported these events, we couldn't do it without you.

Meet our new fire safety officer

“ I'm Paul Whitton, and I have 35 years operational experience in the Fire and Rescue Service, in local authorities and in aviation and defence fire and rescue.

“ I'm most looking forward to building new relationships with colleagues, and continuing the education and prevention of the risks involved from fire.”



Are you struggling to fill band 2 roles?

We regularly attend events at the local job centres to speak to jobseekers about some of our entry level roles. If you or someone from your team would like to come along to these and represent #TeamUHD, please email sian.wright@uhd.nhs.uk

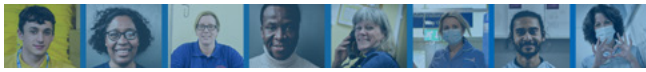
Getting social



Our ongoing #MeetTheTeamMonday campaign is getting lots of engagement across socials and it's all down to you and what you do. No matter your band or role, we'd love to hear from you. It's an opportunity for you to shine a light on your team and raise the profile of the great work you're doing. Let's support and uplift each other by celebrating our staff. If you'd like us to visit your department, please email sian.wright@uhd.nhs.uk

Recruitment team structure

The recruitment team has changed. To see which of our team is responsible for your area please [click here](#).



ward clerk

noun: ward mum/dad, problem solver, counsellor, IT expert, equipment engineer, link between patients and their loved ones, integral team member keeping the wheel of the trust turning.

The Brief meets three of our ward clerks to find out more about this pivotal role and the humans behind it...



“ I love feeling like I have made a difference each day...”

“ My name is **Rachel Gladwell**, I’m a ward clerk / hospice administrator at Forest Holme Hospice.

“ I didn’t know what a ward clerk was when I initially applied six years ago, but I knew straight away I had found my place. In January 2022, I moved to Forest Holme Hospice as I loved my job but was struggling with burnout. I later realised the perimenopause played a part in this but I know I made the right decision as I love my new role.

“ On a typical day, I prep the lymphedema clinic, make sure all the systems are up to date, answer the phone and the door to the ward and create follow up appointments. We do a lot of work for the counselling team, so I organise the letters and information to go out to family members about our services.

“ The role of a ward clerk is constantly evolving with the hospitals. We have to stay up to date with changes as we are often the ones to be feeding information to the wider team.

“ I love the way I get to feel like I have made a difference each day, and often in so many ways. The ward staff appreciate me - this is what keeps me coming back to work.

“ I am very happily married and have two grown up children, a tortoise and three cats. I try to look after my health - I think working in the hospice this last year has really made me choose life.”



“ If I can make the patients smile, that makes me happy...”

“ My name is **Michelle Westfield**, I am a ward clerk on ward 4, older persons medicine. Before I joined UHD, I had never worked in the care

sector. I was made redundant after being furloughed during the pandemic and this job description stood out. The word ‘team’ came up repeatedly which felt important to me.

“ A typical day for me involves checking patient notes are ready for nurses and doctors, checking the ward has enough stock of care plans and paperwork, displaying the days and dates in the bays, helping with discharges, and anything else the ward staff need from me.

“ It is my team that keeps me coming back to work each day, as well as our patients. Often we have patients stay with us for a number of weeks and if I can make them smile that makes me happy.

“ Outside of work, I am a mum, a wife, a daughter, a sister and a friend. I love to walk and I’m lucky to live close to the beach, I feel instantly calm if I can see the sea.

“ To me, the NHS means team work, inclusivity, caring and being cared for.”



“ I’m really proud of joining and working through the Covid-19 pandemic...”

“ My name is **Eva Parsons**, I’m a ward clerk on the acute medical unit at RBH. It is a very busy admissions unit and we cover all aspects of administration needed for the smooth running of the ward.

“ An important aspect of what we do is answering the phone to relatives who can’t be with their loved ones, greeting visitors to the ward and helping them in any way that we can.

“ I’ve worked in administration throughout my career and I love helping people, so becoming a ward clerk was the perfect job for me. AMU is such a fast-paced, interesting place to work and I’m proud to be part of this team.

“ Outside of work I live with my husband and two teenage children. I enjoy walking, running and keeping myself fit. I’ve twice completed the London MoonWalk, a night time marathon.

“ I’m really proud of joining and working through Covid-19 pandemic. During this time when relatives were not able to come into the hospital we became the only means of communication between them and their loved ones. It was a very humbling experience.”

You can read more about Rachel, Michelle and Eva on our [UHD Humans pages](#).



Poole cements international training reputation

Did you know Poole Hospital has a teaching association with a medical university in Grenada, part of the West Indies, that goes back over 25 years?

Students from St George's University Medical School are placed at the hospital each year to undergo education and practical experience in a range of specialties, as well as in primary care. The university provides medical training to students from many countries including the USA, Grenada, Trinidad and Tobago, Botswana, Nigeria and Kenya, as well as the UK.

The hospital is also one of only two centres in the UK to offer students family medicine experience, through the Adam Practice GP surgeries, and one of a handful in the UK to offer students dedicated training in a simulation environment.

In late January, Dr Marios Loukas, dean, and Dr Robert Grant, senior clinical associate dean, from St George's, as well as Professor David Stoker, UK associate dean, visited Poole Hospital to meet the team and inspect the training first hand.

The trio were delighted to see UHD's teaching ethos, commitment to training, the supportive learning environment and the facilities available, said Dr Simon Crowther, consultant in

respiratory medicine, associate professor and director of medical education for St George's students at Poole.

Proceeds from the training partnership have directly supported developments at Poole Hospital, including the refurbishment of the education centre, a new training facility in the maternity unit and the ability to live stream from theatre 8 to the lecture theatre, in recent years.

"Our links with St George's go back a long way and it's a source of great pride that the education and experience we're able to offer students at Poole Hospital is so highly regarded by the university," said Simon.

"It was an excellent visit and an honour to host our colleagues from Grenada and the UK associate dean, who were delighted with what they saw."

"While our links with St George's may not be widely known across UHD, the programme, Poole Hospital and the training we offer has been quietly building an international reputation for consistent, high-quality medical education for almost a quarter of a century, which this visit will only add to."

Simon added his thanks to all UHD colleagues involved in delivering the education programme.



Good news feed

National acclaim for porter Paul

Paul MacKay received a finalist nomination in the Dennis Southern Lifetime Achievement category at the MyPorter Awards 2023 in association with NHS England, a national celebration of portering teams and individuals who go above and beyond in their roles.

Paul said: "It was an enjoyable experience and nice to see porters receive recognition. I was nervous as to what to expect but this soon changed when the ceremony took place and I was awarded a certificate in recognition of being a finalist for the lifetime achievement

category. I hope that this opportunity is given to many more porters in the future."

Speaking about his reasons for nominating Paul, Stuart Williams, UHD porter and security manager, said: "Paul started with the NHS in 1995 and has served ever since. He has seen many changes, managers and colleagues come and go, and has ridden through all this while offering a wealth of experience, reliability, sense of duty and respect to his team, and our patients and visitors.

"In February 2022 Paul suffered a serious physical attack from a patient. Paul has showed enormous strength of character to continue in his role; supporting our porter service, the trust, and the NHS. I am incredibly proud of him."



Another accolade for our health village

Our Outpatient Assessment Clinic (OAC) scooped the 'Excellence in Innovation and Change' gong in partnership with InTouch with Health at this year's Health Tech Newspaper Now Awards.

In the first nine months of the clinic opening, we saw 8,442 patients across nine services via face-to-face outpatient screenings and appointments, and it is hoped the project will form a blueprint for similar projects nationwide.

Congrats once again to all involved!



Welcome to our international nurses

A very warm welcome to our most recent international nurses who have come from Guyana and Ghana and are on working on wards 3, 4, 22, 14 and the stroke unit at RBH.





Let's talk about IT

A new day case discharge summary

Our e-forms team is developing the new UHD day case discharge summary with a planned go live date in spring 2023.

The electronic form, transmitted to GP surgeries, has been in use at Poole for many years, with over 30,000 documents completed

in just 12 months. It's now getting a refresh to make it suitable for our whole trust.

If you have any queries please contact project manager kerry.fleet@uhd.nhs.uk and project support officer john.hutchence@uhd.nhs.uk.

Digital skills self-assessment tool

The HEE digital readiness team has developed a self-assessment diagnostic tool to help you understand both your strengths and any training needs, and that of your team.

On completion of the self-assessment questionnaire, you are directed to learning resources to help you to develop your skills in specific areas.

You can access the tool on the Digital Learning Solutions (DLS) Learner Portal. Click [here](#) for more information and a user manual.



Virtual eCaMIS training

We are launching a new virtual option on our eCaMIS Patient Register and Update course. You will need a laptop / PC with webcam, a headset, and access to the internet. Our face to face courses are also still available.

Dorset Care Record: Additional functionality and new partners

Clinicians are now able to see extra alerts and hospice information in the Dorset Care Record.

Nearly 70 alerts have been added to an existing feed by Dorset County Hospital (DCH), including allergy alert types. And you can now see alerts around specific medical conditions, including possible cases of tuberculosis, child safeguarding and social alerts, and patients who have multiple aliases.

Adult alerts from Dorset Council were added in



January, showing whether adult social care is involved with a specific patient.

Lewis Manning Hospice Care at Poole and Weldmar Hospicecare in Dorchester have now joined the DCR, enabling them to receive the

most up-to-date information available from health and social care organisations across the county.

- For more information go to <https://news.dorsetcouncil.gov.uk/dorset-care-record/>.
- To request a login please email dcrsystemadmin@dorsetcouncil.gov.uk.

EPR: the lowdown

What is an EPR?

EPR stands for an electronic patient record. You might use eCaMIS or Graphnet here at UHD. Our new EPR will replace both and also several other systems within UHD as well. Typically, an EPR is a system that holds all patient information in one place, allowing you to easily see and enter relevant information. You would be able to record observations, complete assessments and track your patient through their hospital journey whether as an inpatient or an outpatient.

EPR upgrade

Following a clinical review, EPR will now be upgraded in September this year to Version 142, a version with more fixes, particularly with the way Pathology results are displayed.

Use EPR? We need to hear from you

Our IT project team needs to understand what data needs to be available to clinicians in the new EPR system. This covers both the type of data that should be available and the amount of historic data migrated to the new EPR.

We also need your help identifying what data could / should be available via a single sign-on interop in patient context from the new EPR, this could include clinical systems like PACS, DCR, EDM, medications, ENA etc.

Please share your views via this [form](#) or email us at bdd815bd.poole.nhs.uk@emea.teams.ms to request a meeting.

'As Is' and 'To Be'

Please give us an hour of your time so we can create a process map for you. Our team will look at your 'As Is' process map, and ask you to think about your 'To Be' status - by which we mean what would you like your process to be in the future.

Do you already have a documented process map for your area? If so, please share it with us.

To arrange a meeting, or to send your map, email 1ab440fa.uhd.nhs.uk@emea.teams.ms

Your views matter

We need to make sure your new EPR meets the needs of UHD - so thank you to everyone who has given feedback so far. You can give your feedback by emailing leanne.dove@uhd.nhs.uk to request a meeting, or scan this QR code.



Watch

Find out more about this digital revolution with our video from the Clinical Digital Summit. You can watch it here: <https://youtu.be/FCG368KlwbA>

Meet some of this year's marathon runners!

This year we have 11 people taking part in the London Marathon for our charity.

You may have noticed the fabulous fundraising efforts from director of breast screening Lisa Bisset, senior radiographer Rachael Crockford and senior

physiotherapist Rosie Smiles already as they've been holding cake sales and quiz nights for their friends and team members to support them ahead of their race.

We've also taken time out to meet some of our other runners.



▲ Awesome foursome - Rachael and Jaicob on the left and James and Lucy on the right

Their training is in full stride as they prepare to pound the streets of London, running 26 miles for our hospital's charity!

Swapping chocolate for charity support

This Easter, people can give the gift of play by raising funds to transform the existing playground area at Poole's Child Development Centre.

Our charity is simply asking people to swap their donation of chocolate eggs to staff and patients with a donation to the Children's Playground Project instead. The renovations of this space will cost just over £75,000 and every pound will go a long way for more than 2,000 children across Dorset that attend the centre each year.

Find out more [here](#).



Treks and travel make for a challenge to remember

Do you like to travel and fancy challenging yourself to a 100km trek through northern Spain? The Camino Way Challenge may be just up your street!

Every penny raised helps us to fund the not so little extras that help our hospital staff go above and beyond for their patients.

[Sign up now to take on this extra-ordinary charity challenge.](#)



March for Men

There is just one month to go to March for Men. Join us on Saturday 25 March to support men's health by walking or running 5k or 10k from Bournemouth Approach Pier. To sign up or for more details about the event, please go to [the charity website](#).

Coming soon: Glorious Open Gardens

This year our charity is launching a new way to fundraise for all proud green-fingered gardeners.

By opening up your garden and hosting a fun event this spring and summer, you can have fun and raise donations that will flourish into lifechanging funds

for the local community.

Community fundraiser, Janine Golding, said: "An Open Garden event gives people a tangible way to make the most of their passion for gardening and love for their local NHS staff. People's gardens require good care

24/7 which is no different to the support our amazing NHS team provide to our patients. If people can use their flare for flowers to help others, it couldn't be a more beautiful way to fundraise."

Watch this space for more info!

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

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

The Brief



Wednesday 1 March - 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>CQC and Staff Survey: Both reports are imminent and we will update you via our comms channels. Also see page 5 for details of our Staff Survey manager's module.</p> <p>Industrial action: The RCN strike dates this week have been cancelled. The BMA has announced industrial action from 13 March for three days. More info on page 6.</p> <p>4-everyone: We will return to the national four hour standard in April following the end of a pilot to record emergency performance differently. Read more on page 4.</p> <p>Patient First: Patient First information sessions have been running across the trust with more to come, so please do attend a session. Read more on page 6.</p> <p>Healthcare Science Week: This is fast approaching - 13-19 March - and provides an opportunity for us to highlight the work of our healthcare scientists. See page 17.</p> <p>EPR lowdown: Our new EPR will replace eCaMIS and Graphnet as well as other systems. Your involvement is key. Find out more on page 23.</p> <p>BU and you: There are lots of opportunities for Team UHD as part of our partnership with BU. See page 16 for details, including an event with Sir Jonathan Van-Tam.</p> <p>Wellbeing: Cricket or cold water swimming take your fancy? Find out more on page 8. You can also sign up to free coaching to help you with career development – page 6.</p> <p>Network news: Our networks continue to be very busy and a great source of support. Find out more about our newly named Pride Network on page 15.</p> <p>And finally: See <i>The Brief</i> for upcoming events, our good news feed, social media spotlight, Humans, Green UHD, Charity and recruitment round ups, and more!</p>	

Staff questions or comments (continue overleaf where necessary):

Department:

Signed:

Date: