

The Brief

July 2022



**Congratulations
to our hospital heroes**

Page
10



Page 6

**Easing the
pressure**



Page 11

**Saying
thank you**



Page 8

**Introducing
our UHD
Excellence
Awards**

Your University Hospitals Dorset

An update from chief executive, Siobhan Harrington

One month into my new role and what a month it has been. Firstly I want to say a huge thank you to all of you who have made me feel so welcome. I have prioritised visiting many parts of the trust and have been encouraged by the positive spirit of colleagues I have met. I know how hard the last two years have been on everyone and the first thing that has struck me has been the strength of spirit of Team UHD. The other thing I have been very grateful for is how keen people are to share their opinions with me on what more we can be doing to support each other and to improve things. I am an advocate of 'Better Never Stops' and believe in engaging everyone to create improvement so please do continue to share with me, and also use the back page of *The Brief* to send me any comments as well. I will then share all this information with my executive colleagues and come back to you with details of what we can all do to address some of the issues. I am including the latest results from the last staff briefing on the following page. I am also keen to continue visiting areas across the trust, so please also get in touch if you would like me to come to you.

As we continue to slowly move through the Covid pandemic, we need to look ahead and build on our trust priorities for the following year to help with our recovery and easing the pressures across our hospitals. We have three main priorities to

focus on this year and they are very simply:

- emergency care and hospital flow
- maximising elective care
- investing in our workforce

Together, they unlock far wider benefits throughout our hospitals and for all our staff and patients, and form key parts of our wider annual objectives for 2022/23. Further details of these are on page 5. I was very pleased to be at a meeting last week involving colleagues from across UHD and BCP Council to discuss how we could help with the flow of patients out of our hospitals. We are all aware the problems having patients who are medically ready for discharge on our wards can cause to us, and indeed to the patients themselves. This all needs to be done with a careful eye on our finances and the UHD £ - everyone across the organisation needs to be aware of our need to reduce waste and duplication and to design our care in an efficient and productive way that keep our patients safe. Through the pandemic many different ways of working were introduced, we are now needing to reset and focus on the best value for public money.

Over the last two years all of you have gone above and beyond to help care for our patients and each other. I am very pleased that we are launching our new UHD Excellence Awards for "Living our Trust Values". Further details of these are on

page 8. Please do take part and nominate colleagues from across the trust. It is so important that we recognise what people do and can thank them in this way. Also as part of Team UHD, I am very keen that we all wear the same name badges to help our patients as part of introducing ourselves. Details of how to order the yellow "Hello my name is" badges are on page 17 - please do organise these for your teams.

I was very pleased to welcome our new Chair Rob Whiteman on Friday. Rob brings a wealth of experience with him and I look forward to working very closely with him. I would like to take this opportunity to thank Philip Green who has been acting Chair since David Moss left at the end of March. Philip has been outstanding, so thanks so much to him for helping me settle into my new role and for all his work as Chair.

It has also been a very busy month for our region. As you may have heard, Dorset HealthCare and Dorset County Hospital have announced that they are considering appointing a single chair and chief executive for both organisations. Both Rob and I will be meeting with our counterparts in the system to discuss this and how we continue to progress system working and the provider collaborative across Dorset. On Friday last week I was representing Dorset's hospital trusts at the first board meeting of the Dorset Integrated

Care Board. It is great to be an integral part of the Dorset Integrated Care System, building on the partnerships of the past and making Dorset the best we can possibly be for the future of health and care in this beautiful part of England. Indeed the commitment to being agile, to improving care and to supporting people in their health and care decisions, was emphasised through a patient story that started the meeting.

Our trust is going through so many changes, including our transformation programme (see update on page 18), our plans for our EPR (see page 27), and the implementation of our Green

Plan (see page 21). All this is going on while our hospitals continue to face the pressures of urgent and emergency care, and rightly reducing waits for people needing elective care. My immediate priority remains to try and ease this pressure working with our partners across the Dorset ICS.

In the next few months we need to ensure we create space for thinking time, and also for colleagues to take their planned breaks. I remain positive that we can continue to make UHD a place that we all feel proud to work in and that provides the best care for the people of our region. I am very excited

for the future and all that I have seen and learnt over the last month has shown me that we certainly have the potential to do this. Thank you to all of you for everything you are doing each and every day.

Siobhan



What else could we be doing to support you?

As part of her first all staff briefing as our new CEO, Siobhan asked you this question.

You said...

Visibility of leadership

- More visibility by executive staff and more open sessions with senior leaders.
- Compassionate leadership and zero tolerance to bullying.
- Be as visible as you can where possible. Please don't forget the back office staff.
- Keep focus on diversity and inclusion #StaffNetworks.

Siobhan says:

I'm keen for all leaders to be out and about and listening to staff - it's how we strengthen our teams. We have the regular 'Ask Aly' sessions - I'll be joining the one in July - and Dr Ruth Williamson also talks about what visible leadership is in her article on page 20. We also have an opportunity to take part in a compassionate leadership training module - see page 17.

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

Managing staff

- Review the new structure and ensure workloads aren't excessive.
- Value those who are brave enough to speak up.
- When staff hand in their notice please could they be replaced in a timely way.
- More support for specialist nurses please.
- Create better leadership development programmes for staff.

Siobhan says:

The culture across the organisation is a huge focus for me and I will continue to update you on progress. In the meantime, please look out for management training on page 17 and information about your Freedom to Speak Up service on page 14.

Break from work pressures

- Give us more 'space / time' to focus on long term solutions / strategy rather than the here and now, fire fighting constantly.
- Bring back face to face interactions.
- Ensure provision of appropriate spaces for breaks/meals.
- Offer onsite gym for mental health and wellbeing headroom.
- Give permission to take time to change and improve.
- More support with training opportunities and career development.
- Improve access to psychological therapies.

Siobhan says:

Your wellbeing is paramount, we simply cannot provide care without caring for you. Talk to me, give me your experiences. And in the meantime, please do look at our wellbeing information on page 11. There's also information about becoming a quality improvement coach on page 17. I am keen to explore how our charity may be able to help in creating some more solutions for health and wellbeing of staff too.

Support for staff

- Remember non-clinical staff are humans too and many admin staff are working in the background and keeping the services going.
- An accelerated HR consultation process would benefit most people to plan for the future.
- Improve recruitment and remove the mountains of bureaucracy.
- Increase in mileage expenses payment and not charging us for parking.
- Lobby government for more financial support.

Siobhan says:

Recruitment is a big focus of our work - I'm case in point for someone drawn to Dorset, and our links with BU will continue to strengthen our offering. I'm really pleased to see the regular Humans feature in *The Brief* too. Please do check out this month's where we meet Kirsten, one of our workforce team working tirelessly from our site in Yeomans House. I don't see 'front and back office staff', I see one UHD team.

Celebrating staff

- Cake, celebrating success and quality improvement all appreciated.
- Help the staff working from home feel appreciated.

Siobhan says:

Can you say thank you enough? No, is the simple answer! You'll see the launch of the chief executive awards in this edition of *The Brief*, as well as our 'Thank you' postcards. 1,500 have been claimed so far to pass on to individuals - find out more on page 11.

We are
#TeamUHD

Our priorities 22/23

Our organisational priorities for 2022/23

We will be focusing on three areas for maximum combined impact in this financial year:

- emergency care and hospital flow
- maximising elective care, and
- investing in our workforce

No single one of these priorities will enable us to provide great care, better outcomes for our patients, motivated teams or timely access to care on its own. Together, they unlock far wider benefits throughout our hospitals and for all our staff and patients, and form key parts of our wider annual plan and objectives for 2022/23.

For example, improving our emergency care pathways and the experience these patients have will mean fewer elective cancellations due to overwhelming operational pressures.

Our patients rightly expect to receive great planned care in a timely way - and we all want to provide this. By maximising our teams, facilities and new technology, we can see more patients for their scheduled care, helping to see patients sooner. This priority is paramount in addressing the numbers of patients on our waiting lists as a consequence of the Covid-19 pandemic.

These achievements will mean little if our workforce is not supported to thrive, develop and grow as we bring in new talent, and keep hold of those colleagues we appreciate every day and whose contributions are immeasurable. Our goal is to support and develop all staff in order to achieve their potential and our priorities for our patients, and ensure being part of Team UHD is something we all feel and benefit from each day.

On the following pages you can find out about how we're aiming to improve emergency care and patient flow in our hospitals, as well as how digital initiatives are being used to improve patient care and reduce administrative



tasks to free up staff to focus on our patients. Our People Strategy also outlines a range of ways in which we're aiming to support staff as well as tackle the wider workforce challenges we face, and is available to read online [here](#).

As we move through 2022/23 you will be hearing much more about our annual plan and our priorities here and across our other regular communications channels.

Read the full annual plan for 2022/23 [here](#).



Operational pressures, driven by high numbers of urgent patients with serious illness requiring admission and a reduced ability to discharge patients ready to leave hospital, continue. This same picture is being seen across the NHS, and we know just how dispiriting and frustrating delivering care in this environment can be for all staff.

A huge thank you to everyone going the extra mile in support of our patients and colleagues - our senior management team at UHD is acutely aware of the impact these sustained pressures are having on us all. See the end of this article for details on how to find support if you need it.

Unlocking flow - our ability to progress a patient's care to discharge - and getting emergency care systems right benefits patients and staff right across our hospitals and is critical to almost all of what we do, regardless of ward, department, service or specialty. This is why these issues form one of our three UHD-wide priorities to address urgently this year, with a range of initiatives and actions underway to support you and our patients.

We're focusing in on four areas where we know we can make a difference:

Our emergency departments (EDs), which includes:

- redesigning our ED flows to improve wait times and access
- streaming and directing to alternative services or more appropriate places of care
- pathways that pull patients away from ED into Same Day Emergency Care (SDEC) settings
- reducing crowding and improving patient access with booked appointments for minor injuries
- improved ambulance handovers and ensuring inbound ambulances arrive at the right site with the right capacity

Same day emergency care (SDEC), including:

- providing the right care, in the right place, at the right time
- access to specialists outside ED at the start of the patient journey
- avoiding admissions with rapid clinical assessment, diagnostic service and treatment; to discharge

patients the same day, avoiding the need for an unnecessary admission

Operational flow, including:

- preserving bed capacity to promote flow out of our EDs to assessment units and wards
- improving information to promote better decision making
- improving protocols and policies to promote timely flow

Discharge, including:

- earlier, safe discharges, for example through discharge lounges, which enables more patients to be admitted
- more robust processes to support flow through our hospitals, eg our full hospital protocol, creating more timely discharges

These are just some of the activities taking place across UHD, and we're working as hard as we can, both within the trust and with our health and care partners, to implement these as effectively as possible.

If you have an idea to improve flow, discharge or our urgent care systems and processes, or would like to be involved in or kept informed on any of these initiatives, we want to hear from you - please talk to your matron or manager in the first instance.

Please see the wellbeing section of the intranet if you or a colleague would like to find out more about the dedicated and free support available to staff - it's vital we look after ourselves and each other.



Our priorities 22/23

Transforming our outpatient experience

A range of digital initiatives to improve the outpatient experience for patients and staff is underway across UHD.

Our aim is to create flexible and innovative ways for patients to access our services with technology freeing up staff time for essential patient care.

It forms part of our three organisational priorities for 2022/23, which also include wider elective care improvements, emergency care and patient flow, and investing in our workforce.

Here's the lowdown on the five areas we're focusing on:



▲ Dionne Carroll, sister in the outpatients department, shows off one of the consulting pods at Poole

DrDoctor patient portal

A digital one-stop shop that will allow patients and their carers to proactively manage their appointment requirements and for us to reduce the incidence of wasted appointments.

Digital dictation

Implementing Dragon Medical One speech-to-text dictation software for all clinicians, resulting in a paperless working environment. We aim to have dictated letters that can be sent in near-real time to patients and GPs and attached automatically to a patient's electronic record. Contact the IT service desk for access and training.

Virtual consulting pods

Private pods to provide additional clinician space for digital appointments. There's five available already in the main outpatient department at Poole, with four more available to clinicians working in cancer care at Poole soon.

Digital self check-in

The InTouch self-check-in system for patients has been successfully used at Poole Hospital and is coming to RBH and Christchurch soon. It allows patients to seamlessly check in for their appointments, while you can see real-time information about your clinics.

Electronic clinic room booking

'Bookwise' booking software will be rolled out across Poole and Christchurch, making booking clinic rooms simpler and allowing greater control over room use.

Want to know more?

Click [here](#), visit outpatient digital transformation under O in the intranet's A-Z, or search 'digital transformation'.

Introducing our UHD EXCELLENCE AWARDS

This month we are launching our UHD Excellence Awards for “Living our Trust Values”.

This monthly award is open to any UHD member of staff or volunteer and has been set up to recognise some of the amazing people and teams around our trust.

Every day people are living our values to help care for our patients and for each other and we want to celebrate where you have gone above and beyond.

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

So who should you nominate?

Any clinical or non-clinical colleague or team you think have gone the extra mile and who reflect one or more of our values: we are caring, one team, listening to understand, open and honest always improving and inclusive. The winners will be chosen by Siobhan Harrington, our chief executive, and will be shared in *The Brief*. They will receive a certificate and a badge to recognise their achievement.

Nominate someone using this very short form [here](#) or see the intranet - please do take this chance to celebrate your colleagues.

Welcome to our new chair



Rob Whiteman, CBE, has started in his new role as our Chair of the trust, bringing a wealth of experience to UHD.

Rob said: “I know the trust very well as I live in Dorset and am aware of the good reputation the hospitals have locally. This is a fantastic

opportunity to join as chair as the hospitals continue the £250m transformation programme. I look forward to supporting Siobhan and the executive team and helping to ensure UHD plays an important role within the NHS Dorset ICS.”

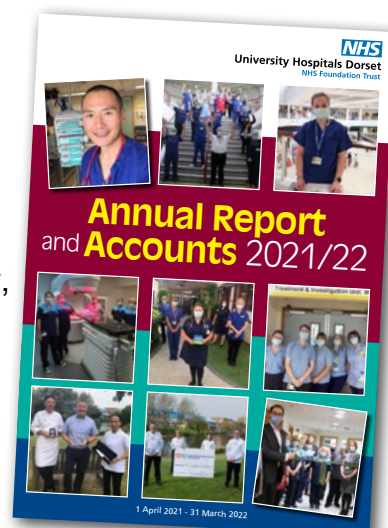
Annual Report highlights rise to the challenge

The first full year UHD Annual Report and Accounts has just been published, presenting an account of our clinical, financial and operating performance during 2020/21, as well as information about our future plans and strategy.

Philip Green, acting chairman at the time of the report, and Siobhan

Harrington, chief executive, said: “Staff have been working in very difficult circumstances, yet each day, we have seen incredible examples of dedication and compassion, as teams worked together to meet the needs of their patients.”

You can find the full report [here](#).



Re-introduction of masks in all areas



We have reviewed the current and predicted data around Covid-19 and in response to the increasing numbers of staff and patient illness we have taken the difficult decision to revert back to mask wearing in all areas.

Staff and visitors must now wear masks in all of our buildings until further notice.

We recognise how difficult it is to make this change, but we are aiming to protect you and our patients as much as possible.

If you are working in an office that is socially distanced and Covid-19 secure you may not need to wear a mask all of the time.

Thank you for your ongoing understanding as we become accustomed to mask wearing again.

Update on lateral flow testing

As we head into what is another rise in cases, it's important to continue testing yourself with lateral flow devices.



When you need to [order more devices](#), please tick the box for 'frontline worker' even if you feel you don't work in this way - it's very likely your work will mean you are in contact with staff who are frontline workers and patients making their way through the trust.

It's vital that we all keep testing and all keep protecting each other, regardless of our roles.



Helpful Covid-19 tips:

The up-to-date Covid-19 FAQs can be found here [on the intranet](#).

If you are working in an office or managing a team in an office, there is no need to repeat the Covid-19 risk assessment, you just need to consider wearing a mask when the room is at occupancy and above.

Car sharing: Unless the windows can remain open/air con on (not recirculation) then mask wearing is advised.

Ventilate: As much as possible keep the windows and doors open in all areas except where patients are being isolated.

Space: Social and physical distancing is no longer required for patient care.

Face: Masks remain helpful in all areas when you are in close proximity to other people. We've recommended them to be worn within the hospital buildings but you may also consider wearing one in crowded settings outside of work.

Hands: Handwashing remains the simplest and most effective method of reducing the spread of infection. Make sure you have the means to clean your hands in and out of the trust at regular points.

Vaccine: Certain age groups of the population will soon be offered the next booster of the vaccine, make sure you are up to date.

Team UHD victorious at Dorset Heroes Awards

Huge congratulations to all the UHD winners and nominees at this year's Dorset Hero Awards.

Our UHD research team scooped the Healthcare Team of the Year Award for their work on experimental medicines during the pandemic, their contribution to swabbing patients and developing vaccines. They have continued to follow up the vaccine trials by now learning about the long-term side effects of Covid-19.

Winner of the Fundraiser Award was Dr Andrew Vaughton, who was diagnosed with motor neurone disease last year. With a group of friends, including many local GPs, medical and anaesthetic colleagues from UHD, he plays beach touch rugby under the team name 'Sandbaggers'. They recently broke the world record for the longest beach touch rugby match, raising thousands for the MND Association and My Name's Doddie.

Winner of the Individual Healthcare Worker Award was Maria Salamon-Betlej, a healthcare support worker at Poole Hospital. She was nominated for her professionalism, compassion and kindness in her role. After returning to work recently after beating breast cancer, her team described her as an 'excellent team player' and dedicated to her work.

Dania Moussalli won the Mental Health Care Award for her work at Forest Holme. As part of the counselling team, she provides one to one sessions with individuals, couples, children and families before and after bereavement.

Our RBH dementia and delirium team were nominated for their excellent and empathetic care to their patients and the families they work with, while our neonatal unit at St Mary's was also shortlisted for providing efficient, compassionate care to babies and their families. Physiotherapist Elena Whale was nominated by a member of the public for helping them through their anxiety during physio sessions.

Congratulations to you all - we're so proud of Team UHD and all you do.





#YouMatter

Wellbeing and emotional support for staff

Be Active @ Bournemouth Heart Club (BHC)

In your National NHS Staff Survey you told us that on-site exercise facilities would improve your wellbeing. We listened to this feedback and are working with BHC to offer an initial 60 subsidised memberships to the on-site gym at RBH.

This offer is open to all staff, costing £50 for 20 sessions, with UHD subsidising the additional £50 cost per member. Membership includes a pre-



and post-health assessment, exercise classes, a personal exercise programme and open gym sessions. There are protected time slots for members of #TeamUHD too, and during those sessions the gyms will be available to our staff only.



Please visit the [new intranet pages](#) for further information, class timetables and FAQs.

Support for financial wellbeing

With the cost of living rising some of us may be worried about our finances. There is a variety of financial support on our financial [wellbeing intranet page](#), including Money Helper,

a free confidential money guidance service, [Salary Finance](#), an independent organisation which offers a range of financial services to NHS staff, [Citizen's Advice](#) support and national [NHS](#)

[telephone support line](#). There is also additional confidential access to local food bank services via BCP Council [here](#).



Saying thank you with a postcard

Our Culture Champions told us that being able to send and receive message of thanks to one another would help improve our wellbeing in the workplace. Since we launched, over 1,500 thank you postcards have been claimed, and our OD team has more to give out - email organisational.development@uhd.nhs.uk.

If a colleague has made a positive difference to your day, or gone above and beyond to help you, why not use a postcard to share your appreciation? Simply order your postcards, write a message for who you would like to thank, and either give it to the recipient directly or post via our internal mail.



Coming soon! A digital thank you system for all of us across UHD to share. Watch this space.

Get ready to give up!

In July, our hospital treating tobacco dependency service will be supporting 15 members of #TeamUHD to give up smoking over a 12-week tobacco harm reduction programme. The pilot programme will include motivational support from David Cartridge (r), tobacco addiction specialist, as well as a free direct supply of disposable e-cigarettes to staff taking part. Keep an eye on our Staff Bulletin in the coming weeks to sign up.



Have your say and make a difference in our July People Pulse survey

In our last People Pulse survey, you gave your views on the rest areas and staff spaces available across UHD, and our teams have listened.

One of the biggest changes already underway is the improvement of our Poole Dolphin Restaurant outside area. The area is being refreshed with new landscaping and fencing, new seating, planters to bring more nature to the area, and plenty of cover so we can take some time outside to enjoy our lunch come rain or shine.

The works have been funded through donations received by University Hospitals Dorset NHS Charity during the pandemic for the benefit of staff.

Have your say

When you take part in our NHS People Pulse, and the National NHS Staff Survey, you help to make a real difference across our hospitals, influencing positive change and making your voice heard. Take five minutes to share your views in the [July People Pulse Survey](#), so we can continue making changes that matter to you.



The National Quarterly Pulse Survey



Our experience at work changes. It's important that we listen to you regularly and respond.



Please scan the QR code to participate in the National Quarterly Pulse Survey



Network news

National Day for Staff Networks

Our network leads got together for the National Day for Staff Networks, meeting to discuss the importance and influence of networks. Our networks will continue to work together on behalf of #TeamUHD, listening to understand and harnessing lived experiences and individual ideas to create positive change. If you would like to join one of our staff networks, or find out more, please email organisational.development@uhd.nhs.uk



Help us build our Women's Network

A new staff network is coming to UHD! Our Women's Network will be open to all who would like to support women, raise their voices for women, and help implement change and positive conversations across our organisation. If you are interested in hearing more about the network, join us for our listening event on Teams on 20 July at 1.30pm - look out for the link in the Staff Bulletin. You can also share your views using this [short form](#).

Show your Pride

Join your LGBTQ+ Network for Bourne Free celebrations in Bournemouth on Saturday 9 July. Network members and allies will be meeting at the Bournemouth Triangle to join the walking parade at 11am to Meyrick Park, with banners, balloons, t-shirts and whistles so please join us if you can, or cheer us on from the side lines.

You also make a pledge for inclusion with our library teams, who have rainbow lanyards and badges to share. If you work offsite and would like to get in the spirit with some flags, posters and information resources, get in touch with organisational.development@uhd.nhs.uk

Find out more about the network in the latest edition of UHD's very own ['Pride' LGBTQ+ magazine](#).



Armed Forces Network

We celebrated Armed Forces Day on 25 June, with our Armed Forces Community Advocate, Rob Hornby, reminding everyone in #TeamUHD of the confidential support available from our network. The network is open to staff who have been in the armed forces, family members, friends and the wider armed forces community. If you would like to join the network, email rob.hornby@uhd.nhs.uk

We have also been awarded Silver by the Defence Employer Recognition Scheme for our commitment to honouring and supporting the armed forces community. Well done!



Share your experiences with our ProAbility Network

Our ProAbility Network is hosting an online drop-in listening event on 13 July - see the Staff Bulletin for the link. Join in and meet the team from 11.30am to find out more about the network and to discuss the support available for colleagues with disabilities and long-term health conditions. There are also resources available to our teams working off-site. This is a great opportunity to find out more about how your lived experiences could influence positive change across UHD.



Pro Ability network



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

Speaking up: Everyone's business

Speaking up is about raising things that get in the way of us doing our job and delivering great care for our patients. It may be something relating to poor patient safety, a process that is not working, a broken working environment or even someone who is not treating you the way we would expect. Our Freedom to Speak Up team support you to speak up when you feel you are unable to in other ways.

Talk to us

Email freedomtospeakup@uhd.nhs.uk or leave a message accessed only by the team on **0300 019 4220**. You can also make a referral (with an anonymous facility) using our UHD app.

At UHD in 2021/22, the FTSU team spoke to over 230 people. Nearly 50% of referrals to the team had an element of poor attitudes and behaviours which worryingly increased to 70% of cases from staff from an ethnically minority background. The damage of how we can be with each other is a continuing theme heard by the FTSU team. Being civil to each other is so important, not only to our working relationships and productivity but is also linked to better patient care and outcomes.

Our values celebrate the importance of having an open and honest culture and speaking up has never been as important as it is today. We are #TeamUHD and collectively we need to Speak Up, Listen Up and Follow Up so to continually improve our culture of safety.

As part of our journey, there are three interactive e-learning modules which have a slightly different focus:

Speak Up is for all colleagues and covers what speaking up is and why it matters. It will help learners understand how to speak up and what to expect when they do.

Listen Up is for managers and focuses on listening and understanding the barriers to speaking up.

Follow Up is for leaders at all levels to help them understand their role in setting the tone for a good speaking up culture.

You can self-enrol on BEAT in "Find eLearning" by typing Freedom to speak up.



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Time to BRAG

Welcome to the latest update from our Benefits Realisation Assurance Group (BRAG), where we review achievements since merger.

'Hospice at Home'

Within specialist palliative care, the team has agreed a unified end of life strategy with the practice educators embedding what matters most to our patients in the last phase of life. The 'Hospice at Home' pilot has commenced and immediately provided 30 patients with support at home in their final days, avoiding admissions and hospital stays when their wish is to be at home.

▼ John and Rio from the team



Research profile on the rise

UHD Research Capability Funding, allocated to NHS organisations that undertake National Institute for Health and care Research (NIHR) to help them maintain research capability and capacity, has more than doubled in the past year. The increase reflects the increase in research grants awarded to UHD which in turn enables more of our patients to be involved in research studies. We have also risen to 83rd in the national ranking of research active trusts - making the top 100 for the first time!

Automation is achieving results

To maintain maternity's paperless patient record system with the move to their new digital maternity system (BadgerNet), over 100,000 maternity and neonatal records spanning nearly a decade had to be transferred to our Graphnet EPR system. The eForms team embraced the challenge and delivered a system that has a mother's whole pregnancy journey in one place

with the added benefit of better accessibility for midwives, especially community midwives, who can now access records remotely.



If there is something you want to 'BRAG' about in our next update, please get in touch. Send your suggestion to Helen Rushforth, head of productivity and efficiency, at helen.rushforth@uhd.nhs.uk.



administrator

noun:

someone whose job is to control the operation of a business, organisation, or plan

hospital administrator:

hundreds of people working behind the scenes to ensure the smooth running of our hospitals for the benefit of us all



“I feel if we can help our staff with the problems they have efficiently and with care, this will then be passed on to our patients...”

The Brief meets Kirsten Trotman, one of our workforce systems administrators. She has worked for the trust for over three years and for the past few months has been working tirelessly to carry over annual leave for Team UHD.

Tell us more about your role:

“Within the workforce team we deal with some of our staff systems including ESR, Health Roster and Employee Online. We receive a wide range of queries from anything pay related to not being able to access a system. User access is a big part of our job. We are also responsible for the creation and maintenance of SCR Smartcards, which again a large volume of the trust require. Anything that should or shouldn't be recorded for an employee comes via us!”

What do you love about it?

“Every day is different and we get to work with staff from all over UHD so it's really nice to be able to build a connection with people all across the trust.

We are a fairly small team that deal with a high volume of work but I love being busy and trying to solve some of the problems we see/face. I am so proud to be a part of this team because I feel if we can help our staff with the problems they have efficiently and with care, this will then be passed on to our patients. That is what UHD is all about.”

Why is annual leave carry over a good thing for staff?

“When Covid-19 hit, it impacted all of us. I don't think you'll meet a single member of staff here that could tell you they weren't affected by it and because of the pandemic so many staff had annual leave they had to cancel for various reasons. Being able to carry some of your annual leave over into the next financial year has benefited 1000's of employees because it means they have not lost something they have worked so tirelessly for. I am very glad the two year agreement was put into place so we can all enjoy our time off.”

How does your team process all these carry overs?

“Each carry over form is manually checked by one of our team. We have to cross reference between Health Roster and ESR to see if the requested carry over figure is available. We then have to manually deduct the leave in ESR from one financial year and then manually add it into the following financial year. A report is then pulled from ESR and loaded into Health Roster to update the figures on the roster. We have 1000's of these to process, each one manually, but we do them with a smile!”

#hello my name is...

Four simple words which help us provide person-centered, compassionate care to our patients.

The **#hellomynameis** campaign was founded by the late Dr Kate Granger, who noticed many members of staff didn't introduce themselves to her when she was a patient in hospital.

The yellow name badges are a great visual prompt and can be ordered via Powergate - just search 'UHD name badge pin' in the Powergate search bar. ▶ NICU team



Are you a UHD manager?

Our new UHD manager induction programme aims to begin to equip all new team leaders and managers with the skills and knowledge they need to manage their staff confidently, effectively and with self-awareness. This initial pilot is open to new managers joining UHD, and those taking on line managing or supervising responsibilities for the first time.

Module 1 - Compassionate and inclusive management

We will explore your role in delivering the trust's vision, strategy and values, team effectiveness, developing the talent in your team, diversity, inclusion, engagement and communication.

- 19 July: 1-4pm
- 18 August: 9am-12noon

Module 2 - Good people management skills

This two-hour session is designed to help you gain an understanding of how HR policies and procedures support you in your role as a manager, and the importance of implementing policy in a compassionate and transparent way.

- 12 July: 10am-12noon
- 20 July: 2-4pm
- 23 August: 10am-12noon

For more information click [here](#) or email organisational.development@uhd.nhs.uk

Become a Qi coach

Coaching involves the belief that the individual has the answers to their own problems within them. By becoming a Qi coach you can help us to unlock the potential in our teams - focusing on the individual and what's inside their head.

If you would like to create a culture of change, empower and motivate staff, be able to network across UHD to spread good practice as well as working together across Dorset with our partners, then register to become a Qi coach.

You will need to gain the support of your line manager to register for this opportunity, so please discuss your intent with them before applying. You can find out more information and register [here](#).

Transformation update

Health minister praises Poole theatres

Edward Argar MP, Minister for Health, has praised the plans for Poole's news theatres after attending the 'topping out' ceremony earlier in the summer.

In his letter of thanks, Minister Argar said: *"It was great to hear first-hand how the new barn theatre will boost capacity and to learn about its innovative design. I was particularly pleased to meet multiple staff members on my tour of Poole Hospital's wards, and I would like to extend my thanks to everyone who works at Poole Hospital for their continued hard work and commitment."*



The new theatre building is a purpose-built five storey tower incorporating a four-table 'barn' theatre. When it opens in mid-2023, thousands of patients each

year will benefit from shorter waiting times associated with establishing a planned care hospital. Find out more [here](#).

Powering up the new energy centre at RBH

With all the excitement of the development of the new BEACH building at RBH, you may not have seen the development of the new energy centre that will sit alongside it.

When it opens in 2024, this exciting state-of-the-art facility will be providing a more reliable and efficient source of energy

and is central to our wider plans to make UHD one of the most environmentally friendly hospitals in the country.

It will also feature large spaces for public art which will help minimise its industrial appearance, providing a more welcoming environment for staff, visitors and patients.



Exciting plans for Christchurch and our wider estate

The final version of UHD's estates masterplan has been published. As well as covering the future for the RBH and Poole site, it also highlights the ambitious plan to develop the Christchurch site with the creation of the new Macmillan Unit, which then releases land to expand the affordable senior living and community hub facilities on site. You can read the masterplan [here](#).



Transformation update

Making headway on hoardings

Interior design and architecture students from Arts University Bournemouth have been developing ideas for the hoardings which surround the BEACH building. The overarching theme of 'Let's have a conversation' has been chosen for further development and we'll be working with the university's team to finalise the designs ahead of getting them in place at the end of the summer.



Antenatal services coming together from September

From September 2022 our antenatal services are moving to Poole Hospital as part of our plans to develop a combined maternity service. This is a change from our current service, where new parents-to-be travel across our hospitals for different appointments during their pregnancy.

Kerry Taylor, our head of midwifery, said: "Bringing services together will provide improved access to care on one site, with all of the antenatal team on hand to support women throughout their pregnancy. Mothers-to-be will have the opportunity to give birth to their child on the same site they have been visiting throughout their pregnancy, and with all antenatal staff working together as



one team, there will be more staff to support antenatal services, greater consultant and midwife supervision and combined training."

For more information on this change please click [here](#).



Ruth's reflections

Alyson's blog, with Dr Ruth Williamson

21st of June marked the summer solstice which is both the astronomical first day of summer and the day when the nights start drawing in. It feels a bit like that in our hospitals where we are thinking of summer holidays and planning for winter at the same time. I'm a glass half full person so embracing the summer, spending as much time as possible outside and willing my tomato plants to survive in a new location after a nasty blight attack last year.

I also had the privilege of sitting in for Alyson in 'Ask Ruth' in June. It reminded me of the face to face exams dotted through my medical training. Jane from the comms team collects your questions ahead of time but doesn't share them with us so we have to think on our feet. On the plus side you get the real deal with no scripted answers, on the minus it's terrifying. It is enlightening seeing what is on people's minds - waste and waste management, the environment, the cost of living crisis, the

impact of maternity services consolidating on the Poole site and a question about visible leadership among other things - please do keep your questions coming.

July is an important month for leadership at UHD. Our new chair, Rob Whiteman CBE, started on the first, bringing a wealth of experience both from the NHS and from the wider world to help support and guide our executive team to do our very best for our patients and staff. The Dorset Integrated Care System also began on 1 July, replacing the CCG. The hope is that by closer working between the council, primary care, the ambulance service and hospitals we will be able to work more efficiently and unstick the wicked problems that stop patients getting to the right bed at the right time, either in hospital or in their own home.

So with all this 'leadership' going on how do we make it visible and relevant and supportive and useful? To be honest I don't know, so maybe, following the advice of

the Harvard Business Review, [Good Leadership Is About Asking Good Questions \(hbr.org\)](https://hbr.org/ask-aly), I can turn the tables on Ask Aly and ask UHD colleagues, what does good visible leadership from the exec team mean to you?

Coming back to the other questions, money is tight. At home things cost more and at work we are under pressure to tighten our belts too.

That's where a focus on the environment and waste comes in - the less we waste the more we have left to give to our patients and staff, so my next question is where do you see waste at work? What could we do differently?

Finally for many of our students it's the end of term and therefore the best opportunity to thank those of you who have been here on placement for your energy, enthusiasm, questions, and hard work, and equally to thank those staff teaching and supervising your practice. Thank you!

Ruth

PS

there is still time to take part in the research study I'm doing with colleagues in UCL, Portsmouth University and Brighton University - it's about menstrual and menopausal symptoms looking to see if outdoor swimming or other sports have a positive or negative impact.

Calling all women who cold-water swim - whether in an unheated outdoor lido, river, sea, lake etc. Can you spare 15 minutes to complete an anonymous, online survey - we want to know if you feel that cold-water swimming has an effect on your

menstrual and menopause symptoms.
https://ifwh.eu.qualtrics.com/jfe/form/SV_0jQcDANMoJqlaSW



Becoming a training nursing associate

There are many exciting career progression opportunities available for those wishing to enter nursing, and becoming a trainee nursing associate is one route. Meet Andreea, part of the second cohort of TNAs...

"As cliché as it sounds, becoming a nurse has always been a dream of mine. The programme allowed me to do this, while earning an income and working professionally within the ward."

"Training between 2018 and 2020 came with challenges. Many colleagues around me struggled to understand the purpose of the course. I want to just stress that the

nursing associate role is to be appreciated as its own role, before it becomes a stepping stone to becoming a registered nurse.

"My proudest day was my graduation day and this experience has opened so many doors for me. I was the first registered nursing associate to be employed within the endoscopy department at RBH and since then we have employed other wonderful team members. It is so heart warming to have been through some hard times and to now watch



it grow and evolve into a well-recognised role.

"I will continue promoting this wonderful and at times misunderstood role and will always encourage people to take this 'less conventional' route."

To find out more, search **apprenticeships** on the intranet.

Congratulations to our new PNAs

We have been celebrating our latest group of qualified professional nurse advocates (PNAs) in our trust.

These nurses are now trained and qualified to offer restorative clinical supervisions, supporting their colleagues with reflective conversations and building their personal and emotional resilience. Our PNAs will help to improve our workplace and have a positive impact on the safety and experiences of both our staff and our patients.

Fiona Hoskins, deputy chief nursing officer, presented nurses across UHD with their badges and certificates.

Deepa Pappu, clinical educator, said: *"Since starting the training, I've conducted around 30 restorative clinical supervisions independently. It has increased my confidence to use communication and influencing skills to be an advocate for my colleagues. I've learnt that non-judgemental listening and compassionate leadership can make a true difference in our workforce."*



A showcase of radiology in Dorset

UHD and BU are hosting a free public event on Monday 18 July from 5pm to highlight the benefits of radiology, and how it is helping patients in Dorset.

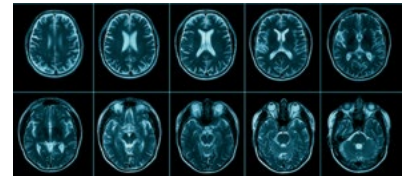
Speakers will include practicing radiologists at UHD, who will speak about interventional radiology (using minimally-invasive equipment to treat diseases) and diagnostic radiology (how radiology and medical imaging can support and enhance diagnosis of diseases), with time for questions.

The event will take place in BU's Bournemouth Gateway Building at the Lansdowne and is open to all. To book your free place, visit:

<https://Dorset-radiology.eventbrite.co.uk>

BU
Bournemouth
University

NHS
University Hospitals Dorset
"It's the future" tagline



Radiology in Dorset

Join BU and University Hospitals Dorset for a showcase of radiology and how it makes a difference in Dorset.
Monday 18 July 2022 - 5pm start

Bournemouth Gateway Building
To book: <https://Dorset-radiology.eventbrite.co.uk>

Catch up on 'Understanding fibromyalgia'

Darren Cains, senior physiotherapist and rheumatology practitioner, and Caroline Wood, occupational therapist, recently hosted an 'Understanding Fibromyalgia' health talk. They explained what fibromyalgia is, some of the symptoms that can be experienced as well as some of the self-help treatments. To watch the health talk, please click [here](#).

Join our app community:



Ask Aly

Join us at 12noon on 14 July for Ask Aly, hosted by our deputy chief medical officer, Dr Ruth Williamson. It's a great opportunity to ask questions, raise concerns

or share your views. You can join the meeting [here](#) and if you'd like to send any questions in advance, pop them through to communications@uhd.nhs.uk and we can ask on your behalf.

Understanding common skin conditions

The next Understanding Health event will be hosted by Dr Ian Pearson, consultant dermatologist at UHD, on Thursday 15 September at 5pm. He'll talk about some of the most common skin conditions including eczema, acne and dermatitis, explain what the symptoms of these conditions are as well as highlight some of the treatments available on the NHS and self-help treatments.

The free event will run via Microsoft Teams and is open to everyone - access the link on the events page of the UHD website. A recording of the talks will also be available after the event, just search 'library' at www.uhd.nhs.uk.

Let's get social

There's been a lot for us to share on our social media channels over the past month with plenty of news updates, health information and of course, celebrations of the amazing work of #TeamUHD.

Our Twitter posts were viewed over 135,300 times, while over on Facebook our posts were read over 228,500 times. Our content was seen over 29,000 times on Instagram and our YouTube videos received more than 24,600 views.

f On Facebook, 937 people engaged with our post thanking our charity, operational and catering teams for supplying #TeamUHD with a free ice lolly on the hottest day of the year so far.



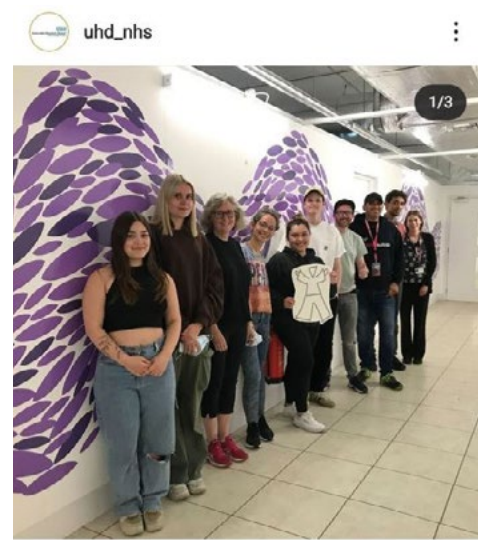
YouTube

Over 1,782 people watched our most recent YouTube videos in June, with 1,042 people stopping by to hear our UHD Revue version of Elton John's 'Your Song'. The song was performed at our staff show, reminding the audience that "the NHS is more than a doctor and a nurse".



t Our top tweet of the month received more than 11,600 impressions, as we welcomed our new CEO Siobhan Harrington to #TeamUHD. Siobhan has been making a splash on Twitter this month, as she tours the hospital meeting staff from across our sites - don't forget to follow her @S_HarringtonNHS

i Our Instagram post showing AUB's art installation at the Outpatient Assessment Clinic in Beales was seen more than 1,030 times this month. Students were set a project brief of creating artwork that helped patients navigate the clinic, while making the area feel more friendly.



Have some good news you would like to share?
Get in touch with the communications team on communications@uhd.nhs.uk



New interactive projector brings joy to patients living with dementia

We recently funded the purchase of an OM interactive activity table for our dementia and delirium team and were delighted to see it being used by patients on Ward 5 at RBH who are already benefiting from the new equipment.

The mobile projector improves socialisation, communication, coordination and engagement through activities including virtual painting and sensory games and can be used on the floor, on tables or on beds making it fully inclusive for all patients.

Visit UHDcharity.org to find out more about how we support the care of patients living with dementia at UHD.



Upcoming events:

WALK FOR WARDS SATURDAY 17 SEPTEMBER 2022 UPTON HOUSE

FUNDRAISING FOR YOUR HOSPITALS

 Bournemouth Hospital
NHS Charity

 Poole Hospital
NHS Charity

 Christchurch Hospital
NHS Charity

**REGISTER BEFORE
31 JULY TO CLAIM OUR
EARLYBIRD DISCOUNT**

**SIGN UP
ONLINE**



**FOLLOW @UHDCHARITY
OR VISIT UHDCHARITY.ORG
TO FIND OUT MORE**

**WALK 3KM, 5KM OR 10KM
FOR A WARD OR DEPARTMENT CLOSE TO YOUR HEART**

**UNMISSABLE FAMILY-FRIENDLY ENTERTAINMENT,
STALLS, LIVE MUSIC AND FOOD**



Play the lottery. Support your hospitals. Win up to £25,000!

On 14 June we officially launched the University Hospitals Dorset NHS Charity lottery. For just £1 a week, you can enter the prize draw to be in with a 1 in 50 chance of winning amazing prizes up to £25,000, all while raising funds for our hospitals.

Each ticket has a 1 in 50 chance to win a prize each week, that's a better chance of winning than the National Lottery or the Health Lottery.

Enter the lottery [online](https://uhdcharity.org/online), by calling **01202 004016** or emailing support@UHDCharityLottery.co.uk



Challenge spotlight:

Camino Way Charity Trek:

125 kilometres. 7 days. 1 unforgettable adventure.

Trek through rural northern Spain from Baiona to Santiago de Compostela while raising funds for our hospitals this September.

Whether you sign us a group or an individual, we promise you a unique, spiritual experience with memories that will last a life-time!

Find out more: <https://uhdcharity.org/index.php/events/camino-trek>



Staff Fundraiser spotlight:

#TeamUHD takes to the skies!

Hot on the heels of Luisa Ballesteros, one of our HCAs, who wingwalked for the charity on Friday, Nicola Mason, head of strategic procurement is prepping for her jump later this month...

"I have decided to take the leap (literally) and on 24 July I'll be jumping out of a plane from 15,000 feet to raise money for our charity's robotic tilt table campaign. I have always been a thrill seeker and dreamt of doing this but let the fear and nerves take over. The last two years have stopped so many of us living our lives so I thought it was now or never! I am raising funds for this appeal because my brother was born with spina bifida so spent most of his life bedridden. He died in August 2011 and would have loved to walk, let alone fly. Please help me raise funds for this fantastic equipment which will support our patients and our loved ones by donating today. Thank you."

www.justgiving.com/fundraising/nicola-mason18



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**



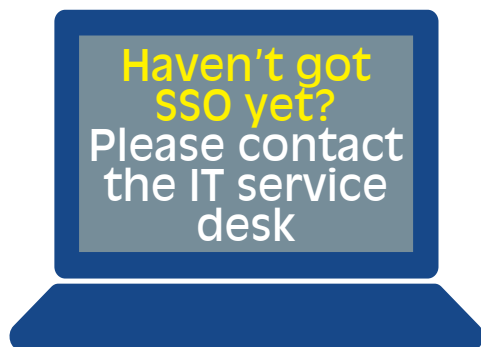
Let's talk about IT

Managing passwords at UHD

We have been implementing new technology to support you with passwords.

Single Sign On for applications (e.g. EPR etc):

We have now enrolled over 8,000 staff into our Single Sign-On (SSO) service. This means for the top 85 applications that people use (e.g. EPR, eCaMIS, Symphony, Carestream PACS etc) you will no longer need to remember your username and password. We have also rolled out the software that makes this work (Imprivata agent) to the vast majority of our computers.



Have got SSO but I have forgotten an my application password?

If you go to any of our 5,300 computers with the SSO agent installed and tap into it, you can access your **SSO password vault**. You will know if the computer has been enabled for Single Sign-On because the login screen will look similar to this:



Helpful videos:

[Access to my application passwords \(with sound\)](#)

[Access to application passwords \(no sound\)](#)

Device passwords:

What about my device password (also known as your network, Windows or Active Directory Password)?

We now have a Self Service Password Reset (SSPR) service. Here are two videos to help you:

[Setting up SSPR \(with sound\)](#)

[Setting up SSPR \(no sound\)](#)

[Activating SSPR \(with sound\)](#)

[Activating SSPR \(no sound\)](#)

Out of hours

Being self-sufficient for your passwords is particularly important out of hours as this service is not provided by IT on call. Please take the time to familiarise yourself with these processes so you can be self sufficient and get back to working productively as quickly as possible.

Dedicated eForms request

A new request type has been added to the self-service portal specifically for eForms. If you require permissions to access an eForm in the eForms Portal or ImageNow, this is the best way to log that call.

Future Electronic Patient Record (EPR) for UHD

We are actively considering our options for the future EPR for UHD, in the context of Dorset wide similar developments. There is a possibility that we are able to attract considerable national funding to support the purchase of a new type of EPR fit for the next decade. The UHD digital programme group is planning engagement activities with clinical leaders throughout the trust. If you wish to be involved in this exciting new development please contact peter.gill@uhd.nhs.uk

Vital statistics Dorset Care Record:

During May, **49,941** patient records were accessed by **1,374** UHD practitioners

That's a substantial rise of nearly **5,000** on April's figures!

The Brief



Wednesday 6 July - 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>You said: Your comments from the June all staff briefing were invaluable. See what issues you raised, and Siobhan's response, on page 3.</p> <p>Covid guidance: Due to the increasing cases of Covid in patients and staff, we have taken the difficult decision to revert back to mask wearing in all areas. More on page 9.</p> <p>Introducing our UHD Excellence Awards for Living our Trust Values: This monthly award is open to staff and volunteers and is part of our reward and recognition programme. It's quick and easy to nominate, and winners will be chosen by our chief executive, Siobhan Harrington. See page 8 for more details.</p> <p>Our priorities for this year: Read about our organisational priorities for 2022/23, how we plan to ease the pressures on our services, and the ongoing work to transform our outpatient experience from page 5. Our first full year UHD Annual Report and Accounts has also just been published (page 8) and our new Chair Rob Whiteman has now started at UHD. You can find a Board of Directors structure chart on the intranet.</p> <p>Transformation: Our antenatal services are moving to Poole from September as part of our plans to develop a combined maternity service. See page 19 for more information and page 18 for other updates around our transformation programme.</p> <p>Patient-centred care: 'Hello my name is' - four simple words that make a huge difference in our communication with each other. See page 17 for how to get your name badge.</p> <p>#YouMatter: Our Freedom to Speak Up team helped over 200 staff last year and can support you too (page 14). There is also a range of wellbeing support listed on page 11.</p> <p>And finally: See <i>The Brief</i> for an update on manager training, our Green UHD progress, upcoming events, useful IT information, 'Network News' and much more...</p>	

Staff questions or comments (continue overleaf where necessary):

Department:

Signed:

Date: