November 2026

University Hospitals Dorset
NHS Foundation Trust

The Brief

April 2027 confirmed for our emergency and planned care move

A note from CEO, Siobhan Harrington

We are now planning for April 2027 and the next phase of changes across UHD, including the move of Poole's ED and children's inpatient services to RBH.



These changes have been designed by clinicians with patient safety and quality at their heart. They will help us treat more patients, reduce cancellations, improve waiting times and provide better care for the communities we serve.



The next few months will be critical. The work we do now will shape the experience of our patients, communities and colleagues for years to come.

I do not underestimate the scale of these changes or the impact they will have on you. Alongside winter pressures, this will be a challenging period. But I also know the strength of Team UHD. Time and again, through changes we have already delivered, I have seen colleagues come together, support one another and rise to every challenge in the interests of our patients.

Please take the time to understand your department's plans, ask questions, share information and get involved where you can.

Most importantly, support each other. Success will depend on all of us working together with a shared sense of purpose. I believe that, in years to come, we will look back on this as a defining moment for UHD and be proud of what we achieved together to improve care for local people.

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See our patients sooner



Be a great place to work



Improve patient experience, listen and act



Save lives, improve safety



Use every NHS pound wisely

Your University Hospitals Dorset

An update from our Chief Executive, Siobhan Harrington



Welcome to your November edition of *The Brief*.

It's been an exceptionally busy few weeks for us here at UHD, and across the NHS. We've been in business continuity due to exceptional demand for our services, we're seeing a rise in respiratory illnesses impacting both patients and staff, Microsoft Outlook went down nationally impacting a number of programmes, and we welcomed inspectors from the CQC who have been focusing on urgent and emergency care at RBH - and are this week doing the same at Poole.

But through it all, your focus, teamwork and care for one another has really shone through. Indeed the CQC inspectors made a point of feeding back that our teams are really caring, very dedicated and clearly want to do their best.

So having been catapulted so quickly into winter, please look after yourselves and each other. Take a look at our winter wellbeing guides, get your vaccines if you haven't had chance already, and take up our monthly winter wellness food and drink offers.

And from a patient perspective, let's continue our **focus on safety** and ensuring patients receive the **right care in the right place at the right time**. Our big phase three moves in April are not simply a 'lift and shift' - it's the start of a new era of how we deliver care, a real focus on community partnership working and alternatives to admission, and a new operational rhythm, alongside new developments and capacity coming on line in Bournemouth.

Be a great place to work

There is just over a week to go until this year's Staff Survey closes. So far 50.1% of you have given your feedback which enables us to make improvements that matter to you. There are two weeks left for people to complete the survey so we are now giving teams that achieve a response rate of 65% or above, £10 for every survey returned. This funding could be used to celebrate together as a team, take some time out for wellbeing activities, and continue the conversations around improvement.

In Team UHD, some **5,000 colleagues have now been through a significant change to their working life. And we know another 2,060 more have a fundamental change to come**. That's why continuous feedback and improvement is vitally important. For those of you in your 'new homes', please take this opportunity to spend time with your teams and look to the future for your service.

A key part of future planning is to have your appraisals. My congratulations to E3 ward at Poole for completing all their appraisals! I know how challenging it can be to make time for this alongside everything else that comes our way, so thank you.

Our networks also continue to provide brilliant support to colleagues and I encourage you to become a member or an ally. This week is Transgender Awareness Week, a chance to learn, tackle healthcare inequalities and create safer services and workplaces for trans and non-binary patients and colleagues.

See our patients sooner

Over the last month, our biggest performance challenge continues to be our urgent and emergency care pathways. We have just finished our first Better Flow, Better Care Week, an opportunity to challenge ourselves to work differently where it benefits our patients and colleagues, reduce delays, and deliver the right care, in the right place, at the right time. We are gathering the learnings and will share these with you. We have received additional investment for discharge pathways which is welcome.

Our teams working on planned care and our elective work are also pressured and we are maintaining our operational performance - a big thank you to everyone and especially our booking teams. Cancer care

remains a priority and we are seeing improvements.

Every month Care Group leadership teams meet with the Executive Team to look at how we're doing. Our Patient First Team is working to ensure that this translates into action at Specialty level. You can find out more about the progress we are making on page 7, or even better, join us at our weekly **Together Tuesday sessions** at 8am at RBH in the atrium where different teams talk about what they are doing. We'll be bringing this to Poole in the new year.



Improve patient experience, listen and act

As well as all the work going into our big April moves that will transform the way we deliver care, new facilities are coming on line such as the new Acute Medical Unit and Older Persons Assessment Unit at RBH - they are due to open in December, supporting better same day emergency care and assessment.

Our patient voice is pivotal to the success of what we are trying to achieve. The Government has announced that it will retain and strengthen Healthwatch England and local Healthwatch organisations. Their independent voice, oversight and challenge help build public confidence and ensure patients' experiences shape better services. As a Trust we need to continue to listen and act, to our patients and to our staff.

Use our NHS pound wisely

We are currently on track with our financial plan and our focus remains on recurring savings, particularly linked to April's reconfiguration, and planning for next year. You know your services best, please keep bringing forward your ideas about *'it would be even better if...'*.

So please continue to speak up and speak out. We know the challenges will continue to come at us throughout this winter but together we can build on our progress and face the pressures ahead, keeping patient safety and your wellbeing at the heart of everything we do.

Thank you,

Siobhan

Vital statistics - October

- We saw **45,246** patients in our outpatient departments
- ...and an additional **9,721** virtually
- Carried out **2,026** day case procedures
- Supported the birth of more than **343** babies
- Attended to **16,335** patients in our emergency departments
- Cared for **209** patients at the end of their lives
- Started **233** patients on their radiotherapy journey

Thank you #TeamUHD

From page 1

What are the next steps?

Teams affected by the changes are developing detailed workforce and move plans, including consultation, rostering, training, orientation and simulation exercises. Our **network of Move Champions** across all moving services will help keep teams informed and act as a link between local services and the wider move programme.

Over the past year, ward refurbishment work has taken place across our hospitals to ensure clinical areas are 'reconfiguration ready' ahead of the April 2027 move. This means making sure wards and clinical areas are ready to safely support services moving between sites.

Better Flow, Better Care

Why not home? Why not today?

We also recently introduced Better Flow, Better Care, our new way of improving patient flow. It is helping us reduce unnecessary delays and supporting timely discharge when patients are ready to leave hospital. Better Flow, Better Care will help us to go ahead with our reconfiguration despite the Coast Building delay.

Testing our April move

In summer 2026, teams took part in a mock move exercise across Poole and Bournemouth. The exercise tested a highly coordinated sequence of patient transfers, including the roles, timing and communication required to move patients safely between sites. It gave us valuable learning and reassurance that our plans are progressing well.

Watch this short video from the mock move, showing how patient transfers will take place. Another mock move is planned for early 2027 as our preparations continue.

Looking ahead

Over the coming months, we will share more information about the upcoming changes and what colleagues can expect as we move closer to April 2027. Thank you to everyone who has supported the transformation programme so far.

Keep up with the latest transformation updates on our dedicated intranet pages.

More changes taking place

Our new **Endoscopy Hub** in Poole is now open and welcoming patients. This modern facility is already helping teams increase capacity, reduce waiting times and provide a better patient experience in a purpose-built environment.

The endoscopy move has also enabled **dermatology and rheumatology** services to reconfigure across our Poole and Christchurch sites, enabling them to offer their services across Dorset.

In December 2026, our new Acute Medical Unit (AMU) and Older People's Assessment Unit (OPAU) open at Royal Bournemouth Hospital. The new units will ensure our patients are assessed and treated as quickly as possible without the need for hospital admission.





Also in December, overnight urgent care appointments are coming to the Urgent Treatment Centre at Poole, enabling NHS 111 to refer patients between 12 midnight and 8am, if appropriate. This increase in hours will help ease the pressure on our extremely busy ED.



How can you influence patient safety in your role?

The talks from our annual Patient Safety Conference - *Together for Safety at UHD: Connecting People and Processes* - are now available on the Safety intranet pages.

Watch, reflect and consider: **What can I do differently to make care safer for our patients, colleagues and communities?**



The power of civility: Dr Joe Farmer, Co-Founder of Civility Saves Lives, challenges us to think differently about the impact of our behaviour at work. Creating a respectful and psychologically safe culture is not simply a "nice thing to do" but a critical component of delivering safe care.



Making an impact: Helen Hughes, Chief Executive of Patient Safety Learning, encourages us to think beyond incident reporting and focus on how organisations become true learning systems. Her message aligns strongly with our commitment to the Patient Safety Incident Response Framework (PSIRF) and our ambition to continuously improve the care we provide.



How the Heck Can It Be Safe If It's Not Digital: Chief Digital Officer, **Beverley Bryant**, reminds us that effective digital transformation depends on good design, clinical involvement, implementation and continuous learning. She also sparks thought-provoking discussion on the use of AI.



Turning incidents into improvements: Dr Jess Wiggins, Associate Medical Director for Quality and Safety's talk brings the principles of PSIRF to life and is a powerful reminder that learning is only valuable when it leads to action and sustainable change.



Listening differently: Dr Saskie Dorman, Consultant in Palliative Care at UHD, introduces the concept of 'clean language', demonstrating how a simple set of questions and listening carefully to the responses can strengthen communication, improve psychological safety and help people feel genuinely heard.



It ain't what you do, it's the way that you do it: Dr Kenwyn James, UHS surgeon, explores the human factors that influence patient safety. He reminds us that systems, processes and checklists are only effective when they support meaningful communication, teamwork and professional judgement.

As we move forward with our teams, the question remains: How can I influence patient safety in my role? **#UHDSafetyCrew**

UTC advice and appointment line improves patient experience



Patients attending the Urgent Treatment Centre at Poole and RBH are benefiting from a new advice and appointment line, introduced to create better access to the right care.

The UTC appointment line enables healthcare services - including NHS**111**, South West Ambulance Service, and community practitioners - to contact a dedicated team at UHD who can arrange an appointment in the UTC, advise them to walk into the department, or direct patients to alternative services where appropriate.

Since the line was introduced in May, more than 500 patients have been given appointments every month.

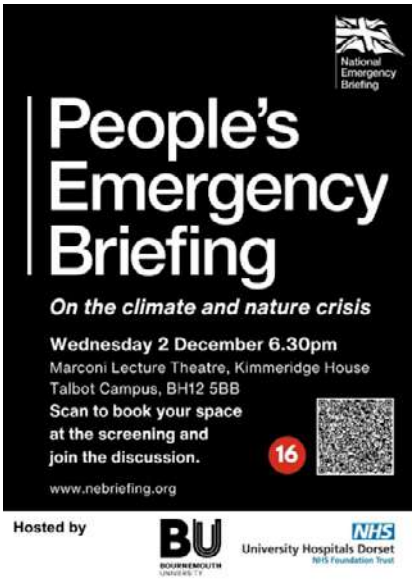
UTC lead, Matt Morris, said: **“Previously patients were directed to attend the UTC without a booked appointment time, leading to unplanned arrivals, crowded waiting areas, repeated assessments, or being asked to come back at a later time. By having this dedicated advice and appointment line, we can create a more coordinated patient journey and a better experience for our patients.**

“We have already seen reduced waiting times and are able to see those with greater needs more urgently. It’s helping ensure our community gets the right care, in the right place at the right time.”

The team is now looking to open the line for longer and to introduce more experienced clinicians into the advice process.

People’s Emergency Briefing

How are climate and nature changes impacting our life in the UK - and what can we do about it? This People’s Emergency Briefing is a 50-minute film featuring leading UK scientists and experts exploring the impact on extreme weather, food, security, health and wellbeing and the cost of living. Join us from 6.30-8.30pm on Wednesday 2 December, at Bournemouth University’s Marconi Lecture Theatre, Talbot Campus to find out more.



The film will be followed by a panel discussion about our health and the part local healthcare insitutions have to play when responding to the climate crisis. Speakers include:

Richard Renault, Chief Stategy and Transformation Officer, University Hospitals Dorset

Cllr Andy Hadley, Cabinet Member for Climate Mitigation, Environment and Energy, BCP Council

There will also be an opperunity to find out more about the work being done by local organisations, businesses, and community groups that link closely with the topics explored in the film. This is a fantastic opportunity for networking and developing partnerships.

Please click here to book your spot - BU & UHD Sustainability Screening of ‘National Emergency Briefing’ Tickets, Wednesday 2 December • 6:30 PM - 8:30 PM | Eventbrite

Patient First - An update on our Breakthrough Objectives

What are our priorities? Are things getting better?

These are the questions that get answered each month in Strategy Deployment Reviews (SDRs). Care Group leadership teams meet the Executive Team and for 90 minutes, look at how we're doing, whether plans are working or need adjusting and what we can celebrate. The same approach happens with directorate teams.

The Patient First Team is working to ensure that this translates into action at specialty level, and within individual teams through driver and improvement boards and huddles.

Is it working?

We have made good progress against our 18-week Referral to Treatment objective and are currently meeting our improvement trajectory. More than 65% of patients have met this target in every month of 2026-27 so far.

We are applying the same improvement methods to all our cancer pathways. Dermatology is doing especially well, and focused work in Colorectal and Gynaecology is underway.

See more statistics in our Annual Report here.

Patient First

Provide excellent healthcare. Be a great place to work.

Celebrating success

If you'd like to experience this progress for yourself, join us every Tuesday at 8am for 10 minutes of celebrating improvement. **Together Tuesday** takes place in the RBH atrium and is an opportunity to recognise the great work happening across our teams. Following a successful pilot and positive feedback, we're planning to introduce a similar series at Poole, while also exploring how we can make these celebrations more accessible to staff across our sites. It's a great example of how we bring our value of **Always Improving** to life.

Looking ahead, we are already starting to think about what will be the small number of objectives for 2027-28. If you would like to feed back on our UHD Trust objectives then contact our Patient First team.

To read more, please click here Strategic themes



Winter wellness
Your November offer

Thrive health + wellbeing

As a thank you for your continued dedication over the busy winter period, we are giving all staff one free catering offer each month. This is part of our Thrive Health and Wellbeing initiative, supported by UHD Charity.

You will have received an email containing a voucher to claim your November offer - free soup and a roll, redeemable at selected UHD catering outlets.

This offer is available 9-30 November 2026.

Vouchers may be redeemed in the following UHD catering outlets:

RBH: Oasis Restaurant (12-2pm and 5-6.45pm)

RBH: West Coffee, Atrium Coffee (Monday-Friday, 12-2pm)

Poole: Dolphin Restaurant (12-2pm and 5-6.45pm)

Christchurch: Fairmile (Monday-Friday, 12-2pm)

To scan the voucher at the till on your phone, please increase the screen brightness to maximum.

Thank you to the Catering Team for all their hard work to make the vouchers possible. Please remember to be kind and treat them with respect as they facilitate this offer for you.

Team UHD: Don't let flu get to you this winter!

Flu vaccination is one of the best tools we have to protect the health of our patients and colleagues, easing winter pressures and reducing the risk of avoidable disruption to our services. The vaccine is safe, effective, and quick to get. Most people have no side effects or just mild symptoms for a day.

Bookable flu clinics in Occupational Health can be booked online here or by clicking the pink bar on the homepage of the intranet

You can also visit the drop-in clinics. Upcoming dates can be found here and are updated frequently.

Have our UHDefenders visit your department

If you don't have a peer vaccinator and you are having a planned departmental team meeting, you can request Occupational Health to visit your meeting to provide vaccines. Times and dates are limited so please provide as much forward notice as possible.

To arrange, please email **uhd.teamflurequests@nhs.net** with a contact name and the date, time and location of your meeting.

Please bring your NHS number and wear clothing that allows easy access to the upper arm for vaccination.

Everyone who has their vaccine will be given hot drink voucher in our Trust-run food outlets, with thanks to our UHD Charity. More information here.



A message from Sue Smith, our Interim Chief People Officer

Thank you to everyone who helps make UHD a great place to work. Your feedback plays a huge role in helping us understand what's working well and where we can improve.

That is why we are now giving teams that achieve a response rate of 65% or above, £10 for every survey returned. This funding could be used to celebrate together as a team, take some time out for wellbeing activities, and continue the conversations around improvement.

Nearly 5,000 colleagues have already shared their views. Please join your colleagues and use the 2026 NHS Staff Survey to tell us about your experience of working at UHD before 27 November.

As a thank you for taking part, you'll also receive a £3 voucher to spend at Trust-run food outlets, kindly funded by UHD Charity. Survey invitations have been emailed from **pickerstaffsurvey@qualtrics-research.com**. If you need any help, contact Picker on **0800 103 2818** or **PickerNSS26@picker.org**.

What happens to your feedback?

Your feedback helps shape the actions we take as a Trust and within teams.

We cannot see who has completed the survey or how individuals have responded.

NHS Staff Survey

Speak Up Spark Change

Results are anonymous and reported in a way that protects staff confidentiality. We can only see overall completion rates for teams, not the names of individuals who have or have not completed the survey. Read our FAQs and confidentiality information sheet to find out more.

The survey only takes a few minutes to complete, but the impact of your feedback lasts much longer. Click here to see what you have helped to achieved so far.

The NHS Excellence Awards 2027 are now open!



The NHS Excellence Awards 2027 celebrate the outstanding work taking place across the NHS, recognising the teams, colleagues and partnerships improving care and making a difference to patients and communities.

With 11 awards across 10 categories, there are opportunities to showcase local innovation, service improvement, better outcomes and excellent partnership working. Entries are free and open to eligible NHS organisations and partners in England.

Entries close at 12noon on Thursday 17 December 2026. If your team is making a difference, share your achievements and inspire others across the NHS. Find out more and enter: **www.england.nhs.uk/nhsawards**

Also, don't forget to check out the new External Awards intranet page to see the full list of awards that are available for teams and individuals to apply for.

Your new BEAT VLE is here

Our new Virtual Learning Environment (VLE) is now live, making it easier to access training, track learning records, and complete mandatory education in one place.

Benefits:

- Easier to book face-to-face classes - F2F classes can now be booked through the new BEAT VLE, not through ESR. If you've already booked classes on ESR don't worry, these will have been transferred to the new VLE. Please note that 2027 dates are not on ESR, they'll be available to book via the new VLE.
- We've kept the Green Brain - you told us you like the Green Brain and it's well established within UHD's culture so it has come with us to the new VLE.
- Digital training is on the new VLE.

What you need to do now

Ensure you have an nhs.net account and check that you can access it. This is the way you will log in to the new VLE. Contact the IT Service Desk if you're unable to access your **nhs.net** account.

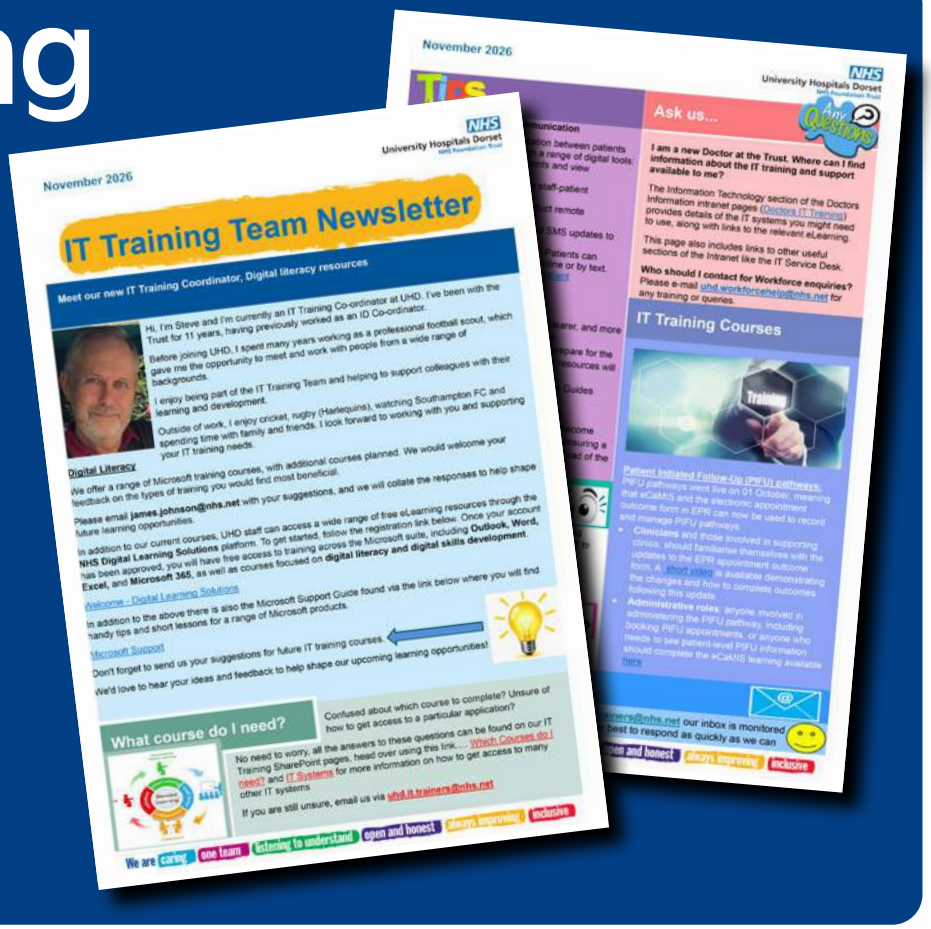
BEAT
BLENDED EDUCATION AND TRAINING

IT Training

The next edition of the IT Training newsletter is now live!

You can read it here: [IT Training November Newsletter 2026.pdf]

Have an idea for future content? We'd love to hear from you at uhd.it.trainers@nhs.net



UHD Charity update

University Hospitals Dorset NHS Charity
Registered Charity No.1057366



This Christmas, your hospitals' charity is helping to bring festive cheer to patients, their loved ones and staff across our hospitals.

We are providing:

- Funding for gifts for patients who will be in hospital on Christmas Day
- Specific funding for festive decorations for wards and departments across the Royal Bournemouth, Poole and Christchurch Hospitals.
- We know that no one wants to be in hospital on Christmas Day, and staff will be working hard to get as many patients home as possible. But for those patients who do need to stay in hospital over Christmas, along with their loved ones and the staff caring for them, special festive touches can bring much-needed joy.

Applications for decorations and presents must be made by Friday 20 November. Terms and conditions and how to apply can be found on the intranet here.

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

Follow **@UHDCharity** on: Facebook Instagram and X (Twitter)

Visit **UHDcharity.org**, or contact the office on **0300 019 4060/8449**

TheBrief

Wednesday 18 November – please spread the word

Please use this sheet to communicate key messages for this month to your teams. Return your form to Siobhan Harrington, CEO, or email it to uhd.communications@nhs.net

	Shared?
Transformation: For an update on the confirmed April 2027 date of our emergency and planned care moves, head to the front page. More transformation information around endoscopy, dermatology and rheumatology moves, as well as other upcoming moves of AMU and OPAU can be found on page 4. There are also details on what urgent overnight care will be available at Poole going forward.	
Patient safety: To find out how you can influence patient safety in your role, head to page 5 where you can watch various videos from the Patient Safety Conference.	
UTC advice and appointment line and People's Emergency Briefing: Information on the new UTC advice and appointment line can be found on page 6, detailing how this facility will improve the patient experience. On page 6 you can also find details of a People's Emergency Briefing.	
Patients First: for an update on our breakthrough objectives and how Transformation Tuesday is helping to change thins, see page 7.	
Winter wellness and flu vaccinations: To see more information on the latest staff winter wellness offer and how you can get your flu jab, head over to page 8	
Staff survey and NHS Excellence Awards: Find out more information about our staff survey incentives and how you can apply for the NHS excellence awards on page 9	
Let's talk about IT: Can be found on page 11, introducing the new BEAT VLE system.	

Staff questions and comments:

Department: **Signed:** **Date:**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Use every NHS pound wisely