

The Brief

October 2021



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One year of Team UHD

Your University Hospitals Dorset

An update from chief executive, Debbie Fleming

Welcome to your October edition of *The Brief*, a very special anniversary edition as we celebrate our first birthday as Team UHD, look back over a year that I'm sure none of us will forget, and look forward to a very positive future.

In October 2020, when we first came together, I wrote: *"Many years of work have brought us to this moment of merger, and in every situation, our three much-loved hospitals will continue to be great places to work, and we shall be even stronger having come together."*

Fast forward 12 months to October 2021, and we can see that this is very much the case. We are indeed much stronger, we are indeed more resilient - and we have so very much to be proud of. The past year has been extremely challenging, but everyone within Team UHD has pulled together to ensure that we could maintain essential hospital services.

I have also been so impressed by the way in which our teams have continued taking forward our transformation and estates programme, despite such a turbulent environment. What better way to mark our first birthday than with the unveiling of the name of our major new construction at RBH: 'The BEACH Building'. The idea came from Lisa Stooks, one of our librarians, and it was fantastic to join Lisa on the building site to announce the name. Read more on page 7.

With all the change that is happening all around us, all the time, it is easy to lose sight of the reasons why we have embarked on this journey - why our hospitals now resemble building sites; why we are 'thinking big' to tackle our waiting lists; why we are working to establish an integrated care system for Dorset. The answer is quite simple we are all committed to improving services, and this is all because we care. 'Caring' is one of the core values for UHD, the values that we have developed together, that will impact on the way in which we treat our patients and treat each other, for many years to come. We look back at just some of the ways we've been living our values on

page 19, while my colleague, Dr Matt Thomas, gives his musings on 'what matters' on page 5. Please do take a look.

Our three hospitals have been through a lot this past 12 months, but I hope that like me, you now see yourselves as being part of the UHD family - a family that welcomes one another, looks out for one another and steps in to support one another when this is necessary. Many of you have started working in different parts of UHD over the past 12 months, and we know it takes time to get used to an unfamiliar environment. As such, I hope the new cross-site working guides will be really helpful. With their top tips for getting around, eating and parking, they sound a bit like a travel guide - but hopefully, they will make life that little bit easier for everyone going forwards. Turn to page 8 to find out more.

Covid-19 continues to have a significant impact on our work and the risk of a potential surge in cases continues to feature very highly in our demand and capacity planning. Thank you to all those who have this front and centre in their work, and to all our vaccination team who are working over the weekends to provide the Covid booster jab alongside the flu jab for our colleagues. The pandemic has not only highlighted the fantastic work and innovation of Team UHD - turn to page 4 to see how our Think Big project is becoming a reality - but has also shone a spotlight on some areas of the hospital we don't typically all encounter day to day. Dr Liz Sheridan shares an insight into the world of our labs and microbiology on page 14, a workforce that has been integral to managing this virus. Thanks, Liz.

Alongside Covid, we have experienced sustained increases in demand for other emergency treatments, and the pressure has been exacerbated by the high numbers of patients whose discharge has been delayed. Patient safety of course remains paramount, and despite experiencing some delays at the front door, through close collaborative working with our partners in particular, our SWAST colleagues -

essential emergency and urgent care is being maintained. We have also opened our winter escalation beds, which we know both eases pressure while creating it elsewhere. Thank you to all those who work so hard to strike this balance every day.

With this constant pressure on our services, we really do need to look out for one another and to speak out when something isn't right. October is Freedom to Speak Up Month, and I encourage you all to find out more about the importance of speaking up, and listening, on page 17.

This really is a bumper edition of *The Brief*, so please do take a moment to look through and reflect on our past year. It's been a real time of reflection for me personally, as at the end of March next year I shall be retiring from the NHS after nearly 38 years' service and stepping down from my role as chief executive of UHD. I feel incredibly privileged to be the chief executive of such a fantastic organisation, made up of so many talented, skilled and dedicated people. I really am confident that having successfully achieved our

merger and established a strong platform for our new organisation, we are well-placed to appoint a new chief executive, who will take UHD through the next important phase of its journey.

In the meantime, there is lots to do, and no better people to do it with! Thank you.

Debbie Fleming
Chief executive



Happy birthday, UHD!

You can watch Debbie's special video message to celebrate our one year birthday as UHD [here](#).

We also used our social media channels on the day to look back over a year of achievement, and showcased an updated version of our special "We're here to care for you" poem. Take a look [here](#) and see if you can spot any of your colleagues. **#HappyBirthdayUHD**



Think Big, build big!

The top floor of Beales department store in Poole's Dolphin Centre is being transformed into an outpatient assessment clinic. This is part of our 'Think Big' initiative to help tackle our waiting lists and bring diagnostic services closer to the community.

Many of the team on the ground were involved with the build, design and kit out of the first Nightingale hospital in London's Excel building. They have been using similar fast build and modular solutions to help optimise the space, working closely with our clinical colleagues throughout.

The team worked flat out over the course of a week to get the main structure in place, creating **2,600** square metres of partitioned space. They used **24,000** metres of metal stud and **12,000** metres of cabling in the construction. Some **1,000** metres of plumbing

pipework has also been added so we can install the hand basins needed for the clinics. To house the breast screening equipment, the team had to construct a lead-lined area to protect patients and staff. The lead alone for this weighed **3,200kgs**.

It is not just the teams and skills from the Nightingales that have been used, for the **4,200** plasterboards used to create the walls, **1,000** were repurposed from the Nightingale stock, as well as over **200** light fittings, **90** doors and the nurse call systems.

Thank you to all our partners for making this idea a reality. Now the basic infrastructure is in place, we need to kit out with clinical equipment ready to welcome our first patients later this year to the outpatient assessment clinic at Dorset Health Village.



Want to know more?

See our [FAQs](#) on our outpatient assessment clinic and watch a time lapse of the build at Beales [here](#).





Matt's musings

with Dr Matt Thomas, deputy chief medical officer

As one year of UHD passes by, a window of time for some reflection gave me the opportunity to consider 'what matters most'.

For the patients, we must think about what matters most to them, particularly important in my own specialty when dealing with older patients living with frailty.

This requires compassion - the first steps of which are giving the time to the patient and active listening. Something we can all be troubled with when under pressure but so worth while investing in.



It was pleasing to see an email from a consultant colleague who reflected upon 10 days of being on call. He was at pains to point out to me the many colleagues he had witnessed delivering such compassion, to both the patients and each other.

It is reassuring that in all the hardships of the last 18 months this remains a strong part of our DNA.

It also made me consider what matters most to **my colleagues** and it is clear from recent conversations that IT matters a lot, carries a lot of risk and is creating angst in many areas (both within secondary care and primary care). I have no answers but hear your concerns and will

try and reflect that as often as possible in forums where change can happen. We often hear technology being cited as an answer, but it is only an aid and should never be a hindrance.



It is also important that we are compassionate to **ourselves** and reflect those principles of compassion inwardly, understanding the challenges we face, caring for ourselves and taking the action needed to help. On this last point we live in an area that is set to help us, as blue (sky / water) environments and green (trees / parks etc.) environments are the best for recharging. As the weather closes in wrap up warm and step outside.

You may also have concerns **for others** that spread farther afield and matter to your personal values. For example, the Afghan relocations and Assistance Programme (ARAP) has seen 21 families arrive within our locality. It is important we support the CCG and primary care (who are leading the support) in ensuring good healthcare for these families who have been through experiences we would hope never to have happened in a modern world.

Continuing to think globally, some may be concerned that

we (political decision, not local decision) are embarking on further **vaccination** when areas of the world are struggling with delivery. I leave that to debating over a walk by the sea or in the park. We are where we are.

Besides all this, **Covid** is still around and we are still having to maintain separate pathways to ensure patient safety. This creates difficulty, so please support the operations teams as they do their best to accommodate both pathways. I anticipate flux in the numbers of these pathways over the winter to accommodate the surges that we may (or may not) see.

And as we look forward at what may happen, we should remember that this is still a new disease about which we learn more each day. Rising from nowhere into the peaks and troughs that we have now become so used to. Treatments have been tried, some successful, others less so. Still new ones arrive month by month.



All these treatments have one thing in common, they require **you** to deliver them. Keeping yourself well and being treated with compassion yourself is key as without you our patients would only suffer.

Stay safe all, get rest when you can and remember what matters most to your patients and you.

Matt



▲ Liam Johnson, senior physiotherapist usually based at Christchurch, and Vicky Sievey, cardiac rehab specialist nurse from RBH, were just two of the staff on duty on the first weekend at Poole Hospital

Roll up for our winter-ready clinics

Around a fifth of Team UHD have already received their Covid-19 booster vaccination, as well as a flu jab, in the first two weekends of our winter-ready clinics.

The clinics will alternate between Poole and RBH until 5 December and later this month we will be welcoming health and social care colleagues who meet the criteria from partner organisations.

“I’m delighted that so many staff have protected their winter health in just the first two weeks of the clinics,” said Gemma Lynn, head of occupational health. *“It is really important to gain maximum protection against these two viruses this winter, not just for the individuals receiving their jabs, but for their families and our patients too.”*

“It has been great to see so many staff from across UHD come together to make these clinics happen for the benefit of their colleagues.”

Visit the intranet to find a useful FAQ and a link to the online booking portal. Please email **covid.vaccine@uhd.nhs.uk** if you experience problems or need to amend your booking.

The Joint Committee on Vaccinations and Immunisation has recommended Covid-19 booster vaccinations and flu vaccination can be delivered together in hospitals, while Public Health England is urging all health and social care staff to be as protected as possible this winter, by having both forms of protection.

Location	October	November	December
Poole	16-17, 30-31	13-14, 27-28	4-5
RBH	23-24	6-7, 20-21	

Transformation update

'Life's a BEACH'

Our first birthday as UHD was the perfect opportunity to announce the name of our major new construction at RBH: 'The BEACH Building'.

The name followed a consultation with you, our staff, and saw hundreds of suggestions. BEACH represents what happens in the building: Births, Emergency care, And, Critical care and child Health.

The idea came from Lisa Stooks, one of our librarians. Debbie Fleming, chief executive, said: "The BEACH Building was way by far the most popular name considered, and was supported by representatives of all the clinical teams who will work in the building.

"We are so grateful to Lisa for her suggestion and were delighted that she was able to join us to announce the new name."

Richard Renaut, UHD's chief strategy and transformation officer, added: "The BEACH Building is clear, logical and descriptive - it also sets us apart as being a 'hospital by the sea'."



The new building will open in autumn 2024 and forms part of the £250m transformation of UHD's hospitals, which has recently had final HM Treasury approval. The total programme of works runs up to 2026 and includes investment to develop Poole Hospital as the major planned care hospital for east Dorset and ambitious plans for Christchurch Hospital to support ongoing patient treatment.

What's happening at Poole?

The latest construction newsletter for Poole Hospital's local neighbours and businesses has just been published. It provides 'at a glance' information on latest progress, including the preparations for the concrete foundations and basement floor, details of initial work to create the frame of the new building as well as positive support from St Mary's Longfleet church. Read it [here](#).

Looking ahead: October to December 2021

- Initial work to create the frame of the new building
- on-site deliveries to include concrete, steel and other materials for the new building
- reduced number of vehicles on the road as main concrete completed

See our plans for the new theatres department

As part of the UHD virtual Open Day in September, Mr Paul Pavlou, consultant orthopaedic surgeon, explained the development plans for our new operating theatre department at Poole Hospital. The film was part of a series of videos that went live at www.uhd.nhs.uk/openday2021 for the support of SML during the construction works.

Positive support from St Mary's Longfleet church

We were delighted to receive this message from St Mary's Longfleet (SML) church - the hospital is extremely grateful for the support of SML during the construction works.

"We have built on our relationship during this construction work, working together to ensure minimal disruption - we look forward to continuing this relationship."

Kym Powell, SML church administrator

Watch out from 9 to 15 October as the church spire turns pink and blue for Baby Loss Awareness Week in collaboration with the Poole!

We apologise for the disruption these building works may cause and thank you for your support. If you have any questions or comments, please contact us via: Poolebuild@uhd.nhs.uk

Investing in Poole Hospital

Welcome to the latest edition of our construction newsletter, in which we aim to keep works at Poole Hospital.

What's happening?

Now that the crane is in place, preparations for the concrete foundations and basement floor are well underway. The concrete slabs is being created with responsibly sourced steel rebar rods that are formed from 90% recycled materials. The rods vary in diameter and shape some are up to 2.5cm, and are secured with wire ties and all fixed by hand. This is a labour-intensive task for our team of steel fixers.

Did you know that...

- the tower crane was installed using a 350-tonne mobile crane
- the crane was installed over one weekend and you can watch here with our speeded up timelapse footage... <https://youtu.be/5wUyJgTWw>
- up to 200m³ (cubic metres) of concrete is being poured per day - equivalent to almost 1,000 bathtubs!
- the area of the basement is the equivalent of three doubles tennis courts (627m²)
- for safety the rods have yellow 'mushroom caps' so anyone accidentally falls they are not impaled.

Transformation update

Our UHD **A** to **Z**

With more and more of us working away from our 'usual' hospital site, we've designed site guides for RBH and Poole to help you on your way. The guides are a 'one-stop-shop' for the information you'll need, including:

- refreshments and shops
- meeting rooms and other facilities
- IT and digital technology
- parking, safety and security
- useful contacts

Dr Isabel Smith, consultant anaesthetist and medical director for strategy and transformation, said: *"We're really pleased with the guides and hope they'll prove to be a useful resource for colleagues alongside department induction and mentoring arrangements."*

The guides can be downloaded [here](#) and can also be found on the UHD app. The Christchurch Hospital guide is coming soon.

New operating suite to enhance surgical capacity

A 'modular theatre' extension is to be added to the Derwent at RBH - increasing orthopaedic surgery capacity of the current two theatres on site and helping to reduce waiting times.

Modular construction means the actual theatre is constructed offsite so it can be installed in relatively short time. The style of construction also fits with our sustainability goals with overall carbon emissions expected to be less than comparable buildings.

The initiative has brought a range of teams together to manage the project, including

clinicians, nursing staff, estates, infection control facilities as well as the transformation team.

The modular theatre is expected to be delivered on site in late November and will be accepting its first patients by January 2022.



UHD noticeboard

AHP Day!

On 14 October, the 14 allied health professions will be celebrating the 14 allied health professions! AHPs are the third largest clinical workforce in the NHS and this day is an opportunity to come together, celebrate and showcase to others the impact they make to deliver high quality care. Look out for displays in the dome and atrium for more information.



Be Active

Be Active is a great new UHD initiative that encourages us to get up and get moving for health and wellbeing. A number of classes are now available on our sites, including pilates at Poole, and yoga, circuits and pilates at RBH. You can also find out about established groups, like the UHD Running Club. Check out the Be Active intranet pages [here](#).

Celebrating Black History Month

October is Black History Month in the UK, and as the NHS is the largest employer of people from black and minority ethnic backgrounds in the country and across Europe.

Across the NHS there are events running that aim to celebrate, empower, and give platform to our black colleagues. There are a huge range of events and seminars available, [click here to find out more](#).

Keep an eye on our UHD social media for stories and opinions from across UHD, and if you would like to get in touch and share your experiences, thoughts and opinions around Black History Month, email BAME@uhd.nhs.uk

BAME

(Black Asian and Minority Ethnic)



UHD noticeboard

A warm welcome!

Welcome to the 18 new registered nurse degree apprentices who have joined Team UHD. They are working as healthcare support workers in wards across our hospitals while studying with Bournemouth University and Solent University to become registered nurses. We look forward to watching them grow in to our future nursing teams!



Elf Dash 2021

Our first UHD Charity Christmas event is here and you're invited! Join us at Branksome Dene Chine Community Room from 11am on Saturday 4 December then run, walk, skip or dance your way along a festive promenade route followed by a visit to Santa in his grotto.

Elf Dash tickets are £10 for adults and £6 per child and include tasty refreshments, a visit to Father Christmas and a special gift for children, as well as an elf hat and medal for all taking part. More sign up information coming soon! Follow @UHDcharity across social media or visit UHDcharity.org for the latest news.



University Hospitals Dorset
NHS Charity

Registered Charity No. 1057366



Mini Schwartz Round Different lives

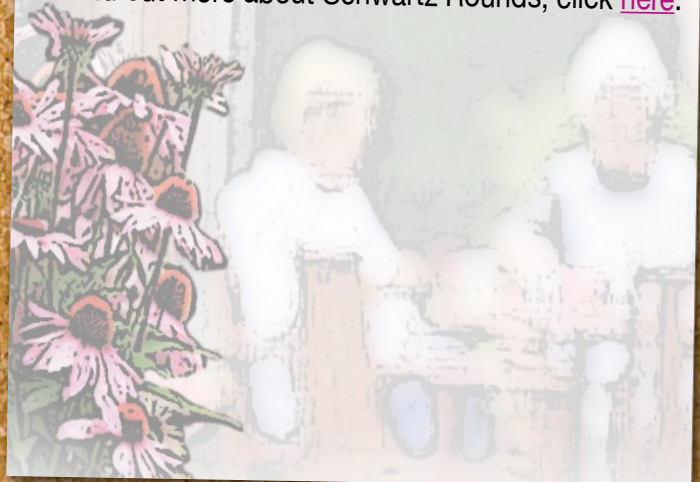
When patients make choices that we find challenging.

The next mini Schwartz Round will take place via  Teams on 19 October between 2-3pm.

Open to our UHD palliative care team only.

Email simone.burne@uhd.nhs.uk (Forest Holme) or Julie.allen@uhd.nhs.uk (Mac Unit) for the link.

To find out more about Schwartz Rounds, click [here](#).



Let's get social

It's been another fantastic month for our social media channels, packed with daily news updates, health information and of course, celebrations of the amazing work of #TeamUHD.

Our Twitter posts were viewed over 180,800 times, while over on Facebook our posts were read over 244,904 times. Some 774 people interacted with our content on Instagram and our YouTube videos received 3,358 views.



On Facebook our top post reached over 15,100 people and was a picture snapped by our sustainability and carbon manager, Stuart Lane, highlighting the importance of our environment for our patients.



uhd_nhs • Following
Beales of Poole

uhd_nhs Behind the scenes at our Think Big project!

Meet Chris, Roman, Vilad, Bill and Joe from CFES Construction.

These are some of the very same builders who put together the first Nightingale hospital in London, and now they are down in Dorset supporting #TeamUHD and our patients by putting together our brand new outpatients assessments clinic.

These builders are working incredibly hard to transform this space, and we couldn't be more thankful for their enthusiasm in supporting the NHS.

Liked by mrsbruceoatch and 44 others
5 DAYS AGO

Add a comment... Post



Some 1,322 people saw our Instagram post snapped at Beales and showing the construction work that is ongoing to transform the space into a fantastic outpatients facility.



Nearly 500 people have tuned in to take a look around St Mary's Maternity Hospital on our YouTube channel, finding out what people who give birth should expect when they arrive.



University Hospitals Dorset NHS Foundation Trust
@UHD_NHS

"I can honestly say I have never woken up + not wanted to come to work..." A very fond farewell to chief pharmacist Jacqui who is retiring after 34 years in the NHS. So many achievements + such dedicated service. We'll miss you! #TeamUHD @sammurray1000 @sjkmacklin @RenautRichard



3:13 PM • Sep 17, 2021 • Twitter Web App



Hundreds of friends and colleagues liked our Twitter and Facebook posts celebrating the retirement of Jacqui Bowden after 34 years in the NHS.

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

Green UHD: in action



Who needs spray anyway?

PROBLEM:

Ethyl chloride is a local anaesthetic spray that provides a sensory cold sensation to check spinal and epidural anaesthesia blocks. It is used most often during hip and knee replacements and once released into the atmosphere, stays there for up to two months. It is toxic to animals and affects the growth of plants, and has a large carbon footprint as it is purchased from eastern Europe.

DISCOVERY:

When a bag of more than 60 cans of ethyl chloride was taken away for disposal, only to be told it would have to go through domestic waste, our main recovery and Derwent teams jumped into action. While gathering data on how much spray was used in the two areas, they found solid stainless steel sticks with handles in their fridges. These absorbed the cold and could be held against a patient's skin to provide a similar ice-cold sensation.

SOLUTION:

The teams asked staff to record their experiences of using cold sticks and they were found to be efficient. They then reached out to a local manufacturer who was able to design them to the specifications required, significantly reducing their carbon footprint. By making this small change, the department could save £25,000 over five years.

RESULT:

Since the project began, all 15 theatre areas and recovery are using our cool sticks, with huge environmental and cost benefits.

Staff nurse, **Helen Spencer Jones**, said: *"We are so proud of how we all pulled together as a team to make this change. As a team we all have a passion for sustainability and the reduction of waste."*

We are presenting our findings at national conferences and we have other trusts wanting to find out more. It's great to know you have made a difference even if it is a small one."



GUHD



Have you been helping to put our Green Plan into action?
Let us know at greenuhd@uhd.nhs.uk or go to our [Greener UHD pages](#) on the intranet.

Sending COP26 a clear message on climate change

In the run up to the UN Climate Conference in November, [COP26](#), and one year on from the launch of the [NHS Net Zero Carbon commitments](#), the health community around the world is coming together to send a message to national leaders and country delegations, calling for real action to address the climate crisis.

The next few weeks are an important time to reflect on progress made and to encourage governments to be ambitious in their efforts to mitigate climate change.

You can help send a clear message that health care workers are calling for action by adding your name to 'The Healthy Climate Prescription letter'. The letter is supported by the [Global Climate and Health Alliance](#) and the [World Health Organisation](#) in service of the medical and health community around the world.

I encourage you to add your signature, a copy of the letter can be found [here](#).

Stuart Lane,
sustainability and carbon manager



EPMA - time to rewrite the charts

Our Electronic Prescribing and Medicines Administration (EPMA) team is planning to upgrade the Poole software on Sunday 17 October, and then start deployment at RBH from 8 November.

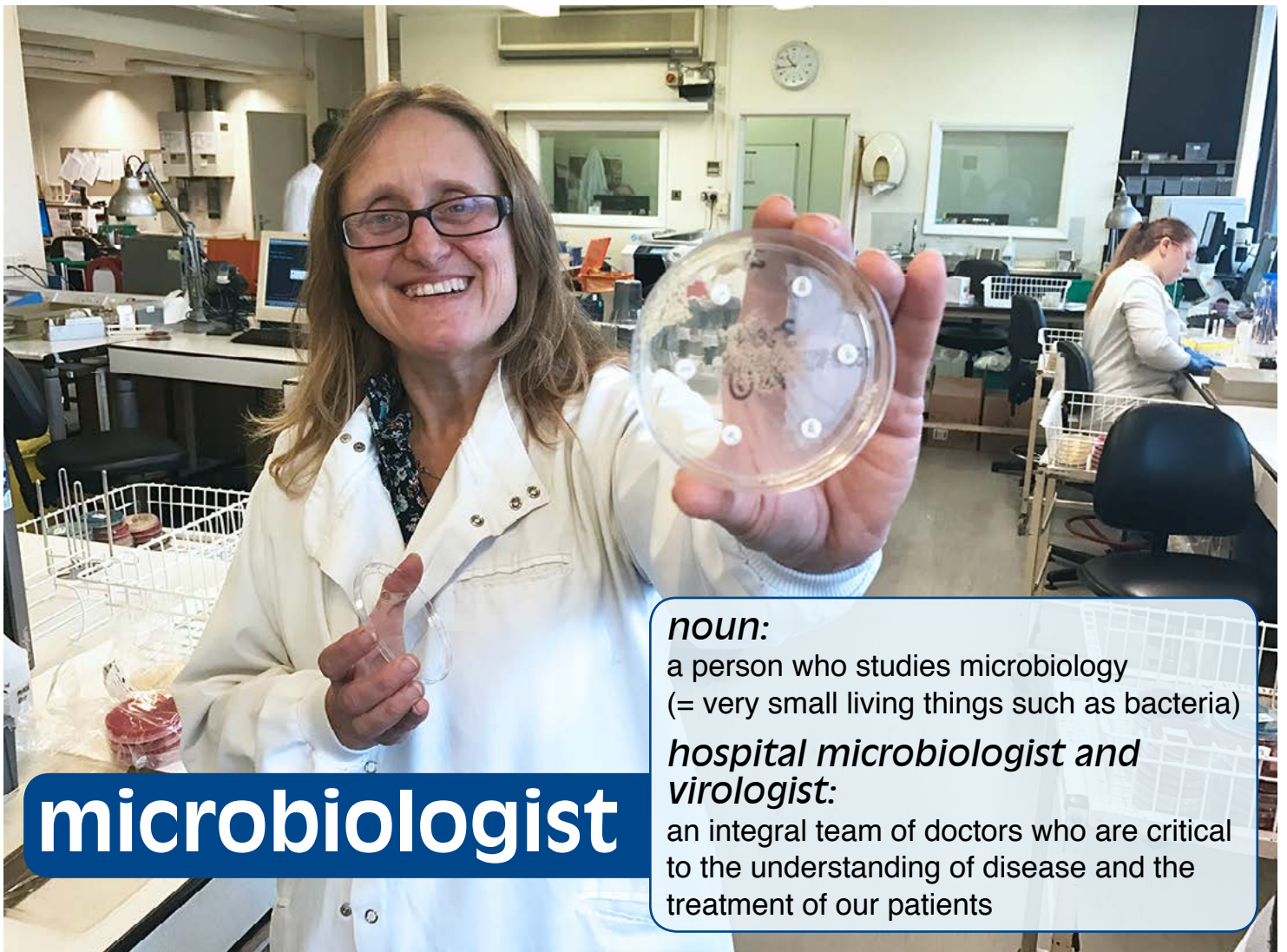
The upgrade includes helpful new features for prescribers, such as right-click menu

for prescriptions, while for nurses the Quick Chart will allow easier administration of multiple medicines, aligning more closely to the nursing workflows.

Deployment at RBH will be ward by ward, piloting on Ward 4, with plenty of training and prep beforehand, alongside

all-day floor walking support throughout.

Further information will soon be available on the EPMA intranet page. In the meantime, keep an eye on the staff bulletin for updates and check out this [fun film](#) to see some of the many benefits.



microbiologist

noun:
 a person who studies microbiology
 (= very small living things such as bacteria)

hospital microbiologist and virologist:
 an integral team of doctors who are critical to the understanding of disease and the treatment of our patients

Dr Liz Sheridan has worked at Poole Hospital for the past four years. A keen horticulturist, when she's not in her plant laden office or on the wards with her patients, she can be found on the slopes of Europe teaching others how to ski. But with the pandemic and Brexit restrictions, for the past year Dorset - and indeed the hospital - has very much been her home; a home she shares with "the most dedicated" group of lab staff who very much deserve the spotlight they have found placed upon them since 'Covid-19' has become part of all our vocabulary.

"They've been cheerful and enthusiastic through it all which is a miracle," says Liz, explaining how her lab colleagues at UHD take specimens from patients, urine samples, swabs and cultures, and analyse them to see if there is an infection and what antibiotics are suitable. It is then Liz's job, and that of her fellow consultant microbiologists and virologists, to interpret the results, see the patients, and work alongside the teams looking after them.

"I'd say 80% of our work is common bacterial infections and 20% more exotic. Sometimes a patient may have a dog bite, or have travelled to the tropics. There are some people who will just develop unusual infections. Everyone is genetically different and people respond differently. It's a bit like Covid. There's a whole spectrum of people from those who are asymptomatic to those who suffer severely."

Liz has always had an interest in infectious diseases, and has spent time working with Public Health England. She's keen for the profession to grow, and is excited to be teaming up with Bournemouth University to deliver an accredited degree with the Institute of Biomedical Scientists. If successful, the students would spend time working in our UHD labs and around the world.

"At the beginning of the pandemic, we had people help us out in the labs with our in-house testing, which is how this partnership came about. It's a real positive of the pandemic."



With her scientific hat on, Liz was not surprised by the emergence of Covid-19, nor its longevity. In the past 20 years alone, the world has seen two other coronaviruses in SARS and MERS.

“While MERS has been controlled slightly less, with both of these you didn’t have asymptomatic cases so it was easier to contain. Covid has got through because lots of people don’t have symptoms.”

However, despite her extensive knowledge, she admits *“there’s nothing like actually living through it.”*

“A couple of weeks before lockdown, I was trying to visualise what would happen. I knew it was going to go on into the winter, and indeed for years, but that human side of you thinks it will end even though intellectually you know it’s not the case.”

Covid-19 has given rise to vast amounts of academic and political debate, and Liz is happy to contribute.

“There’s been about 20 years’ worth of scientific literature emerging in a matter of months,” she says.

But equally, life on the ski slopes (and indeed her many hobbies), pulls her away from being an expert and places her on the ‘bottom rung of the ladder’, something she finds humbling, and hugely important.

“You’re doing something different and working with the public in a different way which then feeds back into your normal work and actually makes you work better,” she explains.

Back at UHD, Liz compliments the *“extremely positive”* attitude of the medical teams she works with and describes seeing her patients as the *“best bit”* of her job.

“It’s so important to take the time to sit with them and find out what matters to them. Some have young children and just want to get home, so we try to tailor their antibiotics accordingly, as people will certainly improve their mental health more quickly at home.”

“Day to day, every day is unique. Pretty much every day you’ll come across something you’ve never come across in your life, and that makes this job what it is. We’re lucky to be able to say that.”



▲ As well as being a keen skier, Liz is a watersports enthusiast



Humans of our hospitals **NHS**



Alyson's Blog

With Dr Isabel Smith, consultant anaesthetist and medical director for strategy and transformation

It seems almost unbelievable to me that we have passed the anniversary of our merger - which marks a milestone of a year in this role for me. I don't think we could have chosen a more challenging time to start building work, reconfigure and transform services, however in many ways this has also brought opportunity for UHD.

The building work we see now at Bournemouth and Poole is a result of our successful business case in the summer and reflects a lot of hard work from all staff in retaining a focus on our transformation plans throughout the pandemic. We have also started intensive work on developing further business cases as part of £350m available across Dorset in the New Hospital Programme, of which roughly half will benefit our patients. I appreciate the time you have given to this 'important but not urgent' work alongside operational pressures. I am happy to meet with anyone interested in finding out more about plans or who is keen to get involved.

Creating cohesive teams with one way of working is well underway and I think will be essential, well ahead of estates moves. I have seen so many examples of teams making improvements within their services. Our quality improvement team has developed bitesize and comprehensive training as well as offering coaching and creating a culture of improvement in the QI

Community. It's you, working on the ground, that are the voice for improvement and making change happen across UHD. We are planning a QI celebration day on 24 November so please submit a poster so we can share successes. Find out more [here](#).

Within my clinical area of theatres, it was great to bump into our four talented AHPS this week. Bevan, Alex, Ali and Paul are just starting specialist training in conjunction with Birmingham University to become anaesthesia associates, an innovative and new role for UHD which will strengthen our future anaesthesia workforce.



Aside from work I've just packed my two eldest children off to university and am hoping this year will involve more partying and socialising. I'm really conscious the pandemic has impacted family and loved ones outside of work for each of us in differing ways. My retreat is the beach, preferably including a quick swim, although last weekend in the rain I escaped to the cinema with child one, three, and not forgetting, Daniel Craig.

Isabel

Making change happen

It was graduation day earlier this month for the first UHD delegates to complete their Quality Service Improvement and Redesign virtual (QSIRv) training, developed by NHS England and NHS Improvement.

Congratulations to those in Team UHD who received their certificates from Dr Isabel Smith and Alan Betts, director for improvement and integration:

- **Deborah Gritt** - quality assurance co-ordinator
- **David Robinson** - senior performance analyst
- **Jo Pritchard** - information manager
- **Heather Drew** - operational manager; neurology and neurosciences, diabetes and rheumatology
- **Lisa Dickinson** - operational manager; dermatology, respiratory, cardiology and older people's services
- **Charis May** - advanced nurse practitioner
- **Jim Bailey** - business and performance manager
- **Stuart Willes** - head of operations and facilities
- **Carl Corbridge-Atkins** - governance co-ordinator
- **Barry Alborough-Duel** - general manager; head and neck directorate

To find out more about the range of training offered by our QI team, visit their hub [here](#).

Freedom to Speak Up: a focus on training

The pandemic has highlighted that speaking up has never been more important for the benefit of our colleagues and patients.

Speak Up Month in October is an opportunity to raise awareness of how much we value speaking up at UHD.

Speak Up, Listen Up, Follow Up is a new e-learning package aimed at anyone who works in healthcare. Divided into three modules, it explains in a clear and consistent way what speaking up is and its importance in creating an environment in which people are supported to deliver their best.

Modules 1 and **2** can be accessed using the BEAT catalogue and will appear on your heart to complete. **Module 3** is coming soon.



Supporting you to raise concerns

Module 1 - Speak Up

This is core training aimed at all workers including volunteers, students and those in training. Its aim is to help everyone working in health to understand what speaking up is, how to speak up and what to expect when they do speak up. It involves five chapters each with a short animated video, reflection time and a small quiz at the end. It takes about 30 minutes to complete.

Module 2 - Listen Up

This training is for all line and middle managers and is focused more on listening up and the barriers that can get in the way of speaking up. It includes how to foster a speak up, listen up culture and understanding conflicts of interest. It takes about 30 minutes to complete.

Coming soon: Module 3 - Speak Up

This training is aimed at all senior leaders including executive board members, non execs, and governors to help them understand their role in setting the tone for a good speaking up culture and how speaking up can promote organisational learning and improvement.

Helen Martin, FTSU guardian, said:

“We know from our surveys of Freedom to Speak Up guardians, that only 45% believe that managers support people to speak up. Managers themselves can feel unsupported and unsure of how to handle matters appropriately.”

“This training aims to offer them that support and help foster a positive speaking up culture which ultimately leads to better care for patients. I have completed the modules and took so much away from it. I would recommend that you do too.”



The Staff Survey is here!

We are #TeamUHD

You may well be thinking “not another survey” but rest assured this survey is one with a difference.

We have been through a lot over this past year; the pandemic that hasn't yet come to an end, the two hospitals merging as one, never mind what we have experienced in our personal lives...

This is why the Staff Survey of 2021 is so important - it's the first for UHD as a merged trust, it has relevant questions about working at UHD and what are experiencing. Our views will help us shape the future of UHD as one team and how together we can move forward...



Did you know the NHS Staff Survey...



...is one of the **biggest employee surveys** in the world.



...is aligned to the **People Promise**. This sets out, in the words of our NHS people, the things that would most improve our working experience.



...is **completely confidential**. What you say is kept anonymous.



...is used to better understand the experiences of our NHS people and to **see where more change is needed**.



...is an official statistic, run independently to the highest standards of **quality and accuracy**.



...only takes **15 minutes** to complete and can help make the NHS the workplace we all want it to be.

Complete the survey. Together we can make a positive difference.

If you have any questions please email: organisational.development@uhd.nhs.uk

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

We are

#TeamUHD

Values special

Our UHD values are being used every day in a variety of different ways. Here are just a few examples of our values in action:

We are caring

- To acknowledge how hard we have worked during the pandemic, we were given a Wellbeing Day to enjoy some well-deserved self-care time.
- Applying the same principles to staff as we do to patients, there are so many examples of teams looking after each other, caring and supporting each other when times are tough.

We are one team

- Merging two large hospitals is a challenge. This value has enabled us to work positively across all sites to bring people together, acknowledge the legacy and pride in each hospital and move forward as one team, as UHD.
- Our occupational health team, organisational development team, ProAbility Staff Network group and the Our Dorset wellbeing team have been partnering to ensure you have access to a wide range of wellbeing support, including webinars, mental and physical wellbeing activities.

We are listening to understand

- **Helen Martin**, our Freedom to Speak Up Guardian, says: *“Our values have been a key foundation to speaking up. Indeed, we often hear that staff do not feel listened to. Having this as a key value will remind all of us collectively to listen to each other and do so thoughtfully.”*
- The new cohort of **#TeamUHD** Culture Champions have been listening to your views, understanding how you would like to feel valued and recognised.

We are open and honest

- Our Schwartz Round programme provides a safe place for you to share your experiences, being open honest when things have not gone well and celebrating success stories.
- **Debbie Detheridge**, our inclusion lead, says: *“Holding network meetings and focus groups and being honest when things haven’t gone well has been invaluable.”*

We are always improving

- Our staff networks have been empowered to suggest improvements and make small changes. They have introduced the Health Passport and Deaf Awareness training. They supported EU staff during Brexit and also helped with risk assessments and support groups for our BAME staff during Covid.
- **Amy Behan** from workforce systems says: *“We have worked hard at making workforce systems one team and we are all caring by nature - that’s why we do our roles. In this team we are always improving and have made real progress since merger in improving our manager and employee experience.”*



We are **inclusive**

- For some this value was not recognised as they felt excluded, particularly those who were shielding/working from home during Covid-19. It is important to hear this as an organisation and recognise that this value can feel different for everyone. This value enables us to pause and check - are we being inclusive? Who is around our table and who is missing that should be included?

Our UHD values were launched in February following a series of listening events conducted by our **culture champions**.



▲ One champion was **Lyn Jackson**, lead pharmacist for cancer services. She said: *“The champions are the ones who do the fact finding and analysis so these really are values developed by staff for staff. I’m really proud that the UHD values reflect so well what we are all about across the whole organisation.”*

The new UHD values based appraisal paperwork has been used for the first time this year and feedback from staff has been really positive.

Our UHD values have also been important for you individually.



▲ **Jo Blackwell**, directorate manager, said: *“Having the values clearly defined and almost everywhere we look has enabled me to continually stop and check how I and the team are performing against them.”*

“For me, “we are inclusive” has had the most positive and significant influence on me and my approach. Diversity is a richness we must treasure and recognising this can benefit us as a work place and a place of care and treatment.”

- **Siobhan Stainer** from our temporary workforce team says: *“We work side by side with the front line. We care about the demands placed upon the staff and we listen to understand so we can support when things are tough, lending an empathetic ear when needed. We value all of our people equally - no matter what part they play and understand every role is crucial to making the hospital safe and effective for staff and patients.”*

Our values are being used to attract and recruit candidates to our organisation. **Tracy Gill-Parker**, head of workforce resourcing, explains: *“We are explicit about what our values are in our job descriptions, advertising and in the questions that we ask at interview. Evidence shows candidates feel more engaged with organisations whose values they support or believe in, so ultimately this helps our candidates to choose us as their preferred employer.”*

Lisa White, head of HR operations, moved from Devon to Dorset and joined us in August. *“I had been following the merger via Twitter with keen interest, but I was particularly drawn to the values, which struck a chord with me. I feel hugely privileged to be part of the exciting journey ahead.”*

Looking to the future, we want to celebrate when you have demonstrated our UHD values and share how you have done them well. The Culture Champion team are currently working on some recommendations for our Board of Directors and the findings will be shared with you later this year.