

# The Brief

September 2021

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# Your University Hospitals Dorset

## An update from chief executive, Debbie Fleming

Whenever summer draws to a close, we look to September as being the start of something new. For many of us our children or grandchildren are starting a new school or university, while for others, we are commencing new roles, projects or courses. Within UHD, with our hospitals having remained busy throughout the summer period, we seem to have been catapulted straight into a lively autumn!

As you'll see in this edition of *The Brief*, September has been very much about connecting with local people, with both our Virtual Open Day and our Annual Members' Meeting having taken place last week. I do hope you were able to log on and take part in some of the activities on the day - joining one of our virtual tours or listening to one of the talks. There is no excuse now for not knowing how to put someone in the recovery position, thanks to a great demonstration by 8-year-old Hannabelle and our fabulous practice educator, Jen Wilkins! And while we are looking forward to opening our doors physically to the public again in future years, the beauty of this year's virtual event is that if you missed it, you didn't miss out! Just turn to page 4 to see how to catch up.

This year, we arranged things so that our Annual Members' Meeting formed part of the day. This is a really important event in our corporate timetable that enables us to share what we have been doing within UHD with our members and the public, and to present our annual accounts. This year, it was the ideal opportunity to reflect on progress in developing our new trust as we approach our first birthday in October. This has been a really intense year, as we have been navigating our way through the pandemic, progressing our ambitious transformation plans and coping with sustained pressures on our services. But it's good to know that in facing such a turbulent environment, we are much stronger and resilient together.

It's been truly humbling to watch our hospitals help each other out during challenging times. Colleagues have been working across sites to provide support where this is needed most - for example, in older people's medicine, and between the trauma and orthopaedics

departments. We've also agreed a new protocol which makes it easier to transfer the emergency take between our two acute sites. We have amazing people working in every part of this fantastic organisation, and it's really encouraging seeing you support each other, in order to continue providing great care for our patients.

The NHS is under great pressure across the whole of the country, and we are not immune from this in UHD. The past few weeks have seen high levels of demand across the whole trust, and I know the strain this places on each and every one of you. Thank you for your ongoing commitment and dedication, and for continuing to provide compassionate care for our patients, in what are clearly exceptional circumstances.

And of course, every day, in every team and department, you are doing an incredible job. On this occasion, I would particularly like to pay tribute to our therapists, who play such an important part in the rehabilitation of our patients - you can read about them on page 10 and how they are making such a difference for each individual under their care.

I'm also encouraged when I think about all the extra staff who will be joining us in the autumn - for example, healthcare support workers, doctors and qualified nurses, including almost 200 nurses from overseas. Our pharmacy service is also being bolstered with a significant number of new appointments and we held out first face to face recruitment event for almost two years. This is absolutely a positive step in the right direction.

At directorate level, many other initiatives are also underway aimed at improving flow and reducing the pressure on staff. As always, if you have an idea that you think might improve patient flow or efficiency in your area, please speak to your care group manager. And do share your quality improvement ideas with us all, find out how on page 6.

We know there are pressures, but it is important to keep perspective and focus on the good things, as well as the challenges. There are many examples in this edition of *The Brief* of things to be proud of, and overall, patient feedback remains really positive. I'm also feeling



▲ Our first face to face recruitment event

really excited about Think Big and how our innovative merged trust is leading on this model of providing outpatient clinics in the community. We've now signed the lease for the top floor of Beales in the Dolphin Centre in Poole, and it's now all systems go on kitting out the space into a fantastic facility for our patients and staff. Read more on page 7.

All of this fills me with me hope, pride and reassurance that as University Hospitals Dorset, we will come through this

tough period, stronger and more resilient than ever. We have a track record of innovation and delivery - we can do this!

In the meantime, thank you again for all your hard work and dedication; I couldn't be more proud of the individuals and teams that make up this very special organisation.

**Debbie Fleming**  
Chief executive



# Message from David Triplow, lead governor

As lead governor, I wanted to pass on a message of thanks to all staff at UHD for everything you have done over the last 18 months from myself and fellow governors. We have been so proud to be part of our hospitals and our new trust, seeing everything that you have done to help care for the people of our region throughout the Covid pandemic.

We know that everyone has played a vital part, from cleaner

to porter, from doctor to HCA, from nurse to allied health professional - this has been such a fantastic team effort involving all staff. We were especially delighted to see that your hard work was recognised by the Queen earlier this year with the award of the George Cross to the NHS. Such a well-deserved honour. Congratulations and thanks to you all.



Virtual

# Open Day

**At the weekend, we opened our doors virtually to the public with our first Open Day as UHD!**

The day kicked off at 10am with all the videos that have been developed over the last few months going live on our dedicated website, [www.uhd.nhs.uk/openday2021](http://www.uhd.nhs.uk/openday2021). Some of the departments that worked to provide these fantastic videos were maternity, theatres, training, pharmacy, prosthetics and many more.

Tours, workshops, talks and the Annual Members' Meeting ran throughout the day and are all available online. The talks were recorded and can be viewed on the health talk [library page](#) of the UHD website. All other content can be found [here](#).

A huge thank you to everyone who helped make the day a success and for all the little ones who dressed up as a hospital hero. The future of medicine is in safe hands!

## Tours



Have a look inside St Mary's maternity unit at Poole Hospital.



How many people do you think are involved in a patient's journey to theatre?



See our brand new physiotherapy gyms at Christchurch Hospital.

## Workshops - have a go



British Sign Language - have a go with some help from UHD nurse, Annabel Young.



Learn how to put someone in the recovery position.



Take part in short exercise classes with our physios.

## Team UHD



A career in radiotherapy - find out more.



Become a member - why we should get involved.



How to become a governor - Sharon Collett tells you more.

## Behind the scenes



Artificial limbs - find out how they are made.



The right medication - follow the journey of a prescription.



The journey of biopsy - with our histopathology department.



Facial features - how are they made to help patients after surgery?



Sim suite - find out how we train our teams.

## Spiritual, wellness and pastoral care



Improve your mental health with this introduction to yoga.



Baby loss memorial service - led by our chaplains.



Walking a Labyrinth - have a go at this mindfulness spiritual exercise.

## The future: investing in our hospitals

Including:

- Poole's new theatres
- RBH and children's health
- ED fly through
- Theatre timelapse footage
- Developments at Poole and RBH
- Sustainability

## Innovation

Including:

- How healthy is your heart?
- Covid oximetry at home
- Prevention of cerebral palsy in preterm labour

## Talks

If you missed them on the day, you can catch up on our talks here:

- ▶ **Annual Members' Meeting**
- ▶ **Asthma, allergies and the upcoming winter in children**
- ▶ **Radiotherapy - past, present and future**
- ▶ **Investing in our hospitals**
- ▶ **UHD: A great place to work**
- ▶ **Childbirth - a variety of stories**

## Long Covid

Our recent Schwartz Round held across UHD focused on 'Long Covid - how it is affecting our staff'. It was a moving event which featured a range of staff from across the trust talking about their personal experiences.

As mentioned in the event, you can now refer yourself for a rehabilitation and our acute therapy teams. If you are interested, please download and complete this self-referral form [here](#) and follow the instructions.

Thank you to everyone who took part in the round. You can watch a recording of the event [here](#).

## Before we go, lateral flow!

We still have a really good supply of lateral flow kits in stock so please do order yours today and continue to record your results at [mytest.uhd.nhs.uk](http://mytest.uhd.nhs.uk).

These tests are really important, especially with the increase in cases.

Soon we will have to our own individual kits online to be sent to our home addresses, so get your kits while we have stock remaining. For more information click [here](#).



## Give us your 'flashes of brilliance' as we celebrate quality improvement

As you know, one of our values is 'always improving' and we know many of you will be keen to tell us about your team's own quality improvements (Qi).

And now you can! Our Qi Celebration event in November is your opportunity to share your 'flashes of brilliance' - examples of great work - through a poster. Each one will be showcased through an eco-friendly display on our intranet, and can be valuable for both your appraisal and continuous professional development.

All submissions will go before a panel who will select those that deserve special recognition and reward. The posters will also be highlighted to our senior management team and governors, with the

opportunity to speak to them in person, and to present to a future meeting of the Transformation Improvement Group (TIG).

We hope this celebration will inspire you in your journey to always improve.

To read more, please head to the [quality improvement](#) section of the intranet.



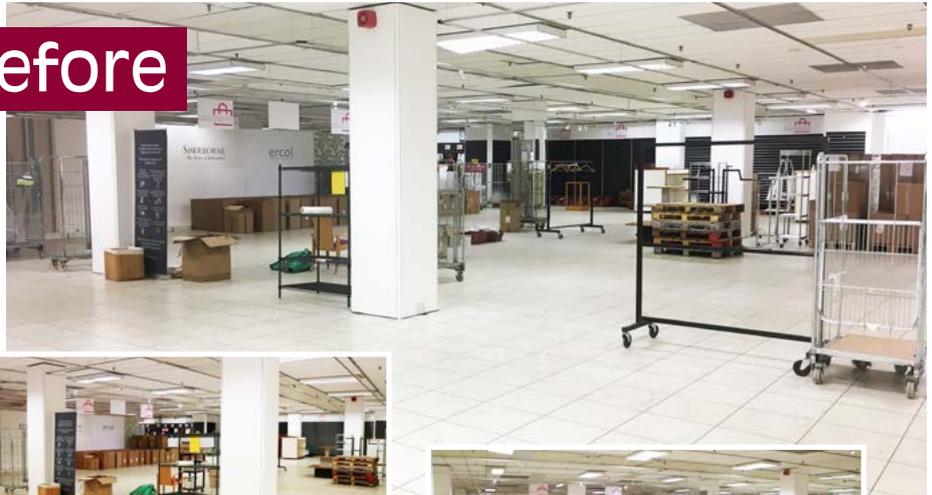
# Think Big, act now!

Next Monday we start the exciting development work to convert the top floor of Beales department store in the Dolphin Centre in Poole into a new 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, as part of the Dorset 'Health Village' approach. We have been developing plans with our partners across Dorset to run outpatient appointments in a completely different way and the clinic is initially planned to cover dermatology, orthopaedics, ophthalmology and breast screening.

The top floor of Beales is being cleared before we start construction of the clinic. Our clinical teams have worked closely with our architects to create the plans on this page. The top floor will be unrecognisable to what it is like now, with new partitions creating a series of consultation rooms and a breast screening scanning room. To have a look and the plans for the different areas, either click on the links on page 8, or use the QR codes on page 9 to connect via the camera on your mobile device.

The clinic has been designed so we can see a high number of patients in the best possible way for both for them and for our staff. Maintaining dignity and privacy of patients at all times has been a big

**Before**



**To come**



▲ Main waiting area



▲ Consulting room

driving force of the designs and because the layout is so flexible, we were able to design the space to make the best use of our clinician's time so they can see as many patients as possible while still providing a very high level of care. This is not possible across our existing sites as they were not designed in this modular way, as well as the need for social distancing.

Our planning teams have learnt a lot from high-volume care at the vaccination centre at the BIC and across the Nightingale Hospitals. We are also benefitting from some kit and materials from the Nightingales which will help keep our costs down. We have been fortunate to have had the support of our local Dorset Integrated Care System (ICS) as they highlight the benefits that this will bring to our patients and to our region.

A big part of the success of this project will be down to the volunteers that we are currently recruiting to help support. Please do share [this link](#) with anyone you think might be interested in volunteering. Thanks to all the teams from across our hospitals who have been involved in the project so far. A lot of work of hard work has been put into this, from the initial planning sessions in the [BIC earlier this year](#) to help move towards the plans that are on this page. It is a fantastic achievement that we have already come so far, and we look forward to welcoming the first patients to the clinic later this year.

We are very keen to gather some FAQs to inform our communications to ICS colleagues, patients and the

local community. Please use [this form](#) to ask any questions you have. All responses are anonymous.

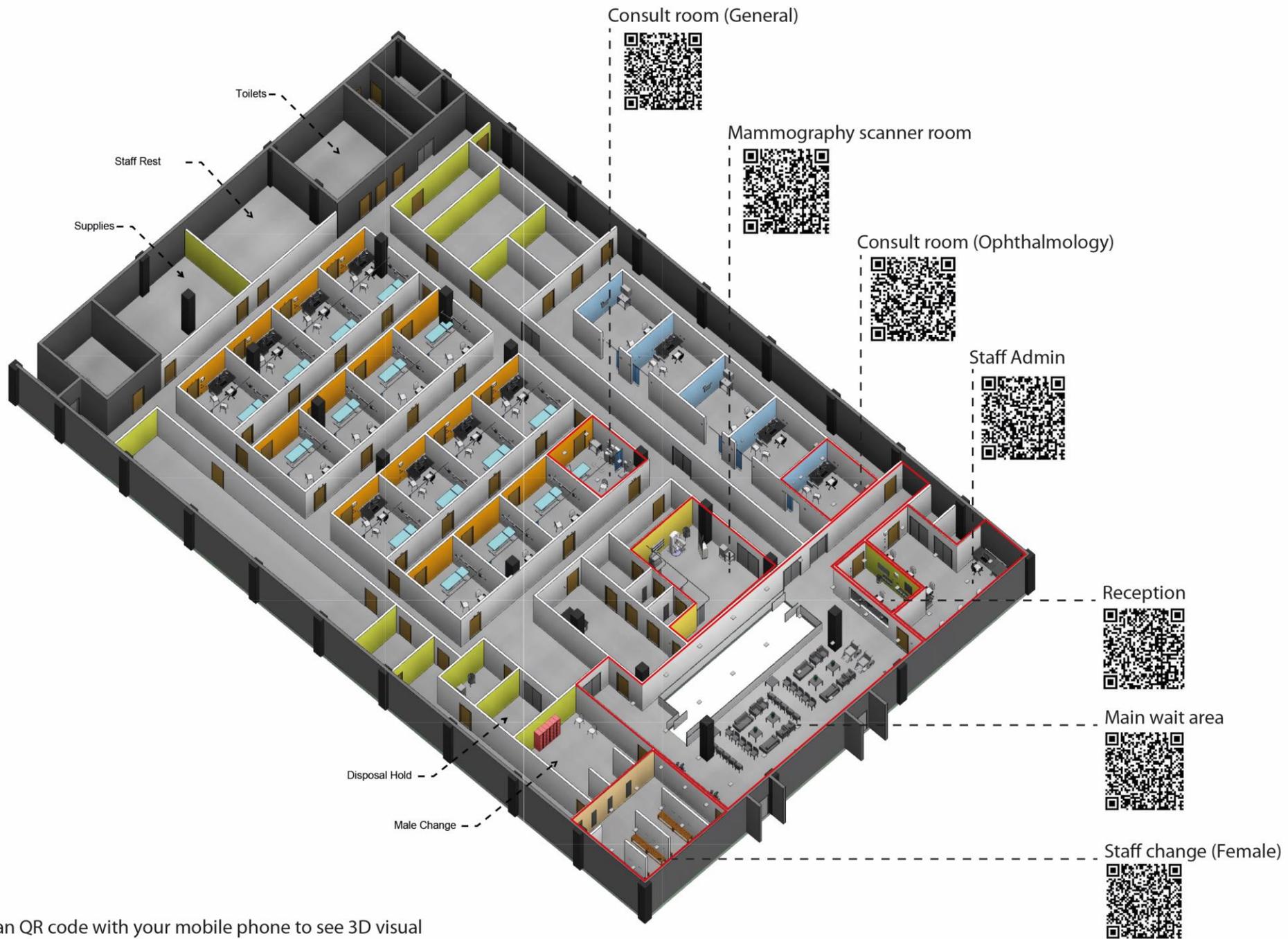


▲ Main reception



▲ Mammography room

**WATCH!**  
BBC South Today report on [Think Big Covid recovery plan](#).



Scan QR code with your mobile phone to see 3D visual

# therapist

**noun:**

someone whose job is to treat a particular type of mental or physical illness or disability, usually with a particular type of therapy

**hospital therapist:**

a fantastic team of allied health professionals who support our patients throughout the hospital and beyond



▲ Left to right: Leanne, Tish and Ellie

**The Brief** meets some of this fantastic team of people to find out more about life as a hospital therapist...

“Hi, we’re Tish, Leanne and Ellie, and we’re the exercise leaders based at Christchurch Hospital’s physiotherapy department.

“Our role mainly consists of treating a range of different injuries, conditions and post-operative patients through rehabilitation, hands on therapy and running group classes. Tish and Leanne have been in the role for five years, and I’ve been here for two years.

“Our role allows us to meet many different people and guide them through their recovery right to the point that they are able to return to their normal activities, whether that’s playing sport or taking the dog for a walk. Day to day our case load differs

from post-operative patients to strength testing to manual therapy and much more.

“Through the pandemic, we had to completely adapt to how we work and deliver our service. While we have utilised technology to allow us to deliver advice over to patients over the phone or via a video call, we’re really glad to be getting back to seeing patients face to face. The Bournemouth and Christchurch departments came together when Covid hit, so we are now one big supportive team which is great to be a part of.

“It’s a privilege to use our skills to treat a wide variety of patients while being part of a really supportive and encouraging team. It is so heart warming to see people get back to full function.”



# Think Therapy



## **Our therapy teams have launched an innovative ‘Think Therapy’ training programme to give healthcare support workers the skills to support patient rehabilitation.**

The project is based on the idea that every member of clinical and support staff a patient comes across while in hospital should have a positive impact on their treatment. By teaching healthcare support workers basic physical, mental and cognitive therapy methods, this allows them to support patients outside of their more formal therapy sessions, to aid their recovery and prevent deterioration.

Thanks to the success of the project, further opportunities have been developed to enable student nurses to shadow

therapy assistants, physiotherapists and occupational therapists at work giving patients even more access to therapy during their journey in the hospital.

Therapy assistant, Emma Sessa, is leading the project. She said: *“Think Therapy’ means ‘think holistically’. If every person a patient comes into contact with assisted with basic rehabilitation, it gives our patients the confidence they need to develop new habits, be independent and speed their recovery along.*

*“We are excited to take this project further to reach more teams. Our healthcare support workers often have the most contact with our patients therefore their input and impact they can have is invaluable.”*



Humans of our hospitals **NHS**

# UHD noticeboard

## Good luck, team comms

Our communications team has been shortlisted in the national NHS Communicate Awards 2021 - celebrating teams and individuals who have delivered highly effective communications and recognising the achievements of communicators across the NHS.



## Ask Aly

The next 'Ask Aly' event with our chief medical officer, Dr Alyson O'Donnell, takes place on Thursday 30 September from 1pm. It's a great, informal opportunity to ask questions and raise any issues. The link to the Teams event can be found [here](#) and you can send your questions in advance to [communications@uhd.nhs.uk](mailto:communications@uhd.nhs.uk)

## Congrats, Gemma!

We're so proud of first-year student nurse Gemma Sweetapple, who has been shortlisted for the Student Nursing Times 2021 Award. Gemma advocated for the best possible care for a new mother who had to be admitted to a general ward but still wanted to breastfeed her baby. Not only did she ensure this patient received the care she deserved, she also developed a resource pack for other mums facing separation from their babies.



# UHD noticeboard

## Walk for Wards

Our charity's first in person event, Walk for Wards 2021, was an incredible, fun-filled day in the stunning grounds of Somerley House. A huge thank you to each and every one of you who took part or donated to help us raise funds for your hospitals. We can't wait to do it all again next year!



## All staff briefing

If you missed last week's all staff briefing with Debbie Fleming, you can catch up [here](#).

Topics covered included operational pressures and support, recovery and planning for the autumn.

## Pathology LIMS is live!

A big thank you to everyone who have helped with the launch of our new Laboratory Information Management System (LIMS) - providing a single pathology system for Dorset. Special thanks for their cooperation and patience go to the pathology, IT and laboratory teams for going the extra mile in managing the project.

## Detecting malnutrition

Find out how an interactive tool is helping to detect malnutrition at an early stage in older people at the next meeting of the Dorset ICS Innovation Hub Programme Group on 28 September at 1pm. Jane Murphy, professor in nutrition and registered dietitian from Bournemouth University, will lead the event. Join [here](#) or email [sarah.chessell@uhd.nhs.uk](mailto:sarah.chessell@uhd.nhs.uk).

# Green UHD: in action

Climate change poses a major threat to our health as well as our planet. As the climate changes, this has direct and immediate consequences for our patients, the public and the NHS. The health and care system in England is responsible for an estimated 4-5% of the country's carbon footprint. The NHS is uniquely placed to make a real difference and has pledged to become 'Net Zero' and address the impact of our changing climate.

Inspired by recent events, our endoscopy team has been looking into how they can make small changes to the running of the department to produce less waste. From their own research and audits, they discovered:

- endoscopy is a large contributor to the environmental footprint of health care



## GUHD

- the department generates about 3.49kg of waste per patient in a week
- only 1.2% of waste from the department is recycled

Spurred on by their findings, the team held regular brain storming sessions to discuss how they can make changes. One of the successful changes made was stopping using single use plastic pots to clean stethoscopes, using sterilised metal bowls instead.



Endoscopy nurse, Shelley Barr, said: "We are excited to continue to find new ways to become more carbon neutral. With the amount of patients seen over a week, if every department made one small change, this could add up and really affect the amount of waste created."

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

## Speak Up October 2021

The pandemic has highlighted that speaking up has never been more important for the benefit of colleagues and patients. Speak Up Month in October is an opportunity to raise awareness of how much we value speaking up in our organisation.

The theme of this year's Speak Up Month is 'Speak

Up, Listen Up, Follow Up'. To make speaking up business as usual it is essential that when people speak up, they are listened to, and that learning and improvement happens as a result. If you would like to discuss something that has been worrying or burdening you, perhaps October is your month to speak to the FTSU team. We can be contacted at



## Freedom to speak up

Supporting you to raise concerns

[freedomtospeakup@uhd.nhs.uk](mailto:freedomtospeakup@uhd.nhs.uk) or leave a message on 4220 or on the UHD app. Watch this space for key messages over the month.

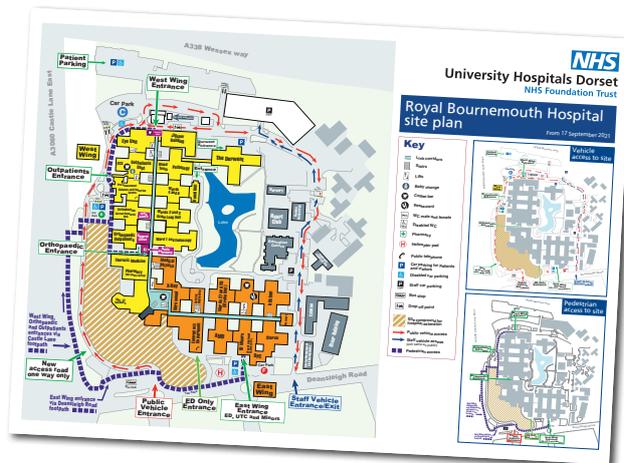
# Transformation update

## Major changes to RBH road layout

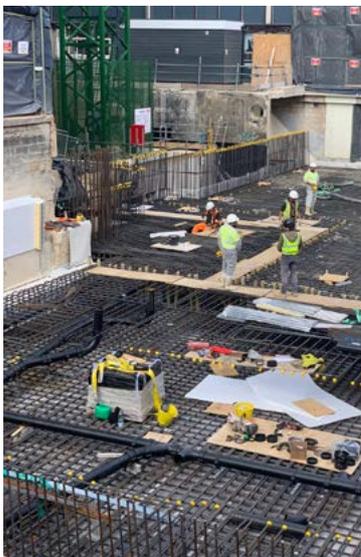
New access arrangements will be put into place later this month at RBH as part of the major building works. From 17 September:

- a new one-way traffic system will operate, with drop off parking outside the West Entrance
- all public vehicles will follow a clockwise route around the site, exiting the site at the Deansleigh Road junction opposite the Village Hotel
- the current access from the Deansleigh Road junction will remain in place, however vehicles will only be able to travel anti clockwise around the site as far as car park B where they will have to turn and follow the same route to exit
- there will also be changes to the flow of traffic around car park C with a one-way system coming into effect
- car park C will be extended, and new exit barriers will be installed alongside the multi storey car park

In addition, there has been a need to cover some windows on the upper level of the current main hospital building. This has been done for safety reasons and to reduce noise impact from the immediately adjacent to the construction site.



[The updated site map showing the changes in operation from 17 September is here.](#)



## Poole groundworks

The crane is on site and there's been plenty of activity over the past month. Up to 200m<sup>3</sup> (cubic metres) of concrete is being poured per day - equivalent to 1,000 bathtubs! This is ahead of the steel frame and concrete plank installation.

## Investing in our hospitals

Having secured £201.8m investment for the transformation of our hospitals, the second tranche of funding is being progressed, and received national support in August.

We are updating all our local plans, as part of our overall five year capital plan. This does require us to prioritise and to ensure we use the funding to best effect. We need to reflect our changing environment, such as greater reliance on digital systems, removing backlog maintenance, and reducing our carbon footprint. We also need to meet higher standards for building works, especially to make them infection control resilient and learn the lessons of the pandemic. The design work and thinking of the Clinical Services Review will be the fundamental core of this.

Taken together this means we need to set our capital plans and use the taxpayers funds as wisely as we can. The Trust Management Group (TMG) as the senior decision making group, will develop a plan to go to the Board. Significant work will be brought together so decision can be made in October.

If you'd like to know more, please contact chief strategy and transformation officer [richard.renaut@uhd.nhs.uk](mailto:richard.renaut@uhd.nhs.uk)

# Patient information leaflets

Our patient experience team is working hard to update and rebrand all the thousands of patient information leaflets currently in use across the trust. While this work is ongoing, we have some stickers available that can be placed on leaflets that have yet to be rebranded, advising patients of the phone number and email address changes. If you'd like any of

these stickers for your department, email [communications@uhd.nhs.uk](mailto:communications@uhd.nhs.uk)

## Please note

The phone numbers for our department have changed and start with: **0300 019** followed by the last 4 digits as before.

Our email addresses now end **@uhd.nhs.uk**

**Our switchboard numbers have stayed the same.**



## Alyson's Blog

Alyson O'Donnell, chief medical officer

We do live on a funny little island don't we? Just when you feel like there hasn't really been a summer you suddenly end up with an Indian summer and have to dig your shorts and sandals out again. It does bring a double edged sword with it of course. You can see everyone looking physically lighter and the smiles become broader but it also does bring more visitors down to our beaches. We know that impacts on how busy our services become.

It is also keeping levels of Covid higher than the national average for us locally. Although the numbers of Covid patients are a fraction of where they were in wave 2, they are continuing to keep our hospitals feeling very full. I recognise that is taking its toll on you all. Please take care - all of our wellbeing resources

are still out there and available to you. Remember it is ok not to be ok and to ask for help no matter what your role or how junior or senior you are.

I know many of you will have sent children back off to school. For those of you sending little ones off for the first time or preparing to send the bigger ones off to university, I hope you had enough tissues. I recall that funny mix of pride when they head off in without a backward glance - a job well done you tell yourself even if you are quietly wishing that they might at least cast you a backward glance or cling (briefly!) to your leg.

Now that I am well beyond the school age group I am having a couple of weeks off. I am really looking forward to recharging my batteries

and know that my team will cover me effortlessly. We are not brave enough to venture overseas so I will be making the most of our local attractions. First on the list some long walks with the Labrador. I'd forgotten that puppies have a teenage phase that is characterised by selective deafness and the need for lots of exercise. I think it will do us all good to get out and about. I am also looking forward to doing some inventive cooking and trying some of it out on my newly vegetarian son when he comes to visit. Wish me luck.

Finally just a quick thank you help to support our first Virtual Open Day and making it such a success. As a paediatrician I was a little sad not to be able to have fun with the children dressed up as mini-surgeons but it was great to be able to celebrate our (almost) first birthday as UHD.

*Alyson*

# Let's get social

It's been a busy month on 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 187,000 times, while over on Facebook our posts were read over 162,464 times. Some 746 people interacted with our content on Instagram and our YouTube videos received 570 views.

**f** On Facebook our top post reached over 21,245 people, reminding our staff and patients that the RBH entrance would be closing for the next stage of our hospital's transformation.



University Hospitals Dorset NHS Foundation Trust @UH... · Aug 17  
 Congratulations to @DrPeterOKane, UHD consultant interventional cardiologist, who has been named editor-in-chief of the global medical journal, *Interventional Cardiology: Reviews, Research and Resources*.  
[@radcliffeCARDIO](#)  
[#ICR3journal](#).



Almost 100 people took to Twitter to congratulate Dr Peter O'Kane, UHD consultant intervention cardiologist, for his new position as editor-in-chief of a global medical journal.



Some 85 people on Instagram liked our post sharing the story of healthcare assistants Lorraine and Sarah, as they shared their experiences of working at UHD.



More than 200 people tuned in to watch our chief executive Debbie Fleming give her August update on YouTube.

Have some good news you would like to share? Get in touch with the communications team on [communications@uhd.nhs.uk](mailto:communications@uhd.nhs.uk)

# Our first UHD annual report and accounts

Following the merger of Poole and RBCH almost a year ago, we have now published our first annual report and accounts documents, as well as a shorter summary report.

The UHD Annual Report for 2020/21 for the period 1 October 2020 to 31 March 2021 has been laid before Parliament, together with the part-year legacy reports for Poole Hospital and the Royal Bournemouth and Christchurch Hospitals for the preceding period 1 April 2020 to 30 September 2020.

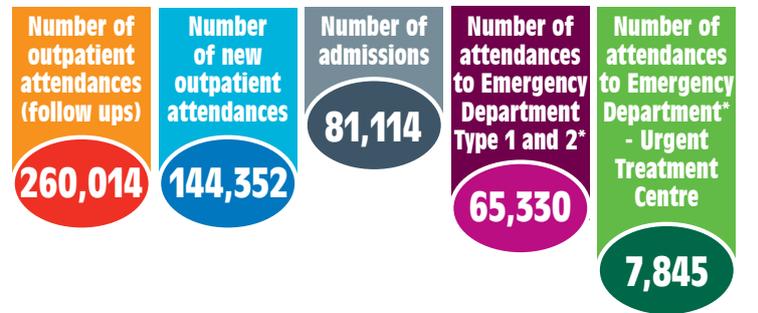
Taken together, the reports look back at the last 12 months, summarising both our achievements and the unprecedented challenges we face, and we look forward to some of the things we want to achieve over the course of the next financial year.

Our chairman, David Moss, and chief executive, Debbie Fleming, said: “We have a very exciting future ahead of us as UHD, and we want it to be an even better place to work and to receive care than at either of our predecessor trusts.

“We know that we can serve local people better as a larger, more resilient organisation, as we have proved over our first six months, and we are committed to delivering real benefits as a consequence of our foundation.”

One of the snapshots covered in the six month UHD report is how many patients we've cared for and treated:

The reports can be viewed [here](#).



# Update on Dorset's Integrated Care System

Everyone in Dorset deserves to live well. That's why our NHS organisations, councils, public services and voluntary and community partners are working together as an Integrated Care System (ICS). Working in partnership means we can join up all the things that affect our health

and wellbeing to make a real change and improve things for communities.

Dorset became one of England's first pilot ICSs in 2018, now this way of working is being replicated across the rest of the country.

To see an overview of what the plans are for future collaborative working between NHS services, public sector partners and the voluntary and community sector, click [here](#).

