

The Brief

June 2021

Green UHD



GUHD

Our sustainable future

Page 5

REFRESHing
approach to
infection control



Page 6

RBH big build
naming consultation



Page 7



Improving
end of life
care



Page 11

Your University Hospitals Dorset

An update from chief executive, Debbie Fleming

Welcome to your June edition of *The Brief*, and what a pleasure it is to be writing this with the sun shining outside. The pandemic has taught us many things, not least a deep appreciation for the great outdoors. That daily dose of exercise has seen us soak up our own gardens, parks and local beaches like never before - especially during lockdown - with gardening and cycling seeing a real resurgence across the county. Within our own hospitals, the beautiful Green Flag award-winning lake at RBH, the proximity of Poole Park and the grounds and gardens at Christchurch Hospital have sustained us as we've worked tirelessly to care for our patients.

We all appreciate the green spaces across our sites which are such a credit to our estates teams who work so hard to maintain them - and increasingly, you are expressing a real desire for UHD to do more about the sustainability of our planet. Indeed, as one of the largest organisations in Dorset, with a significant economic, social, and environmental impact, we have an obligation to work in a way that has a positive effect on the communities we serve and protect the environment which sustains us. That's why our Green Plan - which you can read more about on page 5 - is so important. As you can see, we all have a part to play.

Meanwhile, I am sure that we all feel disappointed by the news that lockdown cannot be fully lifted for a little while yet. However, this was clearly the right

decision given the increase in the number of Covid infections in the community, and it's so important that we do everything possible to avoid the surge in Covid admissions that we experienced earlier in the year. Despite this news, there is still so much to be positive about - it's good to see far fewer patients admitted with Covid-19, and increasingly, more elements of 'normal life' beginning to resume. We should also be proud of the fact that UHD continues to play a vital part in the ongoing research into Covid, with the work of our fantastic Dorset Research Hub, this time looking into the effectiveness of vaccine boosters. Do note that the team is looking for more willing volunteers - read more on page 6.

Last week, it was wonderful to see some of Team UHD not only nominated for, but winning at the Dorset Heroes Award for the efforts made during the pandemic.

Congratulations to our UHD theatres team for scooping the Healthcare Team award, and to Andy Byers, one of our volunteers at Poole who picked up the 999 award. You are all heroes in my eyes and it's delightful to see local people recognising you in this way.



Andy Byers ▲

Poole Theatres Team ▼



RBH Theatres Team ▼



Of course, we know that in the midst of the pandemic, there were many things that we were not able to do in the usual way, and everyone is now concerned about long waiting times. However, true to our values, we have focused on being innovative and “always improving” for the sake of our patients, and I could not be more pleased with the response of our teams. Your ongoing commitment and dedication is truly impressive as we seek to tackle our long waiting lists, and our new ‘Think Big’ project is really gathering momentum, gaining national as well as local media attention. It’s so encouraging seeing the progress that we have made, with the number of long waiters reduced by over 1,000 at the end of May compared to the position at the end of April, and Dorset’s recovery to date being one of the best in the south west.

In reflecting on the dedication and professionalism of you all, it’s only fitting that I also acknowledge the commitment of our many volunteers. It was lovely to be able to celebrate their contribution during the recent Volunteers’ Week. While their work had to be scaled back somewhat during the pandemic, you only have to walk through one of our entrances to be reminded of them and their important role in the trust. Every day, staff and patients alike have received a cheery greeting from one of our volunteers, and we shall never forget the immense support they provided with our vaccination programme. They have also played a huge part in supporting patients in dealing with the often upsetting restrictions to our visiting. I would like to say another huge thank you to our volunteers; you play a vital part in the work of UHD and we could not be more grateful to you.

As we continue to grow as Team UHD, our culture champions have a very important part to play. I was delighted to attend their first workshop recently and to meet the new team. Over the next few months, they will be listening to you, translating your feedback into themes, and feeding this back to the board so that we can take account of your views in our decision making.

Another way in which we get feedback from you is by means of our thriving staff networks. These are crucial in providing support and a collective voice for those individuals who may not always be heard. I’m so proud of the work of these networks

that are playing such an important part in the development of our new organisation - please do read all about them on our intranet. And look out next month for when we focus on those colleagues who serve (or have served) in the armed forces, I am looking forward to signing the armed forces covenant, and renewing our commitment to them afresh. We are all one team within UHD, and we want everyone to feel valued.

Finally, it’s great to see our extensive building programme progressing so well, as we continue to transform services with the creation of our emergency and planned care sites. You only have to walk around our hospitals to see that our future plans - once just a drawing on a page - are now being turned into reality.

There is never a dull moment within UHD, and given our ambitious transformation plans and our commitment to always improving, we should not expect things to stay still! Against such a backdrop of change, it remains essential that we continue to listen to each other as we come together in our immensely busy hospitals, in a way that is truly inclusive, so that everyone feels part of Team UHD and valued for their contribution.

Thank you once again for your dedication, commitment and exceptional hard work. It really is appreciated - by our patients, our colleagues, our partners and by the public whom we serve. Let’s hope we all enjoy a wonderful summer!

Debbie Fleming,
chief executive



Think Big to tackle our waiting lists

Our hospitals have long waiting lists for many appointments and procedures. Like all trusts, we had to cancel many non-emergency patients last year and because of social distancing requirements, we haven't been able to get our numbers coming to our hospitals up to the pre-Covid levels to start to make a difference to these figures.

As part of a wider programme of innovations for our elective recovery, we are developing plans to run appointments in a completely different way, taking over a floor of a large retail space in our conurbation. This 'Think Big' project is a transformation plan to provide high volume, low complexity face-to-face outpatient appointments, using processes developed from the running of the mass vaccine centres, such as at the BIC.

By using this large space in a totally new way, we can map out the flow of patients so we always maintain their dignity and privacy,

as well as taking into account all social distancing guidelines. We will also have very clear signage which will help guide patients and are working with patient groups to ensure the experience works to the benefit of all.

Patients will be seen by a variety of healthcare staff in different roles, depending on their condition. These face-to-face clinics will help determine what should happen to our patients next - for instance if they need to come into our hospitals for an operation, or to provide specialist advice on managing their condition with treatment at home or in the community. The centre is initially planned to have dedicated space for ophthalmology and breast screening, plus a number of consulting rooms with the agility for other specialities operating high volume, low complexity clinics, including orthopaedics and dermatology.

We are planning to open the

centre in autumn this year and will share with you further details as they develop, and when the location is confirmed. The project will involve staff from across our trust with the support of our partners across Dorset. We will be recruiting volunteers to help manage the smooth flow of patients through the centre, along the lines of the many volunteers who have been involved in the mass vaccine centres.

Think Big is about working differently and using your most highly skilled clinical time wisely with an efficient infrastructure, instead of asking you to work more hours. This is really important with the challenges facing us with workforce shortages. It will also be an important test bed for digital innovation to support our wider development of outpatient services.

This is a great opportunity for you to make a huge difference to the treatment of our patients and we appreciate what benefits this can bring to them and to our region.

Think Big in the media

Our Think Big initiative is really gathering momentum, gaining national as well as local media attention.

Our chief executive, Debbie Fleming, spoke to BBC South Today this week to talk more about the rationale and approach to this innovative idea.

You can see her interview [here](#)



Our sustainable future



UHD to launch Green Plan

We are launching our own 'Green Plan' tomorrow to coincide with national Clean Air Day (17 June) - an annual event to build awareness of how air pollution affects our health.

The strategy puts UHD on a path to having 'net zero' carbon emissions by 2040, in line with NHS England's carbon neutral target. It also commits the trust to deliver against all of the UN Sustainable Development Goals by 2030 under the NHS sustainable assessment framework.

We have created 10 'areas of action' for reducing our impact on the environment in areas such as waste, travel and energy usage. Targets will also be updated regularly as we continue to work towards the key goals for 2026.

Recent achievements include:

- creating a haven for wildlife at our green flag award-winning lake and grounds at RBH
- offsetting paper consumption enabling us to plant more than 2,500 trees in Madagascar
- further reductions in CO2 emissions across our sites - now approximately 24% lower than in 2012



In a special video to launch the Green Plan, our chief executive, **Debbie Fleming**, said:



"Our plan will ensure all our activities are focused on benefiting and safeguarding our environment - with everyone in the trust having a part to play."

Richard Renaut, our chief strategy and transformation officer, added:



"The trust board was unanimous in its decision to approve this strategy and to champion the importance of working towards greener goals as we make future decisions. We look forward to working with all our staff, patients, suppliers and partners to deliver this Green Plan and making our contribution to long term environmental sustainability."

Find out more

You can read the overall strategy, find out more about our plans, and watch Debbie's video via the trust's new 'Greener UHD' (GUHD) hub [here](#).

In addition, [this group](#) has been set up to share ideas and get support from each other and the central Greener UHD Team. You can contact the team here: greenuhd@uhd.nhs.uk

REFRESHing approach to infection control

As lockdown restrictions eased on 17 May, we began a month-long mini-campaign aimed at REFRESHing you on some of the essential infection prevention and control measures we can all take. All of the practices that we introduced, learned from and refined, and all of the hard work that has helped Covid-19 cases fall in Dorset, are as necessary now as when they were first put in place.

Key advice includes:

- wear the right PPE for the environment you are in and the patients you have (and ensure you only wear the supplied surgical face masks while at work, unless you are exempt)
- timely swabbing enables us to make the best decisions around a patient's care
- take an accurate travel history
- maintain good hand hygiene, social distancing and vigilance to keep ourselves, our patients, our colleagues and our families safe
- in non-clinical work areas, make sure the completed Covid secure assessment is up to date and any

restrictions it indicates are adhered to

- continue to use the lateral flow testing kits supplied to you, and importantly, keep logging your results
- do not travel into or out of work in your uniform, or wear it in areas like smoking shelters, as this can increase the risk of spreading the illness
- if something doesn't seem right, it's ok to ask
- we all have a role in infection control - reflect on what yours is

Keep an eye on our intranet, website and social media updated for all the latest news.



Covid vaccine trial - we need you!

UHD researchers are looking for volunteers to take part in a study looking at the use of different Covid-19 vaccines for giving a third dose. This study is being run by the Dorset Research Hub, based in RBH, and is sponsored by University Hospital Southampton NHS Foundation Trust.

You may be eligible to take part in the study if you:

- are aged 30 years and over, and
- have received a first and second dose of the Astra Zeneca vaccine by 10 April 2021

The trust will provide reimbursement up to £180-£270 for a participant's time, inconvenience and travel (depending on what group they are enrolled in). The total study participation time is up to one year.

Find out more at www.covboost.org.uk or email Joanna.samways@uhd.nhs.uk.

Transformation update



RBH big build naming consultation

You have been sending in your ideas for the name of the new maternity, children's, emergency and critical care centre being constructed at RBH. Our shortlisting panel, made up of a range of staff, looked at the 125 suggestions and whittled them down to this top three for you to express a preference:

● **BEACH**

'**B**' standing for Birth, '**E**' for Emergency And '**C**' for Critical care/children's **H**ospital. Conjures up images of "tide, ebbing and flowing" and has a visual aspect which could be used for wayfinding.

● **Cornerstone**

Reflecting the location at the corner of the RBH building, and while a functional name, it also is a representation of strength and stability.

● **Unity**

Linking the unity between the hospital sites following merger, plus the "Uni" partnership with Bournemouth University. Also,

linked to the unity of health services we provide and the communities we serve, with universal access, free at the point of delivery of care.

Other names considered

A range of other popular names were considered but were not selected for the shortlist. These included:

- Rainbow - a popular name in the suggestions and initial

shortlisting as seen as a symbol of hope, is inclusive and colourful. However, it was discounted over concerns that due to its links to bereavement it could cause distress to some staff and families i.e. 'rainbow babies' are babies born shortly after the loss of a previous baby due to miscarriage, stillbirth or death.

- Celebrities/VIPs - members of the Royal Family have longstanding links to local NHS hospitals which might cause confusion e.g. Princess Anne Hospital, Southampton. Also levels of popularity and recognition can vary over time.

How to give your preference

Please express your preference for your favourite name [here](#) by 2 July. The survey page also gives you the opportunity to add any new suggestion.

Next steps

Following analysis of responses, the final decision will then be taken by the trust board in late summer with the agreed name being announced in September 2021.

Thanks for your support and we look forward to receiving your preference.

Theatres teams getting set for reconfiguration

The theatre teams from both RBH and Poole are making good progress as they plan for their future. A joint briefing event was held on 21 May to begin a scoping exercise for staff preferences in light of the reconfiguration of the hospitals. The afternoon was a collaborative effort between the strategy and transformation directorate, organisational development and the theatre managers and matrons.

The event provided a great opportunity for the team to raise any concerns or questions they had regarding the planned changes and gave colleagues the chance to better understand what the developments mean for them and how they can be included in future discussions.

Ash Austin, surgical first assistant based at RBH, said: *"The event was a good open forum and the Q and A session allowed us to cover issues that may not have been considered, such as the location of cycle sheds at Poole Hospital and how*

staff access these - these issues seem minor but are important to staff.

"Overall, it was positive afternoon, and I came away learning things I did not know - it was an open forum with lots of opinions shared and questions answered."

You can watch the video shown on the day and find out more about the theatre transformation project [here](#).



Physical changes around our hospitals are hard to miss now...

RBH

The hoardings are up, and the enabling works have commenced in preparation for our new facility for the maternity, children's, emergency and critical care departments. Also, the purchase from BCP Council of a large part of the Wessex Fields site has been completed, acting as a key enabler in the creation of the new pathology building which is due to be erected on this land, and also providing you with direct access off the Wessex Way.

Poole



The theatre project continues to progress and all previously reported delays are being managed. The old pathology modular buildings and Alma Lodge have been completely removed and the supporting structures and slabs below demolished and broken out. Demolition has been largely completed and groundworks have now commenced.

Christchurch

Following the 2020 consultation, work continues to develop the masterplan for the site ahead of further stakeholder engagement.



Alyson's Blog

Alyson O'Donnell, chief medical officer

Oh my goodness - there is so much going on at the moment it is difficult to know where to start. We have crossed another threshold of bringing #TeamUHD together with the appointments to what we call tier 3 - this has involved a huge amount of work from lots of people but I hope is a big step in getting teams established as 'one team, multiple sites'. The announcement of the posts is coming soon.

Sitting behind all of this are lots of exciting developments around our new hospitals and estates projects - look out for news on all of this over the coming months. In the meantime I can't quite help myself from peering into the holes in the ground (when the

hoardings allow) to work out what is going on. We have had some really excellent work from teams in redesigning some of our spaces - well done to the acute surgical teams for signing off the new SAU designs and to the great group of junior doctors who have helped design the new mess and rest facilities. It is so important that everyone has a voice when your area is being worked on to ensure that we design spaces that work for all our staff and patients.

I have also been struck by just how 'normal' it can feel in the world now. I am not sure whether it is just how busy everywhere seems to be or the fact that you can do many more things a bit on the spur of the moment. Inside the

hospital we are going to have to be a bit more patient - things won't change in healthcare settings in the quite the same way as the outside world. You have all done a great job of being vaccinated but please just keep vigilant about the basics and keep all of us safe. As we have seen before other areas of the country are beginning to struggle with rising rates and hospital admissions and we don't want to be in that position again.

So thanks to you all for all you are doing to get our elective patients seen and treated and for dealing with the unseasonal numbers of emergencies coming through our doors. Continue to look after yourselves and each other - I know the weather is positively affecting our mood and sense of wellbeing. Get out get some fresh air but don't forget your sunscreen!

Alyson

Nominations are open for the 2021 UHD Junior Doctor Awards

The Junior Doctor Awards is an opportunity for everyone to recognise all our junior doctors achieve, deliver, and represent. All of us are encouraged to take part in nominating the junior doctors that are making a difference in our hospitals.

"The Junior Doctor Awards celebrate the hard work of all doctors below consultant grade," explains Anjee Shah, UHD chief resident. "The categories recognise hard work, initiative, improvement, and development over the past 12 months. In a time of Covid-19 I think it also celebrates junior doctors for being dynamic and flexible team players."

The award categories are: patient care, going the extra mile, leadership, innovation and research, teaching and education, team player, rising star.

Nominations are open now via Survey Monkey using the below links. Please include the name of the junior doctor, their department and why you are nominating them in your entry. Nominations close on 18 June.

Poole: www.surveymonkey.co.uk/r/6D8XTD5

RBCH: www.surveymonkey.co.uk/r/6TMJRT8

Chief resident Anjee Shah ►



UHD noticeboard

UHD Virtual Open Day

Planning for the first UHD Open Day is underway and we're going virtual. We want to make this a fantastic event and want as many departments and services to be part of this as possible. If you would like to get involved, please email melanie.croydon@uhd.nhs.uk to have a chat about what you have in mind and how we can make the first UHD Open Day something really special. Ideas for the day include virtual tours of departments, live Q and A sessions to give those considering a career in the NHS a chance to speak to those in roles they are considering, patient journey videos, tutorials or wellbeing classes, and live health talks. These are just some of the ideas that we can work on together. Let's get creative and showcase the very best UHD can offer.

Deaf Awareness Week 2021

"Hello, can you hear me?"

Wow, what a week! I wanted to say a massive thank you Team UHD. I was overwhelmed by the support and interest in raising deaf awareness; it really was #listening to understand. I am so proud that I work for such an inclusive organisation, enabling me to be the voice for the deaf community.

The resources from the week are available to download from the intranet under deaf awareness. If you need any more stickers for your area, please contact organisational.development@uhd.nhs.uk. If you'd like a badge or further information on health passports, please contact the Pro Ability team.

Toni Bailey



Virtual Understanding Health talks - topic suggestions

Our first UHD Understanding Health talk took place this week with a very topical subject of 'preparing for surgery'. The talk by Professor Rob Middleton was a great start to our 2021 series and was very well received by those who logged on to join us.

More virtual health talks will be organised shortly and we'd like to hear your thoughts about future topics. Do you think there would be interest in how to manage your diabetes or perhaps how the hospitals have changed as a result of the Covid-19 pandemic? Why not ask some of your patients for their suggestions and send them through to communications@uhd.nhs.uk. We look forward to hearing from Team UHD.

Ask Aly

The next 'Ask Aly' event with our chief medical officer, Dr Alyson O'Donnell, takes place tomorrow, Thursday 17 June, from 12.30pm. 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

Improving end of life care

The National Audit of Care at the End of Life (NACEL) audits the quality of end-of-life care delivered to patients during their final admission in hospital. Featuring on NHS England's Quality Accounts list for 2021, the audit is instrumental in understanding both the patient and staff experience during end of life care.

We are taking part in this important survey, giving you the opportunity to share your thoughts and experiences of delivering end of life care. Your opinion matters and will be reflected on nationally, helping not just UHD but the whole NHS drive development and improvement.

"End of life care is everyone's responsibility and we only have one chance to get it right," explains Vanessa Barents, end of life care nurse specialist

at UHD. "We need your support and participation in the survey to enhance and achieve outstanding end of life care across UHD. We encourage everyone in the trust to take part no matter where you work. Your feedback will contribute to a greater understanding on the delivery of care across the UK, to support the ongoing development of care and support to your colleagues, patients and those important to them."



With the impact of Covid-19 it's more important than ever for us to review, acknowledge and reflect upon delivering end of life care. The NACEL will help UHD make sure we always get it right for you, our patients and their loved ones.

The NACEL runs until 8 October. Staff based at **RBCH** can access the survey [here](#)



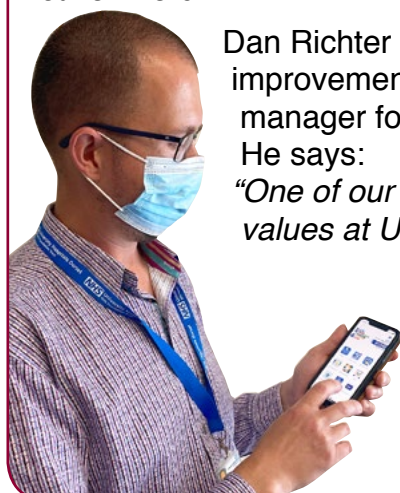
and if you're based at Poole, click [here](#).



◀ Vanessa Barents

QI is now on the UHD app!

Did you know you can now access the Quality Improvement (QI) portal on the UHD app? You can also access the portal via the staff intranet [here](#) for QI training, tools, guidance, and support, including how to join the QI network forum.



Dan Richter is improvement manager for QI. He says: *"One of our values at UHD*

is "always improving", and the quality improvement community is here to help you do just that. Whether you want get some expert advice, book some training for yourself or your team, or register your project - you can do it all through the UHD app.

"We want UHD to become an improving and learning organisation - and that starts with all of us. No idea is too small, and improvement ideas usually make patients' lives better, working life easier, and reduce wastage in terms of money and the earth's resources. So what's stopping you from gathering appropriate people into a team to take

forward improvements to the way we do things?"

If you haven't done so already you can download the app for free here or pop **tiny.cc/uhdapp** into your browser on your phone. It includes quick links to our latest news, ESR, e-Roster, email, wellbeing support, and staff networks. And now it's also a great way to tap in to the quality improvement community, so why not try it today?



The Brief in focus - your appraisal

With our appraisal season now extended to the end of September so we can support quality appraisal conversations within the new management structures, here's your guide to all things appraisal so you can start preparing...

What we're hearing...

The new process was designed to help support a meaningful appraisal conversation and to not get in the way or hinder the discussion. Taking feedback from you, the aim was to keep it simple, balanced and inclusive.

Now that 'appraisal season' is well underway, it has been great to hear some of the feedback you've given about the new process.

“The new appraisal has allowed my staff to have a more active part in the appraisal process, especially around the values and being able to give examples for their job and what they do.

“What I really like is the wellbeing part - it has really been an area that I can talk to my staff about and have honest and frank conversations.”

Louise Watkinson, sister, oncology

“The new approach to preparation is a big improvement allowing both parties to attend the appraisal as a blank canvas. It is more person-centred and encourages open discussions and a collaborative approach to setting individual objectives.”

Anonymous, informatics department

“Having conducted the majority of my staff's appraisals, I found the new process straightforward and not too lengthy - six pages is about the right length. I think the box for discussion about trust values serves well for capturing the conversation rather than trying to fit something into individual boxes.

“The appraisal preparation sheet is very well thought out too. All my staff came to their appraisals with a completed preparation form and we had great conversations based on what they had filled in.

“The last question on this form was to provide any comments or feedback to your manager. As a line manager, I really appreciated the feedback I received as I got confirmation of what I am doing right by my team, and what areas I still need to work on.”

Erik Matocha, operational support, women's health, and culture champion

Want to know more?

Training for appraisees

Have you had yours?

Is your appraisal booked already?

If not, speak to your manager about your appraisal. You may find it helpful to watch our guide to 'getting the most from your appraisal,' which is available on the intranet. The guide explains what you should expect from your appraisal; the process and paperwork and how to prepare - to ensure you get the most from discussion.

Training for appraisers

Despite the restrictions on running events, over the last few months the OD team has been able to connect with lots of you to talk about appraisals.

For existing appraisers, briefings were held on Teams explaining the new process. Over 100 appraisers attended the live sessions, but if you didn't manage to catch one, you can watch a recording on the intranet. This has already been viewed 100 times as we write this article!

New to appraisal?

Appraisal training is up and running for those who are new appraisers. Using a blended learning approach, learners complete a workbook alongside e-learning before attending a workshop (currently on Teams).

Here is some of the feedback we have received.

“I gained more confidence and felt more relaxed about the process. I went in feeling a bit apprehensive, but there were useful tips both in the e-learning workbook and the actual workshop to help guide us and enable us to prepare better.”

“The workbook helped me learn a lot, and the opportunity to ask questions at the workshop was really useful.”

“A friendly, inclusive and informative session.”



For further information about the UHD appraisal process, including training and links to forms and other supporting materials, visit the appraisal intranet pages [here](#).