

Dear Colleagues

With more imminent strike action due, particularly junior doctor industrial action from 13 March to 16 March, I know many of you are keen to hear about our plans for this period.

I would like to assure you, as I have in my recent Monday Messages, Time to Talk and UHNM Live that the executive team and I fully support everyone's right to undertake strike action if they feel that this is the best way to express their concerns and is organised within the legal requirements by their union. I want to be clear that this support is for all our staff whether doctors, nurses or therapists. Anyone who decides to participate in industrial action will not be treated any less favourably and I sincerely hope it is effective.

The details regarding the working arrangements and medical cover across our hospitals during the junior doctor industrial action is being carefully planned with the LNC and our divisional teams and will be circulated through our usual communications later this week.

I would like to thank you for your continued support while these are agreed and remind you that there are Industrial Action FAQs available on the intranet [here](#) and should you wish to access any well-being support the offer is available [here](#).

Tracy

Junior Doctors Industrial Action

As you are all aware we are heading into a period of industrial action by junior doctors. The executive team remains fully supportive of everyone's right to undertake strike action if they feel that this is the best way to express their concerns, within the legal requirements by their union and are fully understanding of the concerns that our junior doctors are raising. Our responsibility at this stage is to ensure that patient safety and high quality care are maintained through the strike action.

Following a period of constructive negotiation with the LNC regarding the offer for consultants and SAS doctors, this has now been agreed with the Trust and details have been shared with divisions and directly with consultants.

The junior doctors industrial action is planned from 7am on Monday 13 March to 7am on Thursday 16 March 2023. As per BMA advice, any shift already started before the strike begins on 13 March should be completed and handover of patients and crash bleeps given safely and as normal. For example, if your shift started at 9pm on 12 March and finishes at 9.30am on 13 March you should finish as you would normally.

As part of our planning, the three days will be run as if we were in Critical Incident with all non-essential meetings cancelled. Clinical leadership to manage risk and discharge of patients is reflective of this incident level.

In addition, there will be divisional leadership teams on site during the day from 0600 to 2200 and gold and silver on call will be providing oversight of the organisation, including overnight, for the 72 hours.

We would like to reiterate our thanks and gratitude for all your efforts during the last couple of weeks to ensure we have the best plans in place to keep our patients safe and our appreciation of everyone who has agreed to work flexibility and shown a willingness to work differently.

Key Principles

The key principles to support our planning for industrial action from our Medical Director can be found [here](#). The executive team is grateful to all staff who have agreed to work differently to maintain patient care throughout the strike, including nurses and advanced nurse practitioners.

Impact on Services

Our priority is to provide safe care for our patients and the plans we have put in place will allow us to do this. Unfortunately this does mean we have had to reschedule some routine and non-urgent appointments and procedures on 13, 14, or 15 March. Patients have been contacted directly if their appointment needs to be rescheduled.

The following steps have also been taken to keep our hospitals safe:

- Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
- The Referral & Admission Policy is to be strictly adhered to with divisions required to enact Your Next Patient to create necessary capacity

Maintained Services include:

- Emergency Department and acute portal provision
- Critical care services including in reach and out reach
- Inpatient services including cardiac arrest response and on call cover
- Cancer services including new outpatient clinics, MDT, and chemotherapy/radiotherapy
- Emergency Theatres and Cath Labs
- Limited outpatient activity including Fracture, TIA, and Eye Clinics.

Deteriorating patient response

During the industrial action we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

Crash tests will happen at both of the hospitals at 1000, 1600 and 2200 during the strike period, crash holders will respond to test. Normal process will resume after the strike period.

Overnight Imaging Service

Imaging services will run as normal during the day.

At Night Imaging will be utilising Medica (Nighthawk) for overnight cover from:

- Monday 13 March 2023 from 19:00 until 09:00
- Tuesday 14 March 2023 from 19:00 until 09:00
- Wednesday 15 March 2023 from 19:00 until 09:00

Please note there are 2 dedicated Radiology Consultants available via Medica overnight who will provide real time response to any urgent and emergent scan related calls.

Details about the process to follow can be found [here](#).

Additional IM&T Support

The IM&T team will be providing additional support during the 72 hours with member of the Training Team and Service Desk walking wards. Details of how to contact them can be found [here](#).

Medical Certificates for Causes of Death during Strike Action

In preparation for the junior doctor industrial action from Monday, bereavement office staff will be in on Saturday and Sunday (11 and 12 March) to complete Medical Certificates for Causes of Death done in a timely way, particularly from the Emergency Department. Registrars and Consultants will be asked to complete MCCDs where possible, depending on their capacity. [More>](#)

Tomorrow, **Thursday 9 February**, UHNM physiotherapy colleagues will be undertaking a day of industrial action following positive ballot results. This means there will be a picket line outside the entrance to the hospital on the A34.

As a result of this industrial action, all our ward and clinical teams have worked together in order to maintain patient care and safety throughout our hospitals.

The 24 hour period of industrial action will run from **midnight 9 February 2023 to midnight 10 February 2023** and during this time the physiotherapy team will be providing an emergency physiotherapy respiratory on-call service only.

The physiotherapists across all divisions will be using the criteria, detailed [here](#) to receive referrals in line with the Trust's usual emergency respiratory on-call provision.

Divisional leadership teams will provide senior nursing cover during this time to support wards and clinical areas 8am to 8pm and additional staffing has been sourced for Friday 10 February - post strike - to support teams and help discharges.

Some elective orthopaedic procedures have been cancelled as well as some outpatient appointments and all patients have been informed of the change and will be rescheduled.

Staff are asked to continue to work flexibly to ensure we can do all we can to maintain the safety and care of our patients. We are grateful for your support at this time and should you have any queries regarding NHS industrial strike action there are FAQs available on the intranet [here](#).

Alternatively please speak to your line manager and if you need to access additional wellbeing advice or support please do so through the OD team, details can be found [here](#).

Planned Industrial Action

As you are all aware we will enter another period of junior doctor industrial action next week. This will be followed by consultant strike action, which will present UHNM with new challenges. Dates for strike action are:

Junior Doctors - 7am on 13 July to 7am 18 July

Consultants - 7am on 20 July to 7am 22 July

As with previous industrial action we are working with the divisions to ensure we maintain safe urgent and emergency care for our patients and minimise the impact on our elective recovery programme. We would like to thank all colleagues who are supporting us with this planning.

Junior Doctor Industrial Action

In accordance with BMA advice, any shift already started before the strike begins on Thursday 13 July should be completed and handover of patients and crash bleeps given safely and as normal.

As part of our planning, the strike action days will be run as if we were in critical incident with all non-essential meetings cancelled. Clinical leadership to manage risk and discharge of patients is reflective of this incident level.

Impact on Pay for rotating junior doctors

Due to junior doctors' rotation, the Trust will be processing the deduction of pay for those junior doctors who have opted to strike from their July salary.

The deduction will only be made in July for doctors that are due to leave the Trust on 1 August 2023. All other doctors that remain employed by the Trust throughout August will have any deduction associated with the strike deducted from August's pay.

Unfortunately, some junior doctors who also opted to strike in June, will receive deductions for June and July in July's pay. We recognise this may have a financial impact on some and if this is the case, we would like those doctors that may experience financial hardship to discuss this as soon as possible with their line manager so arrangements can be made.

Consultant Industrial Action

Our consultants play an important part in maintaining the continuity of patient care to the highest possible standards. Consultant colleagues have a vital role in helping to plan and prepare for how patients will be cared for during the period of consultant strike action. The BMA are asking its consultant members to deliver "Christmas Day" levels of care. This is to ensure that emergency care will continue to be provided.

We thank all of our colleagues who are working with operational management teams to ensure we can continue to provide care for our patients who have urgent needs and to enable us to manage the activity over the days of action accordingly.

There is a recognition that colleagues are under no obligation to declare their position on strike action. However, if someone chooses not to declare their position the executive team has agreed that we step down their activity to avoid uncertainty and distress for our patients.

Thank You

We would like to reiterate that the executive team remains fully supportive of everyone's right to undertake strike action if they feel that this is the best way to express their concerns, within the legal requirements by their union and are fully understanding of the concerns that our doctors are raising. However, our responsibility at this stage is to ensure that patient safety and high quality care are maintained through all periods of industrial action.

We would like to thank all staff for their continued support to maintain services during strikes and willingness to work flexibly.

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Impact on Pay for rotating junior doctors

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The deduction will only be made in July for doctors that are due to leave the Trust on 1 August 2023. All other doctors that remain employed by the Trust throughout August will have any deduction associated with the strike deducted from August's pay.

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There is a recognition that colleagues are under no obligation to declare their position on strike. However, if someone chooses not to declare their position the executive team has agreed to step down their activity to avoid uncertainty and distress for our patients.

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We would like to thank all staff for their continued support to maintain services during strikes and willingness to work flexibly.



Impact on Pay for rotating junior doctors

Due to junior doctors' rotation in September the Trust will be processing the deduction of pay for those junior doctors who have opted to strike in July and August from their August salary.

The deduction will only be made in August for doctors that are due to leave the Trust early September 2023. All other doctors that remain employed by the Trust throughout September will have any deduction associated with the strike dates during August deducted from September's pay.

We recognise this may have a financial impact on some and if this is the case, we would

like those doctors that may experience financial hardship to discuss this as soon as possible with their line manager so arrangements can be made.

If a doctor has any questions or concerns regarding the amount of payment that has been deducted after the pay date of Friday 25 August, they should contact [REDACTED] Medical Staffing Manager [REDACTED]

Industrial Action

The British Medical Association in England has announced:

- **junior doctors will [strike between 7am on Friday 11 August and 7am on Tuesday 15 August.](#)**
- **consultants are due to take part in a planned [48 hour strike from 7am on Thursday 24 August.](#)**

This will impact on all services at University Hospitals of North Midlands. We are working closely with union representatives to ensure plans are in place to maintain safe care for patients, while facilitating and respecting the right of those staff who wish to take legal industrial action.

Patient safety is our number one priority and would like to thank all staff who have agreed to work differently and cover patient safety critical gaps to ensure our quality of care is not compromised.

As with previous strikes, urgent and emergency care, maternity services and the maintenance of our urgent and long waiting elective and cancer patients will be our priority. Patients will be able to continue to access these critical services as they normally would.

Impact on Services

We have been working with our divisions to ensure the plans we have place allow us to continue to provide safe care and has the least impact on services. However, a significant number of our routine and non-routine outpatient appointments and elective surgery have been postponed or rearranged. Priority has been given to those patients with the most pressing health needs and patients have been contacted directly if their appointment needs rescheduling.

The following steps have also been taken to keep our hospitals safe:

1. Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
2. The Referral & Admission Policy is to be strictly adhered to with divisions required to enact Your Next Patient to create necessary capacity

Deteriorating patient response

During the industrial action we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

Crash tests will happen at both of the hospitals at 1000, 1600 and 2200 during the strike period, crash holders will respond to test. Normal process will resume after the strike period.

Overnight Imaging Service

Imaging services will run as normal during the day.

At night, Imaging will be utilising Medica (Nighthawk) for overnight cover from:

- 19:00-09:00 – Friday 11 August
- 19:00-09:00 – Saturday 12 August
- 19:00-09:00 – Sunday 13 August
- 19:00-09:00 – Monday 14 August
- Details about the process to follow can be found [here](#).

Additional IM&T Support

The IM&T team will be providing additional support during industrial action with members of the Training Team and Service Desk available 24/7. Details of how to contact them can be found [here](#).

Impact on Pay for rotating junior doctors

Due to junior doctors' rotation, the Trust will be processing the deduction of pay for those junior doctors who have opted to strike from their July salary.

The deduction will only be made in July for doctors that are due to leave the Trust on 1 August 2023. All other doctors that remain employed by the Trust throughout August will have any deduction associated with the strike deducted from August's pay.

Unfortunately, some junior doctors who also opted to strike in June, will receive deductions for June and July in July's pay. We recognise this may have a financial impact on some and if this is the case, we would like those doctors that may experience financial hardship to discuss this as soon as possible with their line manager so arrangements can be made.

If a doctor has any questions or concerns regarding the amount of payment that has been deducted after the pay date of 25th July, they should contact [REDACTED]
Assistant Director of Resourcing [REDACTED]

Industrial Action

The British Medical Association in England has announced:

- **junior doctors will [strike between 7am on Thursday 13 July and 7am on Tuesday 18 July.](#)**
- **consultants are due to take part in a planned [48 hour strike from 7am on Thursday 20 July.](#)**

This will impact on all services at University Hospitals of North Midlands. We are working closely with union representatives to ensure plans are in place to maintain safe care for

patients, while facilitating and respecting the right of those staff who wish to take legal industrial action.

Patient safety is our number one priority and would like to thank all staff who have agreed to work differently and adjust services and the way we staff them to ensure our quality of care is not compromised.

As with previous strikes, urgent and emergency care and maternity care will be our priority. Patients will be able to continue to access care from our emergency departments (ED) and maternity services and critical services for our inpatients.

Impact on Services

We have been working with our divisions to ensure the plans we have place allow us to continue to provide safe care and has the least impact on services. However, a significant number of our routine and non-routine outpatient appointments and elective surgery have been postponed or rearranged. Priority has been given to those patients with the most pressing health needs and patients have been contacted directly if their appointment needs rescheduling.

The following steps have also been taken to keep our hospitals safe:

3. Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
4. The Referral & Admission Policy is to be strictly adhered to with divisions required to enact Your Next Patient to create necessary capacity

Deteriorating patient response

During the industrial action we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

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- 19:00-09:00 – Thursday 13 July
- 19:00-09:00 – Friday 14 July
- 19:00-09:00 – Saturday 15 July
- 19:00-09:00 – Sunday 16 July
- 19:00-09:00 – Monday 17 July

Details about the process to follow can be found [here](#).

Additional IM&T Support

The IM&T team will be providing additional support during industrial action with members of the Training Team and Service Desk available 24/7. Details of how to contact them can be found [here](#).

FOI ref 820-2324

Staff Briefing | Industrial Action

This morning saw the start of the latest period of industrial action stretching over five days this week. For the first time in NHS history both consultant and junior doctors are striking on the same day tomorrow on 20 September and therefore we have planned carefully for the next few days. There will be further and joint protracted industrial action in October:

JOINT JUNIOR & CONSULTANT STRIKE ACTION DATES

SEPTEMBER

Date	Consultants	Juniors
19 September	Christmas day cover from 7am	Non strike day
20 September	Christmas day cover	Christmas day cover from 7am
21 September	Non strike day from 7am	Full walkout from 7am
22 September	Non strike day	Full walkout
23 September	Non strike day	Non strike day from 7am

OCTOBER

Date	Consultants and Junior Doctors
2 October	Christmas day cover from 7am
3 October	Christmas day cover
4 October	Christmas day cover
5 October	Non strike day from 7am

We are now in our 10 month of industrial action and are fully aware of the impact not just on our patients but on our staff too, who have gone above and beyond to ensure we maintain safe care. We are grateful for all of your continued efforts to put our patients and each other first.

Impact on Services

Inevitably, this has impacted on all services at University Hospitals of North Midlands. The divisions have worked hard to ensure plans are in place to maintain safe care for patients, while facilitating and respecting the right of those staff who wish to take legal industrial action.

Patient safety is our number one priority and we would like to thank all staff who have agreed to work differently and adjust services and the way we staff them to ensure our quality of care is not compromised.

A significant number of our routine and non-routine outpatient appointments and elective surgery have been postponed or rearranged. Priority has been given to those patients with the most pressing health needs and patients have been contacted directly if their appointment needs rescheduling. For the current period of industrial action, we have postponed 1,065 outpatient appointments and 115 elective operations have been rescheduled.

As with previous strikes, urgent and emergency care and maternity care will be our priority. Patients will be able to continue to access care from our emergency departments (ED) and maternity services and critical services for our inpatients.

Deteriorating patient response

During the junior doctor industrial action, and from 7am tomorrow (20 September) we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

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Imaging services will run as normal during the day.

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- 19:00-09:00 – Wednesday 20 September

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Details about the process to follow can be found [here](#).

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The IM&T team will be providing additional support during industrial action. Details of how to contact them can be found [here](#).

Industrial Action

The British Medical Association in England has announced:

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- **consultants are due to take part in a planned** [48 hour strike from 7am on Thursday 20 July.](#)

This will impact on all services at University Hospitals of North Midlands. We are working closely with union representatives to ensure plans are in place to maintain safe care for patients, while facilitating and respecting the right of those staff who wish to take legal industrial action.

Patient safety is our number one priority and would like to thank all staff who have agreed to work differently and adjust services and the way we staff them to ensure our quality of care is not compromised.

As with previous strikes, urgent and emergency care and maternity care will be our priority. Patients will be able to continue to access care from our emergency departments (ED) and maternity services and critical services for our inpatients.

Impact on Services

We have been working with our divisions to ensure the plans we have place allow us to continue to provide safe care and has the least impact on services. However, a significant number of our routine and non-routine outpatient appointments and elective surgery have been postponed or rearranged. Priority has been given to those patients with the most pressing health needs and patients have been contacted directly if their appointment needs

rescheduling.

The following steps have also been taken to keep our hospitals safe:

1. Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
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Details about the process to follow can be found [here](#).

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The IM&T team will be providing additional support during industrial action with members of the Training Team and Service Desk available 24/7. Details of how to contact them can be found [here](#).

Junior Doctor Strike

The BMA Junior Doctor Industrial Action which began on Friday 11 August has now concluded and the executive team would like to offer their personal thanks for all that you have done during this period. The executive team would also like to express their appreciation for efforts made in the weeks prior, to ensure we had the best plans in place possible to maintain patient care.

We were able to maintain many services for emergencies and urgent care, including cancer treatments. However, this period of industrial action has had an impact on our ability to continue with our elective recovery trajectory and unfortunately we have had to cancel and rebook 193 outpatient appointments and reschedule 49 elective procedures.

Many teams have had to work flexibly to cover the gaps in junior doctor rotas both during the day and overnight and we would like to thank everyone who has helped to protect patient care through this time, including consultants, SAS doctors and other doctors who have been available to work but also numerous other groups, such as advanced care practitioners, surgical nurse practitioners, advanced nurse practitioners, pharmacists, operational managers, administrative teams, domestic and portering colleagues.

Junior Doctor Strike

The BMA Junior Doctor Industrial Action which began on Thursday 13 July has now concluded and I would like to offer my personal thanks, and that of the executive team, for all that you have done during this period - the longest period of strike action in NHS history. I would also like to express my appreciation for efforts made in the weeks prior to ensure we had the best plans in place possible to maintain patient care.

We were able to maintain many services for emergencies and urgent care, including cancer treatments. However, the extended period of industrial action has had a significant impact on our ability to look after some of our patients with 696 outpatient appointments rescheduled and in the region of 68 elective procedures being postponed.

Many staff have had to work flexibly to cover the gaps in junior doctor rotas both during the day and overnight and we would like to thank everyone who has helped to protect patient care through this time, including consultants, SAS doctors and other doctors who have been available to work but also numerous other groups, such as advanced care practitioners, surgical nurse practitioners, advanced nurse practitioners, pharmacists and our operational managers.

Consultant Industrial Action

We have prepared for Consultant industrial action which started at 8am today (Thursday) and will continue until 8am on Saturday.

In contrast to strike action among other staff groups, no other clinicians can provide cover for consultants, so planned care delivered by junior doctors or other healthcare professionals that requires even remote consultant supervision has been rescheduled. This means a significant amount of planned care involving junior doctors has been affected.

Our plans will ensure emergency and urgent care is prioritised and patients remain safe but in the eighth month of industrial action and with thousands of appointments already affected, it is becoming even more difficult to get our services back on track after each round of action.

Again, I would like to thank everyone for what they are doing to make sure we continue to care for those patients in need of the most urgent investigation and treatment.

Our advice for the public who need care does not change – people should use 999 in life-threatening emergencies and NHS 111 online for other health concerns. GP services and pharmacies are also available for patients and can be accessed in the normal way.

Patients have been contacted and informed if their planned appointment has been postponed and if not contacted attend as normal.

Staff Briefing | Industrial Action

At 7am today we saw the start of another period of industrial action. This time it is the longest consecutive strike in NHS history, planned during one of the most challenging periods of the year. The strike is due to end at 7am next Tuesday.

As always, we thank all divisional teams who have worked incredibly hard to ensure urgent and life-saving care can continue while also delivering some progress on our recovery plans for elective care.

We are fully aware of the impact repeated strike action is having on our patient care but also the resilience of our staff and we are grateful to those of you who are working flexibly and in different roles to ensure we provide the best patient care possible to our local communities.

Impact on Services

During strikes we continue to ensure we do everything we can to maintain life critical care and ensure longer wait elective activity and cancer care is prioritised. Where elective appointments have been cancelled, these have been rescheduled.

If you are cancelling patient appointments, please ensure this is done on Careflow as well as usual methods because otherwise patients will continue to receive a reminder text message telling them to come in.

As with previous strikes, urgent and emergency care and maternity care will be our priority. Patients will be able to continue to access care from our emergency departments (ED) and maternity services and critical services for our inpatients.

Please ensure that when talking to patients or the public, they know that regardless of any action taking place, people who need care should continue to come forward as normal, especially in emergency and life-saving cases.

The public are advised to visit 111 online or call 111 for help and advice but dial 999 if it is a serious life threatening emergency. Patients with appointments booked on strike days will be contacted by the NHS if their appointment needs to be rescheduled due to industrial action. If they have not been contacted, they should attend their appointment as planned.

Deteriorating patient response

During the junior doctor industrial action, and from 7am today (Wednesday 3 January) to 7am on Tuesday 9 January we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

Overnight Imaging Service

Out of hours imaging will be provided through business as usual on call and **not** via Medica during industrial action.

Additional IM&T Support

The IM&T team will be providing additional support during industrial action. Details of how to contact them can be found [here](#).

Rota / payday cut off

Please be reminded that while all efforts will be made to ensure rotas are processed, it is possible that some shifts covered as part of the industrial action prior to the cut off date of 5 January, might not be paid until February 2024.

We apologise for the inconvenience.



Dear Colleague

The BMA Junior Doctor Industrial Action which began on 13 March concluded at 7am this morning, as anticipated. I would like to offer my personal thanks and that of the executive team for all that you have done during the 72 hour strike period and the weeks prior to ensure we had the best plans in place possible to maintain patient care and keep our staff and patients safe.

We had good plans and despite operational pressures on top of strike action, we were able to maintain many services including emergency and urgent care and urgent and cancer elective activity. However, the extended period of industrial action has had a significant impact on our ability to look after some of our patients with more than 3,000 outpatient appointments rescheduled and in the region of 250 elective procedures being postponed.

Many staff have had to work flexibly to cover the gaps in junior doctor rotas both during the day and overnight. I would like to thank everyone who has worked to protect patient care through this time, including consultants, SAS doctors and other doctors who have been available to work but also numerous other groups, such as advanced care practitioners, surgical nurse practitioners, advanced nurse practitioners, pharmacists and our operational managers.

From going round the wards throughout the strike, I've been really struck by the contribution that other professions are able to make to provide support to patient care and I am grateful for all you have done.

At this stage, we don't know whether there will be further junior doctor strike action and we may well be asking you again for this flexibility and support in the future.

In the meantime, we will continue with our robust planning to protect the safety, welfare and services provided to patients as we recover from the last three days and plan for any further potential industrial action.

Thank you again and please look after each other and yourselves by making use of our wellbeing offer [here](#).


Medical Director

Junior Doctors Industrial Action

As you are all aware we are heading into a period of industrial action by junior doctors. The executive team remains fully supportive of everyone's right to undertake strike action if they feel that this is the best way to express their concerns, within the legal requirements by their union and are fully understanding of the concerns that our junior doctors are raising. Our responsibility at this stage is to ensure that patient safety and high quality care are maintained through the strike action.

Following a period of constructive negotiation with the LNC regarding the offer for consultants and SAS doctors, this has now been agreed with the Trust and details have been shared with divisions and directly with consultants.

The junior doctors industrial action is planned from 7am on Monday 13 March to 7am on Thursday 16 March 2023. As per BMA advice, any shift already started before the strike begins on 13 March should be completed and handover of patients and crash bleeps given safely and as normal. For example, if your shift started at 9pm on 12 March and finishes at 9.30am on 13 March you should finish as you would normally.

As part of our planning, the three days will be run as if we were in Critical Incident with all non-essential meetings cancelled. Clinical leadership to manage risk and discharge of patients is reflective of this incident level.

In addition, there will be divisional leadership teams on site during the day from 0600 to 2200 and gold and silver on call will be providing oversight of the organisation, including overnight, for the 72 hours.

We would like to reiterate our thanks and gratitude for all your efforts during the last couple of weeks to ensure we have the best plans in place to keep our patients safe and our appreciation of everyone who has agreed to work flexibility and shown a willingness to work differently.

Key Principles

The key principles to support our planning for industrial action from our Medical Director can be found [here](#). The executive team is grateful to all staff who have agreed to work differently to maintain patient care throughout the strike, including nurses and advanced nurse practitioners.

Impact on Services

Our priority is to provide safe care for our patients and the plans we have put in place will allow us to do this. Unfortunately this does mean we have had to reschedule some routine and non-urgent appointments and procedures on 13, 14, or 15 March. Patients have been contacted directly if their appointment needs to be rescheduled.

The following steps have also been taken to keep our hospitals safe:

- Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
- The Referral & Admission Policy is to be strictly adhered to with divisions required to enact Your Next Patient to create necessary capacity

Maintained Services include:

- Emergency Department and acute portal provision
 - Critical care services including in reach and out reach
 - Inpatient services including cardiac arrest response and on call cover
 - Cancer services including new outpatient clinics, MDT, and chemotherapy/radiotherapy
 - Emergency Theatres and Cath Labs
 - Limited outpatient activity including Fracture, TIA, and Eye Clinics.
-

Deteriorating patient response

During the industrial action we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

Crash tests will happen at both of the hospitals at 1000, 1600 and 2200 during the strike period, crash holders will respond to test. Normal process will resume after the strike period.

Overnight Imaging Service

Imaging services will run as normal during the day.

At Night Imaging will be utilising Medica (Nighthawk) for overnight cover from:

- Monday 13 March 2023 from 19:00 until 09:00
- Tuesday 14 March 2023 from 19:00 until 09:00
- Wednesday 15 March 2023 from 19:00 until 09:00

Please note there are 2 dedicated Radiology Consultants available via Medica overnight who will provide real time response to any urgent and emergent scan related calls.

Details about the process to follow can be found [here](#).

Additional IM&T Support

The IM&T team will be providing additional support during the 72 hours with member of the Training Team and Service Desk walking wards. Details of how to contact them can be found [here](#).

Medical Certificates for Causes of Death during Strike Action

In preparation for the junior doctor industrial action from Monday, bereavement office staff will be in on Saturday and Sunday (11 and 12 March) to complete Medical Certificates for Causes of Death done in a timely way, particularly from the Emergency Department. Registrars and Consultants will be asked to complete MCCDs where possible, depending on their capacity. [More>](#)

Junior Doctors Industrial Action

As you are all aware we are heading into a period of junior doctor industrial action which will immediately follow a four day bank holiday.

The executive team remains fully supportive of everyone's right to undertake strike action if they feel that this is the best way to express their concerns, within the legal requirements by their union and are fully understanding of the concerns that our junior doctors are raising. Our responsibility at this stage is to ensure that patient safety and high quality care are maintained through the strike action.

The junior doctors industrial action is planned from 7am on Tuesday 11 April - 7am Saturday 15 April. As per BMA advice, any shift already started before the strike begins on Tuesday 11 April should be completed and handover of patients and crash bleeps given safely and as normal.

As part of our planning, the strike action days will be run as if we were in Critical Incident with all non-essential meetings cancelled. Clinical leadership to manage risk and discharge of patients is reflective of this incident level.

In addition, there will be divisional leadership teams on site during the day from 0600 to 2200 and gold and silver on call will be providing oversight of the organisation, including overnight, for the 96 hours.

We would like to reiterate our thanks and gratitude for all your efforts during the last couple of weeks to ensure we have the best plans in place to keep our patients safe and our appreciation of everyone who has agreed to work flexibility and shown a willingness to work differently.

Impact on Services

Our priority is to provide safe care for our patients and the plans we have put in place will allow us to do this. Unfortunately this does mean we have had to reschedule much of our routine and non-urgent appointments and procedures while industrial action is taking place. Patients have been contacted directly if their appointment needs to be rescheduled.

The following steps have also been taken to keep our hospitals safe:

1. Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
2. The Referral & Admission Policy is to be strictly adhered to with divisions required to enact Your Next Patient to create necessary capacity

Maintained Services include:

1. Emergency Department and acute portal provision
2. Critical care services including in reach and out reach
3. Inpatient services including cardiac arrest response and on call cover
4. Cancer services including new outpatient clinics, MDT, and chemotherapy/radiotherapy
5. Emergency Theatres and Cath Labs
6. Limited outpatient activity including Fracture, TIA, and Eye Clinics



Deteriorating patient response

During the industrial action we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

Crash tests will happen at both of the hospitals at 1000, 1600 and 2200 during the strike period, crash holders will respond to test. Normal process will resume after the strike period.

Overnight Imaging Service

Imaging services will run as normal during the day.

At Night Imaging will be utilising Medica (Nighthawk) for overnight cover from:

- Tuesday 11 April from 19:00 until 09:00
- Wednesday 12 April from 19:00 until 09:00
- Thursday 13 April from 19:00 until 09:00
- Friday 14 April from 19:00 until 09:00

Details about the process to follow can be found [here](#).

Additional IM&T Support

The IM&T team will be providing additional support during the 96 hours with member of the Training Team and Service Desk walking wards. Details of how to contact them can be found [here](#).

FOI ref 820-2

Dear All

As you know the BMA Junior Doctor Industrial Action began yesterday at 7am. Thank you for all that you are doing over this protracted period of strike action. The executive team is grateful to everyone who has stepped into different roles and helped our hospitals to maintain safe patient care across our wards, in emergency and urgent care as well as prioritising urgent elective and cancer care.

Industrial action will end at 7am on Thursday (15 March) and until then the plans and actions we have put in place to keep our patients safe will continue. In order to support the safe and efficient flow of patients through our hospitals for the duration of industrial action, departments and wards have been requested to continue to engage with the following actions:

- standing down of all non-essential meetings
- ensure the Referral & Admission Policy is in full effect and all appropriate patients referred to specialties to proceed directly to portals without delay
- where there is no available space, divisions are required to enact Your Next Patient to create necessary capacity
- Divisional Leadership teams on site from 06:00 – 22:00 coverage for the duration of the industrial action

This is not an exhaustive list and staff are asked to work flexibly so that we can do all of the above in as safe a manner as possible.

When talking to patients or the public please let them know that it is not business as usual in our hospitals and regardless of any action taking place, people who need care should continue to come forward as normal, especially in emergency and life-saving cases. However, they should go to 111 online for help and advice first and call 999 if it is a life-threatening emergency.

Thank you again to you all, we are grateful for your support at this time and should any of you need to access additional wellbeing advice or support please do so through the OD team, details can be found [here](#).

Junior Doctors Industrial Action

As you are all aware we are heading into a 72- hour period of junior doctor industrial action from 7am on Wednesday 12 June to 7am on **Saturday 17 June**.

The executive team remains fully supportive of everyone's right to undertake strike action if they feel that this is the best way to express their concerns, within the legal requirements by their union and are fully understanding of the concerns that our junior doctors are raising.

We would like to take this opportunity to thank all staff who have agreed to work flexibly and shown a willingness to work differently to ensure that patient safety and high quality care are maintained through the strike action.

Impact on Services

Our priority is to provide safe care for our patients and the plans we have put in place will allow us to do this. Unfortunately this does mean we have had to reschedule much of our routine and non-urgent out-patient appointments while industrial action is taking place while maintaining as much of our elective recovery programme as possible. Patients have been contacted directly if their appointment needs to be rescheduled.

The following steps have also been taken to keep our hospitals safe:

1. Minimum cover in all inpatient areas and planned activities supported by Consultants, ACP, and other AHP (Divisional plans have been signed off by Divisional Medical Directors down to ward level as safe)
2. The Referral & Admission Policy is to be strictly adhered to with divisions required to enact Your Next Patient to create necessary capacity

Maintained Services include:

1. Emergency Department and acute portal provision
2. Critical care services including in reach and out reach
3. Inpatient services including cardiac arrest response and on call cover
4. Cancer services including new outpatient clinics, MDT, and chemotherapy/radiotherapy
5. Emergency Theatres and Cath Labs
6. Limited outpatient activity including Fracture, TIA, and Eye Clinics

Deteriorating patient response

During the industrial action we have ensured senior medical support for deteriorating patients. Please find details of the deteriorating response, cardiac arrest crash arrangements and handovers [here](#).

Please note that crash bleep handovers must happen as per the handover arrangements and any unexpected absences for crash cover are escalated to the divisional team as soon as possible.

Crash tests will happen at both of the hospitals at 1000, 1600 and 2200 needs checking with Zia during the strike period, crash holders will respond to test. Normal process will resume after the strike period.

Overnight Imaging Service

Imaging services will run as normal during the day.

At Night Imaging will be utilising Medica (Nighthawk) for overnight cover from:

- Wednesday 14 June from 19:00 until 09:00
- Thursday 15 June from 19:00 until 09:00
- Friday 16 June from 19:00 until 09:00

Details about the process to follow can be found [here](#).

Additional IM&T Support

The IM&T team will be providing additional support during the 72 hours with members of the Training Team and Service Desk available 24/7. Details of how to contact them can be found [here](#).

Staff Briefing | West Midlands Ambulance Service Industrial Action Tue 10/01/2023 09:19

West Midlands Ambulance Service Industrial Action

Tomorrow, Wednesday 11 January 2023, colleagues at West Midlands Ambulance Service will be undertaking a second day of industrial action following positive ballot results. As with the first strike prior to Christmas, we have now confirmed the following with the ambulance service:

- C1 and some C2 calls as well as our HALO support are derogated but C3 and C4 is not.

- There is an expectation that ambulances will be offloading all arrivals within 15 minutes and will rapidly offload should this limit be reached.
- Industrial action will commence at 00:01 and will continue to 23:59

As was mentioned in yesterday's Monday Message by Tracy, our position is getting better with the number in flu admission gradually reducing but we continue to see a rise in Covid-19 inpatients but our focus during the strike period will be to maintain patient safety in our Emergency Departments and along all our patient pathways.

Thank you to those of you who provided feedback and suggestions following the December industrial action which have informed divisional plans this time round. In order to support the safe and efficient flow of patients through our hospitals for the duration of industrial actions, departments and wards are requested to implement and engage with the following actions:

- Tactical Command & Control structure in place Tuesday, Wednesday, and Thursday as per our response to the Critical Incident including the standing down of all non-essential meetings.
- Emergency Department medical and nursing staffing at the front door to be bolstered and corridor spaces to be utilised. This will be supported by Corporate Nursing.
- The Referral & Admission Policy will be in full effect and all appropriate patients referred to specialties will proceed directly to portals without delay. Where there is no available space, Divisions will be required to enact Your Next Patient to create necessary capacity.
- Acute portals should also therefore be resourced with additional medical and nursing staff to support this necessary flow and to admission avoid wherever clinically appropriate.
- Morning Ward Rounds to start across the Trust at 08:00 and afternoon Board Rounds at 14:00 with Consultant leadership in both instances to facilitate early and continued flow.
- It is requested that Divisional Leadership Teams ensure early and late (06:00 – 22:00) coverage for the duration of the Industrial
- Additional portering support for the ED and Acute Medical Unit (AMU) has been put in place

This is not an exhaustive list and staff are asked to work flexibly to ensure we can do all of the above in as safe a manner as possible. If anyone has any further suggestions or feedback please do not hesitate to raise these through your line management structures.

Thank you to you all, we are grateful for your support at this time and should any of you need to

access additional wellbeing advice or support please do so through the OD team, details can be found [here](#).

FOI ref 820-2324

Staff Briefing | UHNM Pressures and Industrial Action Planning

UHNM Communications

Monday 19 December 2022

You will know from today's Monday Message that due to extreme pressures, the Trust has taken the decision to escalate to its highest level of critical incident which allows us to be able to take additional steps to maintain safe services for our patients and help us cope with the growing pressures which will continue due to Ambulance Service industrial action into the week.

The aim of this is to allow us to safely staff and treat patients, but recognise we will all be working in a challenged situation.

The decision to go to critical incident has been made due to:

1. The high number of trauma and medical patients in surgical beds to try and create flow through our emergency department. We have kept a few beds available to allow the cancer and clinically urgent to be treated this morning.
2. A clinical decision was taken for five patients cared for by ambulance staff to be put on the corridor as part of Your Next Patient in the emergency department.
3. Apart from urgent work and day case, most elective work has had to be cancelled or postponed.

Cancer and our other most urgent operations and appointments will continue to be prioritised.

As a result of this:

1. We will be looking to convert ward 112 to a trauma ward and will have to cancel elective orthopaedic operations.

2. The numbers of medically fit for discharge has significantly reduced and we need everyone involved to look at making the necessary referrals when patients are ready for transfer so that they can leave hospital when they are ready.
3. We need everyone to focus on creating flow by making sure no patient is waiting at any stage for the care they need.
4. We need to work to make sure we discharge patients early in the day.

In order to manage demand and ensure patient safety we continue to work with partners across health and social care to maintain the quality of care that patients expect and deserve.

All wards and departments, clinical and non-clinical, will need to work differently and continue to respond with actions to improve our position and support patients back home.

Given our current position and as we plan for the ambulance service industrial action, we will require additional senior decision makers at the front door of all our emergency portals and if there are any more than 20 medical patients in the emergency department at the start of Wednesday, wards will be required to take an additional patient under Your Next Patient so we are not using the corridor unless we absolutely have to.

Further details about actions taken during the industrial action can be found [here](#).

All non-essential meetings have been cancelled and senior management presence will be required on site at all times until Thursday.

Thank you to those of you who have come forward to support to date, your help is much appreciated by members of our most stretched teams who are doing their best to deliver services and of course, by our patients who need our care.

We will continue to work together with the system and internally across divisions to prioritise patients' needs as we maintain urgent and emergency care and flow through our beds.

We want to ensure that everyone working at UHNM is supported during this difficult time and our wellbeing offers are open to everyone. There is a wide range of support available with details on our intranet so please make sure you and your colleagues take advantage of these services.

A special UHNM Live will be held on Tuesday at 1pm to discuss our current position and actions required.

Thank you for your continued flexibility and professionalism.



Staff Briefing | UHNM Pressures and Industrial Action

UHNM Communications

Thank you to everyone for all that you have done in the last 24 hours and the period before hand which meant that we were able to enter the period of industrial action by West Midlands Ambulance Service in a good position. It meant that yesterday we were able to maintain patient safety in our Emergency Department and throughout our hospitals.

We had a good plan and in the main, it was implemented and worked well . Thanks to all teams who changed what they usually do and where they work in order to provide excellent support to the Emergency Departments, improve discharges and continue with elective operations despite our challenges.

We will continue with our robust plans to protect the safety, welfare and services provided to patients into the Christmas weekend and ensure we can replicate and improve plans ahead of the second round of industrial action scheduled for 28 December.

We recognise that 27 December is a Bank Holiday and to clarify, we are asking for staff to come forward and work that day in their own areas in preparation for industrial action on 28 December. Staff will be offered +60% uplift and TOIL if on Agenda for Change.

We are keen to learn from this first ambulance service strike action so that our preparations for next week can be as strong as possible and want to hear what you

thought of some of the actions we put in place. If you have any suggestions please make them [here](#).

In the meantime please look after each other and yourselves and make use of our wellbeing offer [here](#).

FOI ref 820-2324



Staff Briefing | West Midlands Ambulance Service Industrial Action Update

UHNM Communications

Industrial action in ambulance services

As you are aware West Midlands Ambulance Service is today undertaking industrial action and as a result all our ward and clinical teams have worked together focused on creating flow in order to maintain patient safety in our Emergency Department and throughout our hospitals.

Teams have prioritised the discharge and flow of patients to allow for all of our elective operations to continue today as well as ensuring our emergency patients flow through our emergency department in a timely way. The work that we did yesterday in response to our pressures has meant that our position has not deteriorated further following declaring a Critical Incident on Monday. We would like to thank all our staff for the massive efforts made during the last 24 hours which has meant that we were able to start the period of strike action in an improved position. However, we need to continue with our robust plans into today and tomorrow to protect the safety, welfare and services provided to patients, which is always our top priority.

Thank you for everything you have been doing to prepare to ensure that patients are kept as safe as possible over what is a very challenging period. Many of you have gone above and beyond. Thank you for working flexibly and supporting each

other. Over the period we have had additional doctors at the front door and in the emergency portals. Additional portering and cleaning services have been supporting with patient flow around our hospitals. Senior and executive onsite presence through the night has supported decision-making. Staff have changed what they do and where they have worked for example the imaging team offered to take patients in the day case unit to ease pressures for those patients waiting for discharge and extended pharmacy dispensary hours.

There is a second round of industrial action scheduled for 28 December and all of the actions implemented will also need to be replicated for the following Tuesday, Wednesday, and Thursday. We recognise that 27 December is a Bank Holiday but we are asking for volunteers to work that day in preparation for industrial action on 28 December, are learning from this first one so that our preparations for next week can be as strong as possible. Please look after each other and yourselves. We will continue to update you throughout this very challenging period.