

Hospitals Transformation Programme: MEC & SAC Focus Group

3 December 2024



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Why are we here?



- Where are we in the process?
- Latest developments
- Your feedback
- How can you get involved?
- Questions

Julia Clarke, Director of Public Participation

Ed Rysdale, Consultant in Emergency Medicine and HTP Clinical Lead

Rachel Webster, HTP Nursing, Midwifery and AHP Lead

Tom Jones, HTP Implementation Lead

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A reminder...

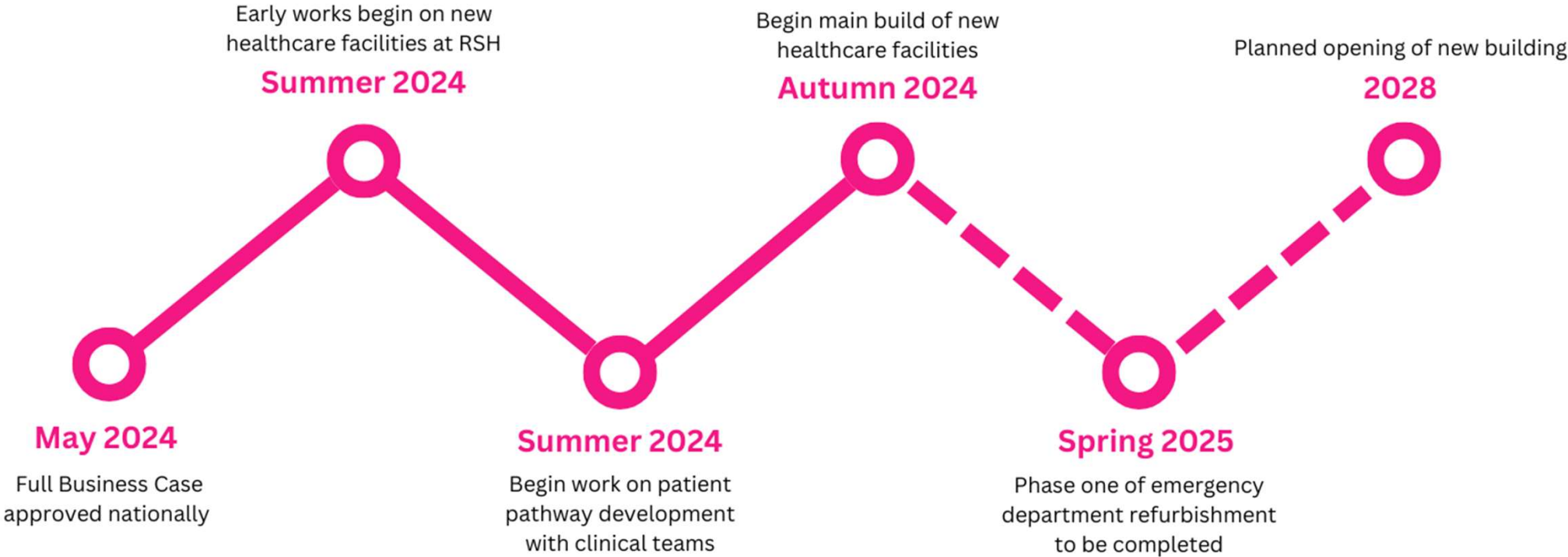


The Shrewsbury and
Telford Hospital
NHS Trust



Integrated
Care System
Shropshire, Telford and Wrekin

Where are we in the process?



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The clinical model: at both sites....



- ✓ 24 hour urgent care services
- ✓ Midwife led maternity services
- ✓ Outpatient Adult
- ✓ Day case chemotherapy
- ✓ Outpatient Child
- ✓ Frail and elderly care services
- ✓ Diagnostics
- ✓ Diagnostic Endoscopy



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PRH will become the site specialising in 'Planned Care'



- ✓ Diagnostic endoscopy
- ✓ Vibrant planned care site, planned inpatient surgery with medical and surgical inpatients on a planned pathway of care
- ✓ Adult and child outpatients
- ✓ Day case surgery centre
- ✓ Midwife led unit
- ✓ 24/7 urgent treatment service, which would enable c.65% of patients who would have attended the traditional accident and emergency medicine department to be seen at PRH
- ✓ Dedicated procedure suite for local anaesthetics
- ✓ Enhanced rehab facilities and new therapy led wards
- ✓ Respiratory diagnostic and treatment centre
- ✓ Cancer treatment day unit

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RSH will become the site specialising in Emergency Care



- ✓ Emergency Department
- ✓ Urgent Treatment Centre
- ✓ Critical Care Unit
- ✓ Consultant-led Maternity Care
- ✓ Children's Inpatient Services
- ✓ Emergency and Trauma Surgery with complex, planned and Children's Surgery
- ✓ Emergency Medicine, including Cardiology, Stroke, Respiratory and Acute Medicine
- ✓ Consultant Neonatal Services
- ✓ Head and Neck Inpatient Services
- ✓ Radiotherapy and inpatient and day Cancer Care and treatment

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More than a building

- Significant clinical engagement to develop pathways
- Workforce modelling and recruitment – already seeing positive improvement in clinical recruitment
- Continuing community engagement
- Focus on social value with our contractors
- Working with charities/ seeking opportunities to improve the experience for patients
- Communications campaign as we move closer to implementation



Beyond 2028 – future planning

Delivering our clinical model (£312m)

- Emergency Centre RSH
- Planned Care Centre PRH
- New clinical model - more modern facilities

Enhancing services

- Carbon Zero
- Community diagnostics

Phase three and four

- Ward improvements
- Theatre improvements
- Integrated healthcare at PRH

Latest developments

A preview of new healthcare facilities



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Workstreams



Pathway development

Pathway development examples of work in progress now include trauma, chemotherapy day centre, respiratory assessment, lung cancer and cardiology.



Estate requirements

Estate requirements are being developed for specialties with an initial focus on cardiology and stroke.



Modelling & Audit

There is modelling and audit work being undertaken, including continuation of beds analysis, and theatre allocation by specialty and site.



Joint working

The HTP clinical workstream are working closely with the digital team to ensure joint working and shared objectives



Learning from others

Senior members of the HTP team visited Midland Metropolitan University Hospital, part of the Sandwell and West Birmingham Trust.



Midland Met is a new hospital, which opened on 6th October. The Midland Met was built to focus on emergency treatment, working alongside Sandwell Health Campus and City Health Campus, which focus on outpatients, diagnostics, and day case surgery and treatments.

Their model of care is different, but the implementation process is very similar.

The visit offered the chance to learn from their transition from the existing Sandwell and City hospitals into the new Midland Met hospital. Ongoing meetings are being held with the team to understand the challenges they have faced in relation to clinical pathways and implementation of their new clinical model.

Bed modelling

A bed modelling review has been undertaken by the MEC Division and shared with specialties for further review and refinement, workforce modelling will be aligned to this once completed.



BD Pyxis

- SaTH currently use a manual pharmacy system with medicine stock cupboards that require physical attention from the pharmacy team.
- BD Pyxis is an automated drug dispensing system that offers benefits over the existing system such as:
 - Releasing resource of pharmacists
 - Additional security
 - Larger stock capacity
 - Allows for better management of stock, with drugs more readily available, including out of hours
- Work is underway to implement BD Pyxis throughout the HTP new build.



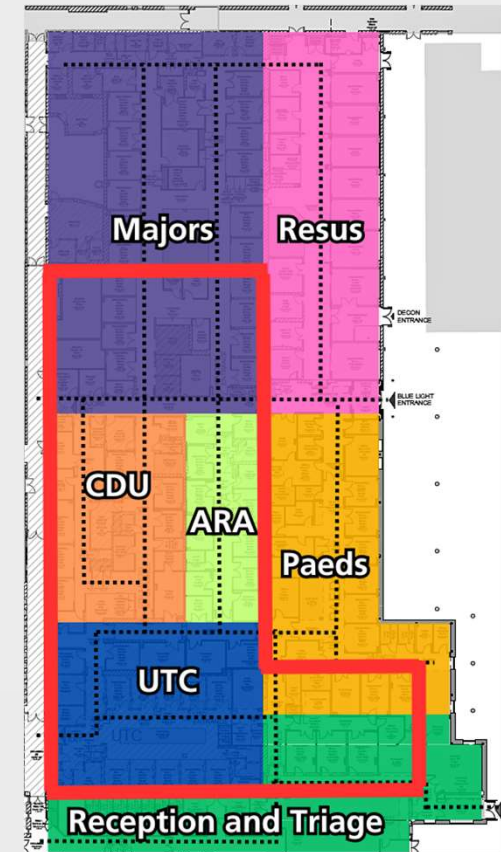
Emergency Department

Phased work continues in RSH Emergency Department.

The planned division of space is illustrated and labelled on the picture opposite.

The solid red line denotes the footprint of the existing ED.

Equipment registers have been completed, and procurement is underway for the first phase of the Emergency Department refurbishment and expansion which encompasses the new Resus and part of Majors.



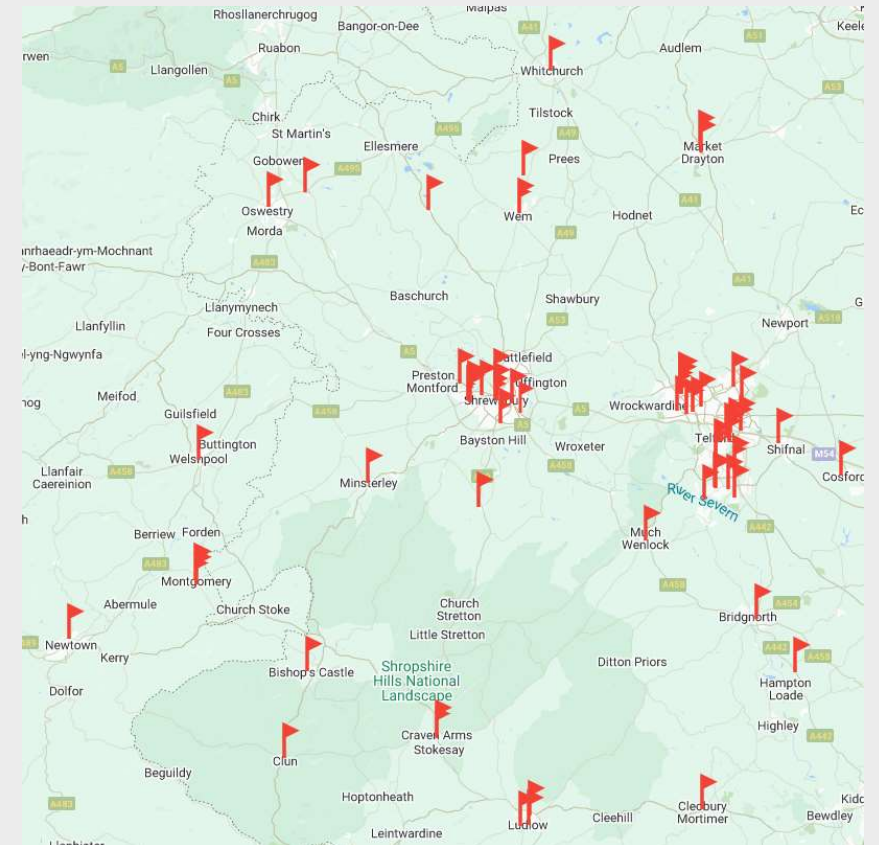
Engagement

Engagement in 2024 so far

January – December 2024



- The map opposite shows the 86 events we have organised or attended between January and November 2024, in order to discuss HTP or distribute information. These meetings are important to reach out to our seldom heard communities, who may not attend Trust meetings.
- In addition, we have organised or attended 45 online events/meetings in this period. Often these meetings cover large geographical areas across Telford & Wrekin, Shropshire and mid Wales.
- We have a range of Trust organised HTP events including focus groups, About Health events, and informal drop-in style sessions, alongside attendance at a range of external events/meetings supporting the Trust in engaging with our local communities.



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Working closely with our communities


- We have been working closely with patients, colleagues, and the public to help inform our plans and designs. Some examples of this are...

 Patient representatives and volunteers have reviewed new signage at RSH resulting in revised signs including walking times to prominent locations

 Following input from patient representatives, additional wheelchairs and corridor seating have been ordered for RSH

 Feedback on RSH site changes from wheelchair users, assistance dog users, and human factors experts implemented where possible

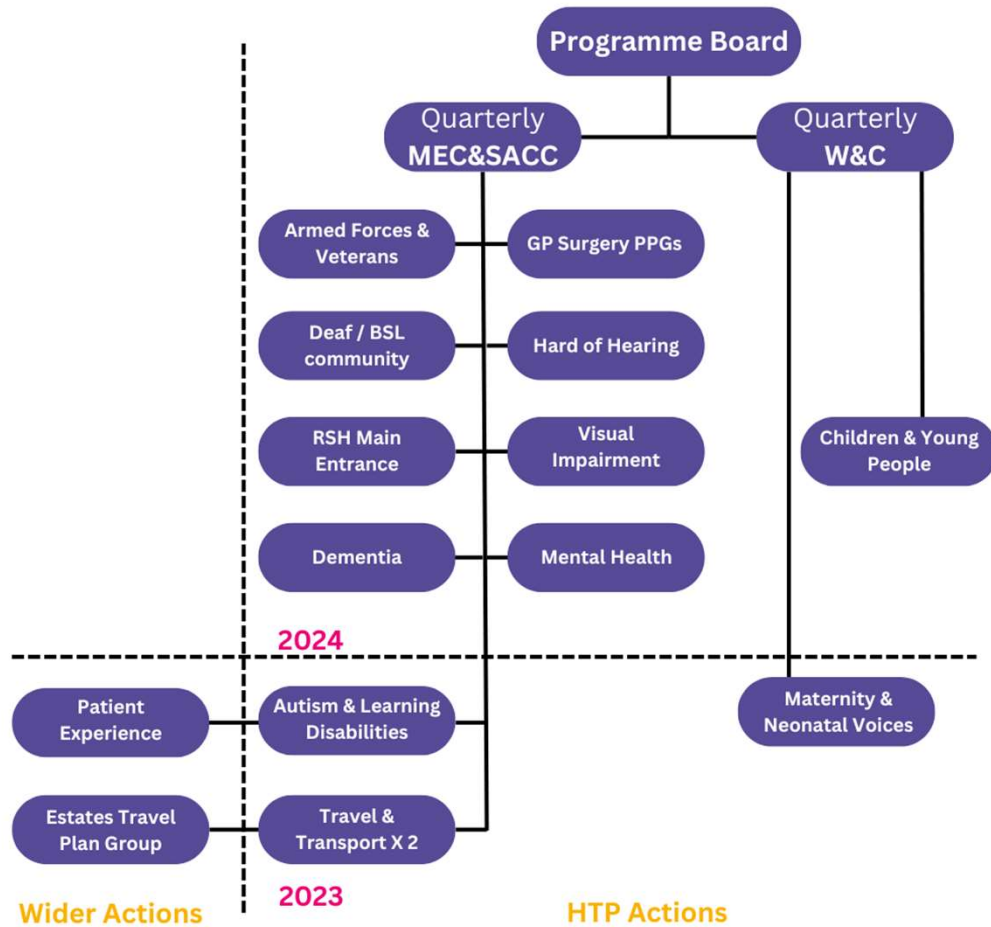
 Visual Impairment, Deaf, Hard of Hearing, and Armed Forces focus groups have been held or arranged for communities to review and feedback on the HTP plans

 Considering 'Calm Spaces', sensory maps, and a sensory room within the new build for visitors with neurodiverse needs

 Front entrance redesign into the new building with two separate entrances following public feedback



Focus Group Actions 2023/2024



Process for focus group actions

- Speciality focus groups are additional sessions on topics that warrant further exploration for the HTP project
- All the speciality focus group actions are fed back into the quarterly focus groups as detailed in opposite diagram



MEC&SAC Actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
MEC & SAC - 3rd September 2024						
21	02/09/2024	Ed Rysdale to speak with Adam Ellis-Morgan about temporary traffic lights at RSH.	Ed Rysdale	03/12/2024	Spoken to Adam about traffic lights. Not being used, but are using people to help with traffic, rather than lights we can be more responsive to peaks and troughs in demand and will keep under regular review.	COMPLETE
22	02/09/2024	Hannah Morris to discuss with HTP about inviting ICB representatives to future focus groups.	Hannah Morris	03/12/2024	Claire Parker (Director of Partnership and PLACE, ICB) will attend the next MEC & SACC meeting in December to discuss the Local Care Transformation Programme	COMPLETE
23	02/09/2024	Ed Rysdale to investigate what staff grades there will be in the PRH Urgent Treatment Centre.	Ed Rysdale	03/12/2024	On going as part of pathway development, but the question shouldn't be about specific group of clinicians, but about the presence of clinicians with the required clinical competencies to deliver the care that is required. That may well be an SAS grade doctor, but it may be that an RCEM accredited ACP or suitably qualified GP with experience may be appropriate. It can be assured that clinicians with the necessary competencies will be working in the UTC. The workforce model will continue to be developed, but we are working on the assumption that we will need clinicians present 24/7 who have the skill set to stabilise a patient who walks / is brought into the department until they can be transferred to an appropriate site, which could be Shrewsbury, Birmingham, Stoke etc.	COMPLETE
24	02/09/2024	Lydia Hughes to investigate panels that give different updated messages for health promotion and to look at the option of a digital panel.	Lydia Hughes	03/12/2024	Unfortunately, due to cost implications we are unable to have digital panels. However, as the construction will be ongoing for a number of years, areas within the hoarding will be refreshed annually. There are also HTP screens which are regularly updated on the digital screens inside the hospital (where it is safer and more comfortable to view) and in GP practices.	COMPLETE



MEC&SAC Actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
MEC & SAC - 3rd September 2024						
25	02/09/2024	Lydia Hughes confirmed there will be photographs of the finished building on the boardings along RSH building.	Lydia Hughes	03/12/2024	The hoarding artwork will have artist impressions of the new healthcare facilities. It is due to be installed in the next few months.	COMPLETE
26	02/09/2024	HTP to feedback how the acute medical floor is to be divided up between specialties.	HTP	03/12/2024	The Acute Medical floor is for Acute Medicine only, Acute Medical Assessment, Same Day Emergency Care (Medical) and the Short Stay Ward. Other specialties will have their own ward areas.	COMPLETE
27	02/09/2024	HTP to feedback how many beds will be ring-fenced in the hyper-acute/acute stroke service. e.g. was this number of beds calculated from the demographic data on the future probable incidence of stroke? How is the rest of acute medicine organised? e.g. are there separate areas for cardiology etc?	HTP	03/12/2024	Stroke beds are retained in the name numbers as now with the Acute Stroke beds being at RSH and Stroke Rehab at PRH. Modelling was undertaken by external consultants taking into account demographic growth and through discussions with our Stroke clinicians. Acute Medicine will be on the ground floor of the new build. Cardiology beds will be based at the RSH site.	COMPLETE

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
MEC & SAC - 5th December 2023						
14	05/12/2023	AHR will agree signage with clinicians first and the circulate to focus group members to ensure the meaning is clear from the name. Members can take back to their groups or organisation for their perspective so that we can end up with the most universally acceptable one.	Gareth Banks	31/01/2024	Agreed signage will be circulated to focus group members when it is available. Focus group(s) have been planned for later in the process to consider interior designs, wayfinding, signs, furniture etc	COMPLETED



Specialist actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
Deaf / BSL 26th September 2024						
BSL1	26/09/2024	Julia Clarke to feedback to SECC and suggest the addition of a text machine to supplement the intercom for those visitors with hearing/speech difficulties.	Julia Clarke	17/10/2024	SECC advised they would not be able to adjust barriers but would advise all attendees to contact them in advance of any meeting if they have any special needs. Any future HTP focus groups will arrange for someone to be present at barrier to support	Completed
BSL2	26/09/2024	Julia Clarke will check with the Estates team to check what facilities and alarms there are currently in the Trust public toilets.	Julia Clarke	17/10/2024	All our toilets, both staff and visitor ones, have smoke detection and combined alarm units, we are currently undergoing an upgrade and the new detectors have flashing red strobes as well as sounders.	Completed
BSL3	26/09/2024	Julia Clarke will contact the radiology department to identify what support is currently available. It may in the department be helpful for a simple poster to be displayed informing patients that they may experience noise and that this is a normal part of the process.	Julia Clarke	30/11/2024	Anna Martin contacted for information. Helen Williams investigating and will update. Helen Williams responded: Currently, there is a leaflet sent out with each letter explaining what an MRI scan is, along with a number of other details (including the noise). We don't have any specific leaflets for patients with hearing difficulties, but patients are given ear plugs to protect the ear drum from the noise. I would expect that conversation to happen with every patient prior to scan as it is a significant noise. We are in the process of reviewing this leaflet and updating it. However, I will pick this up with the superintendents.	Completed
BSL4	26/09/2024	Ed Rysdale will confirm with all departments the correct information is held within the reception areas.	Ed Rysdale	17/10/2024	All Departments hold correct information	Completed
BSL5	26/09/2024	Julia Clarke to liaise with the Trust engineers to check if the two sounds for the fire alarm is part of a national alarm system.	Julia Clarke	17/10/2024	In Hospital environments we have a system that we call progressive evacuation. If we have a fire in a compartment i.e. a Ward, the fire alarms in that area are constant, and we evacuate that Ward. The adjacent Wards/Common areas have an Intermittent alarm signal. The Strobes will activate with the sounders. If the Fire intensifies, then the surrounding areas will go into full alarm.	Completed




Specialist actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
Deaf / BSL 26th September 2024						
BSL6	26/09/2024	Julia Clarke to check with Adam Ellis-Morgan in HTP around lift display units.	Julia Clarke	17/10/2024	In the event of an entrapment by a lone deaf and / or mute passenger the passenger would press the alarm button for 5 seconds as directed by the sign in the lift, the button lights up to confirm its operation. This places a call direct to the rescue service (in practice this will be to the hospital reception or security). Once the call commences a yellow pictogram illuminates on the car operating panel. On receipt of the call the auto-dialler gives the lift ID and location to the call receiver as an audible message and then allows 2-way communication with the lift. At this point a green pictogram lights showing that voice communication is in progress and that the call is being responded to. An induction loop system is specified also to provide support for passengers with hearing difficulties	Completed
Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
Hard of Hearing 3rd October 2024						
HH1	03/10/2024	Hannah Morris to raise this issue with outpatient team.	Hannah Morris	30/11/2024	Discussed with Ruth Smith, during COVID a "buzzer system" was looking at being introduced, however due to funding this was not implemented. Ruth will share the business case and whether there is the potential for the system to be introduced.	Completed
HH2	03/10/2024	Hannah Morris to investigate whether an integrated hearing loop will be in place.	Hannah Morris	30/11/2024	Induction Loops are provided in compliance with Building Regulations Approved Document M. The scheme includes ones that are fixed desk mounted induction loop systems at; 11 at Reception Desks 31 at Staff Bases The Lifts Specification also provides for induction loops.	Completed



Specialist actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
Hard of Hearing 3rd October 2024						
HH3	03/10/2024	Hannah Morris to feedback information on integrated hearing loops and infrared systems to Ruth Smith (Patient Experience Lead) to find out how technology can be accessed to support the hard of hearing.	Hannah Morris	30/11/2024	Induction Loops are provided in compliance with Building Regulations Approved Document M. The scheme includes ones that are fixed desk mounted induction loop systems at; 11 at Reception Desks 31 at Staff Bases The Lifts Specification also provides for induction loops.	COMPLETED
HH4	03/10/2024	Tom Jones to liaise with the Bereavement Midwives and feedback on the "purple butterflies" scheme.	Tom Jones	30/11/2024	This is used within maternity at SaTH. We use the Skye High Foundation which supplies memory packs for our families who have experienced a multiple pregnancy loss. It contains the purple butterfly cot card as pictured below to signify that a twin has passed away. https://www.theskyehighfoundation.com/ 	COMPLETED
HH5	03/10/2024	Kate Ballinger to investigate if patients still receive the pink boxes to store their hearing aids.	Kate Ballinger	30/11/2024	This practice was paused during the pandemic and has not been reinstated, information sent to Head and Neck and Audiology to investigate reestablishing.	COMPLETED 28/11/24
HH6	03/10/2024	Hannah Morris to discuss with Ruth Smith "Live Transcribe" and other possible ways of communicating with patients and staff.	Hannah Morris	30/11/2024	This has previously been looked at by the Trust, but due to Information Governance issues, the app would need to be downloaded by the patient rather than it being available on a Trust device.	COMPLETED



Specialist actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
Armed Forces 17th October 2024						
AF1	17/10/2024	Charlotte Hill to liaise with Sarah Kerr (Armed Forces Outreach Support Coordinator) to discuss the best way for patient referrals to be transferred within the Trust.	Charlotte Hill		There is already a patient pathway which can be located on the intranet - SaTH Intranet - Armed Forces	COMPLETED
AF2	17/10/2024	Charlotte Hill to liaise with Ruth Smith (Head of Patient Experience) to discuss options on adapting the patient passport for Armed Forces/Veterans.	Charlotte Hill		This is something the AF T&F group are already reviewing but this doesn't include Ruth. The action is sitting with Mike and Kevin(Stakeholders in the T&F Group), and that is to review how the current "care plan" (which is currently sitting outside of the EPR, until it is integrated with the next upgrade) can be updated to include the "passport" type elements we require for the Armed Forces community. Therefore, this action needs to be closed from HTP focus group	COMPLETED
AF3	17/10/2024	Aaron Hyslop to send Charlotte Hill the various focus group action logs which covers all issues raised by all the different groups with different needs.	Aaron Hyslop		All focus group action logs, and resulting design summary, shared with CH 17/10/24	COMPLETED
AF4	17/10/2024	Charlotte Hill to liaise with Karla Jennings-Preece (Operational Manager) and Anna Martin (Divisional Director for Clinical Support Services) around RAF Shawbury accessing radiology services in a better way.	Charlotte Hill		CH contacted AM 17/10 and initiated ongoing discussions between Radiology and RAF Shawbury about improved radiology access for RAF Shawbury.	COMPLETED



How can you remain involved?



The Shrewsbury and
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Integrated
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Shropshire, Telford and Wrekin

Upcoming Public Involvement



We are entering an exciting phase for the programme as we design the detailed patient pathways. We will continue to ramp up engagement and communications, working closely with our local communities, patients and colleagues to ensure we improve the experience for all the communities we serve. **All focus groups have the presentation, Q&As and action logs uploaded onto our website for complete transparency**

If you would like us to attend an existing meeting or join you at an event, please email: sath.engagement@nhs.net

General engagement sessions

Welshpool Livestock Market, **Monday 9 December**

About Health - HTP

Tuesday 28 January, 18:30-19:30, MS Teams

Focus group sessions

W&C focus group: **4 March, 10am-12pm**

MEC&SACC focus group: **6 March, 10am-12pm**



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Additional engagement routes



Event & Date	Subject
Monthly Hospital Update – MS Teams	Monthly Trust News Update including update on HTP
Monthly newsletter email update - sent to our 5,000+ community members	Update from Public Participation team including HTP update and details on how to get involved
Quarterly About Health online updates	One hour MS Teams online presentation for public from HTP team with Q&As
Quarterly Public Assurance Forum (next one January 2025) with representatives from organisations across health and social care in Shropshire, Telford & Wrekin & Mid-Wales	Presentation from HTP team with Q&As
SaTH Academies (Different academies offered to adults, young people, adults with learning disabilities and long-term unemployed in conjunction with employment agencies)	Presentation from HTP team with Q&As The People's Academy at SaTH
SaTH website and intranet	Webpages which support public engagement and Latest HTP meetings/feedback Public Participation - SaTH



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IMPROVED OUTCOMES



SHORTER WAITING TIMES



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Thank you for joining us...



- We will upload the presentation and Q&As and action logs on our website: www.sath.nhs.uk
- If you sign up to become a community member sath.engagement@nhs.net we will keep you updated on how you can get involved and updated on the programme through our monthly update.
- Any further questions, please email: sath.engagement@nhs.net

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