

W&C Focus Group: Hospitals Transformation Programme

5 December 2024



HOSPITALS
TRANSFORMATION
PROGRAMME



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

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

**HOSPITALS
TRANSFORMATION
PROGRAMME**



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

A reminder...

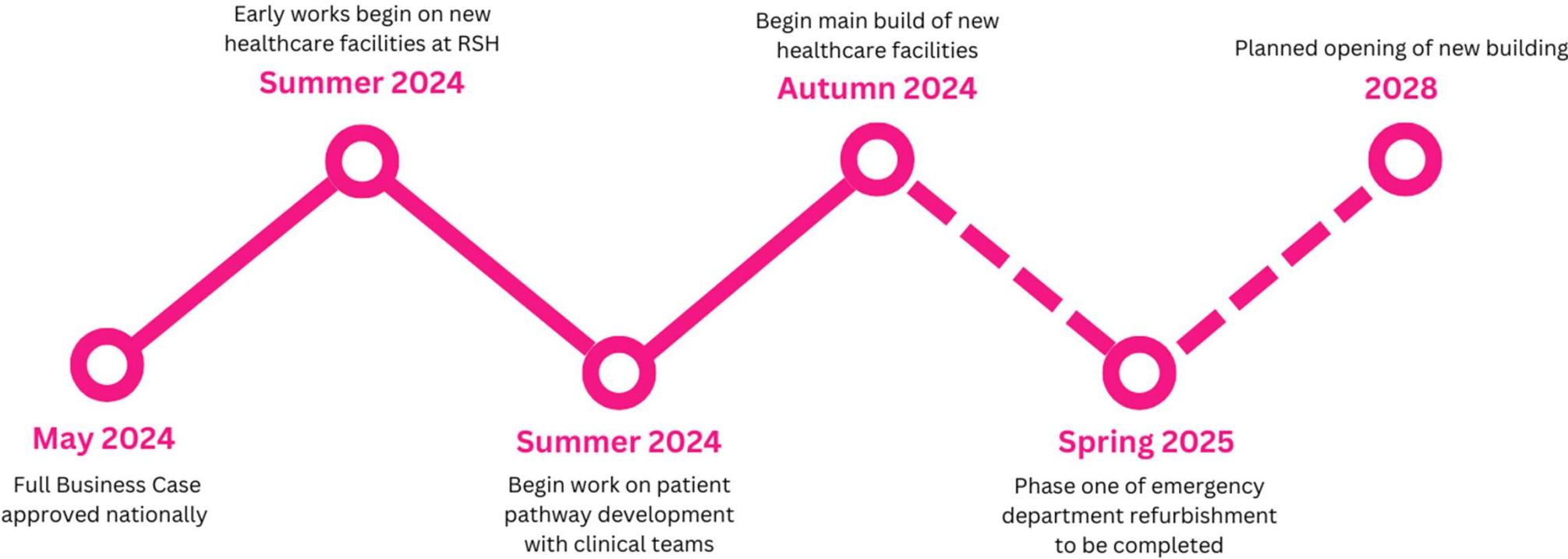


The Shrewsbury and
Telford Hospital
NHS Trust



Integrated
Care System
Shropshire, Telford and Wrekin

Where are we in the process?



**HOSPITALS
TRANSFORMATION
PROGRAMME**



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

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



HOSPITALS
TRANSFORMATION
PROGRAMME



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

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

HOSPITALS
TRANSFORMATION
PROGRAMME



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

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

HOSPITALS
TRANSFORMATION
PROGRAMME



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

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
- Ongoing staff engagement to keep workforce informed



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



HOSPITALS
TRANSFORMATION
PROGRAMME



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

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, theatre allocation by specialty and site, and workforce requirements.



Joint working

The HTP clinical workstream are working closely with the digital team to ensure joint working and shared system-wide 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 6 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.



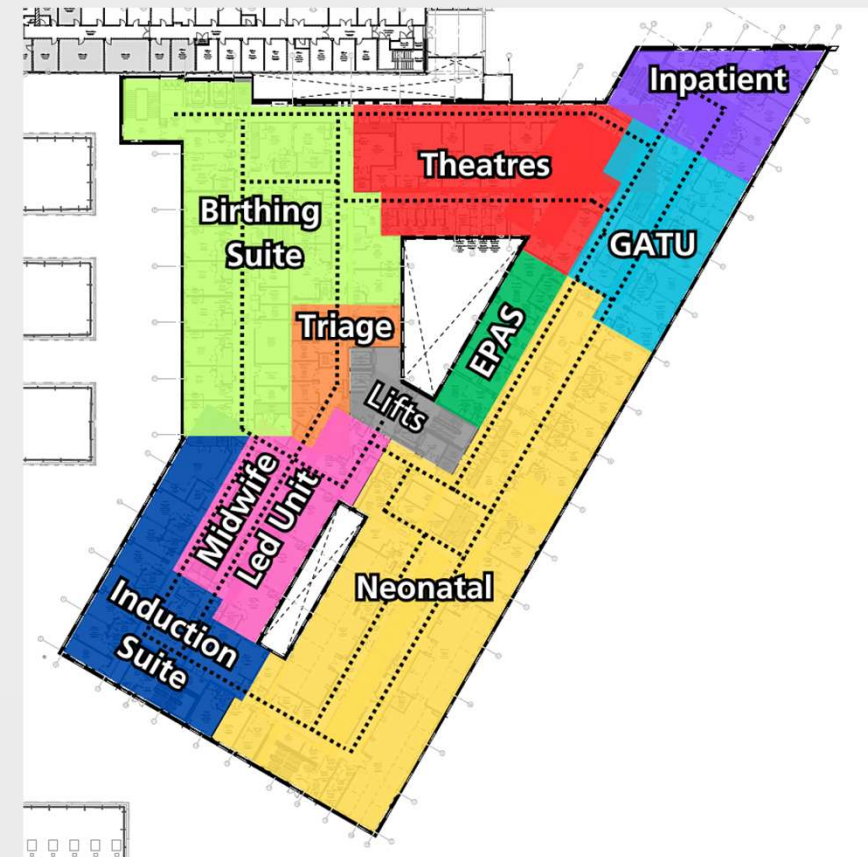
BD Pyxis

- 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
- Investigations are underway to implement BD Pyxis throughout the HTP new build.



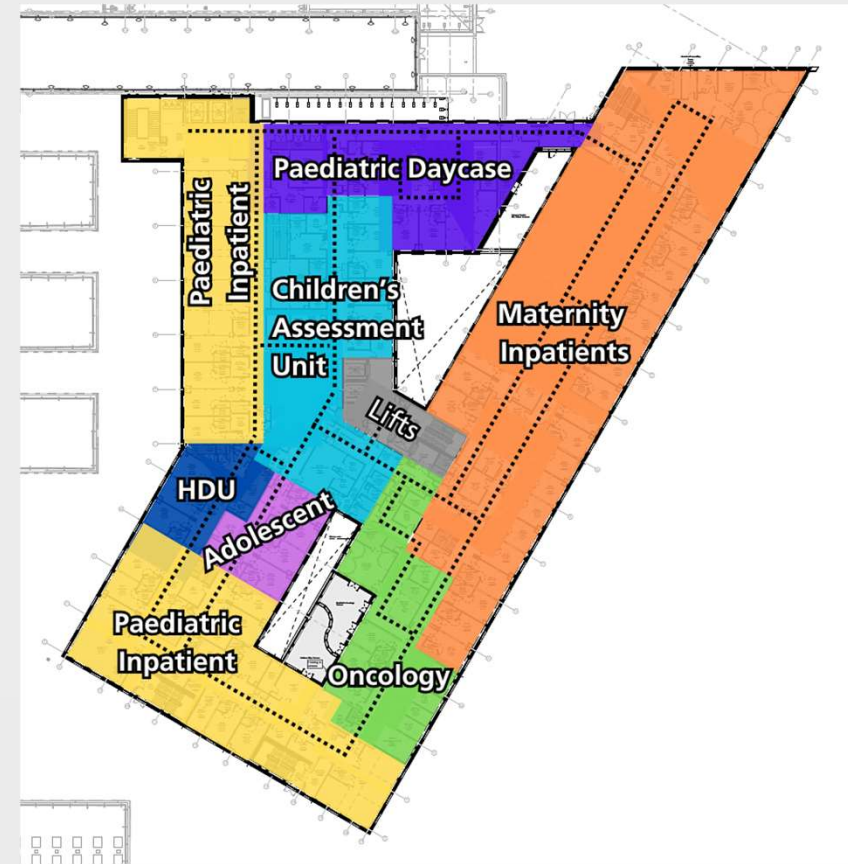
First Floor - overview

This graphic shows the first floor of the new building at RSH and will help to give an indication of how the new space will be apportioned amongst departments.



Second Floor - overview

This graphic shows the second floor of the new building at RSH and will help to give an indication of how the new space will be apportioned amongst departments.



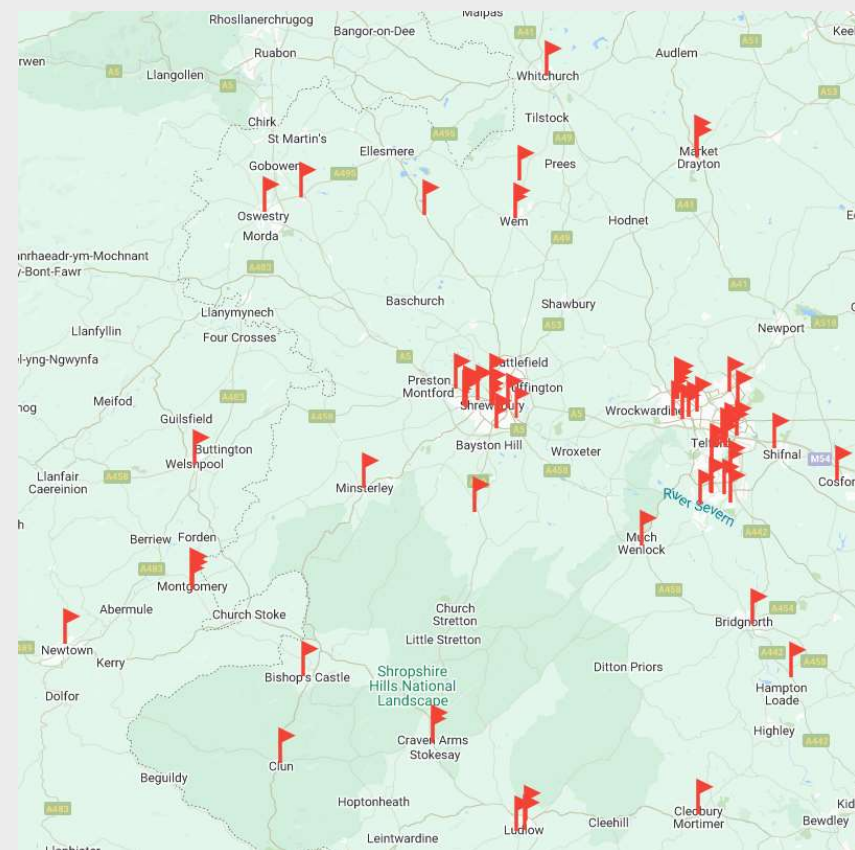
Recent engagement

Engagement in 2024 so far

January – November 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.



HOSPITALS
TRANSFORMATION
PROGRAMME



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS





A GREAT PLACE
TO WORK


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

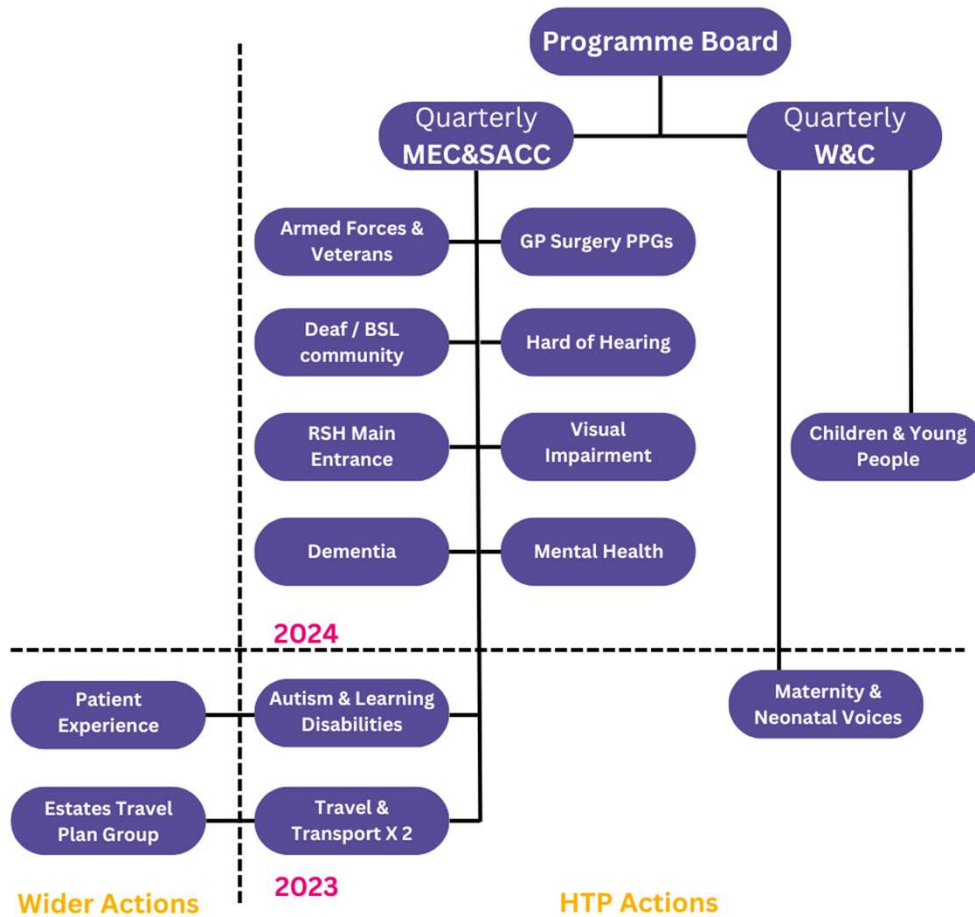
 Visual Impairment, Deaf, Hard of Hearing, and Armed Forces focus groups have been held or arranged for communities to review and feedback on the HTP plans

 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

Open actions from previous meetings



Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
W&C 12th July 2024						
17	12/07/2024	Meinir Williams to consider producing a document which shows the changes and added benefits that HTP will deliver which were not included in the original consultation in 2018.	Meinir Williams / Sara Biffen	31/03/2025	Work is underway to describe more detail on option 3 and 4 which covers the full ambition of the development, including integrated health centre at PRH, will be shared in due course.	ONGOING



Actions closed since last meeting

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
W&C 2nd September 2024						
27	02/09/2024	Member of the public to send Ed Rysdale his predicted figures for transfer from PRH to RSH to look at. Ed Rysdale will respond directly to the member of the public regarding the request	Ed Rysdale	05/12/2024	Figures reviewed and response sent on 12/09/24	COMPLETED
W&C 12th July 2024						
22	12/07/2024	Meinir Williams to investigate the Birmingham Children's Hospital expertise to be brought to PRH or RSH using video.	Meinir Williams		HTP working with clinical team to allocate facility to support video link for MDT work, etc. Video link and remote consultation has been an ongoing discussion through build design so capability is part of the programme.	COMPLETED



How can you remain involved?



The Shrewsbury and
Telford Hospital
NHS Trust



Integrated
Care System
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**



BETTER, SAFER CARE



IMPROVED OUTCOMES



SHORTER WAITING TIMES



HOSPITAL TRANSFORMATION PROGRAMME

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 and 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



BETTER, SAFER CARE



IMPROVED OUTCOMES



SHORTER WAITING TIMES



HOSPITAL TRANSFORMATION PROGRAMME

Thank you for joining us...



- We will upload the presentation and questions and answers and arising actions on our website: <https://bit.ly/FocusGroups-HTP>
- If you sign up to become a community member by contacting 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



BETTER, SAFER
CARE



IMPROVED
OUTCOMES



SHORTER
WAITING TIMES



HOSPITAL TRANSFORMATION PROGRAMME

Questions



The Shrewsbury and
Telford Hospital
NHS Trust



Integrated
Care System
Shropshire, Telford and Wrekin