A year ago we started out on our journey with the Virginia Mason Institute to change our organisation, with the aim of becoming the safest and kindest in the NHS.

In that relatively short space of time, we have come a long way. In September we reached another milestone with the launch of our Transforming Care Institute (TCI).

We knew, when we started our partnership with Virginia Mason, that we would want to take over the ownership of the work we are doing—to make it The Shrewsbury and Telford Hospital NHS Trust’s (SATH’s) way of doing things. With that in mind, we set ourselves a target of sharing with 1,000 of our people the work and having 100 people directly involved in it. To date, we have exposed more than 1,000 people to the work and have nearly 300 colleagues directly involved. We set ourselves ambitious targets, but we have exceeded them.

Simon Wright
Chief Executive

As we make these changes—and these include the significant changes to our organisational design through our Sustainable Services programme, which compliments the work we are doing with Virginia Mason—and as the boundaries between that work start to blur, it is important we have our own identity; that we begin to move away from referencing Virginia Mason and say ‘this is SATH’s way of doing things’.

We wanted to make sure all the changes we are making are captured under one umbrella that represents our organisation and that is how the TCI was born.

The Institute itself is based in the Copthorne Building at The Royal Shrewsbury Hospital. All of our innovation and change work will now be housed in the TCI, and it was great to see so many colleagues and partners taking the chance to have a tour of the building, which includes classroom space and a lecture theatre.

But the power of what we are doing is not the facility and it does not rest on people like me; it is in the frontline staff who are doing this work and making it happen.

When I went to Seattle to see the work of Virginia Mason, the thing that struck me the most was the passion of its staff to deliver change. It is everywhere within the organisation; it is palpable. That level of real excitement was something that was so special to myself and other members of the Board and it is something that we are definitely seeing here.

The establishment of our Transforming Care Institute is a significant step in our work of improvement. It is our opportunity to say: “This is our work. It no longer belongs to Virginia Mason, it belongs to us.”

We don’t want anyone to feel that this is a fad, something that is going to change or something we are going to throw away if results aren’t what we want. We will hold true to this course.

By the time we get to year five, this will be all of our work that all of us are doing. It will be natural to us and part of making sure we are going in the right direction in our ambition to be the safest and kindest organisation in the NHS.
Sepsis patients at Shropshire’s two acute hospitals are receiving life-saving medication faster than ever before.

Using Virginia Mason Institute methodology, staff at The Shrewsbury and Telford Hospital NHS Trust (SaTH) have proved it is possible to give patients all elements of the ‘Sepsis 6’ bundle in less than an hour.

Evidence shows that completion of the ‘Sepsis 6’ bundle within one hour of provisional diagnosis increases survival rates. Prior to last week’s Rapid Process Improvement Week (RPIW), which took place on the Surgical Assessment Unit (SAU) at the Royal Shrewsbury Hospital, it was taking five hours.

Sister Andrea Walton, Process Owner of the second RPIW for the Sepsis Value Stream, said: “We were challenged to improve the processes for Sepsis patients on SAU by providing our patients with treatment and delivery of the Sepsis 6 bundle in a timely and consistent manner.

“Reducing the time it took to give a patient the Sepsis 6 bundle by so much an exceptional result and one we have pledged to ensure is sustained.”

The team involved in the RPIW achieved the results by reducing waste, such as the time it took looking for parts and walking to get equipment, and totally eliminating quality defects, such as patients not having a standardised plan of care for delivery of the Sepsis bundle.

The results have only been achieved on a small number of patients to date, all on SAU, but going forward the Trust plans to continue testing the changes by measuring results on a monthly basis.

Sister Walton said: “By taking a blood trolley and converting it into a Sepsis trolley, that not only had everything needed to deliver the bundle but also came with a folder that clearly outlined with visuals exactly where everything was kept, we stopped staff from having to walk around the ward looking for equipment and various other parts.

“We also made the drip stand part of the trolley and that has resulted in the administration of intravenous antibiotics happening much quicker.

“Markings have been clearly placed on the floor of the ward to ensure the trolley is always kept in the same place and ensuring stock is kept at correct levels in now easier than ever before.”

She added: “Such ideas may sound straightforward but when you are busy doing the day job you don’t always have the time needed to stand back and say ‘why don’t we do this?’ The five day RPIW was really hard work but also extremely rewarding.”

The creation of a Sepsis trolley means the number of steps taken by a nurse to provide intravenous antibiotics to a patient on SAU has been reduced by 62 per cent (from 173 to 65) and the number of steps taken by a doctor from the diagnosis of a Sepsis patient to completion of prescriptions has been reduced by 57 per cent (from 235 to 100).

Sepsis arises when the body’s response to an infection injures its own tissues and organs. It leads to shock, multiple organ failure and death, especially if not recognised early and treated promptly. There are around 150,000 cases of Sepsis in the UK every year and approximately 44,000 deaths.

The UK Sepsis Trust developed the concept of the Sepsis Six bundle - a set of six tasks including: oxygen, cultures, antibiotics, fluids, lactate measurement and urine output monitoring to be instituted by non-specialist practitioners.
New Urgent Care Centres—one at the Royal Shrewsbury Hospital and one at the Princess Royal Hospital in Telford—would be open 24-hours a day, seven-days-a-week and be available to treat the majority of patients in the same hospital as they visit now, if plans to improve emergency and critical care services in the county go-ahead.

The centres would also provide patients with access to the many services they might need, such as x-rays and MRI scans.

Around 80% of patients who visit the county’s A&E Departments at the Royal Shrewsbury Hospital (RSH) and Princess Royal Hospital (PRH) in Telford do not need the life-saving intervention that an A&E provides—and in the future Urgent Care Centres would be able to diagnose and treat their conditions, if plans to create them become a reality.

The Shrewsbury and Telford Hospital NHS Trust’s Sustainable Services Programme proposes creating two new Urgent Care Centres—one open 24 hours a day, seven days a week—one at RSH and one at PRH under plans which would also see a new single site Emergency Centre created for the region.

The proposed new Urgent Care Centres would be able to treat the majority of patients who currently attend A&Es in the county.

In 2014/15 over 115,000 patients arrived at A&E departments in Shrewsbury or Telford believing they needed immediate access to health care. The majority of these patients (about 75,000) were not in need of life-saving intervention and could be more appropriately seen in an Urgent Care Centre.

Mr Tony Fox, Deputy Medical Director at the Trust, said: “This isn’t about closing an A&E—it’s about creating two new Urgent Care Centres and one new Emergency Centre which would lead to an improvement in the services we provide.

“The majority of patients who currently attend our A&Es would continue to be treated at the same hospital as they visit now, through Urgent Care Centres open 24 hours a day, seven days a week.

“This would mean that the proposed single Emergency Centre would be available for the most serious conditions to be treated.

“Patients attended Urgent Care Centres will have access to all of the services they need—such as x-rays and MRI scans.”

The Sustainable Services Programme describes potential solutions to the challenges of Accident & Emergency and Critical Care provision in the region. The programme proposes the creation of one new fully-staffed and equipped Emergency Department created either at RSH or PRH.

A Diagnostic and Treatment Centre would be created on the site which does not have the Emergency Centre. Both hospitals would continue to have local planned care services.

No decisions have been made and the proposals would be subject to a full public consultation as part of the NHS Future Fit programme later in 2016/17.

Simon Wright
Chief Executive

Department at either RSH or PRH alongside Critical Care and Ambulatory Emergency Care

• The majority of planned care on the other site—with an increase in Day Cases and the development of Centres of Excellence

• Two new Urgent Care Centres, open 24/7—one at RSH and one at PRH where 80% of the patients who are currently seen in A&E would be able to be treated

• Outpatients and Diagnostics at both PRH and RSH

Close to 50 people—from The Shrewsbury and Telford Hospital NHS Trust (SaTH), other providers, ambulance services, local government, patient representatives and others from across Shropshire, Telford & Wrekin and mid Wales—took part in the non-financial appraisal. It weighed up the advantages and disadvantages of this new clinical model, without taking money into account.

The findings of the non-financial appraisal will be considered alongside the financial appraisal—which looks at the costs associated with each site.

The NHS Future Fit Board—which our programme feeds into—will then have to make a recommendation (based on the Financial and Non-Financial Appraisals) on a preferred option to the area’s two Clinical Commissioning Groups (CCGs)—Shropshire and Telford & Wrekin CCGs.

In addition to the Non-financial and Financial appraisals there are three additional elements to the review process: a Clinical Senate Review; an Integrated Impact Assessment; and a formal Public Consultation.

The West Midlands Clinical Senate Review will take place in October. This will provide independent strategic advice and guidance to the commissioners to help them make the best decisions about healthcare.

The Integrated Impact Assessment will scrutinise the proposals from all angles to explore the potential impact—both positive and negative—on all patients and the public, including staff.

There would then be a full public consultation on the proposals before any final decision is made.

For more details about the Sustainable Services Programme visit www.sath.nhs.uk/sustainableservices
£2.6million appeal launched to benefit patients living with dementia

A £2.6million charity appeal to support people living with dementia has been launched by the Trust which runs Shropshire’s two acute hospitals.

The Shrewsbury and Telford Hospital NHS Trust (SaTH) launched the Living Well With Dementia Hospital Appeal at its Family Fun Day and Annual General Meeting (AGM) on Saturday (3 September 2016).

The three year appeal aims to raise money to provide a number of benefits for patients to improve ward and outpatient departments so that they are dementia friendly.

Improvements will include:

- Improvements to the ward and outpatient environments to make them dementia friendly
- New clocks
- Colour-coded hand rails and toilet seats
- Improved signage
- New crockery and cutlery
- Equipment which is appropriate for reminiscence, including digital reminiscence items

Karen Breese, Clinical Nurse Specialist (CNS) for Dementia at SaTH, said: “SaTH is committed to improving care for patients with dementia and last year was recognised for the work it is doing to help patients living with dementia. Providing the best possible experience for patients living with dementia and their carers is of huge importance.

“I’m delighted the Trust has launched this appeal, which will help many patients. It will help anybody with cognitive impairment, such as learning difficulties, as well as people with a visual or hearing impairment. It will also help patients for whom English is not their first language.

“We’re planning our own events such as a dementia awareness conference and a cricket match, but we would appreciate any support people feel able to give to help us reach our target.”

Karen joined the Trust as part of the organisation’s efforts to support patients living with dementia.

Other initiatives the Trust is involved in include:

- Dementia awareness is part of induction.
- The Trust also runs a 1-day dementia awareness course and a 5-day dementia awareness module.
- Members of the public can attend one of our Dementia Friend Information Sessions.

- All doctors have dementia awareness as part of their mandatory training.
- We have launched a new dementia service (headed up by Karen) with two dementia support workers.
- Work is under way with Wards to roll-out the Butterfly Scheme and the dementia care bundle. The scheme allows people with memory impairment to receive a form of personalised care during their stay in hospital. It also reminds staff how to interact with people with dementia and how to communicate with them, and to include their families and carers, which will reduce stress and anxiety.

- Patient Passports which provide information about patients living with dementia, so that staff know more about them.
- Carers Passports which give families and carers the opportunity to visit outside of usual visiting hours to provide their expert knowledge of the person to support the delivery of care to them in the most effective way.

- Looking to enrol people as Dementia Friends – call 01743 261473 to find out more.

- Looking to make improvements to the food menu to help people with dementia.

How to support the Living Well With Dementia Appeal

To support the appeal online visit www.sath.nhs.uk/makingitbetter or write to The Cashiers Office, The Shrewsbury and Telford Hospital NHS Trust, Royal Shrewsbury Hospital, Mytton Oak Road, Shrewsbury, Shropshire, SY3 8QX.

Cheques should be made payable to “The Shrewsbury and Telford Hospital NHS Trust Charity” and include a letter explaining that you want the money to go to the “Living Well With Dementia Hospital Appeal”.

The Shrewsbury and Telford Hospital NHS Trust’s Charitable Trust is Registered Charity 1107883 and is registered with the Charities Commission.
A charity appeal to buy a new machine to treat cancer patients at the Royal Shrewsbury Hospital (RSH) has reached its £750,000 target nearly four months early thanks to the generosity of fundraisers.

Lingen Davies Cancer Fund launched the ACTION appeal in January 2015 and pledged to raise the money by the end of 2016 to help fund an additional Linear Accelerator (LINAC) for the Cancer and Haematology Centre at RSH.

A LINAC is a machine that delivers radiotherapy treatment to cancer patients. The department already has two machines, but a third is needed to help more people receive the treatment.

For every £750 donated to the appeal a jigsaw puzzle piece has been added to a large jigsaw. The final puzzle piece was placed in the frame today (Wednesday 7 September 2016) – meaning the jigsaw is complete and the equipment can be bought.

Liz Kyle, Acting Fundraising Manager at Lingen Davies which is an independent charity supporting cancer care in Shropshire and mid Wales, said: “We are extremely grateful for all the donations that have enabled us to reach our target. From small change to the proceeds from large-scale events, every penny really matters to a small charity.

“As ever, we are amazed by the variety of methods our supporters have used to raise money, including rickshaw rides, head shaves, spin-a-thons and a sponsored zip-wire challenge by an 80-year-old.

“Supporters have foregone birthday and anniversary gifts and donated instead, and numerous cups of coffee and slices of cake have been consumed. We want to say thank you to everyone who has contributed to the success of this appeal. Reaching the target early will help us to continue to purchase other equipment and facilities which support cancer patients in Shropshire and mid Wales, and we hope to announce our next project very soon.”

Louise Killey, Radiotherapy Manager at The Shrewsbury and Telford Hospital NHS Trust (SaTH) which runs RSH, said: “We’re absolutely over the moon that the appeal has reached its target. This is a fantastic achievement, particularly in reaching the target four months early. A new LINAC will cost around £1.5million and the Trust will match the rest of the funds for this, with the new machine expected to be installed in April 2017.

“Thank you to the Lingen Davies Cancer Fund for launching the appeal and to everyone who has provided so much fantastic support.

“The LINAC will make a big difference to our patients and will mean we can provide this important treatment to even more people.”

Dr Sheena Khanduri, Clinical Lead for Cancer Services at SaTH, said: “This will see the expansion of our Radiotherapy Service with an additional state-of-the-art linear accelerator machine to meet increasing demand and also to ensure that we can continue to deliver high quality radiotherapy with better outcomes for our patients.

“It is thanks to Lingen Davies and the incredible generosity of those who have donated. This has been achieved ahead of schedule and is truly remarkable.”
More staff being trained in advanced clinical roles

More staff at Shropshire’s acute hospitals are being trained in advanced roles which will help to provide the best care possible for patients.

Last year The Shrewsbury and Telford Hospital NHS Trust (SaTH) began to train staff as Advanced Clinical Practitioners (ACPs) – experienced senior non-medical clinicians who possess the knowledge, skill and competence to treat and manage patients.

ACPs work at middle grade level and above once trained and with further training and development they can develop to a Consultant ACP level.

This week the second cohort of ACPs began their training, taking the total number being trained at the Trust to 15. The first cohort is due to complete its training in November 2017.

The latest cohort includes the first to be based in Surgery, while the others will work in A&E and Acute Medicine, which is where members of the first cohort were based.

Emma Jones (pictured below), who is a fully trained ACP and leads the team, said: “ACPs are able to use their expert knowledge and complex decision-making skills in unpredictable situations to make a diagnosis and provide the best care possible for our patients.

“They will help us in our efforts to create a sustainable workforce for the future at SaTH. We’ve got a great mixed skill base so this means our ACPs will be multi-disciplinary.

“It has been vital to gain consultants support for this role, which we have with Dr Amruta Lacy-Colson as our Consultant lead for the overall programme, Dr Dodiy Herman, the Consultant lead for the programme in A&E and Mr Joe McCloud as the Consultant lead for it in Surgery.

“This programme means we will have more of our own trained staff to support Consultants to make decisions, and reduce our reliance on locums.

“This will also ensure a better continuity of care for our patients.”
New pharmacy role helps patients go home quicker

Patients who need medication after a stay at Shropshire’s acute hospitals are receiving it 40 minutes quicker than before – meaning they can go home sooner thanks to a new role which is proving a big success.

The Shrewsbury and Telford Hospital NHS Trust has introduced two new Pharmacy Support Officers (PSO) as part of a six-month trial.

The Pharmacy Department at the Royal Shrewsbury Hospital (RSH) and the Princess Royal Hospital (PRH) in Telford each has one PSO whose role is to act as a ‘runner’ collecting prescriptions from Pharmacy for patients and delivering them to the wards.

At PRH the PSO is Surjit Paul and at RSH it is Lucy Davis.

Vicki Jefferson, Operational Head of Pharmacy at PRH, said: “A PSO has been appointed at each site until November to provide a responsive drug delivery service in addition to the scheduled delivery runs already provided. As soon as urgently required medication is ready the ‘runner’ delivers it direct to the ward, handing them over to the nurse so that they know immediately that the medication is there.”

Previously it took an average time of 60 minutes from the time To Take Out (TTO) medication was ready to leave pharmacy to it being delivered to the ward.

The new PSO role has reduced this time by 70% to less than 20 minutes.

“Providing everything else is in place for the patient to be discharged this enables patients to go home 40 minutes earlier, supporting patient flow for the Trust,” said Vicki.

“In addition to the delivery service the runners have been able to support the wards in collecting and delivering other urgent items and paperwork to and from Pharmacy. They have also been answering phone calls to the dispensary enquiring about TTOs. This has enabled dispensary staff to focus on processing the discharges and has reduced interruptions in the dispensing process which we know can increase the risk of errors.

“The service has received excellent feedback from the ward managers recognising that it has freed up time for ward staff no longer having to walk to and from Pharmacy collecting medication they require urgently.”

Ward staff have really welcomed the introduction and hope the trial will turn into a permanent role.

Sarah Sivill, Ward Manager on Ward 9 at PRH, said: “Ward 9 is an extremely busy ward and we have found this service valuable as previously ward staff would be up and down to Pharmacy several times during the shift resulting in delays on the ward.”

Clare Marsh, Day Surgery Unit Ward Manager at PRH, added: “It has reduced waiting times for patients, increased efficiency within our ward and led to fewer complaints.”

Sharon Hollister, a Sister on Ward 17 at PRH, added: “It’s a brilliant role. Surjit is excellent. It saves time and means that our staff are not interrupted in their work by having to run to Pharmacy.”

Therapists help frail and elderly patients continue to live life at home

Therapists at Shropshire’s two acute hospitals are helping frail and elderly patients to continue to live at home.

The Shrewsbury and Telford Hospital NHS Trust (SaTH) provides a Frailty Team which aims to reduce the need for patients to be admitted to hospital, and to help those who have been admitted to return home.

Dianne Lloyd, Therapy Centre Manager at SaTH, said: “It’s really important that we do all we can to both help patients go home as soon as possible, once they no longer need to be cared for at our hospitals, and to also do what we can to help prevent them needing to stay in hospital at all.

“Our Frailty Team is doing all it can to help patients who are particularly frail to continue to live their lives at home where possible.”

The teams provide a service in the Emergency Departments (ED) at RSH and PRH to help prevent unnecessary admissions to hospital.

Alex said: “We get referrals from the ED doctors and nurses who have concerns that the care needs of a patient may have increased. The patients are medically fit for discharge but may have reduced mobility, an altered mental state, or a reduced ability to manage daily activities.

“We assess what they’re currently able to do, and what they would normally be able to do, which allows us to identify any gaps in their care that need to be filled to enable them to be discharged from hospital and safely go home.

“We contact and refer to a large number of community services across Shropshire, Telford & Wrekin and mid Wales to fill these gaps. The challenge of our job is the short amount of time available to gather all of the information required and implement complex discharge plans often involving multiple health and social care community services, relatives, friends and voluntary services.

“But it’s a challenge we rise to. The service we provide is really valuable and we do our best to help patients go home, when they no longer need to stay in hospital, so that they can continue their daily lives.”

Sarah added: “We look at what we can do to help patients go home in the short-term but longer-term we also try to improve their quality of life so they are able to stay at home and hopefully don’t need to be admitted to hospital in the future.”

Putting Patients First

Inset: Lucy Davis, Pharmacy Runner at RSH.
A vision for Shropshire, Telford & Wrekin and mid Wales to be the healthiest half million people in the world has been outlined by hospital officials.

Leaders at The Shrewsbury and Telford Hospital NHS Trust (SaTH) have also outlined how the organisation has begun a journey to provide the safest and kindest care in the NHS.

Simon Wright, Chief Executive, and Professor Peter Latchford, Trust Chair, outlined the vision as they unveiled SaTH’s Organisational Strategy.

Simon said: “The strategy sets how we will build on our achievements to deliver a transformation in our own organisation on our journey to provide the safest and kindest care in the NHS.

“At the very peak of our organisational strategy are the patients and their families. We have half a million opportunities every year to make a difference and our vision is to provide each and every patient, and the two million family members who walk through our doors with them, the safest and kindest care in the NHS.

“The organisational strategy was produced to provide a clear direction for the future of SaTH and to make it an organisation that people can be even more proud of. More than 300 members of staff shared their thoughts and ideas for the future of SaTH to help shape the strategy.

Simon said: “During the conversations we asked three key questions: Where are we going? What do we do to get there? How do we do things at SaTH that are class leading. By creating a Centre of Excellence we will be able to hold our heads up high and say ‘this is who we are and this is how we at SaTH do it.’

“Change is already being delivered at SaTH through the trust’s partnership with the Virginia Mason Institute (VMI) and the introduction of lean methodology. Within the last two weeks, 40 members of staff have undertaken ‘Lean for Leaders’ training and more than 1,000 people in the Trust have done work involving VMI.

“Stage three is all about leadership. We want to empower our people to ensure we have exemplary, inspirational and innovative leaders in the future. We need to create a brighter future together and we will be doing this through the launch of our Leadership Academy.

“The Leadership Academy will support and develop leaders at all levels across the organisation by providing them with the tools to do the job. Our academy will be a beacon recognised across the NHS.

“At the very peak of the strategy are the patients and their families. We have also outlined how the organisational strategy are the fifth stage of the strategy is to provide the safest and kindest care in the NHS.

“Stage three is all about leadership. We want to empower our people to ensure we have exemplary, inspirational and innovative leaders in the future. We need to create a brighter future together and we will be doing this through the launch of our Leadership Academy.

“The Leadership Academy will support and develop leaders at all levels across the organisation by providing them with the tools to do the job. Our academy will be a beacon recognised across the NHS.

“We will make our organisation a great place to work. We will ensure that the experience we offer our people is values based, that they feel supported and recognised, able to fulfil their potential, accountable for their responsibility and fully engaged and empowered. Furthermore we aim to become a learning organisation to support our journey to become exemplary.

“Stage three is all about leadership. We want to empower our people to ensure we have exemplary, inspirational and innovative leaders in the future. We need to create a brighter future together and we will be doing this through the launch of our Leadership Academy.

“The fifth stage of the strategy is to provide the safest and kindest care in the NHS.

“Simon said: “We will be working with all our staff to better understand the actions needed for us to become the safest organisation in the NHS. We also need to deliver our care with kindness, promoting dignity and compassion.”

“At the very peak of the strategy are the patients and their families. Simon said: “They represent our purpose. Everything we do should be centred around them.”

“He added: “In the strategy we are describing what we stand for as a Trust. It holds us to account. It is a living document and is designed to keep us on track with delivery as well as ensuring we accommodate new challenges in a way which is consistent with our existing services, values and purpose.

“Our staff, patients and families have helped to shape the strategy. We will be brave in our decisions, sustainable in our actions, place our patients at the centre of everything we do and ensure we become the safest and kindest organisation in the NHS.”

Chief Executive Simon Wright launches the Trust’s vision for Shropshire, Telford & Wrekin and mid Wales.