



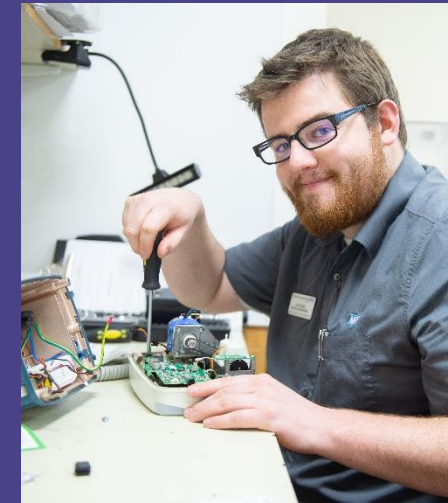
**Integrated
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Shropshire, Telford and Wrekin



**The Shrewsbury and
Telford Hospital**
NHS Trust

Hospitals Transformation Programme: Clinical Support Services Focus Group

15 February 2023



**HOSPITALS
TRANSFORMATION
PROGRAMME**



HIGHER QUALITY,
SAFER CARE



IMPROVED
OUTCOMES



BETTER
ACCESS



A GREAT PLACE
TO WORK

What will we cover?

- Recap of the Hospitals Transformation Programme
- Who are we and what will this mean for Clinical Support Services?
- What are your thoughts?
- Current developments at the Princess Royal Hospital site in Telford
- Equality and Health Inequalities Impact Assessment
- Date of the next meeting



Terms of reference/purpose of the group

The aim of the Hospitals Transformation Programme (HTP) Clinical Support Services (CSS) Focus Group is to bring a public and community perspective to the CSS workstream, helping to shape the future of our hospital services.

The Focus Group is an advisory group involving key stakeholders and community representatives to ensure that the services and the delivery of care are developed in partnership with our local communities. The Group will provide constructive challenge and scrutiny of decisions from a patient and public perspective.



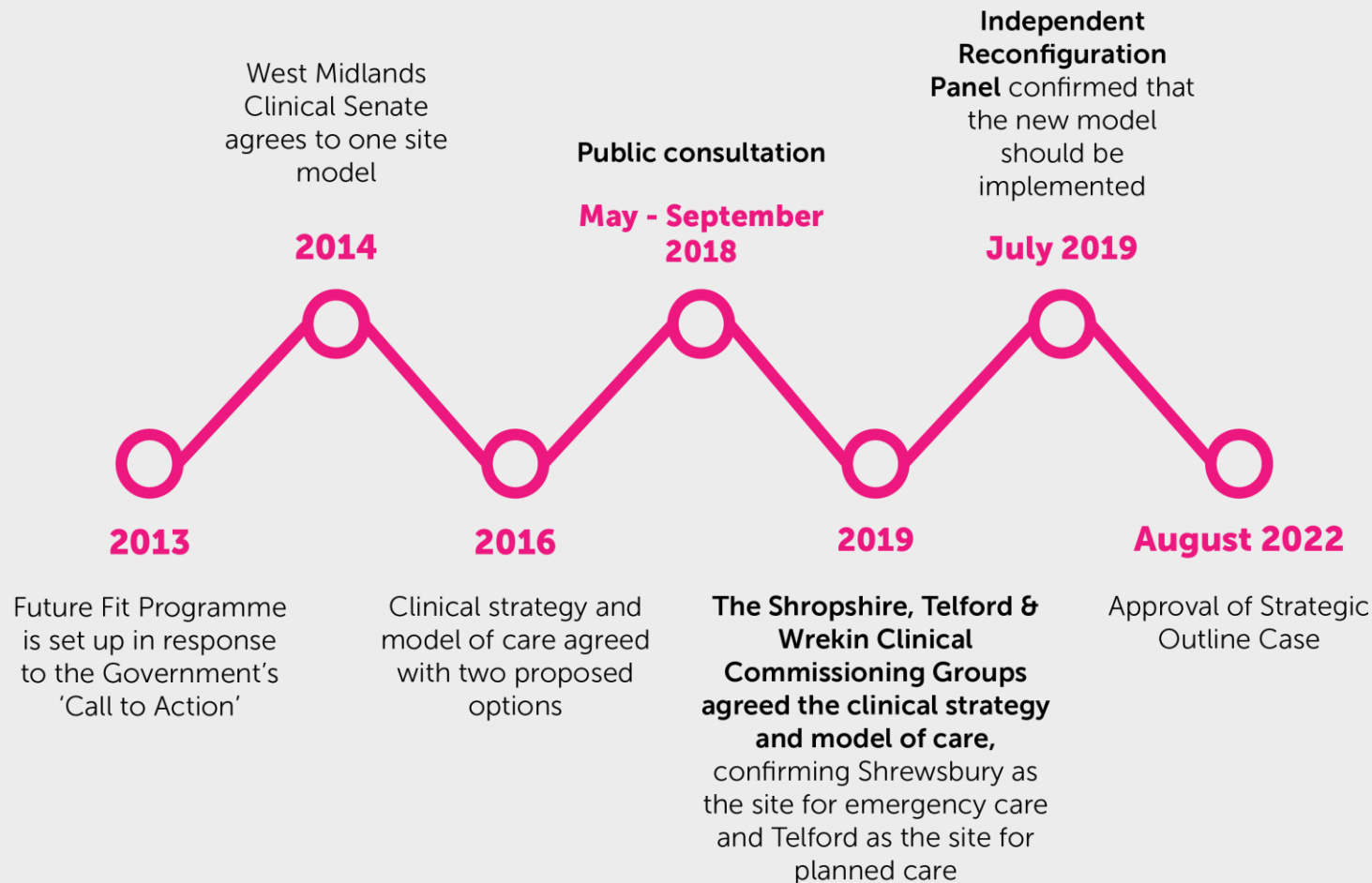
What is the Hospitals Transformation Programme?



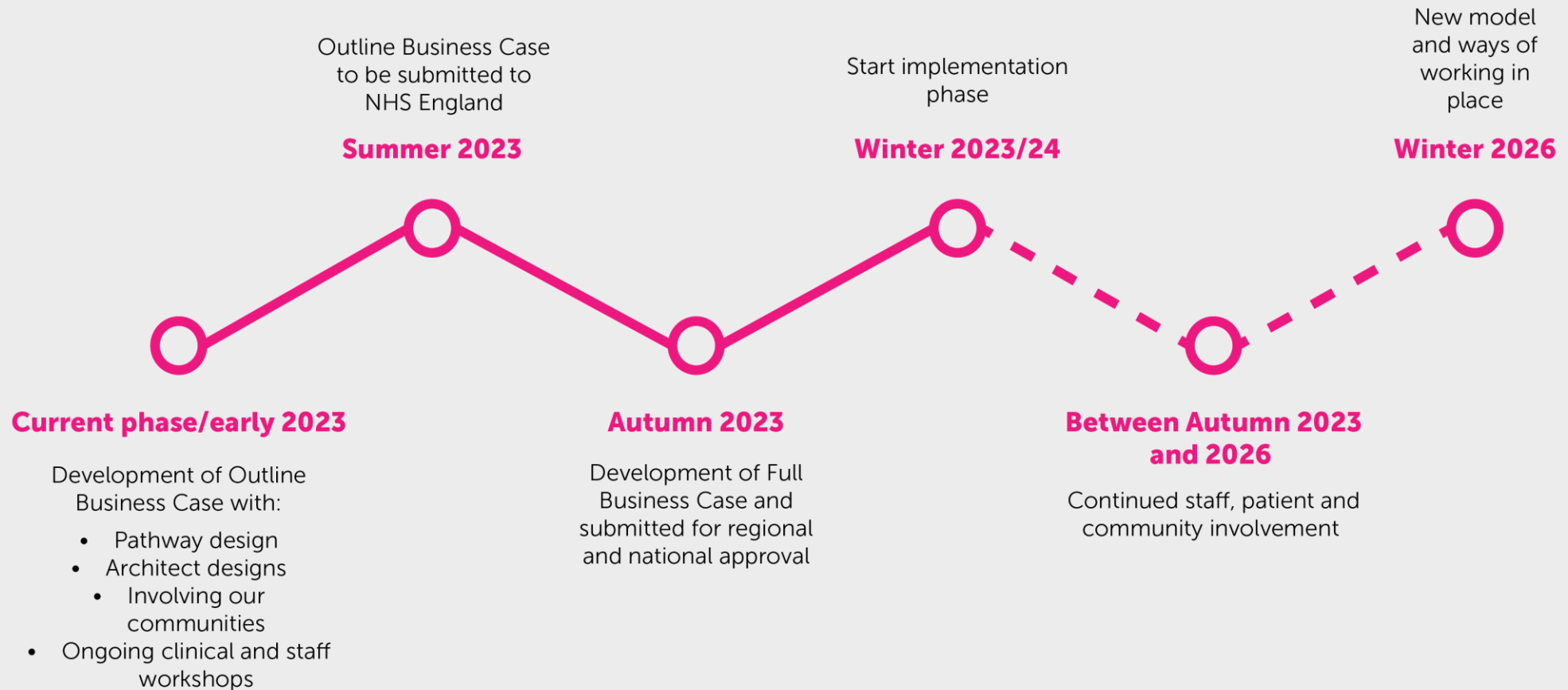
- The Hospitals Transformation Programme is a project, following on from NHS Future Fit, that will improve hospital services across Shropshire, Telford & Wrekin and mid Wales by changing the way services are delivered (the clinical model) across our two, main, hospital sites:
 - The Princess Royal Hospital in Telford
 - The Royal Shrewsbury Hospital
- We need hospital services that give everyone across Shropshire, Telford & Wrekin and mid Wales (north Powys) access to the best possible hospital care, planned and in an urgent and emergency situation, with the right staff and right facilities being available when they need them.



A recap of our journey so far



Our journey to come



Two thriving hospital sites...



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TELFORD

SPECIALISING IN PLANNED CARE



✓ PLANNED SURGERY: PROCEDURES, DAYCARE SURGERY,
NON-COMPLEX INPATIENT SURGERY

✓ A&E LOCAL MODEL

✓ INPATIENT MEDICAL CARE

✓ GENERAL SURGERY

✓ UROLOGY

✓ ORTHOPAEDICS

✓ GYNAECOLOGY

✓ WEIGHT LOSS SURGERY

✓ BREAST SURGERY

✓ REHABILITATION

ONE HOSPITAL, TWO SITES

BOTH SITES WILL PROVIDE

✓ 24-HOUR URGENT CARE CENTRES ✓

✓ DIAGNOSTICS ✓

✓ OUTPATIENT ADULT ✓

✓ OUTPATIENT CHILDREN ✓

✓ MIDWIFE-LED MATERNITY SERVICES ✓

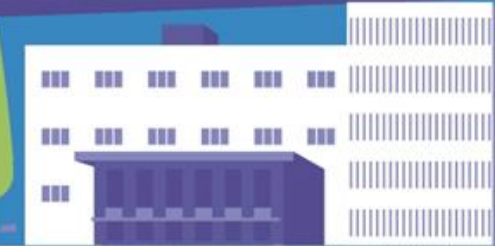
✓ FRAIL AND ELDERLY CARE SERVICES ✓

✓ DIAGNOSTIC ENDOSCOPY ✓

✓ DAY CASE CHEMOTHERAPY ✓

SHREWSBURY

SPECIALISING IN EMERGENCY CARE



✓ EMERGENCY DEPARTMENT ✓

✓ CRITICAL CARE UNIT ✓

✓ CONSULTANT-LED MATERNITY CARE ✓

✓ CHILDREN'S INPATIENT SERVICES ✓

✓ EMERGENCY SURGERY ✓

✓ COMPLEX PLANNED AND CHILDREN'S SURGERY ✓

✓ EMERGENCY MEDICINE INCLUDING CARDIOLOGY,
STROKE, RESPIRATORY, AND ACUTE MEDICINE ✓

✓ CHILDREN'S ASSESSMENT UNIT ✓

✓ CONSULTANT NEONATAL SERVICES ✓

✓ RADIOTHERAPY AND INPATIENT CANCER CARE ✓

✓ HEAD AND NECK INPATIENT SERVICES ✓

We will have...



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NHS
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**Excellent care, in the right place,
at the right time, from the right people**



**Dedicated Emergency
Department with
immediate access to
medical and surgical
specialities**

Timely access to the right specialist
consultants

Eliminate 12-hour breaches and
reduced ambulance waiting times

Shorter hospital stays



**Ring-fenced planned care
capacity supporting the
needs of our population**

Fewer procedures cancelled

Improved cancer waiting times

Resilient to peaks in emergency
demand



**Improved
care for everyone**

Modern, well-designed facilities

A better experience of care

Positive impact on staff experience



**Integrated services for
local people**

Simpler and more effective patient
pathways

Working seamlessly with our health
and social care partners

Alleviating the burden on Primary
Care caused by planned care delays

Who are Clinical Support Services?

The **Clinical Support Services Division** employs around 855 staff in total across the following services:

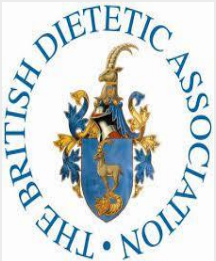
Pathology – Consultant Pathologists, Biomedical Scientists, Laboratory Assistants, Phlebotomists, Nurses

Pharmacy – Pharmacists, Pharmacy Technicians, Assistants,

Radiology – Consultant Radiologists, Radiographers, Sonographers, Nurses, Assistants, Porters

Therapies – Dietitians, Occupational Therapists, Physiotherapists, Speech & Language Therapists, Assistants

Admin staff work across all of our departments e.g. in reception areas and we support many students each year.



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Who are Clinical Support Services?

Pharmacy Centre delivers in-patient services only to all ward and clinic areas including A&E, cancer services, critical care areas and the preparation of complex chemotherapy for day case services.

It also provides:

- specialist homecare medicines service to provide medicines and care at home
- specialist medicines information service



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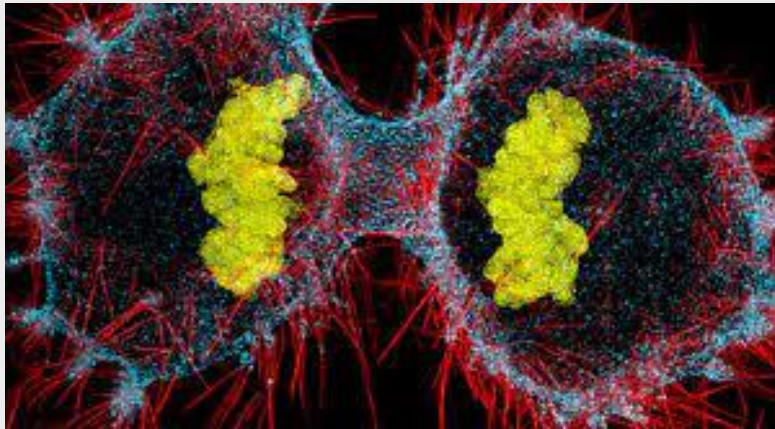


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Who are Clinical Support Services?

Pathology Centre provides diagnostic services for hospital in-patients (SaTH, RJAH and Community Hospitals), out-patients, A&E, GPs, and some specialist services across:

- Cellular Pathology
- Microbiology
- Blood Sciences – Haematology / Blood Transfusion / Biochemistry
- Mortuary including post-mortem examinations at RSH only
- Phlebotomy, including community
- Shropshire Anticoagulation Service



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Who are Clinical Support Services?

Radiology Centre provides a full imaging service across a range of modalities: Plain X-ray; Ultrasound; CT; MRI; Radionuclide Imaging; Breast – Screening and Symptomatic; Fluoroscopy, including Theatres and Cardiology; and Interventional Radiology.

The service supports all clinical specialties within the Trust (A&E, inpatients and outpatients) as well as GPs and some community-based specialist services.



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Who we are in Clinical Support Services?



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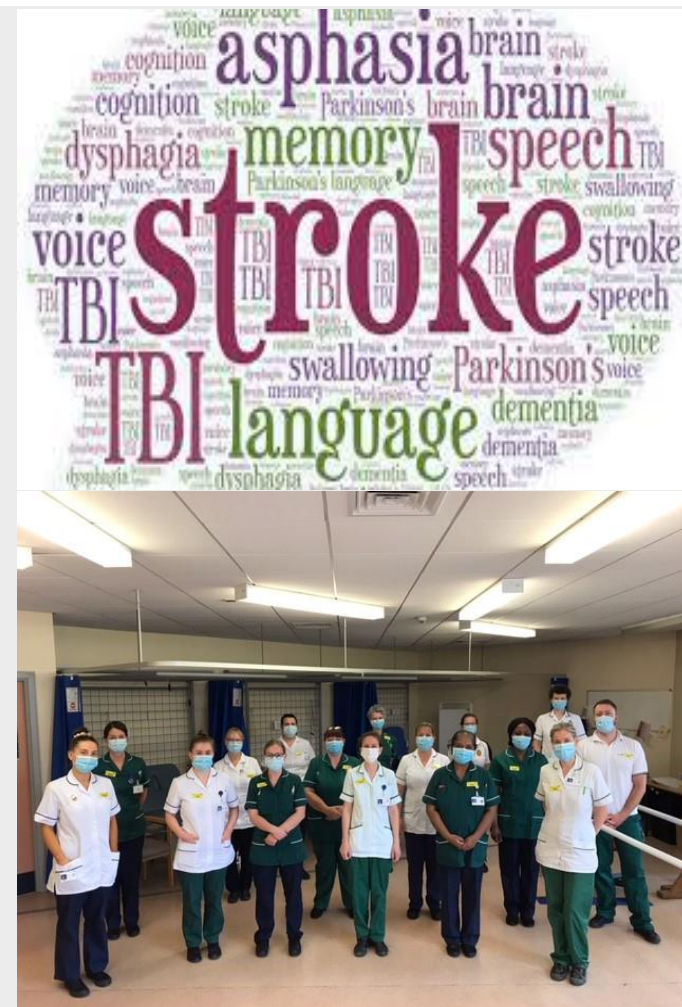
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Therapy Centre consists of the following professions:

- Dietetics
- Occupational Therapy
- Physiotherapy
- Speech & Language Therapy

These services cover all inpatient areas, a variety of outpatient clinics, ED, day case / surgical units, chemotherapy and radiotherapy units, our own therapy outpatient departments and a wide range of countywide services in community hospital's, nursing homes and patients own homes, including

- Macmillan Integrated Therapy Service for cancer and palliative care patients
- Early supported discharge service for stroke patients
- Complex disability and spasticity service
- Dietetics
- Speech & Language Therapy



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13



HOSPITAL TRANSFORMATION PROGRAMME

How will we support the emergency and planned care sites?

As you can see our staff work in every area of our hospitals now and they will continue to do so in future.

For the emergency care site there is a great opportunity for us to develop new roles in all of the services that will support our patients when they are in the most need of acute care and support their transfer to the planned care site, home or another appropriate location for their continued care.

For the planned care site there is a great opportunity for us to focus on making sure these services run smoothly through developing new ways of working and by working closely with our surgical colleagues in the support of pre-operative and post-operative services all the way through to timely discharge. We will also play an important role in the rehabilitation of patients, including those transferred from the emergency care site.

So for us it is all about making sure our staff and facilities are in the right place to support the changes in services at both sites.



What the HTP proposals mean for us:

For Clinical Support Services the HTP proposals bring many opportunities, such as:

- Making sure we have the right staff in place to support the specialties that will be delivered in the 2 new redesigned hospitals providing a greater opportunity for our staff to specialisation and rotate into different areas
- Creating safe staffing levels aligned to national clinical standards and regulations e.g. redesigned critical care, stroke, trauma and neonatal care
- Balancing the demand upon our services with the capacity to adequately support the re-designed services e.g. thinking about which services will require 7 day support
- Developing new roles in support of the new / revised pathways e.g. Advanced Practice roles in support of the A&E Local service at PRH such as Prescribing Pharmacists, Reporting Radiographers and First Contact Practitioner Therapists and Dietitians. There are many more examples...
- New ways of working e.g. development of Community Diagnostic Hubs, increase in Point of Care Testing, expansion of virtual ward services, pharmacy automation, new discharge pathways supporting Home First etc.
- Redesigning / relocating our physical environments e.g. pathology and mortuaries, radiology, pharmacy, therapy outpatients etc.



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Questions?



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Continued developments at the Princess Royal Hospital



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Investing in the front entrance

- Not included in original HTP scheme/capital
 - Out of date and without facilities for patients, visitors, staff
 - Working with commercial partners to develop retail offer
- despite relatively low footfall



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Artist's impression of PRH front entrance

- Transforming front door
- Improved reception
- Better access
- Better wayfinding
- Increased retail space



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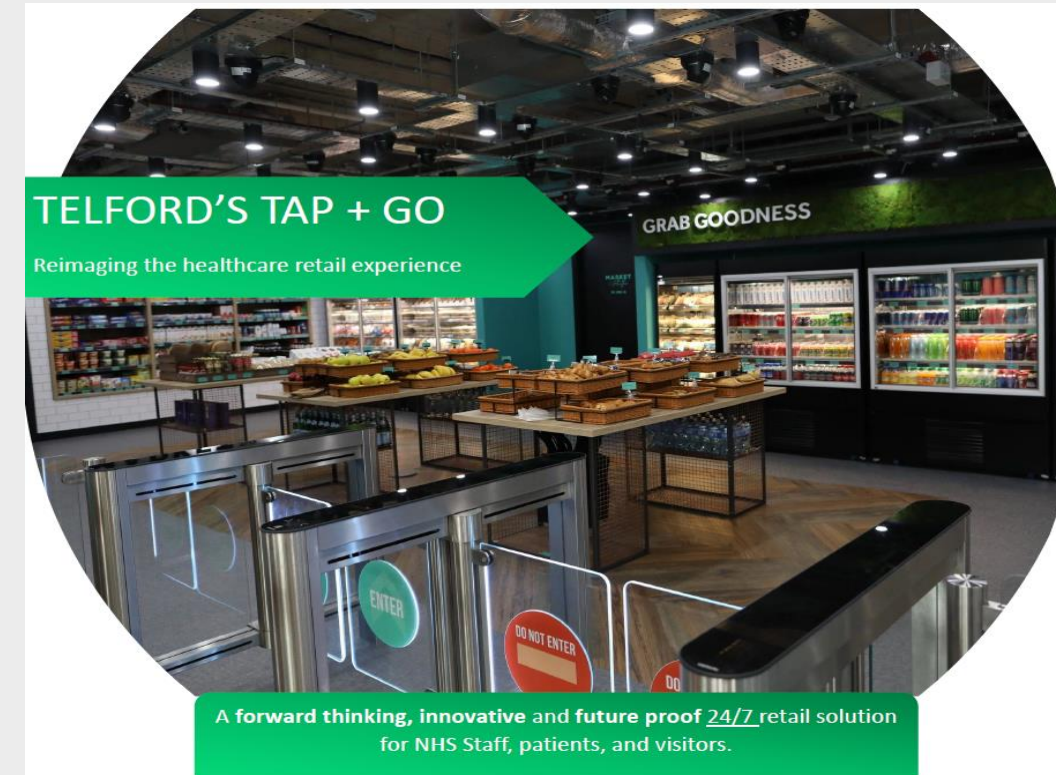


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Retail offer

- Staffed coffee shop during set hours
- One of first hospitals in NHS to offer “frictionless” retail services (core range of products to be agreed)
- Uses app or credit/debit card plus pre-paid cards available
- Core range of products to be agreed



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CARE

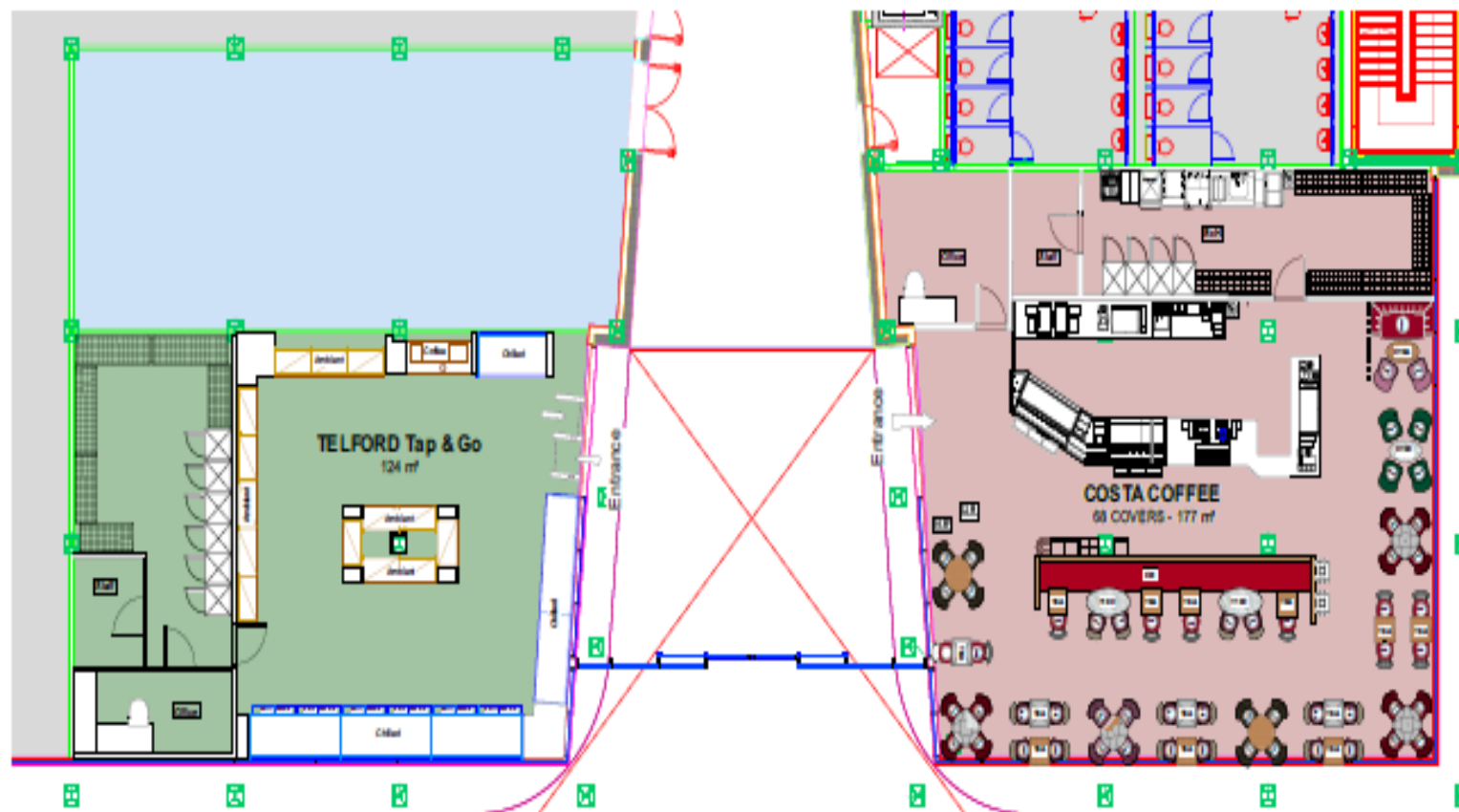


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Indicative footprint



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Next steps

Establish focus group to discuss/comment on;

- Frictionless offer
- Range of products
- Relaxation environment

If interested in taking part please register at sath.engagement@nhs.net



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Looking at travel and transport

- We recognise Travel and Transport is a key issue for patients, visitors and staff.
- We will build on the work of the Travel and Transport Group that was set up in 2018: [Travel and Transport - NHS Future Fit](#)
- A Travel and Transport review has been commissioned to inform:
- Car parking
- Ambulance conveyances
- Patient, visitor and staff transport requirements

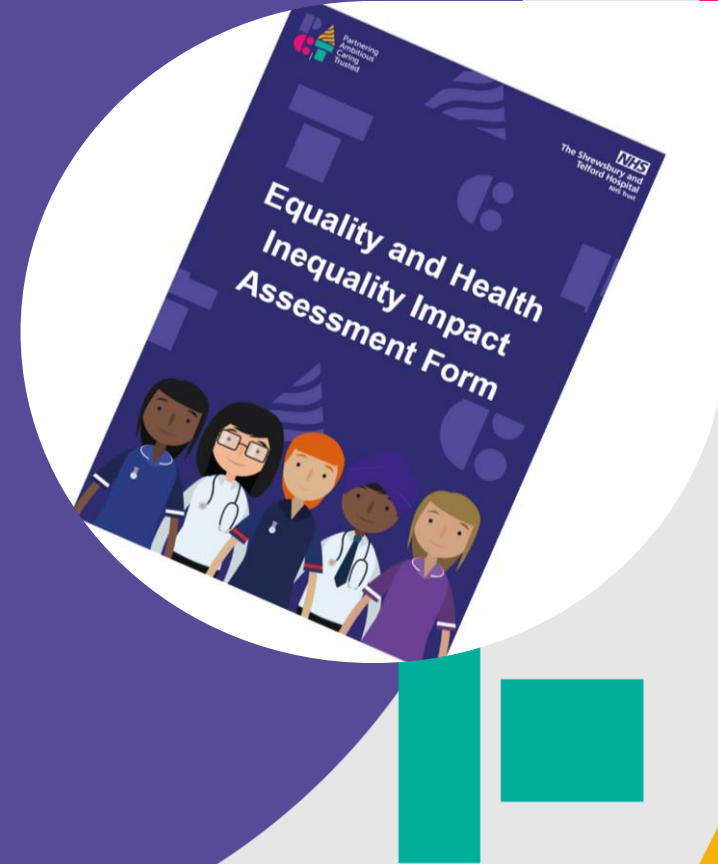
Once the outputs of the review are available and we move to progress our plans and move towards implementation we will work with our communities, via:

- Dedicated Focus Group
- Public Assurance Forum and;
- Anyone identified as being potentially adversely affected through the EHIA's to identify any mitigating actions and developing potential alternative transport offers and options.

Equality and Health Inequality Impact Assessments

Kate Ballinger
Community Engagement Facilitator

February 2023



What is an EqHIIA?

An Equality and Health Inequality Impact Assessment tool for ensuring that equality, social inclusion and community cohesion issues are considered when drawing up policies or proposals which affect the delivery of services and the employment practice of the Trust.

Assessments are carried out on:

- new services as they are developed
- existing services if we need to change the way they are delivered.

The aim of an EqHIIA is to identify any positive or negative impacts, specifically looking at Health Inequalities and the 9 protected characteristics laid out in the Equality Act:

- **Age**
- **Disability**
- **Gender reassignment**
- **Marriage/civil partnership**
- **Pregnancy and maternity**
- **Race, religion or belief**
- **Sex**
- **Sexual orientation**



Our EqHIA process?

- Our process for EqHIA for service changes is:
 - All EqHIA are completed by the service operational lead
 - The draft EqHIA is shared with the clinical team and public participation department for comment
 - The draft EqHIA is then shared with public and patient representatives, the focus groups and our Public Assurance Forum for further comment
 - Any negative impacts and mitigations that are identified during the assessment will be included in an action plan, which remains the responsibility of the service delivery lead.
- All EqHIAs are published on our website here:
[Services Changes and Developments – SaTH](#)





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Questions from us to you



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We would like your thoughts on ...

- 1) What would good look like?
- 2) What do you think are the biggest barriers to achieving this?
- 3) What do you think are possible solutions?

We will email you these questions for your thoughts/feedback.

Get involved

- There will be a range of ways to get involved over the next few years.
- You can help us develop these plans in the best way for the future of local healthcare services.
- The About Health meeting was recorded and is available here: <https://www.sath.nhs.uk/news/http-about-health-event/>
- Future sessions are being arranged on a quarterly basis and we will write out to you with details and dates.
- Workstream focus groups have been planned over the next two years which will inform the plans as they develop towards implementation. Themes include transport and PRH front end investment. If you are interested in joining any of the groups please email sath.engagement@nhs.net
- We are updating the Equality and Health Inequalities Impact Assessments for each of the services involved and will put in place any necessary mitigating actions, liaising directly with those communities affected.
- We want to ensure that anyone who is interested can get involved in some way.
- 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.
- Join the Big Health and Wellbeing Conversation: www.nhsbigconversation.org



**The next Clinical Support
Services Focus Group will
take place on:
21 September 2023, 11:00 -
13:30**



One part of the wider plan ...

- The Shropshire, Telford & Wrekin Big Health and Wellbeing Conversation has been launched today (Monday 13 February 2023) which will inform the Joint Forward Plan for health and care over the next five years.
- Over the next 4 months there will be a number of opportunities for the public to input to the design and delivery of primary, secondary and community care services.
- To find out what is happening in your local area, visit: www.nhsbigconversation.org

