

Supplementary Information Pack

Agenda item

2023/26 Public Participation Plan: 2022/23 Action Plan Update **page 2-6**

2023/27 Draft Public Participation Trust Board Quarterly Update **page 7-30**

2023/28 Impact Magazine **page 31-45**

Public Assurance Forum: 3 April 2023

Agenda item		2023/26	
Report Title		Public Participation Department Priorities 2022/23	
Executive Lead		Julia Clarke, Director of Public Participation	
Report Author		Hannah Morris, Head of Public Participation	
CQC Domain:		Link to Strategic Goal:	Link to BAF / risk:
Safe		Our patients and community	√
Effective		Our people	
Caring		Our service delivery	
Responsive	√	Our governance	
Well Led	√	Our partners	√
Consultation Communication		Public Engagement throughout 2021 Approved by Trust Board October 2021 Regularly presented to PAF at quarterly meetings and SaTH Charity to Charitable Funds Committee meetings	
Executive summary:		The Forum’s attention is drawn to the Appendices which outlines the Yearly ‘Plan on the Page’ for Community Engagement, Volunteers and SaTH Charity The plan for community Engagement and Social Inclusion link to our Public Participation Plan which outlines how we will work with our local communities over the next five years and was approved by the Trust Board in October 2021	
Recommendations for the Public Assurance Forum:		The Public Assurance Forum is asked to: NOTE The Activity completed by each of the areas during Quarter 4 This report is provided for information only .	
Appendices:		Appendix 1: Plan of a Page for Community Engagement, SaTH Charity and Volunteers	

1.0 Introduction

- 1.1 The Public Participation Plan was developed in partnership with our local communities. The Plan outlines how we will work with our communities over the next five years and was approved by the Trust Board in October 2021. Following approval of the Plan, an action plan was developed. This paper provides an update on the implementation of the Action Plan.
- 1.2 We then asked members of PAF and SaTH community members to prioritise the agreed actions to form an annual plan for the next five years. The results are shown in the attached overarching plan which has been developed into the prioritised Community Engagement 2022/23 plan on a page (Appendix 1). This also contains the full suite of Public Participation annual plans (i.e., Volunteers and SaTH charity) and these will also be presented at the next Trust Board.

2.0 Risks to the project

Risk	Action	Timescales
1. Fail to deliver the Public Participation Plan, resulting lack of confidence of our communities	A detailed action plan will be drawn up and reviewed regularly with the implementation of the Public Assurance Forum	On going
2. Fail to deliver statutory duties (s242) to engage with the public	Continue to support our Divisions to ensure they meet their Statutory Duties.	Ongoing

Stakeholder Groups

A. Public

Appealing to the public is important to achieve our core objectives of community engagement and raising funds to support improved clinical outcomes.

B. Local Business and Organisations

SaTH cares for the workers of local businesses many come into contact with us or through a family member. Supporting SaTH Charity makes good business sense.

C. Staff

Our Trust workforce is a key group that we need to engage with to help achieve the levels of activity we need. The Charity recognises our staff as a key asset to the Trust and is focussed on supporting their Wellbeing.

D. Existing organisations providing charitable support

We need to ensure that SaTH Charity is not seen as a threat but as a complimentary partner with the charities that support us. Additionally engagement with our ICS partners is an opportunity.

E. Volunteers

Volunteers provide additional capacity to develop and deliver the agreed charitable activities.

Charity Team

The SaTH Charity Team sits within the Public Participation Team and is based within Stretton House at RSH.

The Finance Team are based at The Shrewsbury Business Park under the management of Vicky Hall, Senior Accountant Charitable Funds.

Strategic Aims

To raise funds that provide equipment and workforce training not normally funded through normal NHS channels.

To provide engagement opportunities for local people, business's and organisations

To work alongside the Volunteer Team to encourage support and giving whether its money or time—both are valuable to the Trust.

To develop and implement corporate fundraising priorities which are aligned to the Trust's strategic objectives.

To encourage utilisation of funds to support identified need

To raise awareness of the Trust's activities with our staff, patients, their families and stakeholders to encourage their engagement, to build and develop SaTH and SaTH Charity brand.

To work with and support existing charitable partners which include but not limited to; NHS Charities Together, League of Friends of RSH, Friends of PRH and Lingen Davis.

Desired Outcomes

- To Increase the amount of monies donated, raised or left by legacy to SaTH Charity year on year
- Increase the visibility of SaTH Charity as the Trust's Hospital Charity locally measured by increased income.
- Community Engagement through positive media opportunities to promote SaTH to the population it serves through engagement and fundraising activity— 4 stories a month
- Enhance the reputation of SaTH relating to clinical outcomes, quality, kindness and as a caring organisation

Key Risks / Benefits	L	C	LxC	Mitigation
Funds are not spent to meet the expectation of donors and fundraisers	2	4	8	Expenditure is reviewed to ensure it complies to policy. With more support being made available to achieve effective spend.
SaTH Charity does not comply with charity commission requirements	1	4	4	The Charity Policy was again updated in November 2021 to provide the framework for compliance. Monitoring of activity and actions against the Policy.
Not spending charitable funds in a timely way	4	3	12	Plans are requested from Fund Advisors which are reviewed to ensure planned spend is implemented

Q1 2022	Q2 2022	Q3 2022	Q4 2023	General Notes
April – May – June	July – August – Sep	Oct – Nov – Dec	Jan – Feb – March	Update on Q3 activity:
<ul style="list-style-type: none"> Commence the development of a supporters database Development of positive news and engagement stories 12 Distribution of support to staff through Small Things Fund equal to income Commence gathering information for the Annual report highlighting achievements over the last 12 months Engage with NHS CT to align to planned National Campaigns. Plan and begin the implementation of events to support the Platinum Jubilee Finalise any outstanding fund plans. Arrange a thank you event for Volunteers—Volunteers week 	<ul style="list-style-type: none"> Introduce new CRM system Support staff wellbeing through supporting Workforce to celebrate the International day of.... Development of positive news and engagement stories 12 Continue support of the Queen's Platinum Jubilee Implement a review of Fund plans to ensure expenditure is inline with plans Create a Charity newsletter to the new database aimed at building support and engagement. Submit draft copy of the Annual Report for review Support the NHS CT Big Tea campaign Promote our London Marathon Runner Arrange a workshop for Fund Advisors to aid planning, share best practice and ideas. Launch literature for corporates 	<ul style="list-style-type: none"> Hold workshops for fund advisors, divisional directors and finance leads Christmas Staff Wellbeing options. Engage with OD team alternative ways of thanking and recognising staff. Ensuring event and activity exceeds expectation Christmas raffle Review activity against individual fund plans. Begin discussions on Fund Plans for 2022/2023 Development of positive news and engagement stories 12 Engage with local business to seek to be a charity of the year Identify potential events that SaTH could be the benefactor of, likely to be a slow burn ie Shrewsbury 10K London Marathon. 	<ul style="list-style-type: none"> Finalise the development of fund plans for 2023-24 highlighting key fundraising activity and planned spend. To support staff through the Small Things make a Big Difference Fund. Make sure charity has a strong presence in all areas of the Trust to raise awareness and understanding of the charity. Positive News stories 12 Raise profile of charity through actions on the Public Participation Plan Thank you campaign from SaTH Charity Arrange a Thank you event or awards event to recognise our supporters Start plans to celebrate NHS75 	<ul style="list-style-type: none"> 2 workshops were held for the fund advisors and one was postponed until February. Feedback was good. Charity, Comms and OD worked together to create a calendar of events for Christmas. Events were well received. Christmas raffle was held and raised over £500 for the Small Things Fund Updates given in meetings and workshops about individual fund plans 15 positive news stories were published over Q3 Engaging with local business being reviewed Progressed was made to identify local events for fundraising but not finalised yet Nicky Brierly completed the London marathon and hit her fundraising target. Unfortunately, we have not been able to secure a place for 2023.

Identified Stakeholders

Individuals from the communities we serve

Individuals who live in the areas we serve (Shropshire, T&W and Powys) may have an interest in our hospital or a specific service. These individuals may also represent over stakeholders e.g. member of the public, volunteer, staff etc.

The wider public

The wider public may include individuals who do not live within our community and may not receive services from us, but may have an interest in the services we provide e.g. individuals who have an interest in a specific area or condition e.g. maternity.

Patients and Carers

Patients and Carers are individuals who are or have recently (within the last few years) received services from SaTH. Their interest may be specific to a service or may have a wider remit

Statutory Bodies

Including our Healthwatches, Community Health Council, Health and Wellbeing Board, Joint Health Overview and Scrutiny Committee

Staff

Our Trust workforce is a key group that we need to engage with. We would provide support and guidance in engaging with our communities and ensuring they meet their statutory duties

Voluntary Organisations

Voluntary organisations work with a range of individuals, communities and organisations on a range of issues or a particular focus. Voluntary organisations work with Health and Social Care organisations and maybe commissioned to provide services

Patient groups

Patient groups including those with a general remit around health and those groups who are condition or area specific

Other Health and Social Care Organisations

Other Health and social care organisations who we will link with or provide services with including ICS, Shrop Comm, RJA, primary care, social care etc

SaTH Community Engagement Action Plan 2022/2023



Our Vision: To provide excellent care for the communities we serve



The Shrewsbury and Telford Hospital
NHS Trust

Strategic Aims

To contribute to delivery of the Public Participation Plan, namely:

- 1. INCLUSION:** To increase the number and diversity of people involved with SaTH, ensuring that they are provided with meaningful and timely involvement opportunities
- 2. RESPONSIVE:** Build greater public confidence, trust and understanding by listening and being responsive to our local communities
- 3 DECISION-MAKING:** To introduce a public and community perspective to decision making and wider work at SaTH, including, recruitment, strategic planning, training and service development and delivery
- 4 GET INVOLVED:** Ensure our communities feel better informed and able to Get Involved if they choose too. Develop a range of involvement opportunities that are rewarding, meaningful and enable individuals from a diverse range of backgrounds to get involved.
- 5 COMMUNICATION:** SaTH will communicate with our communities directly to ensure they are kept informed and update about what is going on at the hospitals (making use of digital communications)
- 6 OUR STAFF:** Enabled our staff to have the skills and confidence to engage with our communities

Desired Outcomes

- Key barriers to engagement identified & mitigation in place
- Regular meetings/networks in place to keep in contact with stakeholders
- Increase in incoming enquires/engagement from stakeholders
- Increase in both group & individual membership

Key Risks / Benefits	L	C	LxC	Mitigation
Fail to deliver the Public Participation Plan, resulting lack of confidence of our communities	3	4	12	A detailed Action Plan and yearly plan on a page will be drawn up and submitted quarterly to the Public Assurance Forum (PAF)
Fail to deliver our statutory duties (S242) to engage with the public	3	4	12	Continue to support our Divisions to ensure they meet their statutory duties. Update PAF on engagement relating to service changes
Staff not having the skills or confidence to engage with our communities	3	3	9	Development of online website with toolkit that is accessible to staff

Q1	Q2	Q3	Q4	General Notes
April—May—June	Jul-Aug-Sep	Oct—Nov—Dec	Jan—Feb—March	
<ul style="list-style-type: none"> Develop and share an online survey, asking our communities to prioritise the actions for of Public Participation Action Plan Identify groups and events to attend for Q1/Q2/Q3 Online survey to ask our communities what “About Health” Events they are interested in for Autumn 2022 Contact Town and Parrish Councils in T&W and Powys to promote involvement and membership Attendance at the STW Involvement and Insight Network Monthly email update to community members Increase individual and organisational membership Work with the divisions to ensure they meet their Section 242 duties 	<ul style="list-style-type: none"> Develop a social media plan to ensure that opportunities and engagement events are promoted Contact Town and Parrish Councils in Shropshire, to promote involvement and membership Relaunch our Young People’s Academy and offer a face to face training day Put together Autumn/ Winter <i>About Health</i> programme and promote to our communities Develop a webpage for staff on our Section 242 duties Monthly email update to community members Increase individual and organisational membership Work with the divisions to ensure they meet their Section 242 duties 	<ul style="list-style-type: none"> Identify stakeholders and opportunities to build links with partners in Health and Social Care Develop “hybrid” models for People’s Academy to include face to face and online inclusion Organise workshops to review our Public Participation webpages to ensure they are relevant and accessible Monthly email update to community members Increase individual and organisational membership Review and update the public participation pages on our website Work with the divisions to ensure they meet their Section 242 duties 	<ul style="list-style-type: none"> Develop mechanisms to ensure are “closing the loop” in terms of feedback and comments— documenting feedback at events, FAQ for service changes etc Develop a You Said, we Did webpage. Put together Spring/ Summer <i>About Health</i> programme and promote to our communities Plan events and meetings to attend in 2023 to promote involvement and engage with our communities Monthly email update to community members Increase individual and organisational membership Work with the divisions to ensure they meet their Section 242 duties 	Update on Quarter 4: <ul style="list-style-type: none"> All actions for this year are linked to the Public Participation Plan Actions have been reported on in SLC report and Quarterly Board report There has been an increase in both community and organisational membership of the Trust throughout the year, with new procedures such as an opt-in on SurveyMonkey and Eventbrite now in place to make the most of every contact. We are currently engaging with the public to establish subjects to be covered in our About Health events Hospital Transformation Programme: <ul style="list-style-type: none"> Quarterly About Health events have been scheduled over the next 2 years PP Department are co-ordinating engagement for the programme PP department have been supporting divisions with their EqHIIA

Stakeholder Groups

A. Volunteers

Volunteers provide additional capacity to support staff, patients and visitors through a combination of tasks that would not otherwise be fulfilled. Improving the patient journey, outcomes and staff wellbeing.

B. Staff

This is a key group that needs to be aware of SaTH Volunteers in order to help and support the Trust to achieve the agreed desired outputs.

C. Public

Engagement with the public is key to ensure the number of Volunteers is maintained to meet the needs of the Trust.

D. Schools, Organisations and Local Business.

Provides candidates for the young Volunteers Scheme. Groups and Organisations support with corporate volunteer days.

E. Other Volunteer Organisations.

Maintain relationships with other volunteer organisations such as LoF, Lingen Davies, British Red Cross, RVS etc.

Volunteer support:

Poppy Horrocks– Volunteer Project Manager
Rachel Higgins– Public Participation Facilitator
Aaron Hyslop- Public Participation Facilitator
Nicky Holland– Public Participation Administrator (Bank)

Strategic Aims

To improve the patient journey and their experience through a vibrant and effective volunteer programme. To ease pressures on staff and support their wellbeing.

To maintain the required number of volunteers to meet the demand from the areas supported by the volunteer service.

Identify new areas within the Trust for support that would receive a positive benefit from a volunteer programme and provide meaningful opportunities.

To reinstate volunteers who have been postponed due to the Covid19 pandemic.

To raise awareness of the Trust's volunteering activities with our patients, their families and stakeholders to encourage their engagement with us.

To provide experience of working in a hospital setting for young volunteers and those experiencing barriers to access volunteering opportunities or those looking for a career in the NHS, for example, the NHS Cadets and Young Volunteer Scheme.

Support our staff to effectively manage and support our volunteers while on placement.

Desired Outcomes

- To maintain the number of active volunteers at around 270 during the year.
- To support up to 60 active young volunteers (aged 16-17) during their volunteering.
- We seek to achieve 100 new successful applications throughout the year
- Ensure active volunteers have meaningful and regular placements.
- Identify 10 additional areas that would benefit from volunteers support and deliver that benefit.
- To provide a minimum of 2 positive news stories a month to support Public Participation

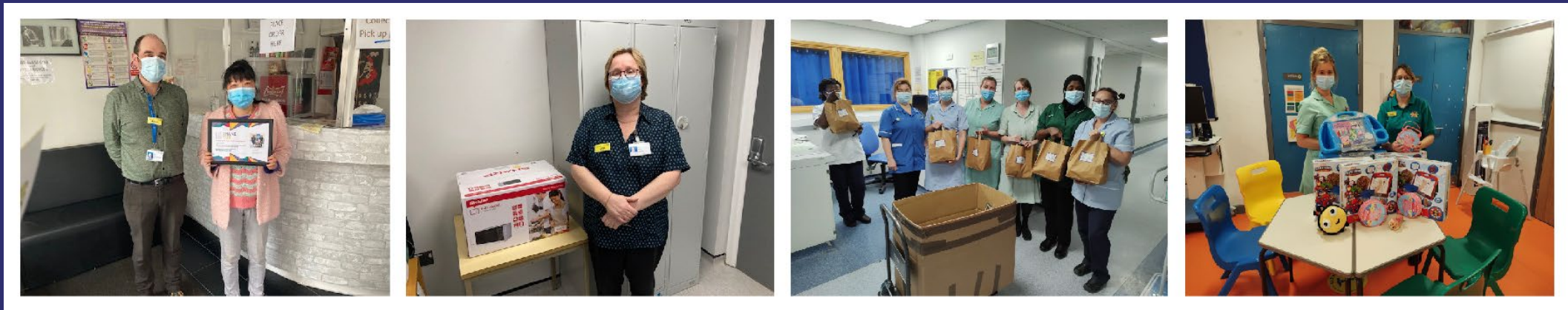
Key Risks	L	C	LxC	Mitigation
Number of volunteers does not meet demand	3	2	6	Actively recruiting volunteers to meet the demand and promoting volunteering at the Trust and encouraging volunteers to do additional shifts.
Exposing volunteers to potential health and safety risks	1	4	4	Accurate role descriptions and risk assessments. Alongside current and up to date training.
Sufficient resources within the Volunteer Team to manage the volunteer programme	2	2	4	Defined roles and processes to ensure all members of the team are capable of supporting the volunteer function. Bank shifts are being utilised.
Having a disproportionate exposure of staff at PRH	3	2	6	Reviewing options for additional office space and ensuring a member of the volunteer team is there once a week.
Volunteers expectations are not met	2	4	8	Quality interviews and open channels of communication between facilitators and volunteers

Q1	Q2	Q3	Q4	General Notes
April – May – June	July – August – Sep	Oct – Nov – Dec	Jan – Feb – March	Progress against plan Q3/4
<ul style="list-style-type: none"> Identify new areas that would benefit from Response Volunteers Support in light of hospital guidance changes to ensure the role is meaningful Establish a calendar of engagement events with local schools and colleges Develop a communications plan for volunteering to encourage applications. Develop roles in A&E and Discharge through NHSE/I funded project to be ready for handover at end of April. Develop a young volunteer project to enhance the Young Volunteer Scheme. Review and update website content and social media exposure Deliver Volunteers' Week 2022 Identify areas across both sites that require gardening volunteers 	<ul style="list-style-type: none"> Contact local colleges with information on the Young Person's Volunteer Scheme Engage with fresher's events at local schools or colleges Recruit gardening volunteers to meet any identified need. Explore having a greater social media presence i.e. on Twitter, Facebook and Instagram Launch social media campaign to attract new volunteers, specifically young volunteers To be involved with and promote the Young people's academy to current and prospective volunteers Review Better Impact content (files, templates etc.) to ensure it is current. Review IPC training in light of hospital guidance changes and update as required 	<ul style="list-style-type: none"> Promote volunteering through the Trust's Peoples Academy Ongoing development of Better Impact Review postponed volunteers and inform them of current roles Consider lead volunteer roles and how they could be developed to support the volunteer programme Raise awareness to Trust areas the benefit of having Volunteer support and encourage engagement with placing volunteers. Review options of a Staff volunteer management module. Establish calendar of focus groups for specific roles to engage with volunteers Review exit process Develop and deliver bed moving training 	<ul style="list-style-type: none"> Volunteer annual survey on the views of our volunteers Develop a plan for 2023/24 Plan for Volunteers' Week 2023 Establish a calendar of engagement events with local schools and colleges Consider how Volunteers can support NHS 75 celebrations Review Better Impact for changes required to improve functionality Compile the finalisation reports for the Young Volunteer Project Implement the Volunteer to careers Project Ensure adequate staffing to cover activity/maternity cover Planning for Young People's Academy in May 	<p>Q3</p> <p>All actions against Q3 have been completed,.</p> <p>The staff volunteer management module is on hold.</p> <p>Lead volunteer role is taking the format of a lead for new volunteers to shadow. This has been particularly successful in A&E</p> <p>Q4</p> <p>Actions are all on target for Q4.</p> <p>It is likely that the review of Better Impact will be put back due to staff development time.</p> <p>Volunteer to Career project on target with Project manager making strong start.</p> <p>Volunteer Futures Project running to closure on 31/03/2023</p>

Public Participation Report

Quarter 4 (Jan-Mar 2022)

Julia Clarke – Director of Public Participation



Highlights of Public Participation – Q4

COMMUNITY ENGAGEMENT

- The Public Participation Department has been supporting our Trust to engage with our local communities on the Hospital Transformation Programme (HTP). The team has organised a number of events including focus groups (aligned to the clinical workstreams) and an About Health Event
- We presented the SaTH approach to engagement at an ICS- led Involving Communities event in February
- HTP Workstream focus groups have been planned over the next two years, which will inform the plans as they develop towards implementation.
- We concluded our recruitment of County and Borough Councillors during February, and now engage regularly with more than 160 councillors across Shropshire, Telford & Wrekin and mid-Wales.
- We have continued to make stronger links with our local communities and seldom heard groups (with 60% of our meeting/events being face to face).



Highlights of Public Participation – Q4

VOLUNTEERS

- In October we delivered a Young People's Academy at RSH to **42** young people aged 16-25, all of whom expressed an interest in pursuing a career in healthcare
- We successfully bid to Health Education England to expand our **"Volunteer to Career" programme** - one of only 10 successful bids nationally and have received **£25k** funding. The project, funded by HEE, aims to create a career pathway for volunteers at the Trust. The project is being jointly led by the volunteer team and a clinical lead. This programme will start by focusing on careers within Midwifery.
- Over 241 young people have accessed our Youth Volunteering scheme (aged 16-25) since last year, supported by a development grant from NHSCT
- Our volunteers responded at short notice to provide additional support to both A&Es during times of high service demand over winter



Highlights of Public Participation – Q4

SATH CHARITY

- Income for the 3 months of Q4 2023 is £33,154 and expenditure for this same period was £49,706
- SaTH Charity's new Client Relationship Management system (CRM) is up and running and we are starting to build a database of supporters – who we can now keep updated with regular news on SaTH Charity. To date we have **657** SaTH Charity Supporters
- SaTH Charity had a meeting with a legacy consultant to understand more about legacy giving. The team are now creating a 5 year strategy to raise awareness around gifts in wills.
- SaTH Charity has held a number of sessions for fund advisors to provide a greater understanding of the charity and how funds can be unitised. This quarter the final session was held with fund advisors from Medicine and Emergency



COMMUNITY ENGAGEMENT (1): Public Assurance Forum 3 April 2023

- The Public Assurance Forum (PAF) met on 3rd April 2023, with good member representation from community members and divisional teams.
- **External membership of the Forum includes representatives from: Healthwatch Shropshire, Healthwatch T&W, Community Health Council which is being replaced by Llais (Voice) from April , Shropshire Patient Group, Telford Chief Officers Group (COG), Telford Patient First, Maternity Voices Partnership, Shropshire Voluntary and Community Sector Assembly, Powys Association of Voluntary Organisations (PAVO), Health and Wellbeing Board, Montgomery Health Forum.**
- Key Items that were discussed at the Forum included:

COMMUNITY ENGAGEMENT (2): Public Assurance Forum 3 April 2023



COMMUNITY ENGAGEMENT

The Community Engagement team hold a series of community meetings where the public across Shropshire, Telford & Wrekin and Powys are invited to join us virtually to find out more about their hospitals, which includes:

- **Monthly email update** – An email update to our members and organisations
- **Community Cascade** – this is delivered twice a month following feedback from the public requesting an additional session in the evening
- **About Health Events**– There is an ongoing series of virtual health events for staff and the public.
- We concluded our recruitment of County and Borough Councillors during February, and now engage regularly with more than 160 councillors across Shropshire, Telford & Wrekin and mid-Wales.
- This Quarter we have increased the number of events the community engagement team have attended with over 60% of our meetings and event now being face to face.
- We presented the SaTH approach to engagement at an ICS- led Involving Communities event in February and were commended for the comprehensive and inclusive approach we have adopted



Community Members

Total at 31/03/23 **3674** ↑
Joined in Q4 **362** ↑



Organisations

Total at 31/03/23 **356** ↑
Joined in Q4 **42** ↓



Community Events

Held in Q4 **7** ↑
Attended in Q4 **56** ↑

Getting Involved with HTP

The Public Participation Department has been supporting our Trust to engage with our local communities around the Hospital Transformation Programme (HTP). The team has organised a number of events including:

- **Quarterly focus groups** which are aligned to the four clinical workstreams. Workstream focus groups have been planned over the next two years which will inform the plans as they develop towards implementation. We are also planning focus groups to help shape the retail offer in the new front entrance at PRH and to look at transport issues. The first focus groups were held in February and March and were well-attended. We have also attended local health groups to update
- **Quarterly *About Health* events**, the first event this year in January was successful with over 100 individuals attending this online event. Future sessions are being arranged on a quarterly basis and we will publish these in our monthly newsletter update. The next About Health event is on the evening of **Tuesday 9 May 2023**
- The About Health event in January was recorded and is available with the Q&A's: <https://www.sath.nhs.uk/news/http-about-health-event/>
- We have supported the Divisions to develop their Equality and Health Inequality Impact Assessments as part of the Outline Business Case

HTP Focus groups

Further focus groups are taking place in May and June directly linked to each of our workstreams

**Urgent and Emergency
Care and Medicine**
25 May
10:30 – 13:30

**Planned care: Surgery,
Anaesthetics and
Cancer**
6 June
10:00 – 12:00

Women and Children
5 June
10:00 - 12:00

**Clinical Support
Services**
21 September
11:00 – 13:00

We have invited a range of community groups of people with or representing people with recent, lived experience that can help to inform our plans as well as asking people to sign up to their specific interest group.

There will be further focus groups and discussions over the three years, including on the new retail space at PRH and travel & transport.

COMMUNITY ENGAGEMENT - Social Inclusion

A gap analysis of our seldom-communities has been undertaken and an action plan has been developed with a quarterly update provided to the SaTH's Public Assurance Forum. The Social Inclusion project Report has also been taken to April's Public Assurance Forum. Areas of focus in Quarter 4 included:

Rurality – attending a meeting of VCS groups at the Cavalier Centre in rural South Shropshire where we signed 17 organisations to the Get Involved Project and gave a presentation on the HTP and the Focus groups.

LGBT+ - met with staff at the Safe Ageing No Discrimination (SAND) office to discuss their project and how we can help them in their goal to improve the experience and increase the expectations of LGBT+ people as they age in Shropshire and Telford & Wrekin.

Powys – attended a meeting of the Powys Association of Voluntary Organisations (PAVO) Community Workers Network and gave a presentation on how to get involved with the HTP focus groups. We have also been listening to and talking with service veterans and their advocates in Newtown and Welshpool

Urban deprivation – we attended a Department of Work & Pensions (DWP) team meeting at Titan House in Telford as part of our actions to support people living in areas of urban deprivation into volunteering and employment.

Rural deprivation – we attended a DWP jobs fair in Newtown, Powys as part of our actions to support people living in areas of rural deprivation into volunteering and employment

Young People – talking with students and staff at Telford College to discuss membership of the Get Involved Project and meeting with South Shropshire Youth Forum to help plan the 2023 Youth Conference.

COMMUNITY ENGAGEMENT:

Questions from Trust Board meetings

We look to identify any trends in questions to the Trust Board so that we can be responsive in planning future engagement events with our local communities. All eligible questions submitted to the Trust Board from the public are published on our website - [Public Questions Log – SaTH](#)

- During Quarter 4 **no eligible*** questions were submitted to the Trust Board
- All eligible questions submitted to the Trust Board from the public are published on our website - [Public Questions Log – SaTH](#)

* i.e. relevant to an agenda item and within 10 days of the meeting



VOLUNTEERS - Volunteers' Highlights

We have 353 active volunteers at the Trust.

- We are relaunching our EOLC volunteer scheme with the EOLC team with an induction planned on the 19th April. 7 volunteers are signed up so far.
- Our volunteers responded at short notice to provide support to A&Es during times of high service demand and we had volunteers helping patients complete Friends and Family Test (FFTs) in our ED in Shrewsbury
- We delivered a Focus Group for the Discharge Lounge (DL) with 19 volunteers attending plus 2 members of the DL Team. This engagement is important to show volunteers how valuable they are, to understand the role better and make any suggested improvements to support recruiting further volunteers.
- The Team delivered a talk to 13 people at Shropshire Council's Employment Services who were interested in finding out more about how job seekers can become volunteers to gain the relevant skills to enter a career within the NHS.
- The Volunteers team also met with the regional social prescribing link to discuss how we can support people, who may require additional support, to volunteer with us.

Quarter 3

New applications received

90

Volunteers completed the application process

67

Total Active volunteers

353

Total hours

5,768

Volunteers stopped volunteering

30

VOLUNTEERS -Young People's Academy

The team delivered the Young People's Academy at the SECC, at RSH in February.

42 young people aged 16-25, all of whom have an interest in pursuing a career in healthcare.

The day included:

- Understanding the NHS
- Volunteering presentation
- A first aid session (provided by St John Ambulance)
- Sighted Guiding session
- Getting Involved at SaTH
- Hospital Transformation Programme
- Routes into NHS Careers

Feedback from Participants:

"I really enjoyed learning about the different pathways and the NHS attributes and values"

"I loved the sighted guiding as that was not something I had done before"

"The routes into the NHS and the volunteering scheme I found really useful because it was helpful in knowing how to get involved and invested in my future"



NHSCT Funding – Youth Volunteer Project

SaTH is one of only 16 Trusts to be awarded funding to focus on young people, aged 16-18 who may experience barriers to volunteering. The funding for the project ends on 31/03/2023

- Since the scheme started 241 young people (aged 16-25) have volunteered through this scheme
- 42 young people attended our **Young People's Academy** on 23rd February who were current volunteers, and those considering either a volunteering role or a career in healthcare. Feedback from the event has been very good.
- The Marches, Oswestry Careers Fair- The volunteers team visited The Marches Careers Fayre and spoke to a number of enthusiastic young people who would like to volunteer at our hospital.
- In the last Quarter we launched a digital media campaign to encourage young people to apply to volunteer at SaTH. The campaign included a paid advert campaign using google adverts and a social media campaign across Facebook and Instagram. In this period, our Volunteering webpage received 5,207 page visits, compared to 2,001 in the same period in 2021, which indicates the effectiveness in the campaign's ability to encourage visits to our website.



Volunteer's to Careers- HEE funded Project

The Public Participation Team has been awarded £25k to develop a **Volunteers to Careers** programme at Trust.

- The project, funded by HEE, aims to create a career pathway for volunteers at the Trust. The project is being jointly led by the volunteer team and a clinical lead. This programme will start by focusing on careers within Midwifery.
- The aim of the programme is to support a minimum of 25 volunteers into an NHS Career and to provide them with bespoke knowledge and skills for them to apply for a career in health.
- As part of the programme, they will receive a number of bespoke sessions on interview skills, completing a successful NHS application and CV
- Feedback from HEE and Helpforce (Helpforce are a charity who support volunteering in health and social care) has been very positive on the project progress and they have asked to use our Project Scope and promotional material as examples to other Trusts.
- A webpage for expressions of interest is now live with over 25 people registering so far. We held a Find Out More online event on the 7th March which will be followed by an Induction Event at PRH on 4th April to welcome the first Cohort of VTC volunteers.



VOLUNTEERS - Volunteer Roles

- **End of Life Volunteers** - We are relaunching our EOLC volunteer scheme with an induction planned on the 19th April. 7 volunteers are signed up so far.
- **Activity Volunteers** – 2 x inductions took place to introduce volunteers into the new “activities” role on ward 28 and ward 11; the encourages patients to become more active. 15 volunteers have been inducted and 7 of those have started.
- **ED Friends and Family Test (FFT)** – with support from the ED and Patient Experience team, we delivered a training session for the new Patient Support role in the Emergency Department to support the completion of FFTs.
- **Plaster Room** - The Volunteer Team are working to reintroduce a volunteer placement within the plaster room at PRH.
- **Multi Agency Discharge Event (MADE)** – Volunteers gave 112 hours supporting the ‘Home for Christmas’ discharge event in December.



SaTH CHARITY - Highlights

- Income for the 3 months of Q4 2023 is £33,154 compared to £136,031 in the same period last year. Expenditure for the same period was is £49,706 compared to £121,068 in 2022
- SaTH Charity's new Beacon Client Relationship Management system (CRM) is up and running and we are starting to build a database of supporters – who we can now keep updated with regular news on SaTH Charity. To date we have **657** SaTH Charity Supporters. This new database system enables us to now send thank you cards centrally for most charitable funds. This ensure that all donors (for whom we have contact details) are sent a thank you. A gift aid declaration is also sent as this could raise additional revenue for the Charity
- SaTH Charity, supported by Non-executive Directors, have held a number of sessions for fund advisors, to provide greater understanding of the charity and how funds can be utilised to support patients. In this quarter we held the final session with fund advisors from Medicine and Emergency
- SaTH Charity had a meeting with a legacy consultant to understand more about legacy giving. The team are now creating a 5 year strategy to raise awareness around gifts in wills.



Shrewsbury and
Telford Hospital
Charity

SaTH CHARITY - Highlights

- Events company PNP Events Ltd had over 4,000 cookies leftover from their Christmas 'Polar Express' train ride. Each year they donate the surplus to a charity and this year SaTH was the lucky recipient. The cookies were given out to staff and volunteers by SaTH Charity Volunteer Annie who delivered them to RSH, PRH, Shrewsbury Business Park and Fertility at Severn Fields Medical Village.
- Dr Pamela Sturgess ran an additional Art Class for staff supported with refreshments from SaTH charity
- Our Small Things Fund is partly funded through the staff lottery launched by the team supports staff by providing additional items to make their work environment a little bit more comfortable. Items purchased this quarter include fridges, coffee machines, radios, hot water flasks, water containers. We will be looking at taking the Pennies from Heaven scheme (pennies from pay cheques automatically donated to SaTH Charity) in-house in the Spring to further support this work



SaTH CHARITY - Highlights

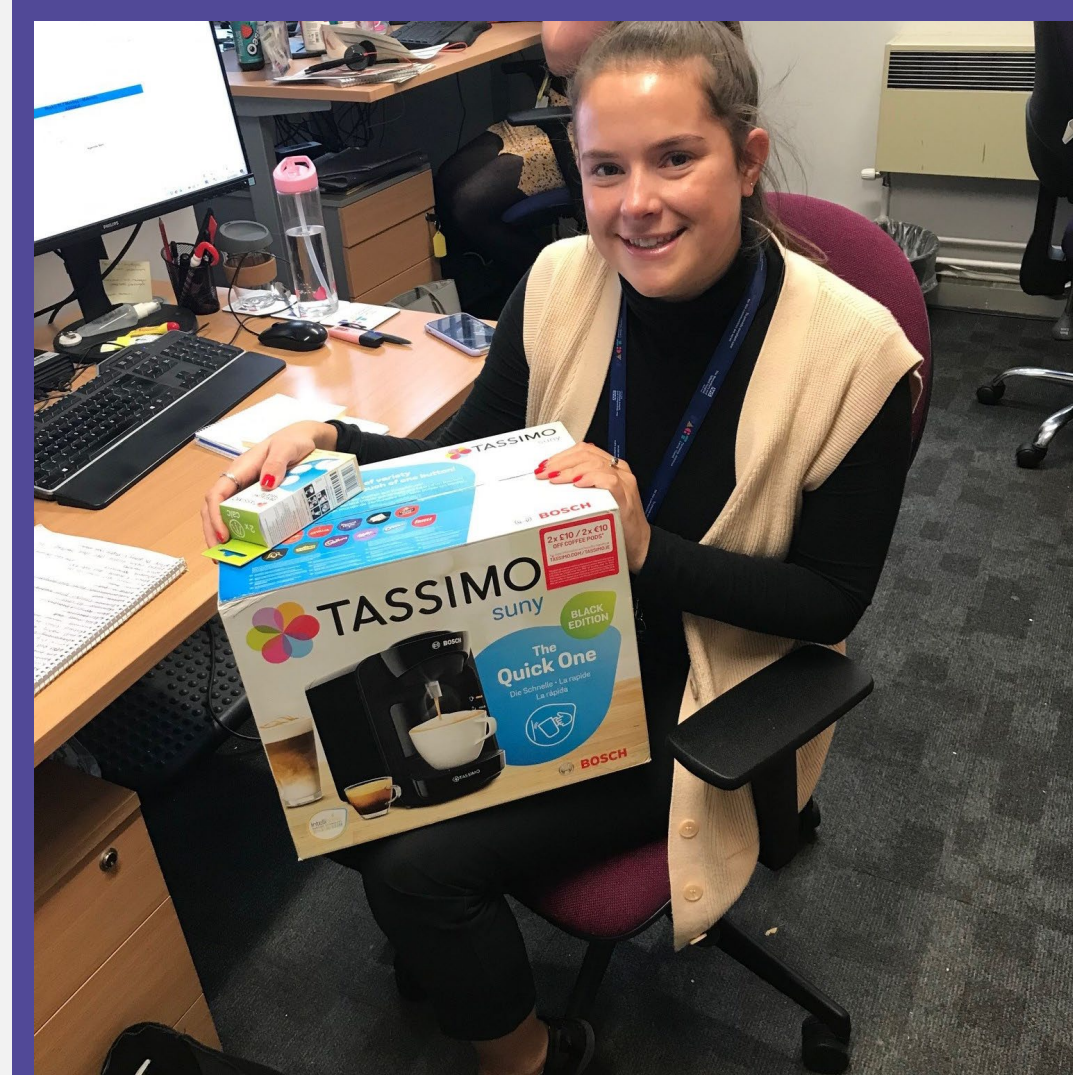
Impact Statements:

"I just wanted to say a huge thank you for providing the items for the team, it will make a huge difference to us and I am very grateful. Thank you again. Kind regards, Emma" -
Midwife/Lactation Consultant RSH

"I just wanted to share some feedback with you. One of the phlebotomists just told me that a patient who could hardly walk, danced her way into her room today singing along to the radio you provided." – **Andrea Granger, Phlebotomy Manager**

"This is wonderful news, thank you so much. I know that the Therapy Team will be absolutely thrilled. I can confirm that the SaTH Charity logo has taken pride of place on the back of the A6 booklet." - **Rachel Hanmer, Improvement Hub Administrator**

"Just a quick thank you to say what a lovely surprise the large polar express cookies were. They were very yummy and hugely appreciated. Many thanks." **Jayne Beedles, Ward Clerk**



SaTH CHARITY - Fundraising

- Martha, a nurse at SaTH, and her partner Ben, have raised over £1500 for bereaved parents in hospital after they lost their son George at 21 weeks gestation. The money will go towards Wellbeing boxes which are called 'Love from, George', and include an array of toiletries for parents, a hot water bottle teddy, cosy blanket, water bottle, grief book, cosy socks, notebook and pen, resources to access help online and a voucher for the hospital cafe to get a hot drink or cake.
- Pictured is fundraising Ian Griffiths who ran the Oswestry 10k in October 2022, in memory of his father Frederick Griffiths. Ian raised £550 for the Chronic Kidney Disease Team as a thank you for their care for his father.
- Great Bolas and Eaton-on-Tern Cancer Committee raised £8,000 for the Paediatric Oncology Unit. The money will be used to buy some equipment and to brighten up the family room.
- Karen Breese and friends have raised over £950 for the Dementia Fund doing a 'Cold Dip' Challenge. They raised money from sponsorship and plunged into cold water to swim outdoors everyday in November.
- The Neonatal Outreach Team donation from their Christmas Raffle raised over £900 for future events they are planning



SaTH CHARITY - Expenditure

In Quarter 4 there were **73** requests for charitable funds across 18 different funds. Examples of approved funding included:

- Alpha Spirometer for AMU.
- Chair and sofa for a bereavement room on Ward 28
- 4 reclining chairs for the discharge lounge
- Refurbishment of relatives room at ITU RSH
- Games for patients living with dementia
- Staff Induction Pocket Guide for Therapies
- Side tables and chair for DSU and Endoscopy
- Otoscope and ophthalmoscope trolley – ITU
- Light projectors to aid radiographers
- Wound care simulator for the tissue viability team

Impact Statement:

Andy Parry, Operational Manager - Medicine Division, requested a chair and Sofa for the Bereavement Room on Ward 28

*“Patients who have lost a love one are now able to have a quiet space to reflect and to chat with the clinical team”– **Andy Parry,***

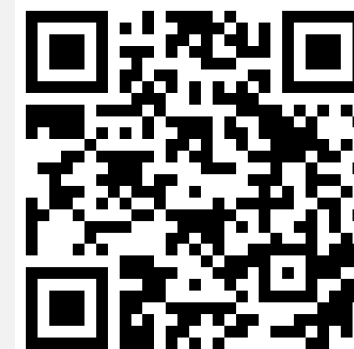
PUBLIC PARTICIPATION - Forward Plan

- The Public Assurance Forum to meet on 3rd July 2023 (last met 3rd April 2023)
- Supporting staff with any future service changes engagement
- Supporting the HTP Communications and Engagement programme, including quarterly focus groups for the public and patients
- A Young People's Academy and a People's Academy to start in Q1
- To continue to support staff wellbeing through SaTH Charity
- Attendance at community events to engage with the public



Dates for your diary – Q1 2023/24

Date	Time	Event	Booking
Tuesday 9 May	18:30 – 19:30	HTP About Health Event	Via Eventbrite
Wednesday 10 May	11:00 – 12:00	Community Cascade	Via Eventbrite
Thursday 11 May	18:30 – 19:30	Evening Cascade	Via Eventbrite
Wednesday 14 June	11:00 – 12:00	Community Cascade	Via Eventbrite



Please register for all events online at: <https://sathnhs.eventbrite.co.uk/>

Hospitals Transformation Focus Groups			
Date	Time	Event	Booking
Thursday 25 th May	11:30 – 13:30	Urgent and Emergency and Medicine	Via email
Monday 5 June	10:00 – 12:00	Women's and Children's	Via email
Tuesday 6 June	10:00 – 12:00	Surgery, Anaesthetics and Cancer	Via email
Thursday 21 September	11:30 – 13:30	Clinical Support Services	Via email

If you are interested in joining any of the groups please email sath.engagement@nhs.net

The People's Academy



2023 Dates



The Shrewsbury and
Telford Hospital
NHS Trust

Date	Time	Title	Venue
The June People's Academy - Online			
Tuesday 06 June	10:00 – 12:00	The NHS	Online
Tuesday 13 June	10:00 – 12:00	Our Hospitals	Online
Tuesday 20 June	10:00 – 12:00	Our Populations	Online
Tuesday 27 June	10:00 – 12:00	How to #GetInvolved	Online
The September People's Academy – Online and In Person			
Tuesday 05 September	10:00 – 12:00	The NHS	Telford (tbc)
Tuesday 12 September	10:00 – 12:00	Our Hospitals	Telford (tbc)
Tuesday 19 September	10:00 – 12:00	Our Populations	Telford (tbc)
Tuesday 26 September	10:00 – 12:00	How to #GetInvolved	Telford (tbc)
The November People's Academy - Online			
Thursday 02 November	10:00 – 12:00	The NHS	Online
Thursday 09 November	10:00 – 12:00	Our Hospitals	Online
Thursday 16 November	10:00 – 12:00	Our Populations	Online
Thursday 23 November	10:00 – 12:00	How to #GetInvolved	Online

Please register for our People's Academy online at:
<https://sathnhs.eventbrite.co.uk/>



A People's Academy prior to the pandemic

February 2023

IMPACT



Success for our Breast Screening Team

Introducing our new Acute Medical Floor

Steps towards Elective Recovery

Focus on our Financial Literacy and Efficiency

Foreword

from Louise Barnett,
Chief Executive



Dear colleague,

As we work our way through Winter we look towards Spring, which is just around the corner. Despite the ongoing challenges that Winter brings it is encouraging to see the green shoots emerging, with teams continuing to make some really positive improvements for our patients and with more to come.

This feels so much like our own journey of improvement, particularly after one of the most challenged winters many of us have known in the NHS, because despite this, you continue to make positive change for our patients. Thank you for the most incredible efforts you have made over the last few months, and for putting our patients at the heart of all you do.

We highlight a fantastic example of positive change in this edition of Impact. Following the pandemic, our colleagues in Breast Screening were faced with a backlog of patients that needed to be screened. Determined that no one should have any unnecessary delay to their care, they came up with new ways of delivering the service and screened everyone on the list – more than 17,000 women – in six months. You can read more about this on page [8](#).

Patient experience is also a key part of our Getting to Good programme, including first impressions, and that is why the exciting development to the front of Princess Royal Hospital is so important. Offering improved access and facilities will positively impact on a person's experience especially if they are anxious or nervous about an appointment, or if they are visiting a loved one in hospital.

You can have a preview of what this new development will look like by turning to page [6](#). I hope that you like it. I recognise that this ongoing work may have impacted on many of you, so thank you for your ongoing support –

this will make such a difference for our patients, visitors and you.

If you or your team have an idea for change in your area, don't forget that you can get in touch with our enthusiastic colleagues in the Improvement Hub sath.improvementhub@nhs.net who will be able to provide the right tools to support you. And if you and your team would like to be featured in Impact, please do contact our colleagues in Communications – sath.commsteam@nhs.net.

Thank you.

A handwritten signature in black ink, appearing to read 'Louise Barnett'.

Louise Barnett
Chief Executive



Message

from Mary Aubrey,
Getting to Good Programme Director



Dear colleague,

Our Getting to Good improvement programme continues to make good progress thanks to the commitment of you all to make tangible change for our patients and each other.

Each week, I receive updates on the progress that our programmes of work are making during this phase and the results that are being achieved are really impressive, despite all of the pressures that our organisation faces daily. We know we have much more to do but we are going in the right direction.

When delivering updates on the programmes at our delivery group each week, it is clear how proud colleagues are of the improvements that are being delivered and their determination to make and sustain positive change, which is fantastic.

I am pleased to say that four of the eight programmes – pictured in our improvement wheel - are progressing well, with the following programmes reporting their projects as being on track.

- Workforce Transformation
- Digital Transformation
- Finance and Resources
- Maternity Transformation

Thank you to all colleagues involved in these programmes.



Within our Getting to Good programme, there are around 25 projects of work currently under way. We have now introduced two additional projects, which have commenced and on track for delivery - Emergency Care Transformation Programme and Equality, Diversity & Inclusion. We will bring you updates on these important projects in future editions of Impact, including the progress being made and the difference being made for colleagues.

One project of particular focus remains Outpatient Transformation which is currently off track however new, updated, plans are being produced so we can begin to make further progress.

Finally, I would like to echo Louise's words and encourage you to share your improvement ideas with us – however big or small. All input is incredibly valued and crucial to the success of this programme or work.

Thank you.



Acute Medical Floor Opening

Ensuring that our patients are seen in the right place, at the right time is a key priority on our Getting to Good journey. This will improve outcomes for our patients, and their experience of our hospitals.

We have just opened a new Acute Medical Floor at RSH, and this has already made a difference to over 1,100 patients since opening.

It means that those patients who would have been seen and managed in our Emergency Department (ED), have been admitted directly or moved from ED to the Acute Medical Floor to be managed. This is helping to ease pressures in the department.

A number of wards were moved around to create the Acute Medical Floor in a staged manner, and the final step was opening the newly refurbished area last month, providing a new Acute Medical Assessment area (AMA). The acute floor is made up of three key ward areas: Acute Medical Unit (AMU), Acute Medical Assessment Area (AMA) and the Short Stay Unit.

The creation of this dedicated area means some of our most unwell patients will no longer have to attend our EDs and this will in turn ease pressure on our ED teams and also help flow through our hospitals.

Dr Aruna Maharaj, Clinical Director for Acute Medicine, has been leading on the work. She said: "AMU and the Short Stay Unit were co-located in the first stage of creating the floor. This fostered greater cohesion between the teams and empowered them to ensure the right patients are going to the short stay unit.

"We have now seen the average length of stay for our patients



**Dr Aruna Maharaj,
Clinical Director for
Acute Medicine**

"The figures are definitely something to celebrate. More than 700 patients that previously would have been cared for in ED have now been cared for on the acute medical floor. This is a big win for our patients.

"This means patients are getting more timely care, by a medical team designed with their specific needs. This, however, is still a journey, and I know there remains room for growth and improvement. Thank you to everyone involved."

on the short stay unit reduce considerably and closer to the 72-hour target. This means patients going home sooner, better patient experience and more timely discharges.

"Creation of the Acute Medical Floor has led to has led to greater collaboration with the Capacity Team and our ED

colleagues, to ensure the patient pathway are appropriately structured and to support the best practice principle that care should be provided for "the right person in the right setting first time. This is good for all our patients."

Within a month, data has shown:

- Since opening the Acute Medical Floor has seen over 1,100 patients – all of which would have previously attended ED. Over 700 of these patients spent absolutely no time in ED during their admission to hospital.
- More than 20% of those patients seen in the area, have been discharged from the Acute Medical Floor on the same day. Previously when cared for as ED patients that may have been admitted resulting in a longer stay in hospital.

Benefits of the Acute Medical Floor development include:

- Patients referred by their GP who previously would have been seen in ED are now being cared for directly in the acute medical floor by the right staff for their needs.
- Patients referred by their GP or the ED are being seen and managed in the new area, and this supports decongestion of the ED department.
- With more medical patients being seen in the acute medical floor (rather than in ED), the number of patients being discharged in a timely manner has increased.





Transforming Our Hospitals

This is how Princess Royal Hospital will be transformed following an investment, which includes upgrading the main entrance of the hospital - with improved facilities for colleagues, patients and visitors.

Our overarching vision is to provide excellent care for the communities we serve, and this includes ensuring that our patients' experience of our hospitals is the best it can be from the start of their journey to the finish.

The plans come as work on the £24million planned care hub to provide more theatres and recovery beds dedicated to day case surgery continues to make good progress, with the first patients expected in the summer.

As well as enabling day case surgery to be delivered all year round, the new hub will also see patients benefit from shorter waiting times.

As well as increasing planned care facilities, planning permission is being sought to upgrade the main entrance of the hospital providing an improved reception, better access and signposting.

Dr Steve McKew, Divisional Medical Director for Surgery, Anaesthetics and Cancer and Clinical Lead for Planned Care for the Hospitals Transformation Programme, said: "It is fantastic to see the investment in the PRH site. First impressions of a hospital have such an impact on a person's experience, particularly if they are nervous or anxious about their appointment, surgery or treatment and where to go.

"Being able to modernise and transform the entrance to our hospital, offering improved access and more facilities will greatly improve patient experience and the experience of carers and family members visiting their loved ones.

"This is the next step in the significant investment into our Telford site which will improve the care we provide to all our communities, now and well into the future."



A temporary main entrance has been installed on the side of the building during the construction period and there will be no impact on the running of internal services. Any disabled

parking displaced during the construction period has been relocated to an easily accessible location.

Planned Care Hub

We are investing £24million in a new planned care hub which will deliver more theatres and recovery beds for our day surgery patients.

This will help us to substantially increase the number of same day operations that can take place – and enable services to be provided all year round. Patients will benefit from fewer cancellations and delays for treatment, shorter waiting times and a much-improved experience.

The project is being delivered in a single phase with the

first patients expected this summer and work due to fully complete in early 2024.

There will be four theatres in the hub in total – three replacement theatres and one additional theatre.

Dr Steve McKew said: “Our plans to transform the PRH site will allow us to deliver day case surgery all year round, so patients from Shropshire, Telford & Wrekin and Mid Wales waiting for treatment will benefit from shorter waiting times for their operations and I look forward to the improvements that

these plans will bring.”

This development is a key part of long-term plans to deliver improvements in care for all the population and support two thriving hospital sites.

Thank you to all our colleagues involved in this this exciting development, and for your ongoing support as we progress the hub.



Breast Screening Success

The number of patients waiting for breast screening due to the COVID-19 pandemic has been reduced by more than 17,000 to zero – in just six months.

The backlog has been completely cleared by the Breast Screening team who, after becoming concerned about any risk of delayed screening and diagnosis for breast cancer for our patients, decided to deliver the service differently.

And in just a matter of months, the team has screened all 17,141 patients.

Elective recovery is a key focus for our Getting to Good programme, including breast screening. Routine breast screening is carried out on a three yearly cycle for women between the ages of 50 and 71, both within the community and at our hospital sites. However, during the COVID-19 pandemic, breast screening appointments had to be restricted to comply with both COVID-19 and Infection Prevention Control restrictions.

Staffing challenges at the time, and the increase in appointment length, resulted in a backlog of patients waiting for screening.

Cat Rowlands, Lead Superintendent and Programme Manager for Breast Imaging, said the team was concerned there may be negative effects if screening and treatment were delayed so they looked at the options to work differently to reduce the backlog as quickly as possible.

The teams reviewed the number of patients to

be screened, alongside the appointment slots available at Shrewsbury, Telford, Market Drayton and Bridgnorth.

Proposals were then made to temporarily redirect all appointments to both hospital sites and extend the opening hours to operate evenings and weekends, ensuring that the maximum number of appointments could be offered with the resources available.

Colleagues carried out public engagement sessions led by the clinical teams to ensure that patients were aware of the proposal and any concerns could be addressed prior to the temporary centralisation of the services.

Engagement and feedback from patient participation groups was very positive and services were temporarily moved from Market Drayton and Bridgnorth to Shrewsbury and Telford. Teams also engaged with the Integrated Care Board, ensuring the services could be provided in the safest, quickest way possible.

As a result, services were temporarily centralised in June last year which allowed for additional screening capacity and higher throughput. The backlog of patients awaiting screening reduced from 17,141 to 0.

Cat said: "This has been received positively by

ladies, who were grateful to receive their invite and prevent any further delays attending. The teams saw more examples of women booking in groups. The women were delighted to be able to make their appointments together, catch up with friends and head off for brunch, lunch, afternoon tea or whatever took their fancy.

"A lady from the Bridgnorth area was so thankful to be able to use a community driver to bring her to the appointment, drop her off at the door and pick her up as soon as she was finished.

"Offering appointments outside of core hours has also immensely helped our patients to attend, as they didn't have to take time out of work."

Had the services continued to work the way they always had, it would have taken around nine months to schedule in all appointments, an additional four-five months of screening at Market Drayton, before finally progressing to Bridgnorth

Services have now returned to normal, with the screening unit back in the community undertaking its three yearly plan. It will return to Market Drayton and Bridgnorth in 2025.

Although breast screening services are not routinely offered to men. Men who are at risk or may have symptoms of breast cancer will also benefit from using the service. We encourage everyone to regularly check their breasts for symptoms and to contact your GP practice if you are worried or see anything unusual.

Sara Biffen, Acting Chief Operating Officer, said: "What the team have managed to achieve is outstanding. They have put the patient front and centre and changed the way they worked with fantastic results. They should all be incredibly proud of what they have achieved in such a short space of time."





Steps Towards Elective Recovery

Ensuring that our patients are able to have their planned care in a timely way is a key priority on our improvement journey.

Plans are in place to support our elective recovery following the impact of the COVID-19 pandemic, including the restoration of orthopaedic surgery, so we can achieve our national targets.

We are making progress on reducing our waiting lists.

What are we doing to get back to pre-pandemic services?

Our new purpose-built £24million planned care hub, due to open later this year, will provide more theatres and recovery beds dedicated to day case surgery, substantially increasing the number of same day operations that can take place.

We are working with the system to release beds to allow restoration of inpatient orthopaedics as well as possible further options at RJAH from April.

We will continue to work closely with RJAH to deliver some of this work, where clinically appropriate.

The teams continue to work towards eliminating 104-week waits and maintain our

position around 78-week waits. As a result of the fantastic efforts of our teams, we have reduced the number of patients waiting 78 weeks from 2,128 in November last year to 525 in February, with a forecast of reducing that further to 209 by the end of March.

We will continue to undertake some day case surgeries at PRH.

We are insourcing capacity at weekends to support gynaecology, urology, upper GI/general surgery, endoscopy and some ophthalmology and skin cancer elective work to support our 104- and 78-week positions.

Sara Biffen, Acting Chief Operating Officer, said: "We appreciate how difficult the last few years have been for our patients and colleagues. We have big plans ahead of us to get us where we need to be in terms of elective orthopaedic surgery, and I'd like to thank everyone involved for their phenomenal efforts so far."

Helping Our Patients Get Home

Supporting our patients to get home once they are well enough to leave hospital will not only improve flow through our hospitals, it is also better for their ongoing recovery.

As part of our Getting to Good journey, we have implemented a number of improvements through an Integrated Discharge pilot scheme, which was featured in December's Impact.

During last month's critical incident and the pressures the health and care system was under, the roll-out of the pilot improvements was accelerated to better support system recovery and ensure patients were safely discharged, at the right time, to help improve hospital flow.

Earlier this month, the integrated discharge leadership team was enhanced to improve partnership working between the acute and the community trust.

Since then, there has been:

- An increase of 37.6% of patients being discharged compared to this time last year. This is a 29.4% increase from December 2022.
- A decrease in the level of care patients require when discharged due to early intervention and continuity of care while in hospital.
- The community hospital bed occupancy has increased to 95.6%. This is an increase of 6.7% from summer 2022 which shows improved flow and the freeing up of beds in our acute hospitals.
- The virtual ward has now increased to 90 patients and as a system our plan is to increase that in the coming months.

What next?

Gemma McIver, Deputy Chief Operating Officer at Shropshire Community Health Trust, said: "To continue this momentum in improving flow across our system, and reducing the pressure in our hospitals, the pilot will continue to ensure capacity is being used in the right way.

"Both our local authorities will continue to increase their social work presence at our hospitals and will

be aligning a social worker to all board rounds to assist with discharge planning at ward level.

"There is a workforce plan to recruit to which will grow the integrated discharge team, including the recruitment of a discharge liaison specialist aligned to every ward."

What else are we doing to help people home?

Discharge lounges

The Discharge Lounges are helping us to improve flow through our hospitals and free up capacity on our wards, easing pressure on our EDs. A particular focus is ensuring our patients are made ready the day before with transport booked and loved ones informed, so they can be in the discharge lounge by 8am with no blocks on their discharge home. As a result, we have seen our pre-12noon discharges improve.

MADE

Multi Agency Discharge Events (MADE) take place around eight times a year to help us to support patients, who are fit for discharge, home. The events focus on unblocking issues relating to flow and discharge. We work closely with our system partners, including our Local Authorities, as well as our transport providers.

Thank you to everyone who supported the 'mini' MADE before February half term, which focused on discharging patients into the Virtual Ward. This was really positive and we gained a lot of insight that together we can take forward as we roll-out more Virtual Ward beds. Our next MADE will be at Easter (April 4, 5, 6 and 11,12) and we encourage everyone to take part.

For more information contact Madeleine Oliver in the Improvement Team - madeleine.oliver1@nhs.net.



Managing Our Finances

Ensuring our finances are managed effectively and efficiently, and that colleagues have the support and tools to achieve this, is a key priority on our Getting to Good journey.

A number of improvements are being implemented by our colleagues in Finance to ensure that the processes around budgeting and finance are as streamlined as possible, and that our organisation has a thriving financial skills development culture.

Phase one of the improvement journey is focused on putting in place good practices to support colleagues, particularly those in budget holder posts, develop their financial skills and give them the tools to make good financial decisions. Look out for details of future training sessions soon.

One key improvement is around the business case approval process and streamlining it for the benefit of colleagues seeking investment. Developing a business case has been standardised to support colleagues achieve the right way for approval for investments.

There are also standardised Quality Impact Assessments (QIAs) and governance processes now in place as well as new introduction sessions to finance and new manager training.

It comes as the Trust bids for Level Two Future Focussed Finance accreditation through the One NHS Finance initiative which will be submitted in March. The Trust has already secured Level One of the three level accreditation process which is aimed at driving up standards in finance and recognising those organisations that have the best skills and practices in place.


Helen Troalen, Director of Finance

"It is absolutely crucial that we maximise every penny and this means ensuring that we have good financial practices and tools in place to support our decision-making colleagues.

"Managing our budget effectively and staying within our financial envelope is not about cutting costs, it is about efficiency and efficiency ultimately benefits our patients.

"We are delighted to have achieved Level 1 accreditation as this is very much a journey for us. We will continue to improve our resources for colleagues to ensure that we are continually improving and spending our money wisely."





Transformation of Endoscopy Services

Improving and futureproofing our infrastructure is crucial. Our Endoscopy Services at both sites have now been transformed with work at the RSH now complete.

We now have two additional endoscopy procedure rooms, providing greater clinical capacity, and a new decontamination unit at RSH.

One of the procedure rooms has been designed to accommodate advanced therapeutic procedures such as Endoscopic Submucosal Dissection (ESD) and combined ERCP/EUS. This saves patients from having to travel out of the county for treatment reducing waiting times and provides accurate information in real time to guide endoscopic therapy.

The new space also allows endoscopy patients to undergo propofol anaesthesia for lengthy procedures, which would otherwise be difficult to tolerate, and gives us the opportunity to develop new advanced endoscopic techniques in Shropshire.

The restructure at RSH follows the creation of a new decontamination facility at PRH together with a new procedure room, thus expanding our endoscopy capacity across the county. The build also includes new offices and a larger staff room and was completed in July last year.

The additional procedure rooms on both sites also give us more flexibility to deliver endoscopy training in our new role as a Midlands Endoscopy Academy centre.

New machines have been installed which halve the time to decontaminate scopes, bringing significant improvements.

Four new members of staff have been recruited

at PRH with the RSH taking on six new members of staff.

Whilst the procedure rooms are built the team is now currently securing state of the art equipment and the workforce requirements to operationalise these new rooms. Once this work is complete the department will be able to endoscope up to an additional 20 patients per day, reducing the waiting list.

Our Endoscopy services are subject to an accreditation scheme, known as Joint Advisory Group (JAG), which ensures that services are equipped with appropriate skills and resources necessary to provide the highest quality of patient-centred care.

The work has taken place at both sites to ensure that we are compliant with JAG standards going forward. It will also ensure that we have sufficient capacity to be able to meet patient demand in the future.

We have entered into a long-term partnership with Althea to support our Endoscopy Services.

Thomas Wareing, Operations Manager for Endoscopy and Gastroenterology, said: "It really is quite an impressive department now and to see the transformation from how it was to how it is now is breath taking.

The restructure means we have a better working environment and it also creates a better experience for the patient. Being able to see more patients is also a huge benefit."

Update on Maternity Transformation

Listening to and acting on feedback from our families is central to continually improving the maternity care we provide and ensuring service users are placed at the heart of what we do.

The results of the Care Quality Commission (CQC) 2022 maternity survey have been published, which found that women are treated with dignity and respect whilst receiving antenatal care, and during labour and birth.

The CQC Maternity Survey is an important indicator of what our service users feel we are doing well and areas in which we should look to make improvements which is an important part of our Getting to Good journey.

The 2022 CQC Maternity Survey involved 121 NHS Trusts

in England and is designed to build an understanding of the risk and quality of maternity services and care.

It highlights women's views on all aspects of their maternity care from the first time they see a clinician or midwife, through to the care provided at home in the weeks following the arrival of their baby.

Our organisation's results were better or somewhat better than most other Trusts in six questions, and also had had the highest score in the region for the theme 'feeding your baby'.

None of the results were below the average benchmark of the other 120 Trusts surveyed in England.

Findings of the survey where our maternity services received a score higher than 9/10, include:

- Being listened to by midwives during antenatal check-ups
- Partners being involved as much as they wanted to be during labour and birth
- Being spoken to in a way service users could understand during antenatal care and during labour and birth



Hayley Flavell, Director of Nursing

"It is encouraging to hear new mothers felt supported and listened to whilst using our services before, during and after birth and that they were able to access help when needed.

"Every piece of feedback we receive helps us to improve. We will now focus on identifying areas in which we can further improve our care whilst continuing to put service users at the heart of all that we do."

- Staff introducing themselves before treating and examining service users
- Having decisions about how service users wanted to feed their baby respected by midwives
- Midwives and health visitors asking service users about their mental health

We are focusing on addressing the areas of improvement identified in the survey, which includes themes such as Care at Home After the Birth and Staff Caring for You.



In our next edition we will be focusing on our:

- Our cultural improvement journey
- Next steps on our digital transformation programme
 - Urgent and Emergency Care
 - How we are learning from deaths