

Update from your acute hospital Trust April 2018

NHS Future Fit funding

- Half a million people living in Shropshire, Telford & Wrekin and mid Wales are set to benefit from a capital funding injection of £312 million to transform their local hospital services.
- The money makes up the largest proportion of a £760 million investment from the Department of Health & Social Care – the single biggest capital injection of its kind in the NHS for over a decade.
- The scale of the funding means that subject to consultation, in the future local people will receive care and treatment at two vibrant hospitals in Shrewsbury and Telford.
- A wide range of hospital services will still be available at both existing hospital sites and importantly, stay within the county. In addition, the announcement is expected to have a more immediate impact, by attracting expert consultants, doctors and nurses to work for hospitals destined to undergo a transformation.
- No decisions will be made until after a formal public consultation which will ask people's views on two options. The model has been co-designed by members of the public and over 300 clinicians, GPs and social care professionals. It will see one hospital becoming an Emergency Care site and the other a Planned Care site. This will allow specialist doctors to treat the most serious cases on the Emergency Care site, which is proven to be safer, provide better results for patients and reduce the amount of time people have to stay in hospital.
- By having a separate Planned Care site, patients will wait less time for their appointments and beds would be protected for planned operations, meaning that is highly unlikely operations will be cancelled due to emergency admissions. In addition, both sites will have an Urgent Care Centre that is open 24 hours a day, seven days a week. This means that almost 80% of patients will continue to go to the same hospital as they do now for emergency and urgent care.
- The formal public consultation will ask for people's views on two options:
 - **Option 1:** The Royal Shrewsbury Hospital becomes an Emergency Care site and the Princess Royal Hospital becomes a Planned Care site (This is the CCG's preferred option)
 - **Option 2:** The Princess Royal Hospital becomes an Emergency Care site and the Royal Shrewsbury Hospital becomes a Planned Care site
- Under either option, both hospitals would have an Urgent Care Centre that is open 24 hours a day, seven days a week.

£1.8m investment in more Junior Doctors

- SaTH to invest almost £2m in more junior doctors to support the demands on our medical wards and improve 24-hour cover at both Emergency Departments.
- An additional 30 junior doctors over the next two years to improve staffing levels at The Royal Shrewsbury Hospital and the Princess Royal Hospital in Telford.
- The announcement follows discussions between senior members of staff, including doctors, nurses and other medical professionals, reflecting upon the demands of this winter, and to try to ensure contingency plans for the overnight closure of PRH A&E don't have to be actioned.
- Investment further enhances SaTH's ambition to build new services and ensure our existing ones remain in our county. This will also improve the health outcomes for our population and introduce more jobs and training opportunities through extending our apprentice schemes.
- By increasing our workforce we expect to see improved patient outcomes, better patient flow, two sustainable Emergency Departments and a better environment for our patients, their families and our staff.
- The junior doctors will work on the rota so we can have approximately six per medical ward over 24-hours.



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A&E Pressures

- A&E departments are still facing pressure.
- Position still vulnerable and a report to the Trust's board, which met on Thursday 29 March, said there is still a "substantial risk" that SaTH will be unable to safely manage two emergency departments overnight
- Trust has a contingency plan to close A&E overnight at PRH, for up to two weeks, if a substantive consultant could not be recruited on the rota. It comes after a consultant resigned.

Discharging patients

- Work is being undertaken by SaTH to try and tackle problems with discharging patients.
- We complete our first ever 'Let's Crack It' fortnight the weeks either side of Easter in a bid to improve patient journeys through our hospitals and ensure they are discharged as soon as they are medically fit to leave.
- During the two weeks we focused on working differently, testing new ideas; and with local partners such as local authorities and other community providers keep 'patient flow' as smooth as possible.
- The aim of the positive change fortnight was to: ensure all patients have a senior review before midday, ensure all patients receive an expected discharge date within 24-hours of admission to hospital, discharge patients at the earliest opportunity to ensure there is at least one available bed by 9am and two by 12noon and eliminate unnecessary diagnostics so no-one waits longer than 24-hours for a diagnostic test
- No clinical work was cancelled to do this work.
- It was a system reset and we are now measuring the success and looking at the impact of the new ways of working and any lessons learnt that can be taken forward in the future.
 - Success include: stranded patients (those in hospital for seven days or more) reduced from over 350 to 258 in the first four days
 - 100 discharges at RSH on Good Friday
 - Number of escalation bed and boarded patients reduced – we came in on the Tuesday after the Bank Holiday to no boarders at RSH and the Day Surgery Unit closed
 - More pressures at PRH but on Tuesday 3 April a CDU opened.

Maternity Services

- You will be aware that NHS England and NHS Improvement are looking into the SaTH investigated the sad deaths of some babies between 2009-2014.
- The Trust has also invited the Royal College of Gynaecologists and the Royal College of Midwives to conduct an independent review into our services on our behalf.
- We are currently still awaiting the outcome of each of these reviews.

Midwife-Led Units

- Full inpatient maternity services at Midwife Led Units in Bridgnorth, Ludlow and Oswestry reopened on Monday 1 January following the temporary suspension of services earlier this year due to staffing shortages.
- However, due to on-going staffing issues and ensuring 'our staff are where our mums are' then temporary suspensions are still taking place.
- 98% of mums give birth away from the three rural MLUs – Oswestry, Ludlow and Bridgnorth.



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Performance

- In December 2017, 67.6% of patients attending our A&Es were seen and either moved on to the next stage of their care or discharged within the 4-hour access standard. The national target is 95%.
- In February 2018, 92.2% of our patients were waiting less than 18-weeks following referral. The national target is 92%.
 - Tackling this issue has been one of SaTH's top priorities and we have hit the target every month since October 2017. The projected RTT performance for March is 93.7%.
- In January 2018, 81% of our patients being treated for cancer were seen within the 62 day target following referral. The national target is 85%. The figures for the previous two months were 88.6% and 89.3% respectively.
- More performance statistics can be found on our website in the March 2018 Board report at <https://www.sath.nhs.uk/wp-content/uploads/2018/03/12-Trust-Performance-Report-M11.pdf>

Ophthalmology

- The recent recruitment campaign was successful and both substantive Consultant Ophthalmologist appointed have commenced employment.
- One of the appointments has taken up Vitreo-retinal Surgery position which enables an existing consultant to retrain in Specialist Glaucoma – this means SaTH can now see specialist glaucoma patients from April 2018.
- The other appointee specialises in Paediatric Ophthalmology, having commenced on the 15th January 2018 she plans to deliver paediatric services immediately and will complete training in Adult Squint surgery to enable SaTH to open to Adult Squint Surgery once competent.
- This still leaves a Consultant vacancy in Medical Retina and also a specialty doctor vacancy which are covered by Locum Consultants.

Bid for ShropCom services

- SaTH is one of two organisations which have been formally invited by NHS Improvement to put forward proposals for services currently provided by The Shropshire Community Health NHS Trust (ShropCom). The other is the South Staffordshire and Shropshire Healthcare NHS Foundation Trust (SSSFT).
- ShropCom runs services at community hospitals in Bridgnorth, Whitchurch, Ludlow and Bishops Castle as well as providing District Nursing, Health Visiting and a wide range of other services provided outside our main hospitals, in people's homes and close to them.
- Although ShropCom is presently financially and operationally stable, they reached a decision in November 2016 that they needed to join with another organisation in order to guarantee the delivery of high quality health and care services into the future.
- SaTH is being asked to demonstrate what makes us the best organisation to lead and manage community services in the future, to ensure those services grow and develop to meet the needs of our local communities.
- At SaTH, we already work very closely with ShropCom across a number of services to ensure we provide care closer to home and in order to support families and communities by promoting health and wellbeing. This is key to our mission to help the communities we serve become the healthiest half million people on the planet and our vision to provide the safest and kindest care in the NHS.
- We believe that by combining the specialist acute services we already provide with the community services delivered by ShropCom, we can take a significant step forward in improving outcomes for all of our population and help to reconnect the care pathways our patients take, which will allow our fantastic staff to deliver even greater care in a much more joined up fashion.



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- The bidding and evaluation process is already underway and is expected to run through to early 2018. It has already been delayed.

Good news stories

- The Lord Lieutenant of Shropshire, Sir Algernon Heber-Percy, unveiled a new state-of-the-art MRI scanner which has been purchased by the League of Friends of the Royal Shrewsbury Hospital. The Trust has replaced its two existing MRI scanners, at RSH and at the Princess Royal Hospital in Telford, as part of a £1.7million investment. The fundraising efforts of the League of Friends meant that SaTH could invest in a third scanner, meaning even more patients can be seen.
- Blue crockery introduced for patients living with dementia.
- SaTH Charity re-launched.
- Two cohorts graduate from People's Academy.
- 100th patient had his genetic code mapped out as part of the national 100,000 Genomes Patients.
- Team SaTH defy Storm Emma
- Postnatal Ward is our first Diamond Exemplar Ward
- New home for the Shropshire and Mid Wales Fertility Centre – due to being so successful it has outgrown its current home at the Royal Shrewsbury Hospital and is set to move to a new state-of-the-art facility on the outskirts of Shrewsbury (Severn Fields Health Village in Sundorne).

NHS70

- On 5 July 2018, the NHS will celebrate its 70th anniversary. As part of a year-long celebration, NHS England is asking local NHS organisations to host open days to allow our communities to see first-hand the great work that goes on in the NHS.
- On Saturday 7 July, SaTH will be hosting a fun day at the Royal Shrewsbury Hospital as part of these celebrations. We are inviting NHS partner organisations to attend.
- The fun day will feature a number of exhibitions and activities and further details about this – and other celebrations throughout the year – will be announced soon.
- A unique sculpture made up of obsolete hospital equipment will be unveiled at the Fun Day. The sculpture, which is being made by the British Ironwork Centre in Oswestry, will take the shape of a heart after the artist making it was impressed by the design submission of Montgomery man Oliver Vaughan-Jones.



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