



**Shropshire, Telford & Wrekin**  
Integrated Care System

# STW ICS Update

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**November 2021**



# Urgent Care and Ambulance Pressures

## Overview

- ▶ Recent weeks have continued the trend of significant pressure for urgent and emergency care services across the country, including in Shropshire, Telford & Wrekin (STW).
- ▶ Demand for urgent care has remained high and acuity of patients is also remaining high. Flow through the Emergency Departments (EDs) had been very pressured at times.
- ▶ The Royal Shrewsbury site (RSH) has been especially pressured, with the age and acuity profile remaining high, but also the combination of medicine and surgery demand.
- ▶ Workforce and capacity pressures are a feature in many sections of the system, such as community services and domiciliary care. The number of patients who are medically fit (at SaTH) but waiting for placements has risen, as has the length of time before the discharge is able to take place.

## Key Data

- ▶ **A&E data**
  - ▶ 15,400 attendances in August 2021. Down 6.7% compared to the likely peak that occurred in July 21
  - ▶ We had seen the highest ever levels of attendances in our A&Es in late May to the end of July however the data suggests normal levels may have return with drop in attendances in August
  - ▶ 67.7% seen within 4hrs (against 95% target)
- ▶ Emergency admissions via A&E continued to be stabilising at circa 2,900 for the second month in a row in August.
- ▶ Decrease in 12 hour breaches from 97 in July to 69 August - however now rising again
- ▶ Ambulance conveyances continue on a downward trajectory from the peak in May (c.3,900) to c.3,400 for August 21.

## Next Steps

- ▶ SaTH and West Midlands Ambulance Service (WMAS), are working together to ensure the timely offload of patients. This includes creating a dedicated space as an interim measure.
- ▶ The system continues to focus on improving the utilisation of dedicated appointment slots for Emergency Departments via NHS111.
- ▶ The RSH capital build work continues and will provide additional physical capacity for the RSH site (capacity coming online from Nov 2021 through to March 2022).
- ▶ Improving ambulance turnaround times is the systems top priority at present. We are working closely with both local authorities to expedite discharge to try and improve patient flow.



# COVID Vaccination Service

## Overview

- ▶ We are offering **Covid booster** jabs 6 months/182 days after the 2<sup>nd</sup> dose to those who are eligible. Boosters are being delivered at local [walk-in clinics](#) or booked via the [National Booking Service](#), **you do not need to wait to receive a letter, text or email**. Alternatively, people can wait to be contacted by their GP.
- ▶ We are **vaccinating 12-15 year olds** delivered predominately in schools. Clinics have been set up for those home schooled or excluded from school, and for those who missed a school vaccination session.. We continue to vaccinate **16-17 year olds** in schools, at pop-up clinics, walk-in clinics or appointments via the NBS.
- ▶ Letters, emails or texts have been sent to those aged 12 and over who are **immunosuppressed requiring a third primary dose** (8 weeks after their 2nd dose). In STW this will happen at hospital clinics, at a GP Practice or walk-in clinics.
- ▶ To **reduce health inequalities** we continue to use the mobile vaccination bus to engage and work with local communities and businesses where vaccine uptake is low, including in areas of deprivation, in a bid to encourage more people to get the vaccination.

## Key Data

The vaccination programme continues to be successfully delivered across Shropshire, Telford and Wrekin.

- ▶ As of 17<sup>th</sup> October 2021, over 739,819 vaccine doses (including second doses) had been given in Shropshire, Telford and Wrekin. Of adults aged 18 and over 86.4% have had both doses.
- ▶ 28,000 boosters have been delivered locally. Of the 108 Older Adult Care Homes in STW 40% have been visited and 60% remain to be visited by the end of October. The vast majority of the vaccines are being managed by local GPs.
- ▶ STW are among the top performing regions at delivering the Covid vaccine to children agreed 12-15 years old with 28% protected in Shropshire and 22.2% protected in Telford & Wrekin.

## Next Steps

- ▶ We are finalising details on stepping up some services to enable 12-15 year olds to book a vaccination appointments via the NBS. The aim is to have this available by half term.
- ▶ We continue to promote the evergreen offer, walk-in's, the importance of having a 2<sup>nd</sup> dose and/or booster, the availability of the 3<sup>rd</sup> primary dose and vaccination in pregnant women.





# Hospital Transformation Programme

## Overview

- ▶ The draft Strategic Outline Case (SOC) is being finalised and going through internal approval processes before submission to regulators.
- ▶ We will submit the draft SOC to NHSE/I for formal review by the end of October and are targeting approval before the end of the calendar year (subject to regional and national processes).
- ▶ The SOC is recommending phased delivery of the programme (starting in 2022) which is likely to require the shortening of traditional regional and national approval timescales.

## Next Steps

- ▶ Responding to NHSE/I queries and requested changes (draft SOC).
- ▶ Support for proposals and case for change.
- ▶ Raising the profile and priority of the programme nationally.
- ▶ Working with partners on our 'out of hospital' services ambition.
- ▶ Committing the resources required to support successful delivery of the Programme.
- ▶ Developing a clear narrative which describes what the changes to A&E at Princess Royal Hospital (PRH) will mean for the Telford population





# Community Diagnostic Hubs

## Overview

- ▶ The Department of Health officially confirmed on 1 October that Telford would be the base for one of 40 new community diagnostic centres set to open across England.
- ▶ It will see elective diagnostics delivered away from acute hospital sites and separately from urgent diagnostic scans - reducing waiting times and risk of cancellation, improving patient experience and outcomes.
- ▶ STW has been successful in being allocated £4.5 million of capital funding for the project.
- ▶ The first hub will be based at Hollinswood House, close to Telford Town Centre, and the aim is that it will open in April 2022.
- ▶ The capital funding is backed up by an initial revenue fund of more than £2.4 million to support staffing, leasing and expected requirements.

## Key Data

- ▶ The 40 new Community Diagnostic Hubs (CDHs) are being backed by a £350 million investment from government to provide around 2.8 million scans in the first full year of operation.
- ▶ Early engagement work has taken place in Shropshire, Telford & Wrekin – with nearly 1,300 responses to a recent questionnaire:
  - ▶ Four out of five (80%) agreeing that there was a need for CDHs in Shropshire, Telford and Wrekin
  - ▶ 76% of people stating that it would make it easier for patients to access services
  - ▶ Despite the extremely positive reaction to CDHs there were some concerns expressed namely that there were not enough qualified staff for the service.

## Next Steps

- ▶ Develop detailed drawings for new CDH
- ▶ Initiate work on building before end of calendar year 2021
- ▶ A new Royal Shrewsbury Hospital pod, separating elective from urgent scans, currently being built.
- ▶ Funding is in place and this is scheduled to open in September/October.
- ▶ Subject to public engagement, we are proposing to site three further CDHs in STW over the next 4-5 years (Shrewsbury, North Shropshire and South Shropshire).





# Elective Waiting Times

## Overview

- ▶ RJAH and SaTH continue to schedule patients based on clinical priority. However, we have been asked by NHS England to produce plans to show that no patient is waiting longer than 104 weeks by the end of March 2022.
- ▶ Urgent care demand has meant elective inpatient orthopaedic activity has remained stepped down at Telford (with the Trust working with RJAH to pool inpatient orthopaedic activity and to prioritise together).
- ▶ At Shrewsbury, high priority elective cases (largely cancer cases) are now based in the Day Surgery Unit, meaning both sites' inpatient capacity is focused on supporting COVID-19 and Urgent Care.
- ▶ Additional capacity from insourcing and outsourcing has continued for both providers.

## Key Data

- ▶ Daycase and elective surgery have achieved the national thresholds of 70% in April and 75% in May of 1920 activity.
- ▶ Daycase surgery has achieved the national thresholds of 80% in June and 95% in July.
- ▶ Elective surgery has dropped below the national threshold for June and July – 66% in June (compared to the national threshold of 80%) and 74% in July (compared to the national threshold of 95%).
- ▶ Both 1st and follow up Outpatients have achieved the national thresholds of 70% in April, 75% in May, 80% in June.

## Next Steps

- ▶ An elective recovery plan is in place for 21/22. We are finalising the detailed recovery plan for 2021/22 now and the medium - longer term plan is being worked on but takes longer as it needs to factor in the likely future efficiency improvements etc.
- ▶ We are working with private providers as well as NHS hospitals in order to increase capacity and see patients more quickly.
- ▶ Providers have been writing to patients to manage expectations. This includes working with patient representatives to develop their communications to patients with letters going out from this month to inform
- ▶ We are reviewing operational utilisation to see if there are any further opportunities for improvement





# SaTH CQC Inspection

## Overview

- ▶ There has been a recent CQC inspection of the Trust, the results from which are expected to be published this autumn (timing TBC).
- ▶ SaTH was placed into special measures in November 2018, following a Care Quality Commission (CQC) inspection the same year.
- ▶ Special measures brings enhanced support from NHSEI, with a new system – the Recovery Support Programme – introduced this year to ensure support is provided across the whole ICS.
- ▶ SaTH has implemented the 'Getting to Good' programme to transform care within its hospitals and address the issues that led to special measures being introduced.

## Key Data

- ▶ Getting to Good is a three year improvement programme designed to achieve the Trust's overarching vision "to provide excellent care for the communities we serve".
- ▶ Phase 1 of the programme focused on driving short- to medium-term transformational projects - such as strengthening patient safety and quality accountability, and improving governance - which are already starting to deliver positive outcomes for patients.

## Next Steps

- ▶ Programme has recently moved into Phase 2, with nine key priority areas:
  - ▶ Quality & Safety
  - ▶ Corporate Governance
  - ▶ Leadership
  - ▶ Maternity
  - ▶ Operational Effectiveness
  - ▶ Workforce
  - ▶ Finance & Resources
  - ▶ Culture
  - ▶ Digital Transformation
- ▶ Work across these areas will focus on improvement delivery, embedding change, and measuring improvements, aligned with CQC domains
- ▶ Successful progress against these areas will see SaTH move out of special measures, subject to NHSEI approval







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# Thank You

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