



Shropshire, Telford & Wrekin
Integrated Care System

Musculoskeletal Transformation Programme update

December 2021



Musculoskeletal (MSK) Transformation Programme

Overview

- ▶ Musculoskeletal (MSK) services treat conditions which affect the joints, bones and muscles, as well as rarer autoimmune diseases and back pain.
- ▶ The MSK Transformation Programme is about strengthening community provision over the next five years to improve the care that people receive.
- ▶ Our community MSK services include a range of specialisms which are delivered by a number of providers who have different ways of referring patients and running their services.
- ▶ This has led to people's experience being different depending on how and where they access services, with patients and staff often feeling frustrated by the time it takes for patient information to be passed from one service to another, resulting in delays to care and treatment.
- ▶ By simplifying the referral process, and enabling our highly skilled teams across these services to work in a more joined up model, we can improve the patient experience and ensure people can access and move through and between our MSK services more smoothly.

Key Data

- ▶ This programme will be delivered in three phases over five years and includes therapies, rheumatology, pain management, and closer working with mental health services.
- ▶ It will see a new clinically designed model of care to improve care for our patients. This means:
 - If a patient requires our services a referral will be made through a single point of access.
 - Referrals will then be (electronically) clinically triaged and allocated to the appropriate team / clinician.
 - Patients will be referred for the appropriate level of care within one of four levels in the model.
- ▶ We are not proposing to reduce services or limit the treatment options available.
- ▶ This work is being taken forward as a system, including: Shropshire Community Health NHS Trust; Robert Jones and Agnes Hunt NHS Foundation Trust; Shrewsbury and Telford Hospital NHS Trust (SaTH); Shropshire, Telford and Wrekin Clinical Commissioning Group (CCG).
- ▶ The programme only includes patients referred by GPs or Consultants within Shropshire, Telford and Wrekin.

Next Steps

- ▶ Planning for the system-wide implementation of the Electronic Patient Record (EPR) system – RiO.
- ▶ Setting out what is needed to deliver the new model, including mapping the workforce, training, digital, and work space requirements, starting with the referral centre, triage team and therapy services.
- ▶ A system-wide engagement reference group to shape and deliver engagement and communication activities for staff, partners and public.
- ▶ A patient survey to learn from people's experience and views on the new model.
- ▶ Patient reader group to develop patient facing materials.
- ▶ A continued programme of work to improve the Rheumatology service, including one central advice line.





Phases of the programme

Phase 1 (Year 1)

- We are working as a system to develop a more joined up model for our MSK services to improve patient experience, outcomes and service quality. This will include therapies, rheumatology, pain services and closer working with mental health teams.
- We will introduce a Referral Centre which will be the point of access for all referrals and general enquiries across the county. This will provide a clear entry route into the service where a team of specialists will assess and diagnose every patient so that they are signposted to the most appropriate treatment, when it's needed, to reduce waiting times for first appointments.
- Patients will be better supported to manage their own conditions through access to advice and therapies and we will reduce or prevent people's need for surgery with earlier therapy intervention.
- All our staff will have access to a virtual MSK multi-disciplinary team to provide advice and mentoring so that they can support patients living with MSK conditions with the most appropriate care and information.
- We will deliver a strengthened rheumatology service built on best practice, reducing inequalities in service provision and improving our rheumatology helpline.
- The future service will make better use of digital solutions.





Phases of the programme

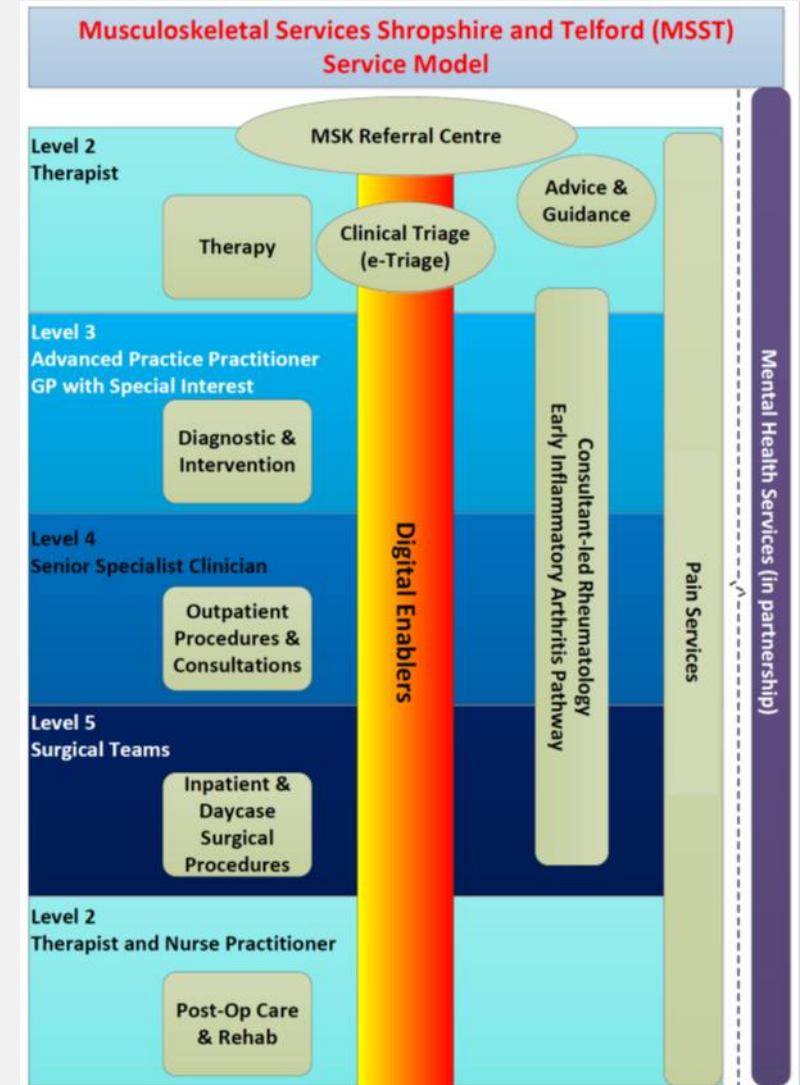
Phase 2 (Year 2 to 3)

- Enhance our orthopaedics services
- An outpatients improvement project
- Strengthen the support available for Primary Care
- Potential work to focus on falls, fractures and osteoporosis

Phase 3 (Year 4 to 5)

- A focus on the support for people with long term MSK conditions
- Develop self-management models

The new model:





Benefits

- ▶ A more joined up MSK model across Shropshire, Telford and Wrekin.
- ▶ One referral pathway and point of advice and guidance for referrers and patients.
- ▶ People can be referred into the service at any point of their condition.
- ▶ Oversight of all our MSK patients so we can spot inequalities or issues that need addressing.
- ▶ A triage team made up of different specialists so patients are directed to the right service first time.
- ▶ Shared patient information for smoother patient transfers between services.
- ▶ Equal access to services for MSK patients across the whole county.
- ▶ Patients better supported to manage their own conditions through self-care.
- ▶ People have access to earlier therapy support.
- ▶ A workforce able to work more closely with different specialists and provide more holistic support to patients.





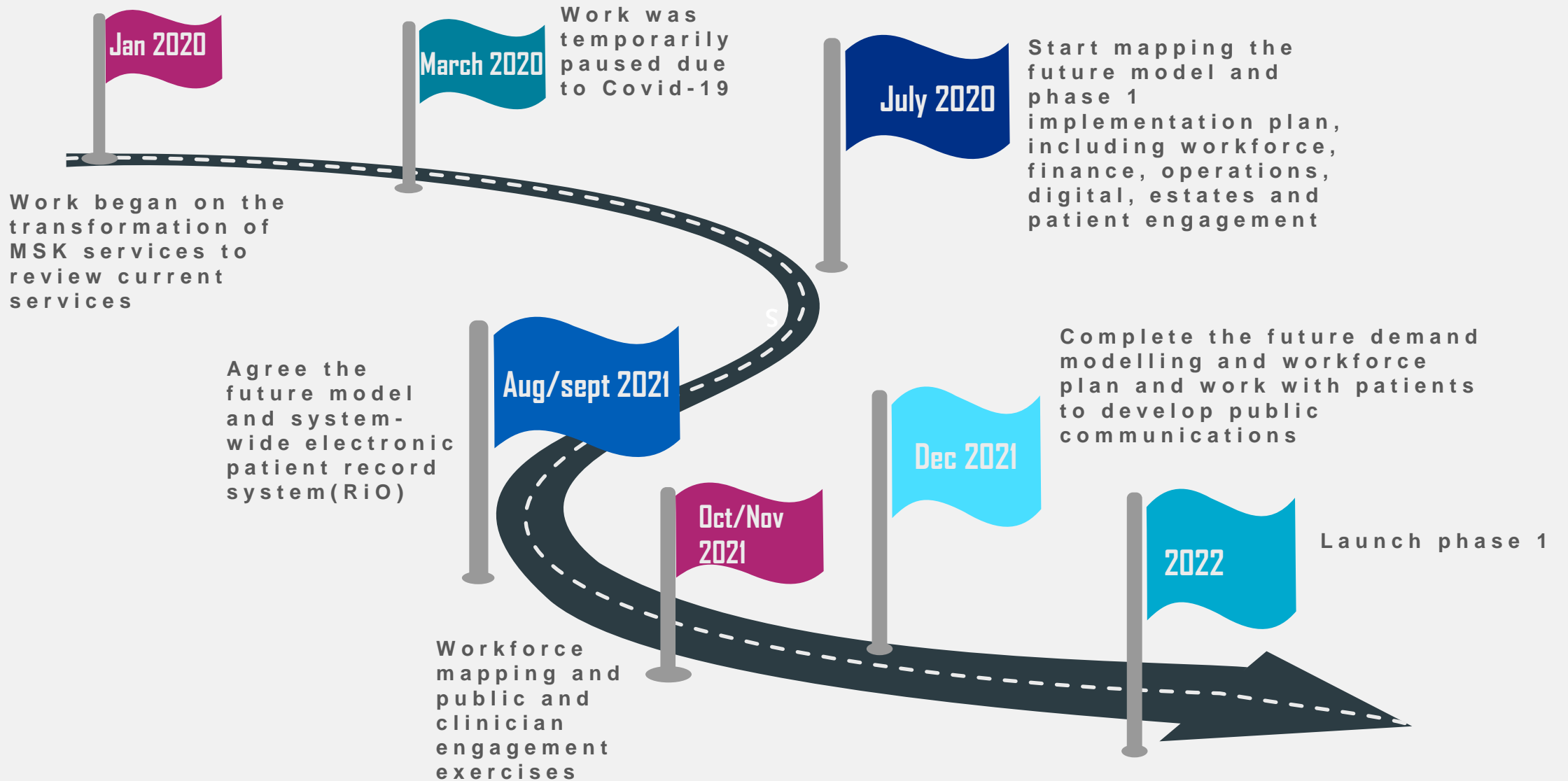
What's happened so far

- ▶ Work to transform MSK started in January 2020 following approval for the development of a MSK Alliance.
- ▶ The MSK Alliance is now known as the MSK Transformation Programme.
- ▶ Progress was paused temporarily at the end of March 2020 as part of the NHS Covid response and began again in July 2020.
- ▶ The work is being taken forward through various groups made up of representatives from clinical and operational teams supported by Finance, HR, Estates and Digital services.
- ▶ We have started with phase 1, where we will be testing a new model of care which places greater emphasis on earlier therapy intervention to reduce or prevent the need for surgery.
- ▶ Work has been undertaken to understand and set out what is needed for the referral centre, and the therapy and triage services, considering the demand and capacity for the service, staffing need, operational hours, and the digital systems.
- ▶ We have been working with our Healthwatch colleagues and patient representatives so that the views and experiences of people using our services shape the programme.





Road Map





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To fill out the patient survey visit

www.shropshiretelfordandwrekinccg.nhs.uk

Email: stwccg.communicationsteam@nhs.net