

6 April 2023

Update on Opening of Walsall Healthcare NHS Trust's Urgent and Emergency Care Centre (UECC)

1. Aim

1.1 This report has been produced to provide an update on the new Urgent and Emergency Care Centre which received its first patients on Thursday 2nd March 2023.

1.2 This paper specifically covers:

- Transition, Decant and Relocation Programme
- Recruitment Update
- Workforce Education and Induction Programme
- Stabilisation Programme

1.3 The report focuses on the services that have moved into the UECC which includes The Emergency Department, Acute Medical Unit, Paediatric Assessment Unit (in April 2023) and Urgent Treatment providers, Mallings Health.

2. Recommendations

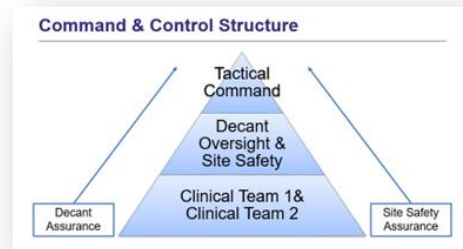
2.1 It is recommended that continual oversight is provided through the UECC Project Board post transition of the final service relocating in April 2023.

2.2 The further phases of the UECC programme, whilst still under design review are to be instructed to construction partners to secure the final elements of design. This includes the development of the new Hot Imaging facilities in the vacated ED and UECC staff support facilities in the vacated UTC. It is recommended that progress on these elements of the programme continue to be monitored until full delivery expected late 2023.

**3. Report Update
Transition, Decant and Relocation Programme**

3.1 At 02:00am on Thursday 2nd March 2023, the UECC received its first patient into the new Emergency Department located on level 00 of the UECC. This includes Emergency Department for Adults (Majors, Resus, Rapid Assessment) dedicated Children's Emergency Department, See & Treat services and the Main Reception. This was successfully followed by Urgent Treatment Centre opening in their new department at 07:00 the same day.

3.2 Using a command-and-control structure over a 48 hour period, a series of risk assessments ensured safety across the department as the service gradually decanted from their old environment into the new UECC. The safe transition was deemed a success as staff and patients continued to provide emergency care throughout.



3.3 The following week on Thursday 9th March, the process was repeated as 37 patients from the Acute Medical Unit transferred to their new unit on level 01 of the new UECC.

3.4 The final phase of service moves is planned for the Paediatric Assessment Unit to relocate from their current location to the new UECC on 26th April.

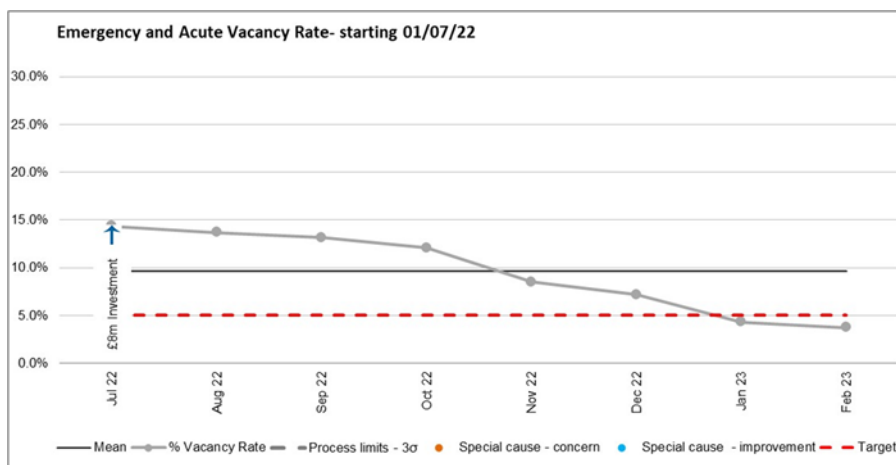
Recruitment Update

3.5 The recruitment programme across Emergency and Acute services have seen progressive improvements since they both received workforce investments totalling circa £8m in July 2022.

3.6 The £1.9m/year increase in ED Nursing workforce approved at Trust Board in June 2022 increased departmental staffing from 93wte to 169wte. Despite the substantial increase, 156wte ED nurses were in post as of start March 2023. Vacancy rate has reduced from 9.4% in January 23 to 6.9% currently. Likewise, ED Medical/ACP/ENP staffing received £2m/year investment to increase ED doctor, ACP and ENP workforce. This was an increase from 44.71wte to 70.18wte. Fully substantive consultant recruitment of up to 16 EM consultants is now in situ. Increased Middle Grades from 8 to 16 are also confirmed, with the remaining 3 due to commence in post by June 2023.

3.7 Acute Medicine also received a £1.9m investment increasing Acute Medical Unit nurse establishment from 71wte to 100wte posts. Significant changes to strengthen the G(I)M on-call doctor rota were introduced in August 2022, and £2m/year investment into AMU Nursing establishment approved at Trust Board in August 2022.

3.8 Overall across the two Care Groups in total; ready for transition into their new unit the recruitment framework aligned to the UECC Programme has continued to assure a vacancy reduction from 14% in July 22 to the current 3.7% as of February 2023.



3.9 Paediatric Nursing has proved more challenging. As with the national pattern for recruiting Paediatric qualified nursing, this cohort of staff is has been more difficult to recruit into and has necessitated a slight delay to PAU moving into the new unit.

3.10 PAU is on course to move on 26th April taking part occupancy of the unit until full recruitment is completed.

Education Programme

3.11 The overall preparedness of staff moving into the UECC has continued to be delivered through the UECC Education Framework overseen by the Transformation Nurse Lead for the Project.

3.12 The Priority 1 skills across the Emergency and Acute workforce has continued to be articulated, delivered, and monitored through the Project Board and have successfully delivered against trajectory.

3.13 The familiarisation programme for the UECC has been delivered through a series of induction and simulation programmes aiming for 80% completion rates across each cohort 1 service (staff that are directly affected by the service relocations), the programme delivered overall 83% at the point of moving into the building on 2nd March.

	Cohort 1 Familiarisation Induction						
	ED	PAU	AMU	UTC	Imaging	Admin	TOTAL
No of Staff To Induct	229	86	133	36	52	32	568
No Completed	204	56	127	32	26	32	477
Compliance Rate (%)	89.08	65.12	95.49	88.89	50.00	100.00	83.98

3.14 Similarly, cohort 2 inductions (staff that are not directly affected but may need to work in the area) successfully inducted 85% of staff at point of relocation.

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