



Hospital Update

May 2025

Trust seeking shared Chief Executive to lead community and hospital services

Under the proposals the trusts would remain as separate statutory organisations, whilst seeking to appoint a shared leadership across both organisations to oversee strategy and service delivery. These proposals are in the early stages of development and both trusts are working with NHS England and local partners.

This will further their collective ambition to improve services for the communities across Shropshire, Telford and Wrekin, the Black Country and borders and Mid Wales.

Following the appointment of the Chair in Common in Autumn 2024, this important step signals a shared commitment to strengthen joint working for the benefit of patients, service users and families.

The two trusts are also exploring the benefits of forming a Group model to increase resilience and continue to strengthen local services. This follows the approach taken by other NHS trusts across the country to improve care for patients through joint working and offer greater value for taxpayers.

A national recruitment process will begin to appoint a shared Chief Executive. Further information will be shared, as the trusts work towards becoming a Group

Better care by working together

- One NHS: focused on our patients
- Together we know how to improve care and deliver value for everyone
- Phase one: recruiting a shared Chief Executive
- Phase two: exploring options to form a Group:
 - Shropcom and SaTH working together
 - Two separate statutory organisations – one leadership team
- We are working with other NHS trusts who have done this successfully



Building on our progress

We have many local examples of the benefits of working together:

- Chair in Common appointed Summer 2024
- Chief People Officer across both HR teams
- Shared Procurement service
- Joint working: Virtual Ward, Rehabilitation Wards, OPAT, Vaccinations

Shared leadership will increase joint working, removing barriers for patients and colleagues



What does this mean?

The Trusts will remain as two separate statutory (legal) bodies:

- Separate legal responsibilities
- Separate finances
- Two Governing Boards – but with shared membership



Why change?

- Two small trusts coming together – gives us a bigger voice and more opportunities
- Learning from other organisations who have formed Groups
- Many staff live and work locally – we want to deliver the best care
- Together we have the ideas - we want to take control of our own destiny:
 - More care in the community helping patients stay well for longer – realising the left shift
 - Value for patients and taxpayers
 - Supporting our staff – better career opportunities, shared training and development
 - Releasing more time and money for investment – digital



What happens next?

- Listening to the ideas and suggestions of staff – art of the possible – May/June 2025
- Working with partners/ stakeholders – May/June 2025
- Recruiting our shared Chief Executive – Summer 2025
- Gaining approval from both Boards – Summer/Autumn 2025
- Gaining NHS England assurance – Summer/Autumn 2025
- If approved, developing our shared vision and values as a Group – working with staff and patients – 2025/26
- Redesigning our Board – 2025/26

**If your network/ group
would welcome a
conversation about the
changes, please contact
us**

Moving to Excellence: Our performance



How we are doing

- UEC 4 hour standard – continuing to see high ED attendances
- RTT - continued drive down of long waits with zero patients over 65 weeks by Q1 on target to be achieved
- RTT – total (English & Welsh) waiting list has reduced by over 16% since last Summer
- RTT – total (English & Welsh) patients waiting over 52 weeks has reduced by over 55% since last Summer
- Diagnostics - DM01 performance improved again in March to 78.2%
- Cancer – 28-day FDS remains challenged at 62.5% in March



What we are doing

- UEC – implementation of two modular wards at RSH planned for end of year
- UEC – Multi Agency Discharge Event (MADE) to reduce patient discharge delays
- Cancer Services - changing focus on improving pathways with new analyser tool in place
- Elective Recovery - launched the Planned Care Recovery Assurance Committee which has four workstreams: Diagnostics, Productivity, Outpatients & Digital
- Outpatients - launch of DrDoctor app in ENT which allows patients to access appointments digitally

Volunteer drivers supporting UEC



Our fantastic volunteer team is supporting our UEC **Stronger Together** ambitions by trialling new volunteer 'Discharge Drivers'.

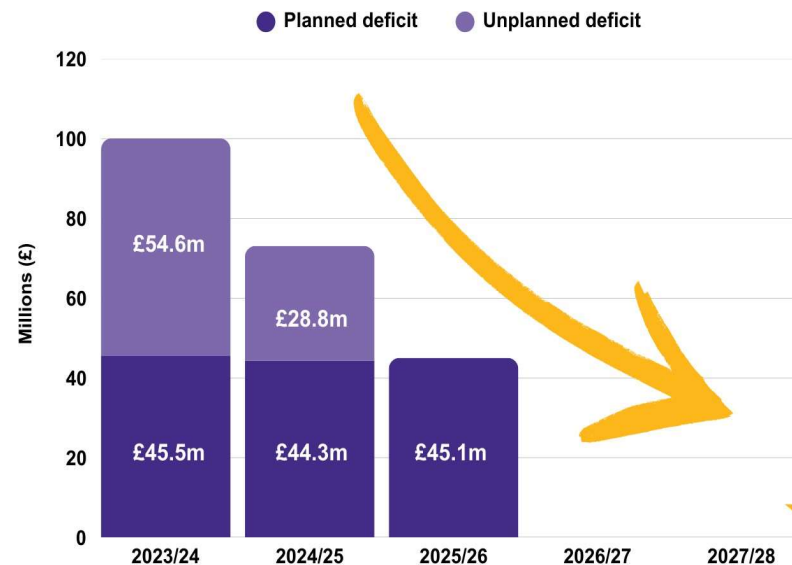
The **volunteer drivers** will be based in the discharge lounges to start with and will take patients who are able to travel in a car, back to their home.

It is hoped this initiative will **speed up discharge** and support patients who may not be eligible for patient transport and so would struggle to get home or have long waits for collection.

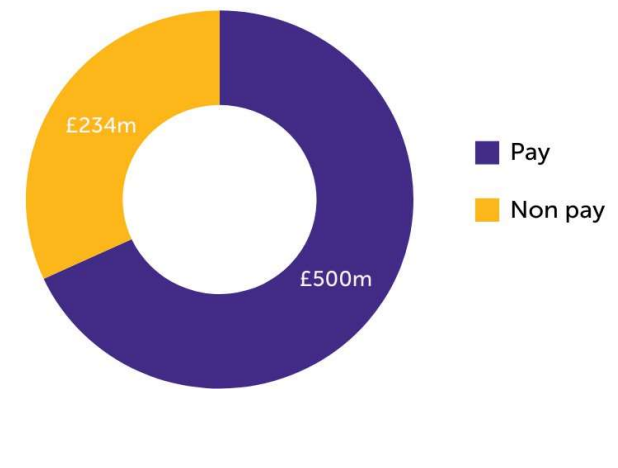
Stronger Together - transforming UEC is everyone's responsibility.

Stronger Together: Moving to a modern NHS

- We need to plan to deliver a zero deficit in coming years – starting with delivering our plan in 2025/26.
- National expectation to halve growth in corporate services seen since 2018/19 during Q3 of 2025/26.
- We need to work together to have the right staff with the right skills in the right places.



Revenue Costs 24/25 (£734m)









We will do this with kindness and compassion - every person is valued.

THE LITTLE THINGS CHALLENGE



- To help us stop and think about every pound we spend
- Everyone at SaTH has a role to play in this
- Big transformation programmes to help us drive improvements - but we mustn't forget about the 'little things' too
- The changes we make can have a positive impact on patient experience and the environment, as well as finances
- We are all taxpayers – treat every pound as if it were your own

Here are a few ways you can help:

- | | |
|---|---|
|  Switch off lights when not in use |  Re-allocate IT equipment before buying new |
|  Only use printers when it's necessary - think digital first |  Think twice before saving a file/email to free up storage |
|  Ordering the right stock levels/pack sizes |  Use the '5S' strategy to keep spaces safe and tidy |
|  Recycle office equipment (use Warp-it) |  Ask patients to bring in toiletries from home |
|  Turn off monitors and computers when not in use |  Reduce cross-site travel |

We're adding...

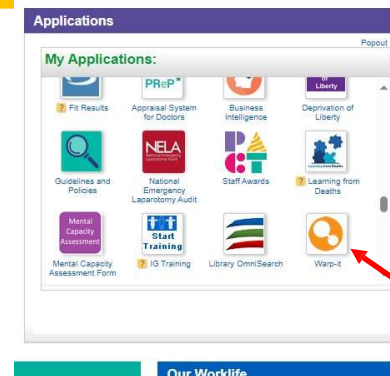




Stronger Together: A sustainable future

Case Study: Warp-It and upholstered furniture project

- Warp-It is a national recycle and reuse project, which gets the best value out of chairs, desks, pedestals and filing cabinets. It allows teams to offer and/or claim unwanted items within their department
- The project is used in conjunction with our new reupholstery/repair partner for chairs, which has saved over £5,000 in Procurement costs alone since February. This does not take into account increased disposal costs.



The first port of call for procuring/removing furniture in good condition should always be Warp-It. There are containers at both sites, with regular openings and a host of equipment. It saves on Procurement costs and reuses Trust equipment.

**We have saved
over £84k and
avoided 16
tonnes of
waste in the
year 2024-25**



We must get away from disposing of upholstered furniture. Last year nearly £10,000 was spent on disposal and 12.5 tonnes produced. Upholstered furniture must be segregated from general waste, which is more costly. Items such as this can be repaired/reupholstered at a fraction of the purchase cost.



Moving to Excellence: HTP

The Hospitals Transformation Programme (HTP) is a key part of the overarching plan to transform health and care services across Shropshire, Telford and Wrekin and Powys.

At the end of March, we marked the first area of the new building **reaching structural completion with a Topping Out ceremony** – the whole structure is expected to complete at the end of 2026

A full diary of HTP drop-in Engagement events is planned over the coming months, with the following events confirmed:

- Oswestry Charity Market (Outdoor Market) – 6th June, 10:00-13:00
- Shrewsbury Library – 13th June, 10:00-14:00 (tbc)
- Welshpool Market (town centre) – 16th June, 10:00-14:00
- Ludlow Market (Buttercross) – 23rd June, 10:00-14:00
- Bridgnorth Market – 11th July, 10:00-14:00
- Newtown Market, 15th July, 10am-1pm
- Market Drayton Indoor Market, Wednesday 17 September, 10am-1pm
- Lydham Friday market (Lydham Village Hall), Friday 3 October, 10am-1pm



Topping out ceremony for area 1



Final concrete pour of area 1 taking place

Moving to Excellence: Modular Wards



- Pleased to share work has recommenced with Module Co on the additional wards at RSH
- We are working hard to have the wards ready during **winter 2025/26**
- Our updated **planning application** has been submitted to Shropshire Council
- Subject to planning permission, the wards will be located at the back of the site near the surgical wards
- Survey and enabling works are now underway with HTP, Integrated Health Projects (IHP)
- The majority of construction will be completed offsite, leading to less disturbance for our colleagues, patients and visitors

Community Engagement

During the pause in our external engagement due to the local elections in Shropshire, we have been developing plans for our thematic engagement in 2025/6 in the following areas.

Dementia

Diabetes (Pre-diabetes)

Respiratory (COPD)

Cardiovascular (Hypertension)

We have also supported the Health Improvement Practitioners in the Cancer Screening teams by sharing our Community Engagement kit (*leaflets & leaflet stands, tablecloths, display boards, tables, chairs, gazebo*) and will be working much more collaboratively over the summer.

Community Engagement Team Statistics



Community Members

Total at 30/04/25 **5195**

Joined in April **5**



Organisations

Total at 30/04/25 **469**

Joined in April **0**



Community Events

Held **0**

Attended **0**

Discharge Support Volunteer Project

Volunteer Driver Service – Launched Thursday 8th May 2025

The pilot scheme has now launched across both the Royal Shrewsbury and Princess Royal hospital sites. Our volunteer drivers are transporting patients who are unable to get home themselves and are either not eligible for patient transport or face long waits to be collected by their friends or family.

As part of the scheme, the volunteer drivers will also support patients on their return home by assisting patients with their belongings and ensuring that they have their medication and any other essentials that they may need.

Our volunteer drivers will initially be based in the Discharge Lounges on both hospital sites, but we hope to build upon this service and expand to the wards and other potential areas of need once established.

- We have now successfully taken patients home from both RSH and PRH.
- All patients were taken home with 30 minutes of being ready to discharge.
- We have also successfully completed a medication delivery for a patient sent home without their medication.
- We have 8 active volunteers signed up for the volunteer driver role.
- 2 volunteer drivers, one based at RSH and one based at PRH, have completed their driving assessments and induction and are now operational.
- The 6 remaining volunteers have submitted their vehicle and site preferences and are now ready to book their driving assessment and induction ready for their first shift.
- We have begun publicising the service and hope to have new volunteers recruiting into this role in the coming weeks.



Our first patient from Royal Shrewsbury Hospital ready to go home with our volunteer driver.

Volunteer Highlights

A Celebration of Volunteering Together.

In April we recognised 1000 hours of committed volunteering by John and Judi Anderson.

In 2024 John and Judi undertook over 1000 hours of volunteering between them. Well known faces they are often seen staffing the meet and greet information desk at the PRH, but they also volunteer in other areas such as the discharge lounge and as patient companions.

Director of Public Participation Julia Clarke said ‘we are thankful to all our volunteers who provide invaluable support to our patients. The dedication of John and Judi is so appreciated by everyone in the organisation and by our patients and their visitors who welcome a smiling face and helping hand. I would like to thank Judi and John and all of our amazing volunteers for their continued support.’



Supporting our Patients

New Stretcher Improves Patient Care for Cardiology Patients £6,098

SaTH Charity recently purchased a fluoroscopy stretcher for Cardiology; by purchasing this stretcher patients will receive quicker treatment, it requires less personnel to operate and therefore a team could be stood up quicker in an emergency. The area the stretcher resides is purpose built which means that patients are treated in a more comfortable and less daunting environment.

The stretcher cost £6098 and is made in such a way that the x-ray imaging arm can fit under it, which means patients can be treated nearer the ward for things like temporary pacemakers and Pericardiocentesis which reduces the need for them to go down to the Cath lab.

Impact Statement:

“The purchase of this stretcher will transform care in Cardiology, having a positive impact in many areas including freeing up space on other emergency, reducing staffing costs, increased utilisation of the room. It will also have a positive impact on staff wellbeing as they will be nearer their area and less people would need to be called into the hospital out of hours to undertake these emergency procedures.”

Keely Banks, Echocardiography Lead/Clinical Scientist



Fluoroscopy stretcher in Cardiology

Looking Ahead – HTP Engagement

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Upcoming HTP Focus Groups:

- **Communications and Engagement for Urgent and Emergency Care** – 3rd June, 10am-12pm
- **Signage and Wayfinding** – 5th June 10am-12pm

Presentations are planned for:

- **Shropshire Association of Local Councils** – 10th June
- **Wellington Rotary Club** – 26th September

Dates are being fixed for:

- **Rotary Clubs throughout the region**



The Shrewsbury and
Telford Hospital
NHS Trust



Thank you