



# Hospital Update

June 2025

# Maternity update: Operation Lincoln

- SaTH is currently subject to a West Mercia Police investigation called Operation Lincoln
- The investigation started in 2020 and follows on from the Independent Review into Maternity Services, chaired by Donna Ockenden
- The police are examining the care of mothers and babies who died or suffered serious harm in a maternity care setting between 1 October 2003 and the present day
- West Mercia Police has informed us, and the families affected, that their investigation will now enter its next phase
- The primary focus of this phase is Corporate Manslaughter and whether or not there were failures at an organisational level at the Trust
- As part of this process, the Operation Lincoln team will be interviewing some current and former staff who have worked within maternity and neonatal services, or who have held relevant senior management positions in the organisation, as witnesses

We will not forget the learnings of the Ockenden Report, or the experiences shared with us by families. We are determined to provide a responsive service for our communities that is open, kind, constantly learning and consistently improving

# Moving to excellence: Our performance



## How we are doing

- UEC 4-hour standard improvement – 49.7% in May
- Elective RTT – close to eliminating 65 week waits by end of Q1. Number of patients waiting 52 weeks has reduced by over 70% and total elective waiting list has reduced by almost 20% in last 9 months
- Diagnostics – DM01 - seeing significant improvements; 79.8% <6weeks in May 2025
- Cancer FDS – improvement to 68.6% in April



## What we are doing

- UEC – revised UEC improvement programme from June
- UEC – Phase 2 of ED redevelopment at RSH in late summer
- Diagnostics – new LINAC bunker and linear accelerator at RSH; first patient expected in Sept
- Cancer – strengthening clinical senior leadership team
- Digital – rollout of patient portal giving patients access to electronic appointment letters

## Reducing patient waiting lists



**Nearly 5,000 day-case patients have had surgery in the Planned Care Hub at PRH in its first year.**

The hub – which has just marked its first anniversary - delivers high-quality, high-volume surgery in a dedicated space, separate from emergency and winter pressures.

This is reducing the time patients are waiting for their procedures, improving health outcomes.

- Surgery waiting lists have reduced by 16% since the hub opened last summer
- The number of operations taking place at the hub has increased by 34% per month since January



# Moving to Excellence

We are striving to provide exceptional care for our patients and be a Trust where colleagues are proud to work. We have a plan, and it will help us to deliver our vision. We know we have challenges, but we are making progress.



## How we are improving our performance



**52 week waits:** We have risen up to 15 out of 23 in the Midlands league table and we are just 0.3% away from being in the top performing half of Trusts regionally.

**18 week waits:** We have risen up to 17 out of the 23 in the Midlands league table. We have made the second highest reduction in our total waiting list (7.7%) over the last 12 weeks and continue to reduce our number of patients waiting for elective treatment than the Midlands average (1.6%).

# Stronger Together: Adding value for patients

**Restoring financial balance within the NHS is important for the health and wellbeing of the population.**

- For the first time in many years, we achieved our financial plan in April and May.
- We are now facing more complex decisions to ensure we eradicate our deficit funding.
- All NHS organisations need to contribute to a reduction in corporate growth since 2018/19.
- To manage our finances, this necessitates reform – including HTP, aligning workforce to population needs, working more efficiently and adhering to our budget



**Everyone in Team SaTH is valued**

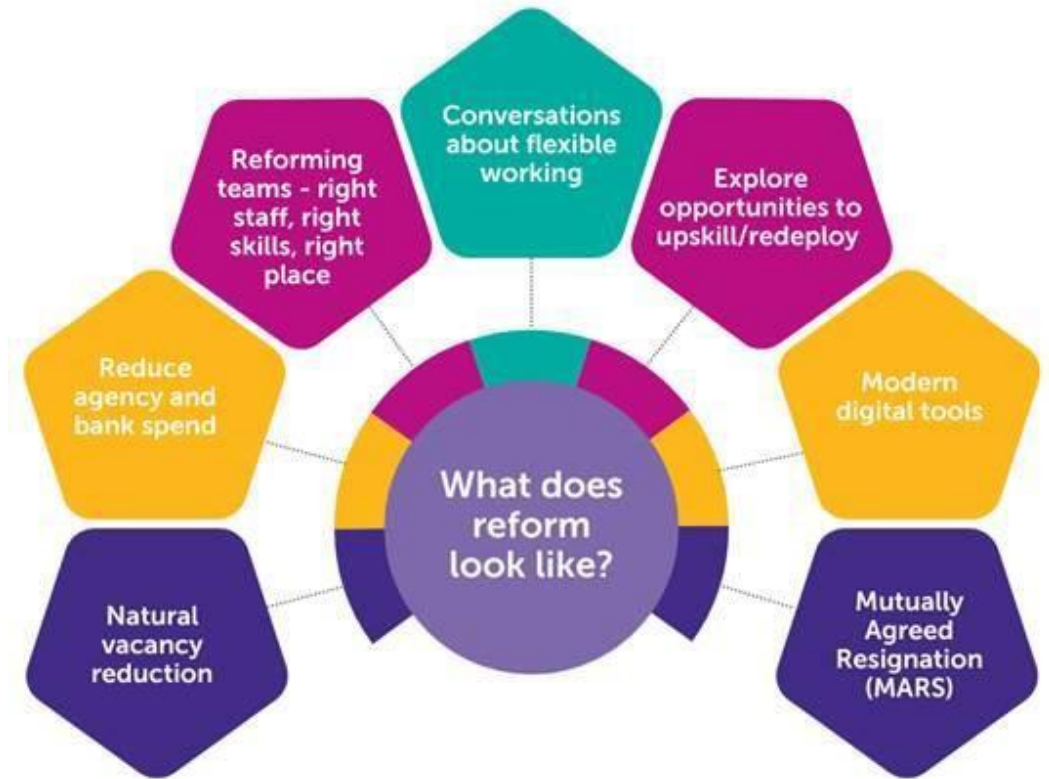
# Stronger Together: Adding value for patients

There are many ways an organisation reforms and realigns its workforce.

Compulsory redundancies are always the last step, when we have exhausted every other option. Ways we minimise redundancies:

- **Natural vacancy reduction** – c60 people leave every month
- **Reducing bank and agency spend** – reduced by 60%
- **Flexible working** – open to requests
- **Reforming teams** – right staff, right skills, right place,
- **More digital tools** – make our lives easier
- **Mutually Agreed Resignation Scheme (MARS)** – awaiting national approval
- **Redeployment/upskilling** – appropriate training for colleagues
- **Management of change** – some teams may have to go further

All teams will be supported through regular conversations with managers about what this means for them. Our People, OD and Psychology services are also available to provide support.



**We will support each through these changes, with kindness and compassion**

# Digital changes in Radiology: ICE Order Comms

We are replacing the tQuest and Review with a new digital system, ICE Order Comms. This project focuses on Radiology at the moment however, it will expand to Pathology at a later date in line with the new LIMS implementation as a strategic partner in the Pathology Network. Radiology requests and reports go live in November 2025. This is part of an ICS wide rollout and we are working with our partners.

## Why is this changing?

- tQuest/Review is outdated and no longer supported
- The systems pose a cyber risk
- ICE will reduce reliance on paper and improve safety, speed and accuracy

## What does that mean for you?

- You'll use ICE to request Radiology tests (from November) and Pathology tests (at a later date to be confirmed)
- ICE can be accessed via CareFlow PAS or by accessing ICE on any Trust device
- Test results will be available in ICE, Clinical Portal and PACS
  - Electronic sign-off and acknowledgement of results is now required



# Planned Care Hub Anniversary (PRH)

The Planned Care Hub has now been in operation for one year, and since opening has treated nearly 5000 patients.

Feedback from patients and staff is very positive, and recent success includes:

- Reinstatement of planned orthopaedic joint replacement surgery in December 2024
- Completing 11 hernia operations in a single day – the usual maximum on a standard list is six as part of a High Intensity Theatre (HIT) list



One of 4 new operating theatres that include laminar flow and laser surgery facilities



Patient preparation pod



Discharge waiting area



Recovery area



# Main Build Progress (RSH)

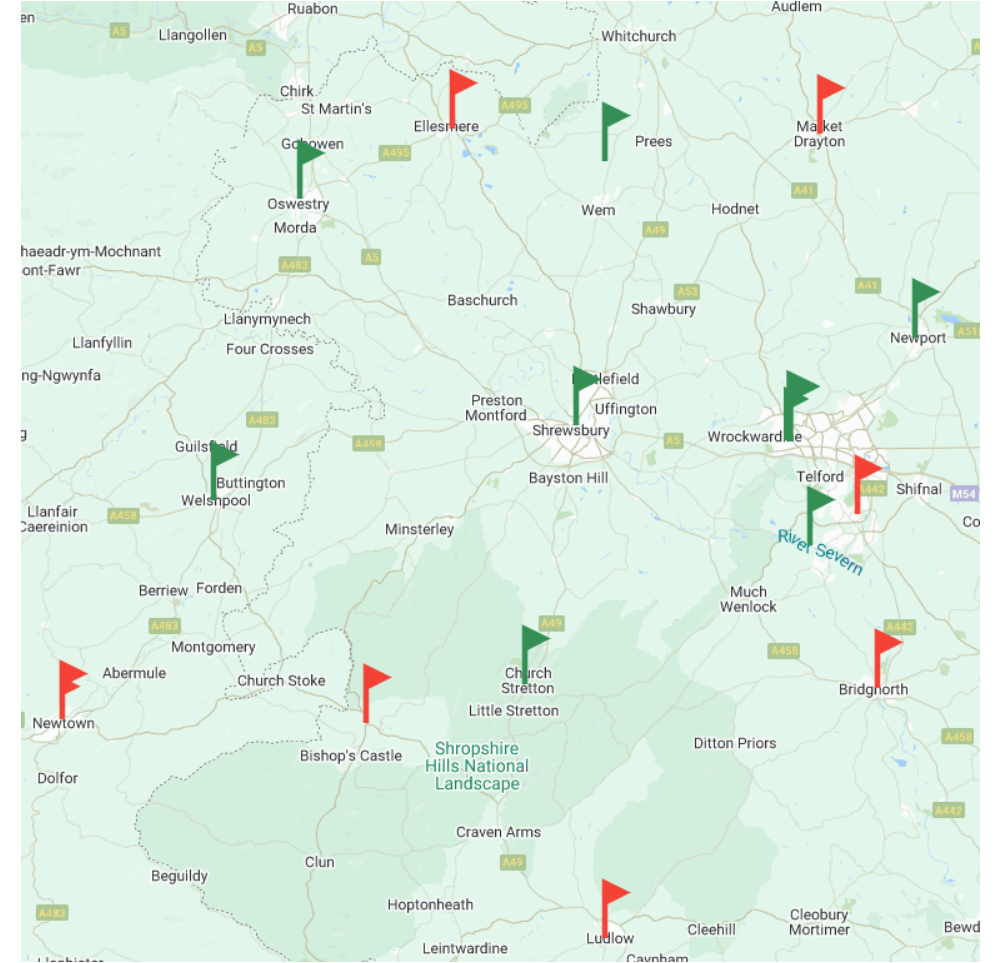
- Completed site reconfiguration and set up to ensure traffic and ambulance access are maintained
- Works are progressing well with the full height and all floors completed in the southwest corner of the building (Area 1)
- The whole structure is planned to complete at the end of 2026, with the building becoming weathertight soon after
- We are working to connect the new building with the existing hospital estate – expected to complete in the coming months



# HTP Engagement in the community

We will be holding informational public drop-ins through 2025 and beyond, with confirmed dates below. We are always looking for opportunities to share information, if there is an event you think we should be attending, please email [sath.engagement@nhs.net](mailto:sath.engagement@nhs.net)

- Ellesmere Regatta – 5<sup>th</sup> July, 11:00-16:00
- Bridgnorth Market – 11<sup>th</sup> July, 10:00-14:00
- Newtown Market – 15<sup>th</sup> July, 10:00-13:00
- Brookside Community Centre – 24<sup>th</sup> July, 11:00-14:00
- Market Drayton Indoor Market – 17<sup>th</sup> September, 10:00-13:00
- Lydham Friday Market – 3<sup>rd</sup> October, 10:00-13:00
- Montgomery Medical Practice Patients Association (Newtown Market) – 14<sup>th</sup> October, time TBC

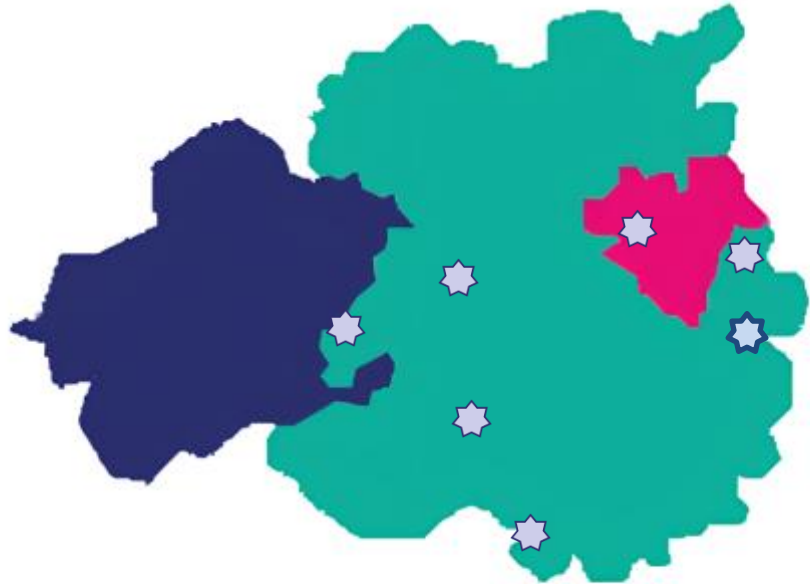






# Spotlight on Dementia

GP Patients of all ages diagnosed with Dementia	
England	0.74%
West Midlands	0.73%



Working with the Dementia team, we are visiting community groups in the areas highlighted below to share **All About Me** forms and start a conversation about completing them before any potential hospital admission.

Following the See Hear event last month, we will be sharing the Dementia and Hearing Loss leaflet currently being revised by SaTH Audiology.

<b>North Shropshire</b>	<b>0.88%</b>
Trefonen & Pant	1.09%
Woore, Prees & Tilstock	1.03%
Wem	1.02%
<b>Shrewsbury</b>	<b>0.94%</b>
Shrewsbury London Road	1.37%
Bayston Hill & Atcham	1.32%
Hanwood, Pontesbury & Minsterley	1.06%
<b>South Shropshire</b>	<b>1.14%</b>
Church Stretton	1.55%
Alveley, Claverley & Worfield	1.51%
Bridgnorth East	1.49%
Bridgnorth West	1.41%
Ludlow Town	1.34%
Bayston Hill & Atcham	1.32%
<b>The Wrekin</b>	<b>0.78%</b>
Cosford & Albrighton	1.93%
Shawbury & Weston	0.95%
<b>Telford</b>	<b>0.57%</b>
Dawley & Aqueduct	0.85%
Madeley	0.82%

It has not been possible to find equivalent statistics for the areas in Powys covered by our hospitals but we will be visiting Dementia Matters in Powys events in Welshpool and Newtown in the coming months.



# Spotlight on Dementia



Studies have shown a strong connection between sensory loss and an increased risk of dementia. Taking into account current limitations within providers and VCSA organisations, the Dementia Information Day organised by Radfield Home Care was combined with the existing See & Hear Exhibition organised by Sight Loss Shropshire and Community Resource to create a one-stop event at Theatre Severn.

Buses ran from Shrewsbury train station to the theatre and the event was extremely well attended by patients, carers and professionals from across the whole of the area covered by our hospitals.

We shared a table with the Dementia team, and handing out **All About Me** forms to families during the day! (*seen in yellow on the table!*)

We signposted people to local activities using Live Well Telford, The Shropshire Together Community and Family Directory and **infoengine** (Powys).

Our knowledge of local groups and activities continues to grow through the Community Connectors networks across the county.



# Discharge Support Volunteer Project



Volunteer Driver, Rod

## Volunteer Driver Service Update

We continue to trial and grow our Volunteer Driver Service across both our Royal Shrewsbury and Princess Royal Hospital sites, helping our patients to get home quicker and ensuring that those who live alone have the essentials they need to promote a comfortable, speedy recovery.

- 5 additional volunteers have now had their driving assessments and have booked their inductions.
- Once these volunteers have completed their inductions, we will have 7 operational volunteer drivers.
- We have 1 volunteer driver awaiting their driving assessment.
- To date, 100% of patients who have used the volunteer driver service strongly agree that this service has helped them to feel less anxious about getting home and being discharged.

*"From the start I was treated royally, great driver, great personality, great conversation – I would be the first to recommend!" Maureen Blaney, patient.*



Maureen Blaney at

# Supporting our Patients

Luke Butler successfully completed the London Marathon on 27 April in 3hours 11minutes and raised £3,161 for SaTH Charity to give back to the Neonatal Unit where his daughter, Ella was cared for in 2022.

Ella, was born at the Heartlands Hospital in Birmingham at 24 weeks and four days, weighing 1lb 10oz. She spent 108 days at three different neonatal units, one of which was the Princess Royal Hospital in Telford. Ella is a happy and healthy three-year-old and celebrated her 3rd birthday in April.

Corrine Dacosta, Neonatal Ward Manager said “We are grateful to Luke for taking on the London Marathon to give back to the unit where his daughter was treated 3 years ago. We are always looking to improve the department for our parents and caregivers so this money will be used to improve the area patients used for expressing and preparing milk for their babies.”

## Impact Statement:

*Luke Butler said of the marathon “It was a hot day for the marathon this year and whilst this was good for spectators, it was tough as a runner, but when the run got difficult, I thought I cannot give up because Ella never gave up.”*



**Luke, Ella and Heather Butler  
at the Neonatal Unit**



# Thank you