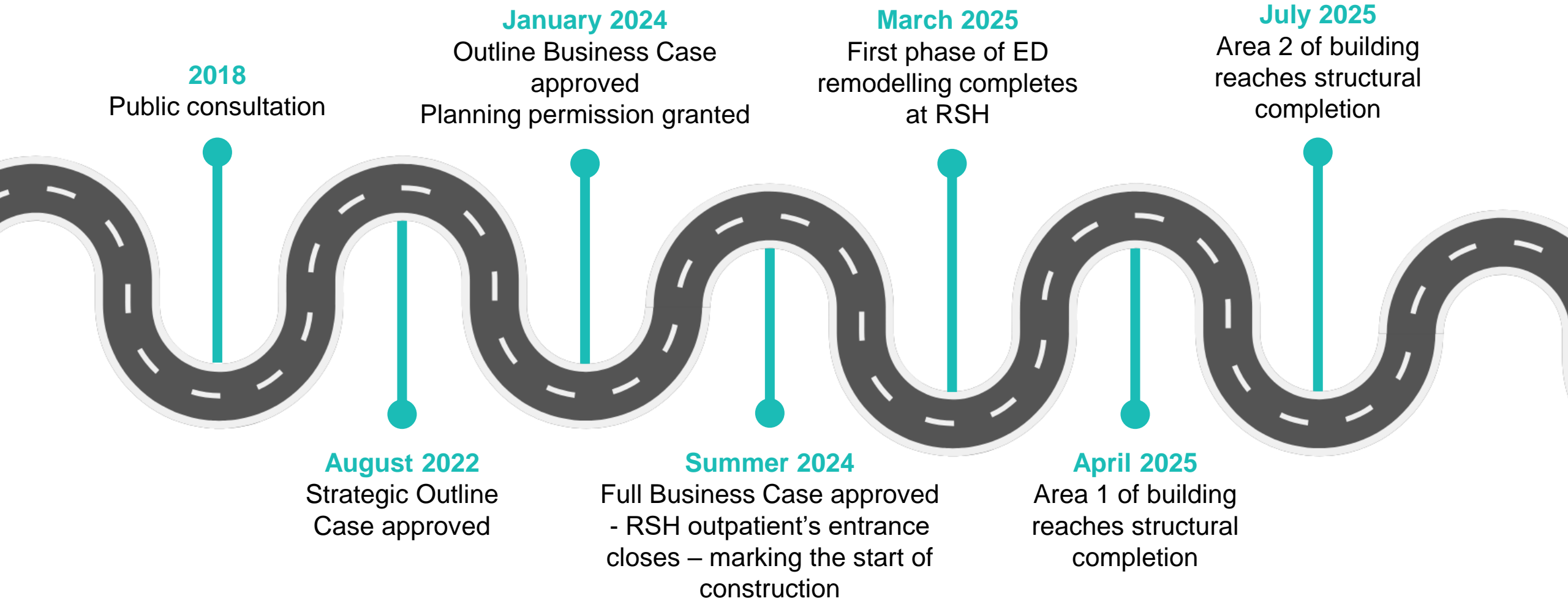




Cascade: A HTP special July 2025

Our journey so far



A quick recap



RSH will specialise in emergency care and will have:

- A modern, purpose-built Emergency Department – with separate children's footprint
- A critical care unit
- Consultant led maternity care
- Children's inpatient services
- Emergency Medical Specialist Services, including Cardiology, Stroke, Respiratory and Acute Medicine
- Emergency and trauma surgery
- Head and neck inpatient services
- Radiotherapy and inpatient and day cancer care and treatment

Both sites will continue to provide a number of services, which include:

- Adult, children's and maternity outpatients
- Endoscopy services
- Urgent care services and medical Same Day Emergency Care
- Diagnostics, imaging services including X-ray
- Frail and elderly care services



PRH will specialise in planned care and will have:

- 24/7 urgent care services
- Planned inpatient surgery and medical and surgical emergency patients on a planned pathway of care
- Local anaesthetic procedures
- Day case surgery
- Midwife led maternity unit
- Enhanced rehab facilities and wards
- Cancer treatment day unit – aligned to HTP
- Respiratory treatment centre – future opportunity

Building overview

Third floor

- Purpose-built critical care facilities with access to outdoor spaces
- Cancer inpatient ward

Second floor

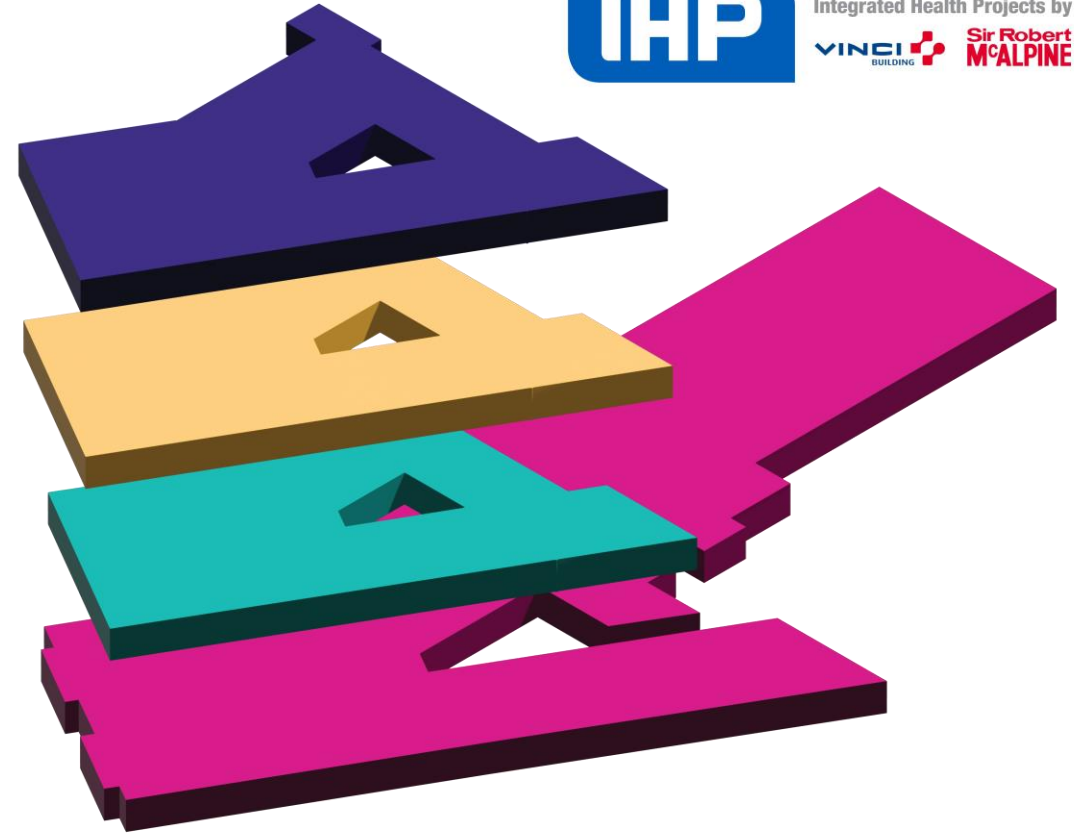
- Maternity inpatients
- Children's services (including inpatient care and oncology)

First floor

- Maternity delivery
- Neonatal ward
- Gynaecology (including Early Pregnancy Advisory Service)

Ground floor

- New improved front entrance
- Acute medical floor
- Remodelled, bigger Emergency Department



Working with you



Workforce

- Workforce requirements may change based on clinical model – this may be in size and site location
- We are starting to plan for this now so we can recruit and retain the right number of staff required
- Using HR to support teams through this

Clinical pathways

- Opportunity to improve our pathways to be more efficient and better support our patients – linked to Group Model
- Teams need to be thinking about what opportunities there are

Space allocation

- Planning how our estate will be used following the implementation of HTP
- Escalate requirements for teams through Trust Accommodation Control Group

HTP Change Agents

Our Hospitals Transformation Programme is a multi-million pound investment which will improve how we deliver care, but we can't do it without you. **We need your help to make it a success.**

In 2028 when building work has completed, we will begin to operationalise the HTP clinical model to give our patients faster access to the right care, at the right time.



How you can help

- In a planned and coordinated way, some teams and departments will change physical locations based on the clinical model and to make the most of the existing estate at our two hospitals. This could mean teams moving across hospital sites and also within the hospital they are based at.
- We want our colleagues to think about what this will mean for them and their teams, so in 2028 we are ready to make these improvements.
- To support our colleagues and teams to start looking towards the future, we are recruiting HTP Change Agents.

What is a Change Agent?

- We're looking for people to help communicate and share the HTP vision within their teams and across the organisation. They will need to understand and articulate the changes that will be happening in their area as part of HTP in 2028.
- Our change agents will be on hand to support their colleagues to manage change and share any questions they, or colleagues might have about this. They will work directly with our HTP Workforce Transformation Lead to help share and receive information.

IHP: Project overview

- Construction of a new 27,000 sqm building and refurbishment of 4,500 sqm existing Emergency Department
- 6 floor levels, with 4 clinical floors, basement and roof level
- Linking at the ground floor to the existing hospital and ED which remains fully operational throughout

774 piles into ground



1240 internal doors



16,711 tonnes of concrete



406 external windows



277 tonnes of steel



Circa 1700 rooms



Build progress – drone footage



Build process – key elements

Foundations – CFA piles and caps

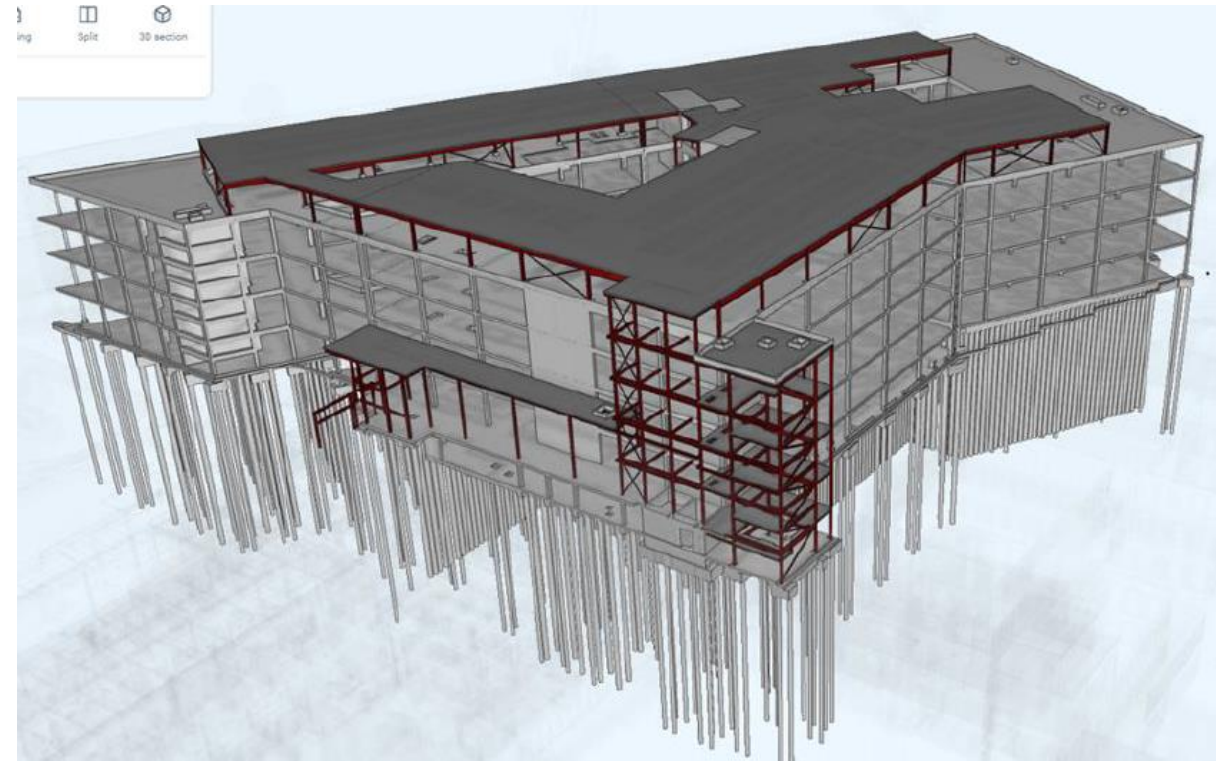
Frame – RC frame (300mm thick slabs)

Steel frame – roof plant room and bridging structure between new and existing building

Envelope – exterior brickwork, rain screen cladding, curtain walling and windows

Inner leaf – SFS construction with insulation and cementitious board

Fit-out – Dry lining/partitions with hospital fit-out



Site logistics

- Maintain emergency service and vehicle access throughout
- Drive in and drive out lane within the construction site to maintain flow
- Courtyard management
- Just In Time Delivery (JIT) – materials are delivered to site as needed via booking system
- Vehicle holding area – ensure compliance with delivery protocol
- Two tower crane strategy – in situ throughout build and dismantled following completion
- Twin hoist allocated in courtyard and gable
- Vertical and horizontal distribution strategy
- Using latest technology to ensure build efficiency and safety



Working with our communities

IHP are working with the local community to provide:

- 400 weeks of training for site operatives and upskilling
- 145 weeks of work placements and experience
- 2202 apprentice weeks, with apprentices working across the project in a range of roles

Recent activity has included:

- Donations to the Trust to contribute to Easter and Christmas celebrations for patients
- Supported DFN intern into full time, paid position on site
- Provided T-level placements to two students from Shrewsbury Colleges Group
- Donation of materials and supply to Shrewsbury Mens Shed to assist with community activities



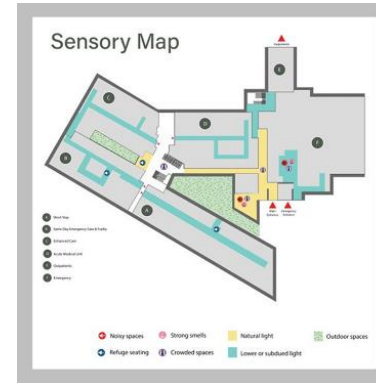
HTP engagement

In the past 2 years, we have held:

- **31 focus groups** – Quarterly focus groups and specialist groups on specific topics as required
- **64 presentations** (online and in-person) to organisations and community groups across the county
- **32 drop-in sessions** – engaging with members of the public about the transformation work across the county

Key highlights

- Redesigned Front Entrance (pictured)
- Communal space for ante/post natal families
- Sensory Maps and room and calm spaces for neurodiverse patients
- Dementia friendly signage and clocks
- Support with designing look and feel of new healthcare facilities
- Working with a range of groups to discuss topics including Dementia, Travel & Transport, Mental Health, Visual Impairment, Children and Young People, Deaf, Armed Forces, PPGs, Signage & Wayfinding, and Communications



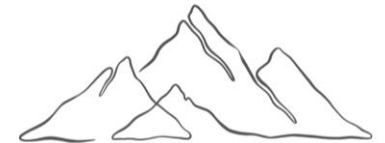
Help us shape the look and feel of our new building

- As we prepare to open our new building, we want your input to shape the look and feel of healthcare facilities
- The colours are inspired by local landscapes, nature, and artwork, and designed to support a calm, inclusive, and accessible environment
- You can cast your vote on your preferred naming conventions and colour pallet via the link on the intranet home page

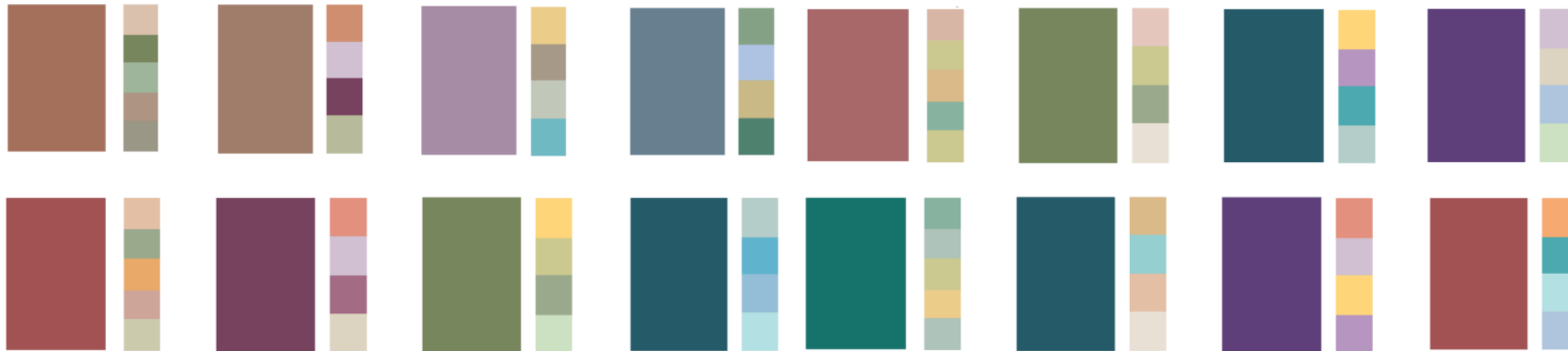
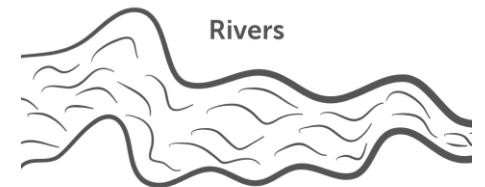
Castles



Hills



Rivers



Charitable support



- Building modern healthcare facilities is challenging. While the clinical model is fully funded, hospitals must adapt to the changing healthcare needs of their communities
- Our partner charities strive to enhance the experience of all people using our services, with particular focus on some exciting developments
 - Lingen Davies Cancer Centre at PRH
 - Respiratory Centre at PRH for all our patients
 - Sky gardens within the new healthcare facilities at RSH

Our fundraising campaign supports three key areas:

Supporting future opportunities to expand services at both hospitals, including plans for a new cancer treatment centre and a respiratory centre at PRH

Creating a positive environment for healing involves more than just treating ailments. Calm Spaces or community artwork can help foster a positive atmosphere for patients and their loved ones

Developing community spaces within the hospital or its grounds, such as sky gardens for the new Children's Ward or Critical Care Unit, and a community garden



Looking forward

- Emergency Department refurbishment works – now completing the 8 majors' cubicles to complete in September
- Phase two refurbishment works expected to start in Autumn 2025 – to include:
 - New fit to sit area
 - Additional cubicles
- Development of clinical pathways – working with our divisions to develop our new ways of working
- Structural completion – planned for end of 2026
- Thank you for your patience as we progress with construction. Your support throughout this is valued – please continue to read Construction Cascade for the latest updates
- Working with our system partners on the delivery of the health and care models to improve care for everyone
- Works ongoing to ensure we have the right energy infrastructure for our hospital
- Supporting Lingen Davies Sunflower Appeal – to grow cancer services at PRH



Cascade

July 2025

Better Together

ShropCom and SaTH are exploring opportunities to become a Group. These plans are currently in the early stages of development and we still need to go through an assurance process with NHS England before any final decisions are made.

Thank you to everyone who has joined engagement sessions. There are some brilliant ideas focusing on:

- Shared education opportunities
- Making the most of our estates
- Having more services in neighbourhoods

We are now working on our Case for Change which will be submitted to both Boards and NHSE in the Summer/Autumn 2025.

What is a group model and what would it mean? Watch this short animation...



Moving to excellence: Our performance



How we are doing

- UEC 4-hour access standard – overall improvement in UTC and ED performance
- Eliminated 65 weeks waits for patients (English) in Q1
- Eliminated 52 weeks for planned care for CYP
- Number of patients waiting over 52 weeks reduced by 75% – Trust now in top half of Midlands league table
- Record breaking month for operations through theatres and Lofthouse – more than 1,600 procedures undertaken. Highest since 2017
- Cancer FDS – risen to 71.4% (May)
- Diagnostics (DM01) – improved to 80.6% in June (unvalidated)

THANK
YOU!



What we are doing

- £3.3m capital funding secured for elective and diagnostic improvements in 2025/26
- UEC - new streaming approach for patients presenting in EDs
- Modulars wards – on track for winter 2025
- Digital transformation – DrDr
- Improved management of appointments and theatres

Day zero hip replacement



Our orthopaedic teams have successfully delivered their second **day zero hip replacement** operation.

Patient Daren Kriek was first on the list for a total hip replacement at PRH and went home the **same day** – without an overnight stay.

Thank you to our colleagues for supporting our **Stronger Together** ambition to improve flow through our hospitals to deliver a better patient experience.

Stronger Together: Adding value for patients

- Financial responsibility is crucial to long-term stability and quality of care.
- At the end of June our financial position is on plan – thank you for all your hard work to improve efficiency.
- For Q2 the efficiency target is higher - we need to move efficiency plans from ideas into action.
- Finance colleagues are working closely with the divisions to ensure we have robust forecasts and identify/mitigate any risk.
- We're investing in transformation – to modernise care, improve productivity, and reduce long-term costs.
- We need to realign our workforce to help transform services and deliver our planned investment.

Celebrating our successes



Procurement team is securing contracts for better value than in previous years.



Substantive recruitment for medical staff improves continuity of care and reduces bank/agency costs.



There is great work happening around UEC pathways which is improving efficiency.

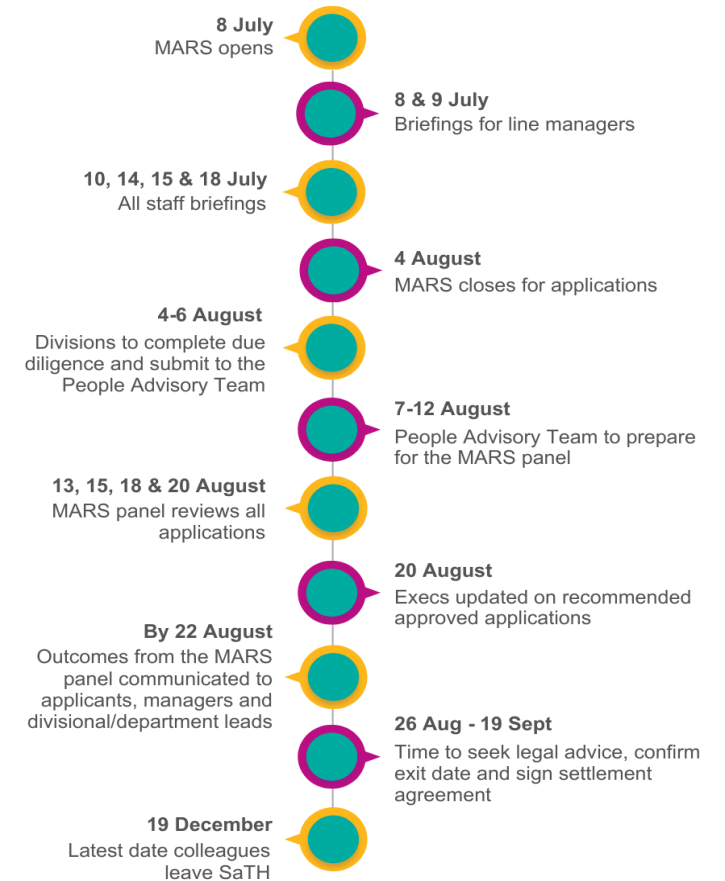
Every pound counts so that we can add value for patients and taxpayers

Mutually Agreed Resignation Scheme (MARS)

- We need to reduce the number of posts we have in the organisation
- we are doing all that we can to achieve this in different ways
- We have launched a Mutually Agreed Resignation Scheme (MARS) for eligible colleagues who are not directly providing patient care.
- The window for applications is short (Tuesday 8 July - Monday 4 August)
- Managers must let all eligible colleagues know about MARS, including colleagues on any form of leave
- Our People Advisory team is also available to answer your questions on ext. 2891 or sath.hradvice@nhs.net.

All MARS resources are available on the intranet

Timeline for MARS



Recognising our colleagues



Celebrating success in Cardio-Respiratory

Rachel Millar and Tilly Osborne have successfully completed their MSc in Clinical Science (Cardiac Science). They have also passed the prestigious British Heart Rhythm Society (BHRS) exam in Cardiac Devices.

Senior Technical Officers, Amy Millward and Rebecca Vickers, have achieved a Level 4 Healthcare Science Associate at Distinction.

The department has also been awarded a 100% positive feedback score from the Keele University cohort. Congratulations!



Celebrating success in Radiography

Radiography has shown outstanding dedication in supporting the largest cohort of students the department has ever experienced. They have gone above and beyond to assist students in completing assessments, ensuring they feel welcomed and valued throughout their placement. Feedback from all students has been overwhelmingly positive, with many expressing how much they enjoyed their time at SaTH.



Celebrating 50 years service

Two colleagues have achieved an incredible 50 years service to the NHS. Snetta Devi and Jayne Smith both attended the Long Service Awards in June where colleagues recognised this fantastic achievement.

Nominate your colleagues!



Nominations are open for our Moving to Excellence Awards

The Moving to Excellence Awards celebrate the outstanding dedication and commitment of colleagues and teams.

There will be five winners every other month, one for each division.

**Nominate by Thursday 31 July.
Winners announced in August.**

[Nominate here](#)



This is your opportunity to nominate and celebrate the outstanding dedication and commitment of colleagues and teams.

This year the awards ceremony will be held at The Mercure Telford Centre Hotel on Friday 17 October 2025.

The closing date for nominations is Friday 1 August.

To see all the categories and details on how to nominate, please visit the awards **[website](#)**.

Looking forward: Key messages

Please continue to use the two
Park & Ride services and be
mindful that patients are using it
at RSH

Please get involved with, and
support, Moving to Excellence
and Stronger Together

Please familiarise yourself with
the finance communications

Please consider nominating in
the Trust Celebratory Awards or
Moving to Excellence Awards

Did you know there is a Loop
app? Download now via your
app store

Windows 11 migration
continues

Please consider joining our
Staff Networks

Familiarise yourself with the
pension advice to help you
plan for retirement

South Asian Heritage Month
(from 18 July)

National Schizophrenia
Awareness Day (25 July)

World Hepatitis Day (28 July)

World Breastfeeding
Awareness Week (1-8
August)

Cycle to Work Day (7 Aug)

We are here to help and
support you

If you would like to raise a
concern, you can contact our
FTSU team

Contact
sath.ahealthieryou@nhs.net
for support if you are facing
pressures due to rising cost of
living

Familiarise yourself with the
health and wellbeing support
available – details on the
intranet



Thank you