

# Hospitals Transformation Programme Focus Group

5 March 2026



# Programme overview



The Shrewsbury and  
Telford Hospital  
NHS Trust



Integrated  
Care System  
Shropshire, Telford and Wrekin

# Programme Road Map



Outline business case approved nationally

**December 2023**

Outpatients entrance closes and site is prepared

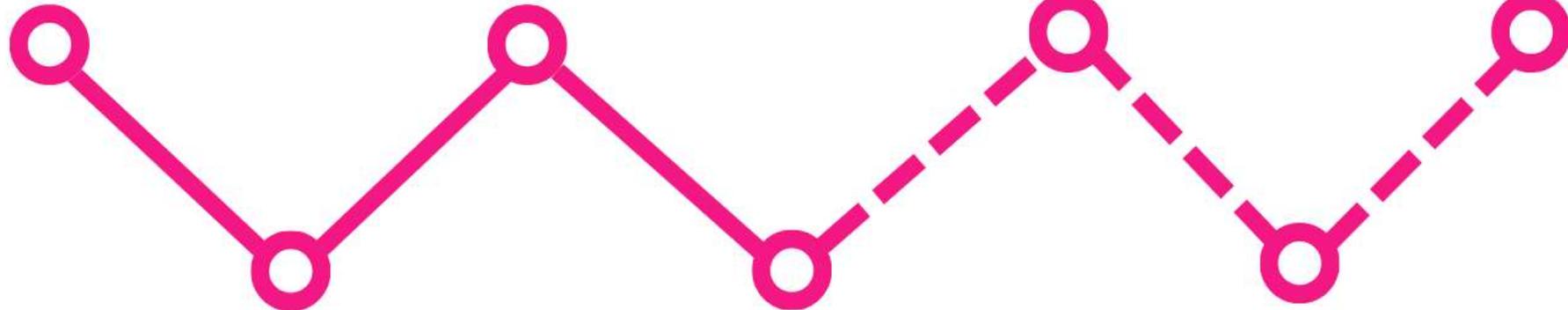
**Summer 2024**

Structure of new building complete and weathertight

**End 2026**

Patients admitted to new building

**Autumn 2028**



**May 2024**

Main business case approved nationally

**December 2025**

Final concrete pour for building structure

**Early 2028**

New building handed over to Trust

**HOSPITALS  
TRANSFORMATION  
PROGRAMME**



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SAFER CARE



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OUTCOMES

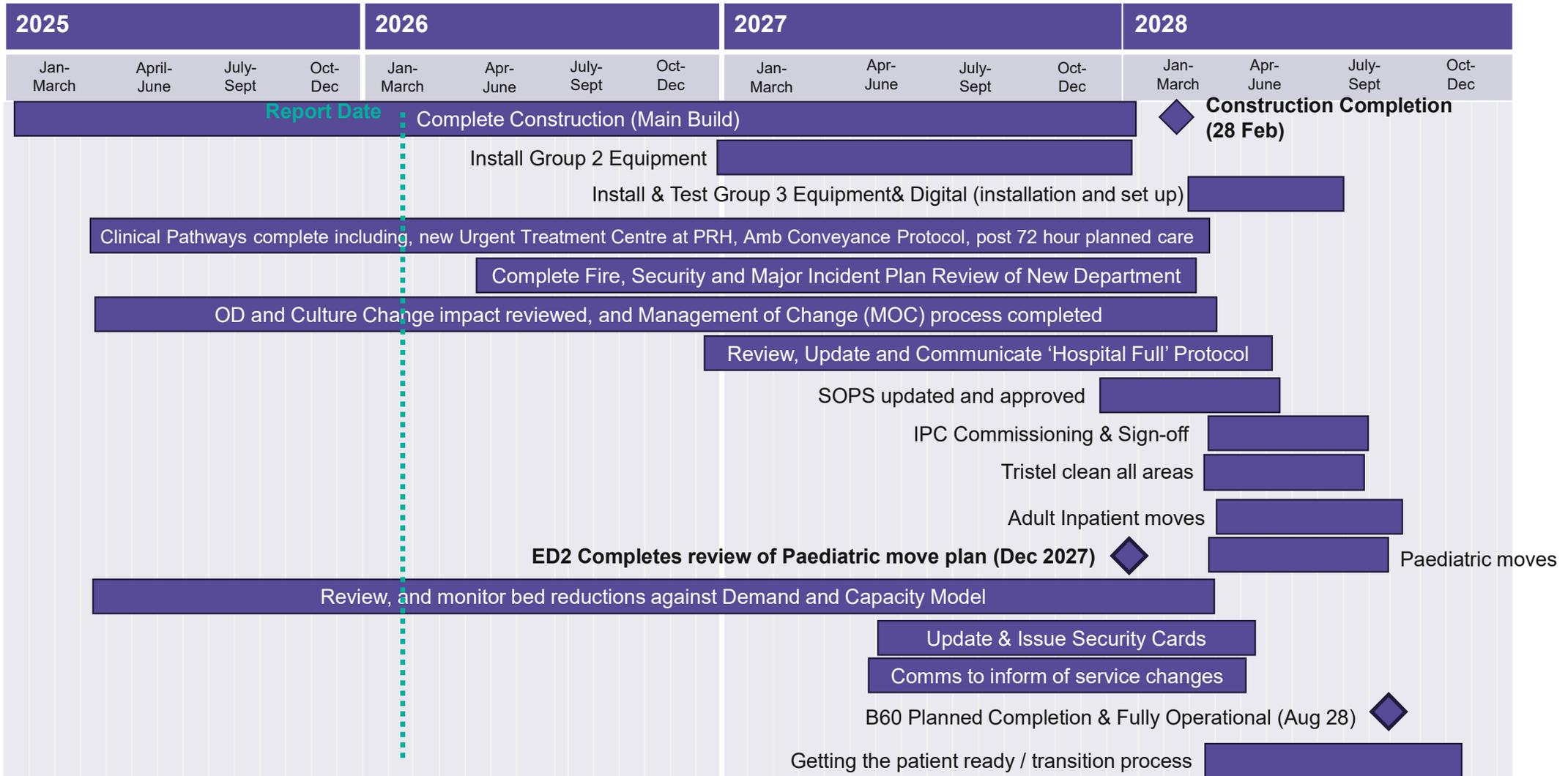


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A GREAT PLACE  
TO WORK

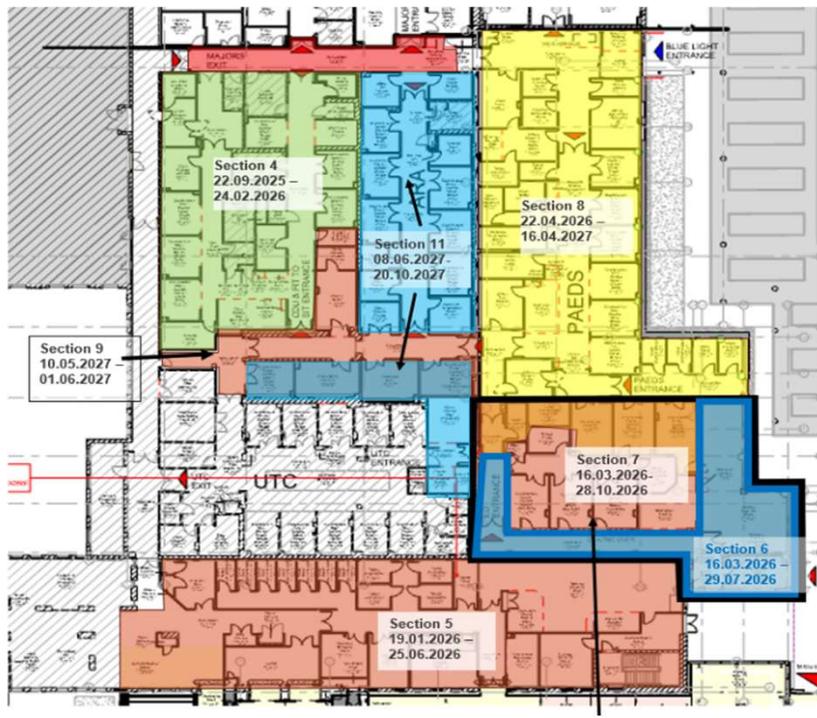
# B60 Critical Path Overview



# Construction Programme Overview



- The programme is making substantial and consistent progress, with the ED2 project firmly on track for completion by Winter 2027, without any reported challenges or delays.
- The main build project is also progressing according to plan, targeting completion in Spring 2028.
- Key milestones have already been achieved, including the successful completion of the concrete frame and a topping out ceremony held on 17th December 2025.
- Presently, the focus is on advancing cladding installation, fitting windows, and constructing internal partitions, all vital steps to securing a watertight building ahead of the winter season, thereby mitigating weather-related risks and safeguarding the construction timeline.



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# Princess Royal Hospital



Since opening in June of 2024, the Planned Care Hub in PRH has seen over **8000** patients, and nearly **5500** in the past 12 months.

This state-of-the-art facility has been central to the reduction in elective lists that has been represented in national league tables. While there is still much work to be done, the new and purpose-built facilities are bringing waits down.

The Orthopaedic ward in PRH will be reopened in March, with new air exchanges in place, which will enable us to fully reinstate elective orthopaedic surgery, and make further improvements to our elective lists.

In planned care, we were the most improved trust nationally for our 18-week referral to treatment performance, with a 14% increase between April and September.

Data released by NHS England (December 2025) shows that 64.1% of patients are being seen within 18 weeks of being referred for elective treatment.

We recently ran our first double high intensity theatre lists in one day – which enable patients to have their planned operation much quicker.

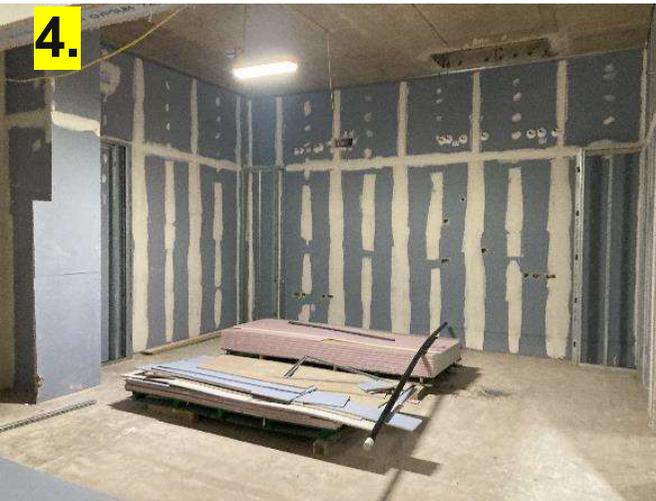


# Latest developments

# Progress update photos



1. Internal corridors
2. Ground Floor canteen courtyard
3. Paediatric balcony
4. Theatre on level 2
5. Corridor level 2
6. 4th floor balcony supported by Rotary



# Latest drone footage



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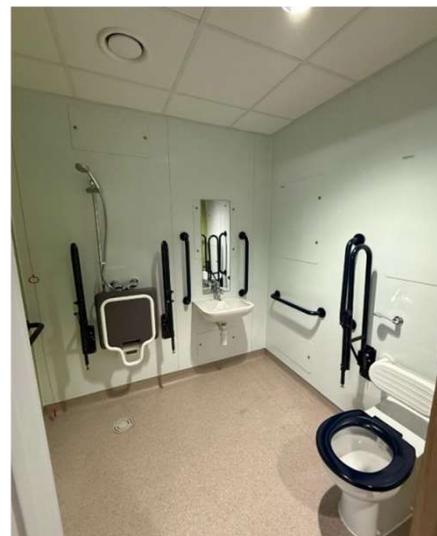
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# Construction – sample rooms

- At the end of 2025, we opened our sample rooms within the new building. These are located on the second floor within our Women and Children’s services
- The sample rooms are used to test materials and finish in line with various building standards before continuing with the rest of the fit out
- It also provides an opportunity for our clinicians to review the rooms and adjust designs as required
- The rooms have already been altered from the below pictures to incorporate requested changes, when they are in place, we will invite some focus group members to review them



# Construction – ED refurbishment

## We have completed

- New majors area
- New resuscitation department

## Next stage

- Handover of new 'Ambulatory Majors' at end of Feb – operational in March
- Beginning work to relocate the current Ambulance Receiving Area (ARA) building at front of department

## Future phases

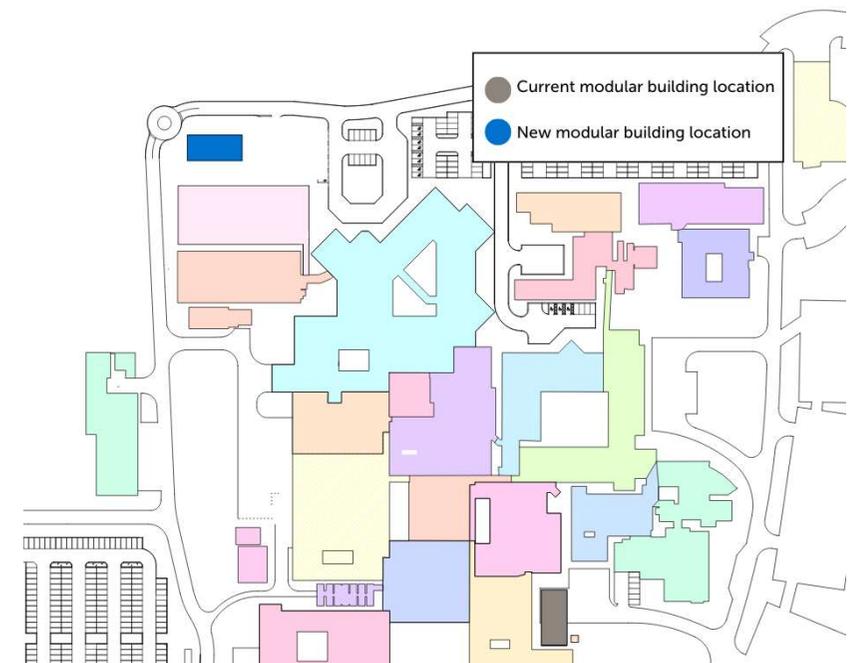
ED waiting room and other ancillary areas	To start – January 2026 Expected to complete – Summer 2026
Children's emergency footprint	To start – Spring 2026 Expected to complete – Spring 2027
Separate ED entrance	To start – Spring 2026 Expected to complete – Summer 2026
Triage rooms and ED reception	To start – Spring 2026 Expected to complete – Autumn 2026
Ambulance Receiving Area (ARA)	To start – Summer 2027 Expected to complete – Autumn 2027



# Construction next steps

- We will soon be relocating the modular building in front of the Emergency Department. This is so we can continue with the progress we are making to expand the existing ED to create a dedicated children's emergency care footprint, ready for 2028
- Our contractors, Integrated Health Projects, have started the groundworks to prepare for the building relocation near our new modular wards, we hope to complete the building relocation in Spring
- Whilst not related to HTP, we are also hoping to bring a modular theatre to RSH to be sited next to the new modular wards (Ward 38 and 39). Our Surgery, Anaesthetics & Critical Care division are in the planning phase for this, and we will share more information with you as soon as we are able to

## Site map showing building relocation



# Travel & Transport

- A multi-storey car park for PRH is in the early stages of planning with discussions underway with Telford and Wrekin Council to determine feasibility and location
- 60 new gravelled spaces have been created at PRH to compensate for spaces lost during the ongoing solar canopy works.
- We are continually working to maximise the existing space at RSH to create additional car parking, including additional spaces at the front of RSH near the Cophthorne building which will open in Spring, for staff.
- We are working with transport organisations and Councils on public transport routes to RSH and PRH; a Whitchurch – Market Drayton – PRH – Wellington bus route with 10 buses per day started service in January
- We will establish a transport link between the two hospital sites ready for 2028
- The RSH Park & Ride remains free for staff, but the public charge has increased to £2 for a return journey



# Engaging with Seldom Heard Voices



The Shrewsbury and  
Telford Hospital  
NHS Trust



Integrated  
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Shropshire, Telford and Wrekin

# Seldom heard groups in our communities



<b>Older adults (65+, especially 75+ and 85+)</b>	<b>Shropshire:</b> 87,796 people aged 65+ out of roughly 330,000 residents (around 27%) based on mid-2024 estimates <b>Telford and Wrekin:</b> population is younger overall, but has 34,994 aged 65+ <b>Powys:</b> High proportion of older adults, with 38,971 aged 65+ out of approximately 135,000
<b>People living with disability or long-term health conditions</b>	Percentage population that identify as disabled under the Equality Act: <b>Shropshire:</b> 16.9%, <b>Telford and Wrekin:</b> 20.5%, <b>Powys:</b> 18.1%
<b>Ethnic minority and minority language groups</b>	Larger percentage of ethnic minorities in Telford and Wrekin. Growing population, where English may be a second language.
<b>Rural and isolated communities</b>	Low population density, limited transport, service access barriers and digital black spots
<b>People living in areas of deprivation and low income</b>	<b>Telford and Wrekin:</b> Nearly 25% of the population live in the 20% most deprived neighbourhoods in England
<b>LGBTQ+ communities</b>	National estimates suggest between 1.5–5.8% of the population may identify as LGBTQ+
<b>People experiencing homelessness</b>	<b>~1500 people in STW experiencing homelessness</b> – face barriers in stability, service access and participation
<b>Unpaid carers</b>	Around <b>9.1% of Shropshire residents provide unpaid care</b> , and <b>10.6% in Telford &amp; Wrekin</b> — above national norms.
<b>People with sensory or cognitive impairments</b>	An estimated 47,000 people aged 65+ in Shropshire may have memory loss and 18,000 have mild cognitive impairment. Shropshire, Telford & Wrekin there were <b>around 7,410 people living with dementia</b> in the area,
<b>Veterans and service personnel</b>	Shropshire: 5.5% of residents aged 16+, with Veterans in Shropshire being generally older. Telford and Wrekin: 5.4% of the adult population. Powys: 5% of residents age 16+ (taken from 2021 Census data)



# Engagement overview to date

The review assesses the extent to which engagement has reached identified seldom-heard groups across Shropshire, Telford and Wrekin and mid Wales (Powys), drawing on the demographic profile of the area and known health inequalities. The review covers January 2023-January 2026.

**Community updates:** Regular updates and presentations are provided to community groups across the region.

**Presentations for seldom heard groups held: 15**

**Drop-ins and information sharing:** Face to face discussion and distribution of printed informational leaflets through open invite drop-in sessions have been held throughout the region since 2023.

**Seldom heard group focused events: 10**

**Focus groups:** Speciality focus groups have been held for specific areas of engagement and involvement.

**Speciality groups held: 9**



# Assessment of reach

## ✓ Disability, Neurodiversity & Sensory Impairment

Dedicated focus groups for Deaf/BSL community, hard of hearing community, visually impaired, learning disability and autism, people living with dementia, and people with mental health issues

Attendance at Telford Visual Impairment Group with planned visits to three different visual impairment groups across county

Repeat engagement with mental health forums

## ✓ Armed Forces Community

Dedicated focus group and sustained outreach

Presentation to local Armed Forces Covenant board

Engagement with RAF networks and Armed Forces events

Alignment with wider Trust veteran commitments

## ✓ Children & Young People

Dedicated focus group for 7-11 age group and 11-17 age group

Engagement through Telford College, parent networks, and young people's academies

Direct youth voice included in transformation discussions

## ✓ Older People

Dementia focus group

Engagement with Probus Club and U3A, Age UK groups and a drop-in at Age UK offices, planned visit to WI group

Strong representation within wider engagement events



# Assessment of reach

## ✓ Rural & Geographically Isolated Communities

Targeted rural engagement activity includes drop-ins at Edstaston village hall, Welshpool livestock market and Lydham Friday market, as well as drop-ins in rural towns such as Bishops Castle, Welshpool, and Newtown

Rurality a major issue in Travel and Transport focus groups

Presentations to four rural parish councils and regular updates to Shropshire Association of Local Councils offering input from parish, town, and county councillors on issues faced by rural constituents

## ✓ Socioeconomic Disadvantage

Targeted engagement in deprived communities in Telford & Wrekin including Sutton Hill and Brookside with planned trips to Donnington, Madeley, Sutton Hill, and Woodside

## ✓ Ethnic Minority & Migrant Communities

Drop-in at Eid Mela festival for Regent St. Mosque in Wellington

Presentation to One Voice Telford, multicultural association with members from Caribbean, Asian, South Asian, and Eastern European communities

## ✓ Unpaid Carers

Presentations for Shared Lives carers and Parents Opening Doors (parents of children with additional needs)

Learning Disability & Autism Focus group, which led to development of Trust-wide Special Patient Experience Group for Learning Disability and Autism



# Key stakeholders

Rural & Geographically Isolated Communities	Ethnic Minority & Migrant Communities	Unpaid Carers	LGBTQ+ Communities	Lower income/socioeconomic deprivation
<p>Powys Teaching Health Board community teams</p> <p>Community councils and town councils</p> <p>Village hall committees</p> <p>Agricultural networks (e.g. Young Farmers)</p> <p>Community transport providers</p>	<p>Faith organisations (mosques, churches, temples)</p> <p>ESOL providers</p> <p>Migrant support services</p> <p>Cultural associations</p>	<p>Carers Trust branches</p> <p>GP practices</p> <p>Adult social care teams</p> <p>Shropshire Carer Support Team</p>	<p>Pride organisers</p> <p>Local equality networks</p>	<p>Housing associations</p> <p>Food banks</p> <p>Family hubs</p> <p>Citizens Advice Community centres</p> <p>Enable Shropshire</p> <p>Family Drop-ins</p>
Veterans and military personnel	People with sensory or cognitive impairments	Older adults (65+, especially 75+ and 85+)	People living with disability or long-term health conditions	People experiencing homelessness
<p>Armed Forces Outreach</p> <p>Veteran Breakfast Clubs</p> <p>Op COURAGE</p>	<p>Dementia support groups</p> <p>Age UK</p> <p>Designs in Mind</p>	<p>Age UK</p> <p>WI</p> <p>Befriending Groups</p>	<p>Community Outreach Teams</p> <p>Social Care</p>	<p>Shropshire Housing Alliance</p> <p>Ark Shrewsbury</p> <p>STAY Telford</p>



# Previous actions

# Closed Actions

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
<b>HTP Quarterly - 2nd December 2025</b>						
4	02/12/2025	Aaron Hyslop to include road map of progress and upcoming works within the presentation for the next focus group meeting.	Aaron Hyslop		Detailed timeline included	<b>COMPLETE</b>
5	02/12/2025	Steve Ellis to liaise with the podiatry team to find out if there is a possibility to relocate closer to Wem or to the more rural areas.	Steve Ellis		Awaiting detailed feedback from podiatry but it is unlikely that anything will change with regards to locations for podiatry provision in the immediate future.	<b>COMPLETE</b>
Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
<b>ITU/Oncology Garden 5th December 2025</b>						
1	05/12/2025	Adam Ellis-Morgan and Johnathan Callwood to draft a proposal that satisfies the fire officer and the construction team to make sure all the weight is evenly distributed so that we don't have it all in one area.	Adam Ellis-Morgan / Johnathan Callwood		Design concept completed and shared.	<b>COMPLETE</b>
2	05/12/2025	(JCa) agreed to change the name of the garden from Sky Garden to Terrace Garden.	Johnathan Callwood		Subsequently it was agreed to call area ITU and Oncology Garden	<b>COMPLETE</b>
3	05/12/2025	Adam Ellis-Morgan to discuss piped oxygen options with Kate Tantom	Adam Ellis-Morgan		Subsequent discussion held with Aaron Hyslop and Kate Tantom	<b>COMPLETE</b>



# Closed Actions

Action No	Date of meeting	Action	Lead Officer	Timescale/ Deadline	Comment/ Feedback from Lead Officer	Action
<b>Communications &amp; Engagement for Urgent &amp; Emergency Care - 3rd June 2025</b>						
COM 1	03/06/2025	Jenny Fullard to inform Jo Williams of Bernie Bentick's interest in joining the Local Care Transformation Programme meeting.	Jenny Fullard		Bernie Bentick and Jo Williams subsequently in touch on ongoing basis	<b>COMPLETE</b>
COM 2	03/06/2025	Jenny Fullard to contact the ICB to get an update on the out of hours GP service for focus group members.	Jenny Fullard		Information about the GP Out Of Hours service can be found on the ICS website. HealthHero officially became the new GP Out of Hours provider for Shropshire, Telford and Wrekin on 1 October 2025. HealthHero has established local headquarters in Telford, which will act as the central hub for service coordination, has purchased a new fleet of vehicles to support out of hours home visits, and is working closely with local partners and community organisations, including Healthwatch, to gather feedback and ensure services meet local needs.	<b>COMPLETE</b>

The log of actions from all HTP focus groups can be found here:

<https://www.sath.nhs.uk/wp-content/uploads/2026/03/HTP-Master-Action-Log-020326.pdf>



# Working with our partners



The Shrewsbury and  
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Shrewsbury and Telford  
Hospital Charity



The SaTH Charity W&C appeal launched over Christmas, and has raised over £20,000 to date, to be used in the development of a children's terrace garden, a sensory room, and a school room in the new building at Royal Shrewsbury Hospital.



Further engagement around these important features in the new building will be taking place in the next quarter, we will ensure our focus group and community members are kept informed.



Rotary Club of Shrewsbury Severn

### ITU/Oncology Terrace Garden campaign

A focus group was held in December, with **Shrewsbury Severn Rotary Club**, to consider the plans to landscape the ITU/Oncology terrace garden.

Former patients, families, as well as staff members, contributed to the conversation.

Award winning garden designer, Mike Russell, also attended and has started on the design of a garden for this important space that will be capable of having two beds and plenty of seating for patients, families, and members of staff.

Plans will be shared with public and staff for further feedback in a focus group that will be held in the next quarter.





- This **£5million appeal** will grow cancer care across the region through the creation of a Lingen Davies Cancer Centre at Telford's Princess Royal Hospital by 2029.
- Combined with current services, this development will **double chemotherapy capacity across the region**. There will also be new lung and urology diagnostic clinics, and outpatient clinics.
- Currently, almost **40%** of patients accessing cancer care in Shrewsbury have a TF postcode. Offering services that are closer to home and doubling capacity will reduce stress and associated worry about lengthy wait times.



## CAN YOU HELP US GROW CANCER SERVICES?

[lingendavies.co.uk/sunflower-appeal](http://lingendavies.co.uk/sunflower-appeal)



Donate today



# PRH Respiratory Centre

Vacated clinical space in Princess Royal Hospital, as part of HTP, provides an opportunity to develop a Respiratory Day Unit – with support from charitable funding.

Our vision is to:

- Consolidate our respiratory specialists in one centre that will **serve our entire region**
- Provider **faster diagnostics and treatment** for respiratory conditions
- **Utilise existing, high-quality clinical space** in the current PRH W&C centre, which will be available once clinical moves have taken place



# How can you remain involved?



The Shrewsbury and  
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# Focus groups

Throughout the programme we have engaged and worked with our communities – they have had a direct impact into the programme and design of new healthcare facilities such as the following examples:

- Redesigned main entrance into the hospital – now with separate entrances for ED/UTC and main hospital
- Second bereavement suite added to W&C floors and one flexible room if required – this includes soundproofing of these rooms
- Providing calm spaces within the building for those with additional needs
- Providing a sensory room within W&C floors for children with learning disabilities and families
- Yellow toilet doors to make them easy to distinguish
- Dementia friendly clocks within rooms and wards
- Two mental health rooms now incorporated within the Emergency Department
- Lift display units for lone deaf/mute visitors – visual and audible instructions available through auto dialler
- Clear colour differentiation between floors, walls and doors for those living with dementia and with additional visual needs

**Our next focus group will be Tuesday  
2nd June 2026, 10:00-12:00**

Find out more here, or scan the QR code:

<https://bit.ly/FocusGroups-HTP>



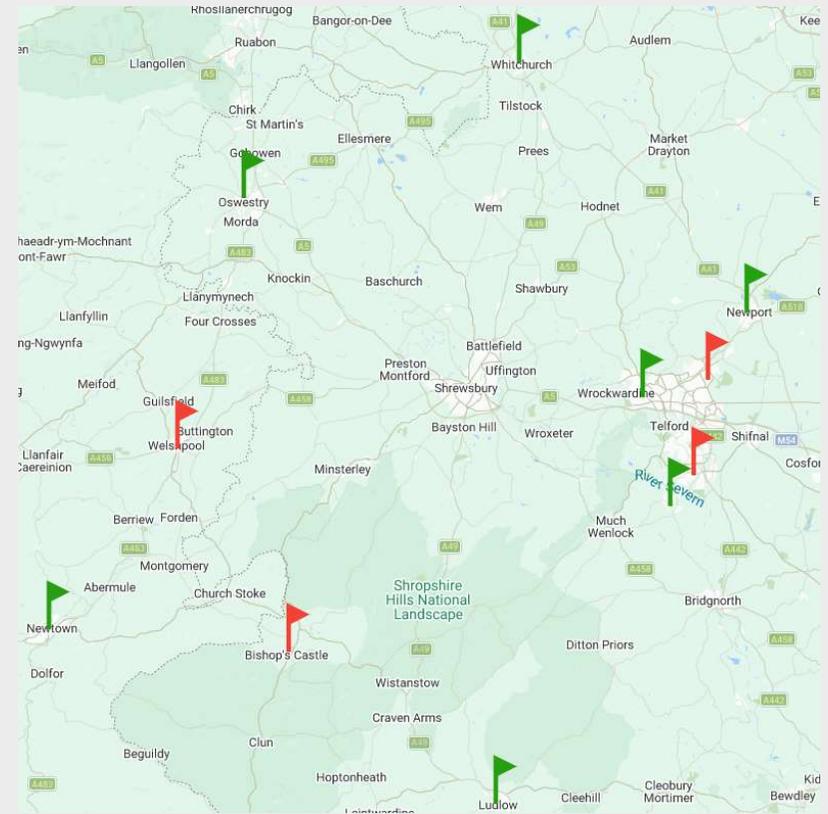
# Engagement in the Community



We will continue to hold informational public drop-ins and deliver presentations to interested groups through 2026 and beyond. The map shows visits taking place January-March, green flags for completed visits and red flags for upcoming ones. 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)

- Donnington Community Hub (Live Well Hub), Friday 6th March, 9:30-11:30 (drop-in)
- Madeley Library, Thursday 12th March, 10:00-12:00 (drop-in)
- Bishop's Castle Library, Friday 20th March, 10:00-13:00 (drop-in)
- Welshpool Library, Monday 23rd March, 10:00-13:00 (drop-in)
- Wellington Library, Live Well Hub, 23<sup>rd</sup> April 10:00-12:00

Next About Health (online update, open to all)  
28 April, 6.30pm-7.30pm



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# Additional engagement routes



Event & Date	Subject
Monthly Hospital Update – MS Teams (next one <b>25th March</b> )	Monthly Trust News Update including update on HTP
Monthly newsletter email update - sent to our 5000+ community members	Update from Public Participation team including HTP update and details on how to get involved
Quarterly About Health online updates (next one <b>27th April</b> )	One hour MS Teams online presentation for public from HTP team with Q&As
Quarterly Public Assurance Forum (next one April 2026) with representatives from organisations across health & social care in Shropshire, Telford & Wrekin & Mid Wales	Presentation from HTP team with Q&As
SaTH website and intranet	Webpages which support public engagement and Latest HTP meetings/feedback <a href="#">Public Participation - SaTH</a>

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# Thank you for joining us...



- If you sign up to become a community member [sath.engagement@nhs.net](mailto:sath.engagement@nhs.net) we will keep you updated on how you can get involved and updated on the programme through our monthly update.
- Any further questions, please email: [sath.engagement@nhs.net](mailto:sath.engagement@nhs.net)

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