



Hospitals Update September 2026

Winter preparedness

One Group, One Plan

For the first time, SCHT and SaTH are working from a single combined Winter Plan, with shared oversight and one set of goals.

Beating No Criteria to Reside (NCTR) Before Winter Bites

Driving No Criteria To Reside bed days down so we go into winter stronger, not on the back foot.

January sorted

Ramping up our complex discharges over the festive bank holidays so that our patients aren't left waiting because of the calendar.

Every Pathway Joined Up

New Integrated Therapy Service, expanded Integrated Front Door, and standardised discharge processes so patients move smoothly between acute and community care.

New This Winter

Expanded Virtual Ward and OPAT service; Community clinics and Neighbourhood MDTs for highest-risk patients. Enhanced SaTH Admissions Service; Additional Matrons for capacity and flow Trauma Floor reconfiguration; New Oncology Assessment area

Rehearsed, not just written on paper

Tested through a regional winter exercise and our own severe weather stress test before winter arrives.

Ready for Whatever Winter Throws at Us

Real-time OPEL (Operational Pressures Escalation Level) monitoring and joint site calls mean we can flex and surge as one Group the moment pressure builds.

Looking After Our People Too

Dynamic rostering, wellbeing support, flu jabs and a real focus on getting sickness absence down, so our workforce is ready for winter as well as our patients.

Ready for Rural Winter

Gritting priority routes, a centralised 4x4 fleet and 72-hour severe weather warnings keep patients and staff safe across our rural geography.

Our Group, six months in

Stronger teams. More joined-up care. Better use of our collective expertise.

One Group

Trust Board of directors in common, shared leadership, shared priorities, committee in common in place for People Committee, and plans for Quality & Safety Committee. Local Care and Neighbourhood Committee in place

More integrated teams

Therapies, Radiography, People & OD and Digital are now integrated, with closer collaboration across discharge, urgent care and neighbourhood. Other teams are actively talking about what closer working looks like

Better connections

Shared Wi-Fi, more aligned digital planning and progress towards shared access to records.

Benefits for patients

More coordinated pathways, care closer to home and early examples of reduced waiting times.

Benefits for colleagues

More opportunities to share expertise, reduce duplication, strengthen resilience and learn from one another. Plans in place to harmonise key HR policies



Group finance update

- Year to date the Group has a deficit to its plan of £5.8m with a £0.3m surplus at ShropCom and £6.1m deficit at SaTH.
- Challenges are efficiencies delivery, staffing pressures and increased levels of activity above plan.
- The total annual efficiency target in 2026/27 for the Group is £44.3m - £40.0m SaTH and £4.3m ShropCom.
- The Group delivered £16.6m of efficiencies to date, against a plan of £17.2m, an adverse variance to plan of £0.6m which is within the SaTH financial position.
- Both organisations exceeded Bank planned spend. SCHAT due to vacancies and SaTH predominantly relating to costs from industrial action and increased unavailability, partially offset by agency expenditure which is below planned levels.
- There is no additional funding nationally so we must get back on track.

The financial challenge

- SaTH is spending nearly £2.1m each day, against an available budget of £1.9m.
- We have delivered £15m in efficiencies but remain £6.1m overspent.
- To deliver the financial plan by March 2027, we need to save an additional £5m each month.
- Patient safety remains our priority, with quality and financial improvement going hand in hand.
- To invest in new services, we need to stay within our budgets and find the investment within.
- Our plan is doable – let's keep going!

We're adding...



Focus on quality

For the kindest and safest care...

Reduce infections:

- Wash hands thoroughly
- Regularly disinfect surfaces
- Catch it bin it kill it

Reduce deconditioning

- Help patients sit up, get dressed, keep moving
- Regular patient observations and early escalation



Recognising our colleagues



Congratulations to the ShropCom Pharmacy Team for being shortlisted in the national PresQIPP awards for their project which improved care for residents living in care homes. The winners will be announced on 25 September.



The Neonatal Unit has achieved the UNICEF Baby Friendly Initiative Stage Three accreditation.

The UNICEF UK Baby Friendly Initiative (BFI) is a global programme that enables health professionals to better support families with feeding and developing close and loving relationships so that all babies get the best possible start in life.



Congratulations to the SaTH Estates team who have been shortlisted in the Healthcare Estates Awards. The Team has been nominated for the Net Zero Innovation Award. Shona Baugh, Sustainability Lead, has also been shortlisted for the Champion of Champions Award category. The winners will be announced on 13 October.



We're delighted to be shortlisted for a HSJ Patient Safety Award in the 'Advancing Patient Safety with Data and Analytics' category. Good luck to the team at the awards ceremony on 28 September.

Volunteer Highlights



Number of active Volunteers

222

Volunteer hours given in August

1861

223

Journeys completed in
August

19

Operational volunteer
drivers in August

2

New volunteer drivers
in progress

Volunteer Driver Service Update

In August, our Volunteer Driver Service has continued to support patients across our hospital sites and CDC at Hollinswood House.

Community Engagement - Overview

HOSPITALS CONNECT



First Hospitals Connect session very well received!

Kate Ballinger, Community Engagement Manager, presented **Hospitals Connect** to a meeting of The Rotary Club of the Wrekin at the end of August.



Kate with Club President, Sophie Price

Attendees were interested to hear information about the Group model, as well as latest news and involvement opportunities.

We have been invited back to deliver 6-monthly updates to the club.

Community Engagement Team Statistics



Community Members

Total at 31/08/26 **5054**

Joined in August **4**



Organisations

Total at 31/08/26 **508**

Joined in July **1**



Community Events

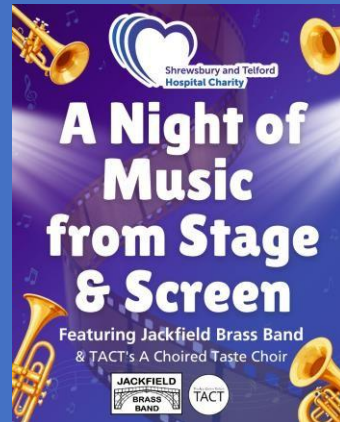
Held **1**

Attended **3**

Charity Concert

Join us on 10th October 2026 for “A Night of Music from Stage & Screen”. Featuring performances by award-winning Jackfield Brass Band and the TACT ‘A Choired Taste’ Choir, we’re fundraising for a sensory room and play area for the new Children’s Ward at RSH

Scan QR code to book
your tickets



Memory Sculptures – help us give them a name

Two beautiful tree sculptures have been commissioned by the charity and designed by the British Ironworks. They have been created as a special way for people to remember loved ones. A leaf can be purchased and engraved with a personal message, creating a lasting tribute. We are asking staff for their ideas of what to name the sculptures

Scan QR code to complete the
survey



Working in Partnership

New Swan Room Opens

Vital Energi, who is currently delivering the £16.2m decarbonisation project at RSH, has helped support the creation of new Swan Room through a donation of nearly £5,000 to Shrewsbury and Telford Hospital Charity.

Impact Statement: “The new Swan Rooms will provide dedicated spaces to support families during last hours and days and bereavement care. We only have one chance to get this care right for every person, every time and we are so grateful to Vital Energi for this generous donation to the Swan Fund for this project. The official opening coincided with the Swan Fund’s 11th birthday – a very special way to mark the occasion. The fund has raised in 11 years over £113,000 on average £10,000 a year, which is incredible.” Jules Lewis, Swan End of

Life Care Facilitator/Lead Nurse





Thank you