

Date: Friday, 13 February 2026

Time: 10.30 am

Venue: The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ

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JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

TO FOLLOW REPORT (S)

4 Hospital Transformation Programme (Pages 1 - 18)

To receive an update from system leaders on Hospital Transformation Programme (HTP)

Jo Williams, Group Chief Executive, The Shrewsbury and Telford Hospital NHS Trust (SaTH)
and Shropshire Community Health NHS Trust (SCHT) and

Andrew Morgan, Chair in Common of SaTH and SCHT will attend the meeting to provide the update and answer questions

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Hospitals Transformation Programme

“Opening in 2028, our exciting multi-million pound investment in our hospitals will benefit all our patients.”



HOSPITALS
TRANSFORMATION
PROGRAMME



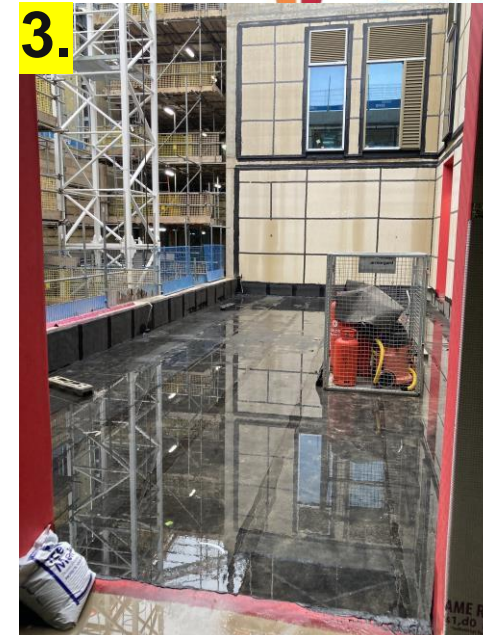
JHOSC 13 February 2026

Latest drone footage

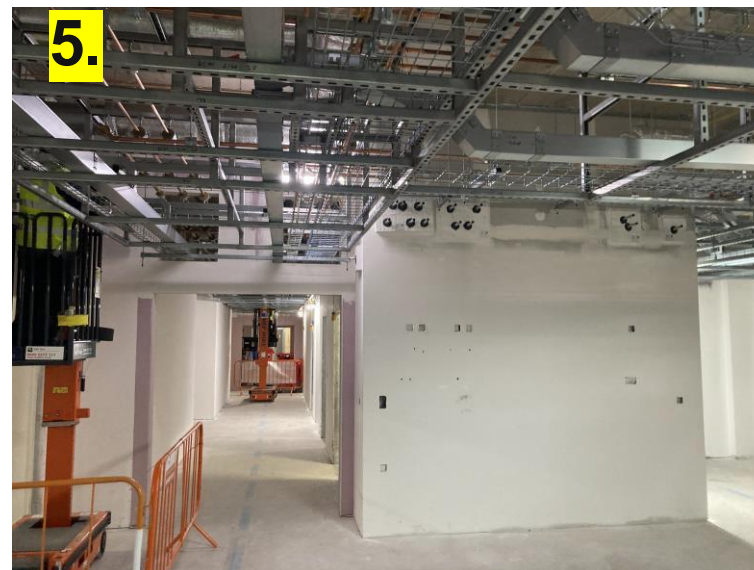
https://youtu.be/pcYRYRq_vlc

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Progress update photos

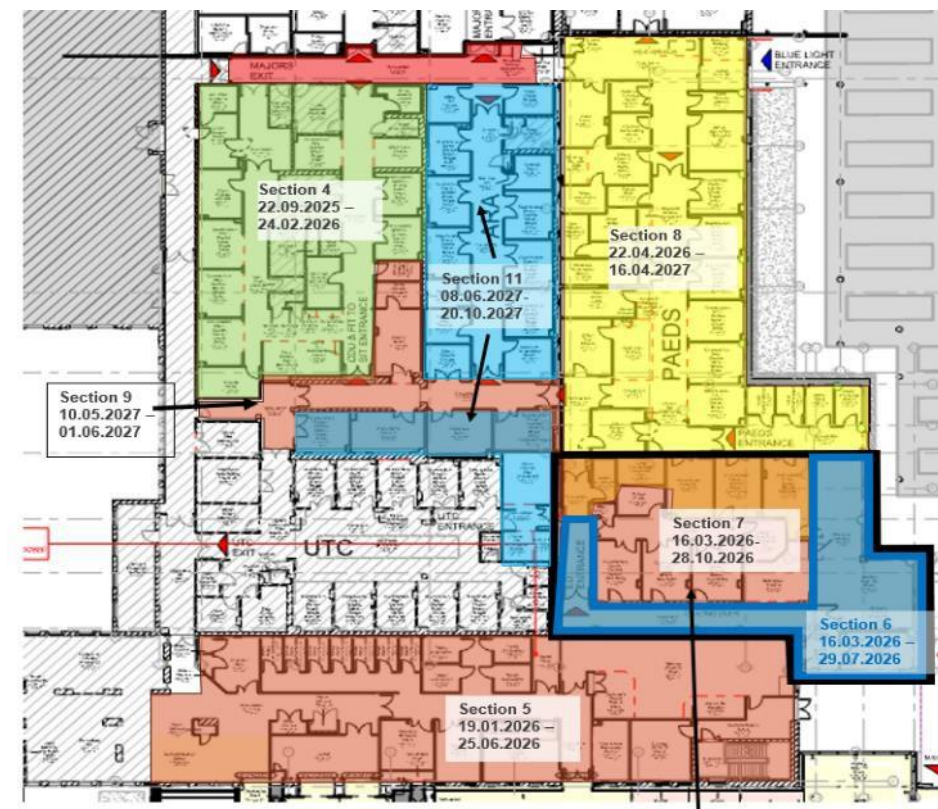


1. Internal corridors
2. Ground Floor canteen courtyard
3. Paediatric balcony
4. Theatre on level 2
5. Corridor level 2
6. 4th floor balcony supported by Rotary



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 17 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.

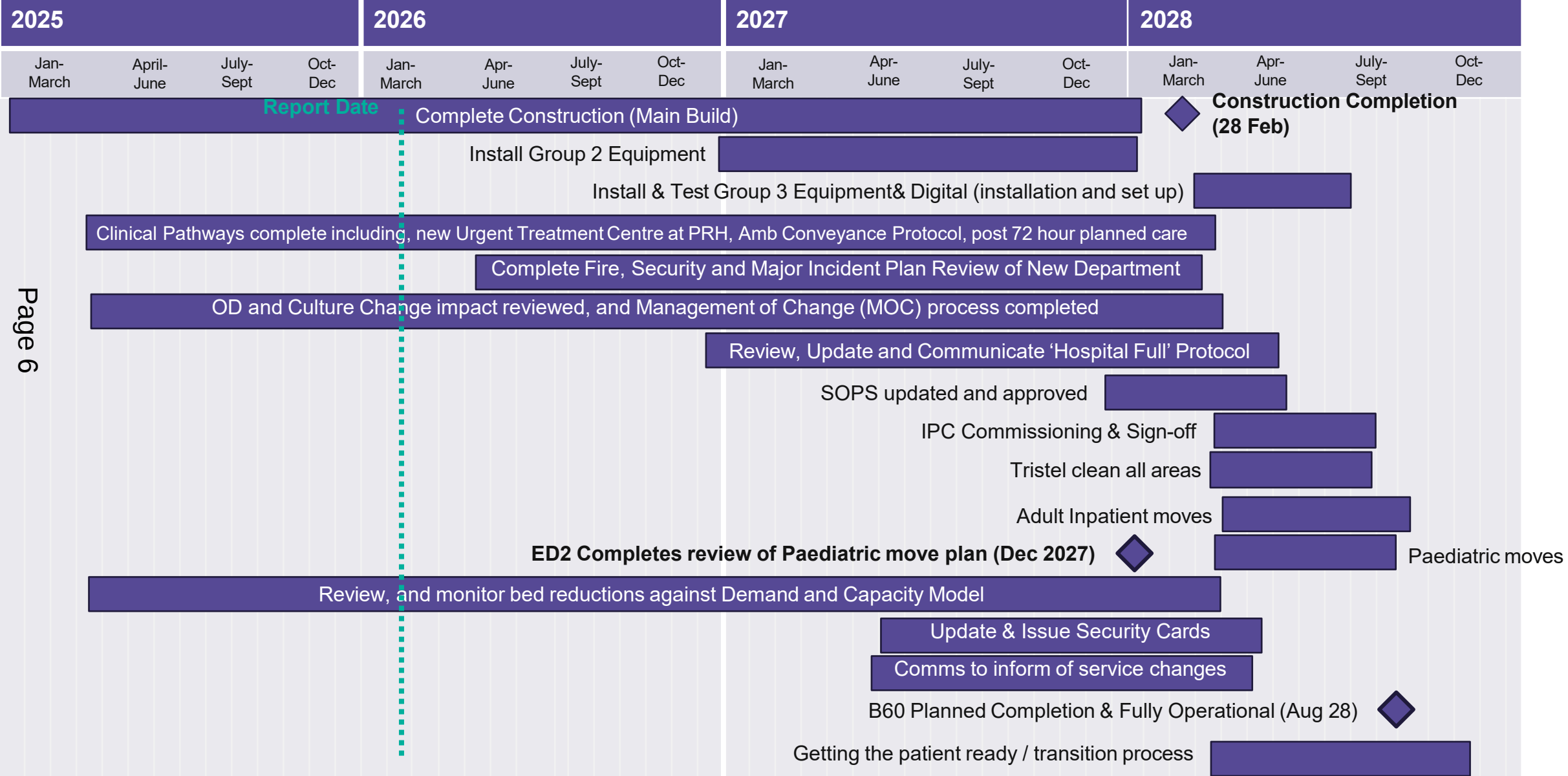


Social Value

- **Community Skills Centre official opened** Thursday 11 December 2025 – first cohort completed a **six-week skills programme** and now in paid roles with IHP or sub-contractors. The space will also be available to be used by local educators and organisations in the region to upskill those interested in a career in construction and is bookable via the IHP team.
- Working with several organisations to deliver employment opportunities, education activities and charitable support. This includes
 - Harper Adams University, Telford – Sustainability workshops
 - Shrewsbury College – T Level careers talk
 - Haberdasher Adams, Newport – Careers event
 - Telford College – supporting with built environment course and SWAP Scheme placement
 - Shrewsbury ARK – donations of materials and labour support
 - Hadley Youth Centre, Telford – donations for youth club activities
 - Over £13,500 being invested in local Shropshire and Telford communities



B60 Critical Path Overview



Workforce

The workforce modelling for this phase has been completed. We continue to develop an integrated workforce plan, leveraging secured RSP investment. This plan will be aligned with the HTP workforce plan and incorporate our multi-year goals for 2026/27 as a Group. Our initiatives are focused on three key areas: **Train, Retain, and Reform**, all aimed at providing robust support for our staff.

Change management is underway for teams impacted by the new clinical model with staff side engagement.

- Change agents have been appointed to serve as ambassadors for the new clinical model within teams and throughout the organisation
- Identified teams impacted by new clinical model with relevant ongoing staff side engagement – this includes relocation and moving into cross-site or rotational roles
- Regular drop-in sessions are being conducted to engage with staff about the new clinical model and its effects
- Clinical pathways are now being developed and integrated with the workforce model

Engaging and working with our communities

Public and community engagement

- A comprehensive engagement plan is being developed for 2026, aligned to the Trust's 5-Year Community Engagement Strategy (2026–2031)
- Proactive engagement continues with key stakeholders and seldom heard groups
- Drop-ins across libraires now underway – with dates added following request of JHOSC
- Quarterly focus groups and About Health events scheduled and on track
- New information booklet now available in print and online
- Regular content through digital channels and local media to inform audiences of our progress – sharing with system partners to amplify messaging
- Dedicated areas within our hospitals providing information about HTP – 'Transforming PRH Hub'

Staff and clinical engagement

- Implementation of “HTP Together” internal campaign from Spring 2026
- Briefing sessions for HTP Together have taken place with all divisional Change Agents
- Focus on staff engagement at Princess Royal Hospital, utilising the space provided through the Transforming PRH Hub. Week-long engagement week planned for April at PRH



Clinical Pathways, Quality and Governance



Governance:

1. Clinical Services Transformation Group: (established January 2025)

Coordinate, direct, and collate all clinical transformation activity across Divisions and service areas relating to and influencing the implementation of the new model of care and its delivery. Pathways and Workforce.

2. Emergency Treatment and Transfer: (established September 2025)

Coordinate and direct the development of the pathway, personnel and service requirements for the identification, immediate support, diagnosis and treatment of the deteriorating patient on the PRH site (likely to be in ward base, theatre or UTC) with an operational policy for stabilisation and transfer to an appropriate receiving area at the Royal Shrewsbury Hospital or alternative where alternative services are determined by current pathways

Clinical Advisory Group (established September 2022)

Formally oversee and approve the operational, staffing and transition plans aligned with activity assumptions and design elements relevant to the delivery of the clinical model

Our progress

- A majority of our clinical pathways have been reviewed and those impacted by the clinical model are being presented to our Clinical Services Transformation Group (CSTG) which is chaired by one of our Divisional Medical Directors.
- We are learning lessons from other Trusts who have been through similar transformation programmes and looking to incorporate these as we move forward.
- Regular meetings have commenced with West Midlands Ambulance Service (WMAS) and other providers to review ambulance journeys.

Hospital transfers

Inter hospital transfers will occur for several reasons (aligned to HTP model of care):

1. Step down to the planned care site (PRH)
2. Step up to the emergency site (RSH)
 - Emergency transfer
 - Non-emergency transfer
3. Transfer to tertiary sites – **occurs now (no change in operating model as a result of HTP)**

Current ambulance conveyance protocols are being updated to reflect the new model of care and any other future developments outside of HTP, ready for 2028

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Transfers from PRH to RSH or tertiary site

- Currently, 10% of patients who self present at the PRH ED require hospital admission
- To minimise emergency/urgent transfers, all category 1 and 2 ambulances would be directed to RSH ED. Ambulances will follow pathway led category 3 guidance (from NHS England)
- In keeping with model of care, transfer from PRH UTC to RSH will be to a speciality assessment area, with emergency transfers of the deteriorating patient supported and directed to the appropriate area at RSH

Step Down Transfers From RSH to PRH

- The speciality bed bases at PRH for Step down care are: General Medicine, Respiratory Medicine, Care of the Elderly, Stroke Rehabilitation, Surgery and Trauma.
- Pathways of care will be defined before transfer where patient selection will be determined by their predicted care needs
- Consultant cover supplied by Specialist with bed base at PRH

Travel & Transport

- RSH Park & Ride already delivered with a regular bus transfer for staff and patients to the hospital between 6:20am and 9:25pm on weekdays (excluding bank holidays)
- PRH staff Park & Ride currently embedding
- We are continually working to maximise the existing space at RSH to create additional car parking

Brand new bus shelters and infrastructure are planned for the RSH site as part of the HTP plans

- We are working with transport organisations and Councils on public transport routes to RSH and PRH
- We will establish a transport link between the two hospital sites ready for 2028
- Patients who are eligible for hospital transport now will continue to receive hospital transport in 2028



Moving to excellent care:

Group Model

- The Boards of Shropshire Community Health NHS Trust (Shropcom) and The Shrewsbury and Telford Hospital NHS Trust (SaTH) are forming a Group model. We will officially become a Group on 1 April 2026
- The two organisations have now appointed a Group Chief Executive (CEO). Jo Williams took on the role from Monday 1 September 2025. This shared role will lead both organisations working with Andrew Morgan, as Group Chair
- This is a real opportunity for both organisations to accelerate the good work already happening and explore ways of further integrating services to benefit patients



Integrated
Care System
Shropshire, Telford and Wrekin



The Shrewsbury and
Telford Hospital
NHS Trust



Shropshire Community Health
NHS Trust



The Shrewsbury and
Telford Hospital
NHS Trust

Better Together

Looking to the future



Moving to excellent care: **Achieving the NHS 10-Year Plan**

- Accelerated by Group model - Group will play a leading role in transforming neighbourhood health services working with primary care and other partners
- **Urgent Community Response Teams** now implemented – provide urgent care at home reducing pressure on emergency and hospital services
- Enhancing **Care Transfer Hub** to facilitate efficient referrals, discharges and better alignment with community and social care
- **Virtual Wards**
- **From analogue to digital** – working through our Digital Roadmap to utilities digital tools and eliminate paper-based processes where possible. This includes Patient Engagement Portal (PEP) where appointment letters are managed digitally and integrated with the NHS App

Better Together

Looking to the future



Community Hospitals

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Whitchurch Community Hospital is located in the Northeast of the County and is a freehold site owned by SCHT. It is a well-established site, with some areas over 100 years old, with a significant refurbishment undertaken some 20 years ago. Recent investment includes solar panels and a biomass boiler to support our Net Zero pledge.

Capacity & Service Configuration

Page 15
Inpatient Rehabilitation ward with 25 beds
Outpatient Departments
Therapy Department and Gym
Urgent Care Minor Injury Unit (MIU) X-ray
Community Services base

Services Offered and Usage

Inpatient rehabilitation 24/7 via MDT

MIU M-F 09.00-17.00

X-ray M-F 09.00-16.30

Consultant Outpatient Clinics – Paediatrics,
Cardiology, Respiratory, ENT, Gynaecology

Outpatients – Adults; Physiotherapy, Podiatry, SLT
& Dietetics CYP; Physiotherapy, SLT

Specialist Services – Respiratory, Continence

GP Out of Hours

Community Maternity

Bridgnorth community hospital is located in the Southeast of the County and is a freehold site owned by SCHAT. The site varies in age from c.20 years to over 100 years old, with a major refurbishment in 2008. Investments include Green technology, ventilation and theatre upgrades and lift replacement.

Capacity & Service Configuration

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Inpatient Rehabilitation ward with 25 beds
Outpatient Departments Therapy
Department and Gym
Urgent Care Minor Injury Unit (MIU) X-ray
Day Surgery Unit
Community Services base
League of Friends Café & Shop

Services Offered and Usage

Inpatient rehabilitation 24/7 via MDT
MIU 7/7 08.00-21.30
X-ray M-F 09.00-17.00
DSU M-F
Consultant Outpatient Clinics – Paediatrics, ENT, Gynae, Respiratory, T&O, Rheum, Cardiology, General Surgery
Outpatients – Adults; Physiotherapy, Podiatry, SLT & Dietetics, APCS. CYP; Physiotherapy, SLT
Specialist Services – Respiratory, Continence
GP Out of Hours
Community Maternity -

Ludlow community hospital is located in the South of the County. It is owned by NHS Property Services and SCHT is the main tenant. The site varies in age and includes a Grade II listed building. NHSPS has invested in areas of compliance at the site.

Capacity & Service Configuration

Inpatient Rehabilitation ward with 19 beds
Outpatient Departments
Therapy Department and Gym
Urgent Care Minor Injury Unit (MIU) X-ray
Community Services base
Maternity
Cafe

Services Offered and Usage

Inpatient rehabilitation 24/7 via MDT
MIU 7/7 08.00-20.00
X-ray M-F 09.00-15.00
Consultant Outpatient Clinics – T&O, Rheum,
Vascular,
Gynae
Outpatients – Adults: Physiotherapy, Podiatry, SLT &
Dietetics CYP: Physiotherapy, SLT
Specialist Services – Respiratory, Continence
GP Out of Hours
Community Maternity
Dialysis Unit

Bishop's Castle community hospital is located in the Southwest of the County. The building is owned by SCHAT and the Trust holds a lease for the land. This site is over 65 years old and was refurbished in 2010. Recent investment includes a replacement generator, compliance improvements and Net Zero technology.

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Capacity & Service Configuration

Inpatient Rehabilitation ward with 14 beds
Outpatient Department
Therapy Department and Gym
Community Services base

Services Offered and Usage

Inpatient rehabilitation 24/7 via MDT
Outpatients – Adults; Physiotherapy, Podiatry, CYP;
Physiotherapy, SLT
Specialist Services – Respiratory, Continence, Admiral
Nursing