



# OUTPATIENT AND PRIMARY CARE SERVICE DELIVERY MANAGER

INFORMATION FOR CANDIDATES

## ABOUT THE TRUST

The Shrewsbury and Telford Hospital NHS Trust (SaTH) is the main provider of acute hospital services for around half a million people in Shropshire, Telford & Wrekin and mid Wales.

Encompassing some of the most picturesque parts of England and Wales, the Trust's catchment stretches from the Cambrian Mountains in the west, to Newport and the fringes of the Black Country in the east.

The main towns include: Bridgnorth, Ludlow, Market Drayton, Oswestry, Shrewsbury and Whitchurch (in Shropshire); Newport, Telford and Wellington (in Telford & Wrekin); and Newtown and Welshpool (in Powys) – all beautiful and unique.

Our main service locations are The Princess Royal Hospital (PRH) in Telford and The Royal Shrewsbury Hospital (RSH) in Shrewsbury which are located 20 minutes drive apart. Together they provide 99% of our activity. Both hospitals provide a wide range of acute hospital services including accident & emergency, outpatients, diagnostics, inpatient medical care and critical care.

We also provide services such as consultant-led outreach clinics at Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.

We employ more than 6,000 people, and hundreds of colleagues and students from other organisations also work in our hospitals. We benefit from around 1,000 wonderful volunteers, and our main charitable partners are the League of Friends at The Royal Shrewsbury Hospital, Friends of The Princess Royal Hospital, and the Lingen Davies Cancer Appeal which is based at The Royal Shrewsbury Hospital.



# OUR VISION AND VALUES

The Shrewsbury and Telford Hospital NHS Trust is an organisation that strives to provide high quality, safe care for our patients in an environment which our staff are proud to work in

## Our Vision:

“To provide excellent care for the communities we serve”

## Our Values:



## OUR VISION

We believe that by adhering to our Vision and working with our Values in mind we can behave in a way which will ensure the right results for the people that matter most – our patients and their families.

## OUR VALUES

Our Trust Values provide a guide for our daily lives which we are all expected to uphold, both at work and when we are representing the Trust.

Our Values were developed by staff and our patients, so they represent what is important to us within the organisation and the way we should all behave towards patients, carers, visitors, partners and each other.

You will see our Values throughout the Trust; they are not just words on a page, they represent what we are about here at SaTH. We want patients and their families to say that the care and service they receive from all of us is consistently high-quality, safe, effective, and personalised, so the feelings behind the Values shouldn't come as a surprise to anyone working in the NHS.

The reason why it is important that they are clearly written down is, so we all know what's expected, and none of us are surprised if we are asked to explain any unacceptable behaviour. Ultimately, if we follow our Values, we will provide services that are better for our patients and better for each other.

## A MESSAGE FROM OUR CEO

Thank you for your interest in this role.

Our Trust's Vision is to provide excellent care for the communities we serve. We are striving to provide high quality, safe care for our patients in an environment which our colleagues are proud to work in.

We are looking for an inspiring, motivated individual who demonstrates our values, and who can provide clear vision and direction as we continue to move forward.

You will know that our Trust is on an improvement journey. Our recent Care Quality Commission inspection demonstrates that we are making progress towards our aim of Getting to Good, despite the challenges of a pandemic. We also know that we have more to do and that we must sustain the changes if we are to keep on improving. We are wholeheartedly committed to this and have plans in place to support this including our exciting Hospitals Transformation Programme. This will support the reconfiguration of where and how we deliver our services and the modernisation of our facilities and infrastructure, so that we can deliver better quality care for all of our communities.

It is a really exciting time to be a part of our Trust. I hope that you will join us to help steer and support us on our journey.

# *Louise Barnett*

Louise Barnett  
CHIEF EXECUTIVE OFFICER

# COLLEAGUE BENEFITS

## GENERAL

27 days annual leave entitlement at joining, increasing with length of service, plus 8 bank holidays

Flexible working policies

Generous maternity pay and 2 weeks full pay paternity leave

Colleague recognition scheme and long service awards

Option to buy and sell additional annual leave

Greener travel initiative, including cycle to work scheme and lift share

Childcare information and support available, including onsite nurseries

Discounted bus passes with Arriva

## FINANCIAL

Access to various local and national discounts via various external websites

- Blue Light Card
- Health Service
- Discounts NHS

Salary sacrifice schemes for home electronics and bikes

Generous Pension scheme

Access to a financial support booklet

Pre-retirement courses

Free Will writing service

Savings and Loan schemes

## HEALTH AND WELLBEING

### PSYCHOLOGICAL SUPPORT

- Coaching
- Mental Health First
- Aiders Chaplaincy

### PHYSICAL SUPPORT

- Fast track physiotherapy service Free
- eye test vouchers

### HEALTHY LIFESTYLES AND EMOTIONAL SUPPORT

- Slimming World referral scheme Staff
- cervical screening service Long Covid support
- Access to wellbeing/rest rooms
- Menopause support including advocates, webinars, toolkits, clinics, and bi-monthly meet ups Men's
- Health - Bi-monthly forums and men's MOT
- Sleep School Wellbeing Support

Discounts with local gyms

## LEARNING AND DEVELOPMENT

### COACHING AND MENTORING

Opportunities to grow, develop and perform at your best

### LEADERSHIP ACADEMY

Leadership and management training for all levels of staff

### ACCESS TO ELEARNING COURSES

Many eLearning modules to learn from with access available at home

### APPRENTICESHIPS

There are a growing number of apprenticeship opportunities at SaTH across all disciplines

Secondment and acting-up opportunities

Support to complete qualifications such as NVQ, Masters etc. whilst on the job



## JOB DESCRIPTION

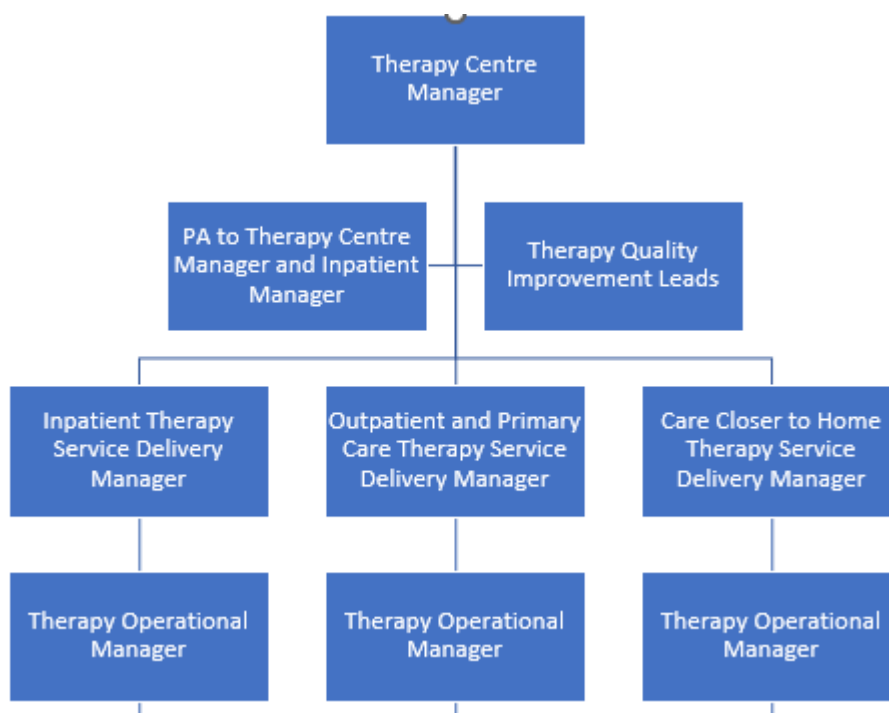
Job Title	Outpatient and Primary Care Service Delivery Manager
Band	8b
Directorate	Clinical Support Services
Accountable to	Therapy Centre Manager
DBS Required?	Enhanced DBS

## JOB PURPOSE

1. To provide professional management and clinical leadership for staff across Outpatients and Primary Care within the Therapy Centre ensuring staff are supported and empowered, facilitated to develop their knowledge and skills, and that they abide by the Professional Code of Conduct and Health Care Professions Council (HCPC) regulations.
2. To lead the operational and business management of Outpatients and Primary Care within the Therapy Centre ensuring services are responsive to the needs of patients and referring agencies. The services provided should be of a high quality, effective and efficient within the available resources.
3. To work in close co-operation with Therapy Centre Management colleagues and multi-disciplinary colleagues with the Trust and the wider health and social care economy to deliver a cohesive service that is led by user need and incorporates all aspects of care required.
4. To fully participate in the development of a robust strategic plan for the Centre and Department as a member of the Therapy Centre Strategy Board.
5. To evaluate appropriate aspects of the service including promoting and leading projects linked to the Department, Centre, and / or profession.

6. To be responsible for clinical governance and health and safety issues supported by the Quality Improvement Leads.
7. To maintain a high level of clinical knowledge in order to advise staff as required. This will include spending time with staff in clinical areas within the Department and may include some clinical sessions in agreement with the Therapy Centre Manager.
8. To deputise for the Therapy Centre Manager and cover for annual leave within the Therapy Centre Management Team to ensure robust management presence at all times.

## ORGANISATION CHART



## SCOPE AND RANGE

1. To manage the therapy staff within own Department within bands 1-8.
2. To ensure efficient and effective use of resources within delegated budget for the Department.

## MAIN DUTIES & RESPONSIBILITIES

### CLINICAL LEADERSHIP AND PROFESSIONAL MANAGEMENT

- To provide clinical leadership and professional management for own professional staff across Department, working closely with other Therapy Service Delivery Managers and Quality Improvement Leads.

- To be responsible for patient safety and for putting patients first by maintaining a high quality workforce that has the requisite skills and resources to competently perform the tasks they are required to undertake delivering the highest standards of evidence based clinical performance which meet National, Trust, Centre and Professional standards of care within available resources.
- To lead workforce planning and conduct skill mix reviews in line with service objectives and clinical requirements.
- To take the lead responsibility as the recruiting manager for the appointment of Band 7 and 8 clinically graded professional posts and any Agency Staff across all Centres.
- To have the lead responsibility for clinical governance including quality assurance, clinical audit / research, risk management, investigation of clinical incidents and complaints / litigation etc, supported by the Quality Improvement Leads and escalating issues to the Therapy Centre Manager as appropriate.
- To maintain an environment that encourages continuous professional development through induction, informal guidance, clinical supervision, delivery of meaningful appraisals and Statutory Training to meet Trust targets, overseeing Personal Development Plans for all staff and allocation of training resources as appropriate.
- To ensure contemporaneous records are maintained at all times in accordance with professional standards and NPSA requirements.
- To maintain Professional Registration and a Professional Portfolio which reflects personal and professional development and ensure all professional staff do likewise through the appraisal process
- To liaise with Educational Establishments such as Birmingham and Keele Universities regarding all aspects of student placements and provide guidance for Clinical Educators directly supervising students, e.g. dealing with problems with the student's performance within a structured and supportive system.

## OPERATIONAL AND BUSINESS MANAGEMENT

- To recruit and directly manage the Therapy Operational Manager, Deputy Therapy Operational Manager and Therapy Co-ordinators/ Team leads within own Department, including appraisal, training, development and performance management, liaising closely with relevant Heads of Profession regarding staff in this grouping from other therapy professions.
- To be accountable for all aspects of service delivery within the Department and lead the operational management of multidisciplinary therapy activity, supported by the Outpatient and Primary Care Management team, to optimise service capacity and productivity according to available resources.
- To be responsible for the Department budget as an Authorised Signatory, deliver cost improvement programmes, lead commissioning, contracting, income generation and procurement activities ensuring maximum efficiency in the use of available resources, accurate activity reporting and contract monitoring.
- To oversee the management of waiting lists within the post's remit ensuring adherence to the Trust's Access Policy and Therapy Centre procedures.
- To be responsible for the delivery of on-call and weekend working within the Centre, supported by



the Co-ordinators, including addressing problem situations which may require escalation to the Centre Manager.

- To monitor and review the efficiency and effectiveness of current practice and make recommendations to the Therapy Centre Strategy Board for service improvements to enhance the patient experience where required.
- To lead specific strategic objectives within the Department, supported by the Quality Improvement Leads, ensuring staff are competently trained and supported.
- To analyse the potential impact upon services within area of responsibility of strategic service developments / changes proposed by the Trust or wider health and social care economy and advise the Therapy Centre Strategy Board accordingly.
- To ensure all staff adhere to Trust Policies, Therapy Centre Procedures and Guidelines.
- To hold overall accountability for the co-ordination of all leave, supported by the Therapy Co-ordinators, in line with Trust policies and Therapy Centre Procedures, ensuring continuity of care for patients.
- To hold overall accountability for the management of sickness absence, supported by the Therapy Co-ordinators, monitoring sickness levels and ensuring staff are managed in accordance with Trust Policy and Therapy Centre Procedures.
- To ensure the development and maintenance of a safe and healthy environment in which to work by implementing and supporting safe working practices, ensuring staff have the competence and necessary professional and regulatory registrations to undertake required tasks.
- To be responsible for general Health and Safety matters within the Service including induction for new staff, training, maintenance of adequate training records, implementation of health and safety standards, systems and procedures, reporting and investigating as appropriate all accidents and incidents within area of responsibility.
- To ensure that Risk Assessments – both clinical and non-clinical – are conducted and reviewed with action points implemented and any high risks promptly presented to the Therapy Centre Clinical Governance Committee.
- To be responsible for the safe and competent use of all equipment used by staff, including ensuring all staff attain and maintain the required competency levels through attending induction and ongoing annual equipment training sessions.
- To be responsible for the sourcing and purchasing of up-to-date equipment ensuring that cost and quality issues are taken into consideration when suppliers are selected.
- To participate in the Trusts Senior Manager On Call service.

## DECISIONS, JUDGEMENTS AND FREEDOM TO ACT

- To be professionally accountable for own and professional staff's actions and aware of professional boundaries.
- To make independent complex decisions in relation all aspects of the posts remit e.g. during recruitment / skill mix exercises, performance management and in areas of management discretion within Trust Policies and Therapy Centre Procedures.

- To report to the Therapy Centre Manager and participate in annual appraisal.
- To authorise pay and non-pay expenditure to set limit in line with Trust Standing Orders and Financial Instructions.
- To advise Therapy Centre, Trust and external colleagues on clinical and service issues, assisting them in complex decision making regarding clinical and operational decisions.
- To fully participate in the production of the Annual Therapy Centre Business Plan and from this develop the Centre and Team Operational Objectives for each year ensuring services are progressing to improve the patients experience and staff are developed and supported appropriately.
- To be pro-active in developing and implementing policies, procedures, guidelines and protocols specifically for the management of the services within the post's remit.

## COMMUNICATION AND RELATIONSHIPS

- To role model the Trust's values and behaviours to others within the Therapy Centre and across the Trust.
- To work in partnership within a matrix model of management with Centre Manager colleagues across the Therapy Centre and externally in the wider health and social care economy.
- To chair relevant meetings and represent the Centre at Therapy Centre, Trust and external meetings, including deputising for the Therapy Centre Clinical Director and giving presentations when required.
- To communicate, either independently or with the Therapy Centre Manager highly complex and / or highly sensitive information to the whole team, using well developed persuasive, motivational and negotiating skills e.g. change management issues, and to individuals, e.g. performance management issues.
- To facilitate team working across professional and organisational boundaries.
- To maintain an appropriate network of contacts, e.g. SCHAT and ICB colleagues, regional professional management groups.
- To maintain effective communication with customers of the service, including Consultants, GP's and patients / service users and their carers. This requires the ability to receive and convey complex and often contentious information, utilising the PALS Service as appropriate and Voluntary Groups to gain feedback from service users. The focus will include promotional work with referring agents, other departments, community / primary care and the private sector.
- To manage any complaints regarding the service ensuring that they are dealt with in a prompt and professional manner and are reported to the Therapy Centre Manager and reviewed by the Clinical Governance Committee. To communicate with patients' legal representatives in a written format and be prepared to attend Court hearings / Coroners Inquests on a very rare basis.
- To develop and maintain adequate IT skills to support communication requirements.

## WORKING CONDITIONS & PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE POST

- To develop and maintain an ability to cope with and prioritise many unexpected work demands and deadlines.
- To be competent in handling the complexity of issues relating to the management of people and occasionally be required to deal with distressed or unpredictable behaviour for example, when dealing with complaints or disciplinary matters.
- To maintain intense concentration for prolonged periods.
- To manage services across both hospitals and into community settings requires sensitivity to the prevailing cultures and working practices, and leadership skills to harmonise where appropriate whilst also allowing for divergent practices when relevant.

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## PERSON SPECIFICATION

The following pages contain a description of the qualifications, skills, experience, knowledge and other attributes a candidate should ideally possess to successfully perform this role.

# QUALIFICATIONS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• As required for entry into educational establishment for professional training</li> <li>• Degree in Dietetics, Occupational Therapy, Physiotherapy or Speech &amp; Language Therapy or equivalent Management qualification</li> <li>• Registered with Health Care Professions Council where applicable or professional organisation relevant to Degree held</li> <li>• Management Qualification</li> <li>• Health and Safety Qualification e.g. IOSH</li> <li>• Evidence of study at MSc level.</li> </ul>	

# EXPERIENCE AND KNOWLEDGE

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Considerable experience working as an autonomous practitioner in a senior role which demonstrates line management experience across several teams of staff.</li> <li>• Experience in audit and research</li> <li>• Evidence of CPD maintained in a Portfolio including attendance at recent post graduate courses relevant to the clinical field and management aspects of role</li> <li>• Current NHS strategy and plans</li> <li>• All aspects of Clinical Governance</li> <li>• Evidence based practice.</li> <li>• Financial management</li> <li>• Embraces the philosophy of integrated working</li> <li>• Specialist level of knowledge and advanced clinical reasoning skills to support expert clinical practice</li> </ul>	

<ul style="list-style-type: none"> <li>• Audit and research</li> </ul>	
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## SKILLS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Excellent written and verbal communication skills, including presentation skills</li> <li>• Proven leadership ability</li> <li>• Ability to see the bigger picture</li> <li>• Ability to motivate and inspire individuals and teams</li> <li>• Problem solving skills</li> <li>• Organisation, planning, prioritisation and decision making skills</li> <li>• Analytical skills</li> <li>• Ability to work under pressure and meet deadlines</li> <li>• Ability to cope with working in a stressful environment, including emotional or aggressive patients and carers.</li> <li>• Ability to multi-task</li> <li>• Clinical supervision, teaching, mentorship and appraisal skills</li> <li>• Ability to use own initiative appropriately</li> <li>• Empathy and understanding</li> <li>• Ability to deputise for the Therapy Centre when required.</li> <li>• Sound IT Skills</li> <li>• Clinical knowledge to support expertise in clinical practice</li> </ul>	

# GENERAL CONDITIONS

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

## HEALTH & SAFETY

As an employee of the Trust, you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work; and
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to; and
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety

## INFECTION PREVENTION AND CONTROL (IPC)

The prevention and management of acquired infection is a key priority for the Trust. As an employee of the Trust, you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and colleagues; and
- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at annual mandatory updates and ongoing continuing professional development; and
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy)



# INFORMATION GOVERNANCE

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently, and effectively. You are required to comply with the Trust's Information Governance policies and standards.

- Confidentiality and Security - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.
- Disclosure of Information - To ensure that information is only shared with the appropriate people in appropriate circumstances, care must be taken to check the recipient has a legal basis for access to the information before releasing it. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment, to protect yourself and the Trust from any possible legal action.
- Information Quality and Records Management - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

# PROFESSIONAL STANDARDS AND PERFORMANCE REVIEW

As an employee of the Trust, you have a responsibility to:

- participate in continuous personal development including, statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates

# SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

We all have a personal and a professional responsibility within the Trust to identify and report abuse.

As an employee of the Trust, you have a responsibility to ensure that:

- you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines
- you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role

## SOCIAL RESPONSIBILITY

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills, and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust, you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

## CONTINUOUS IMPROVEMENT

The Shrewsbury and Telford Hospital NHS Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

Following a successful five-year partnership with the Virginia Mason Institute in the USA, SaTH continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation. You will be supported by an Improvement Hub, which will provide the necessary expertise to support you make improvements, while also providing training at various stages of your time at SaTH, as part of your continuing professional development.

## EQUAL OPPORTUNITIES AND DIVERSITY

The Shrewsbury and Telford Hospital NHS Trust is striving towards being an equal opportunities employer. No job applicant or colleague will be discriminated against on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status or on the grounds of disability or sexual preference.

Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job.

The Shrewsbury and Telford Hospital NHS Trust the post-holder will have personal responsibility to ensure they do not discriminate, harass, bully, or contribute to the discrimination, harassment or bullying of a colleague or colleagues, or condone discrimination, harassment or bullying by others.

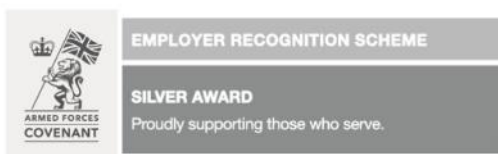
The post-holder is also required to co-operate with measures introduced to ensure equality of opportunity.

# NO SMOKING POLICY

There is a no smoking policy in operation within the Trust. Smoking within the Trust's premises or within the Trust's grounds is not permitted.

# MISCELLANEOUS

This job description is an outline of the key tasks and responsibilities of the post and is not intended to be an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services as well as the personal development.





## The Royal Shrewsbury Hospital

Telephone: 01743 261000

Minicom: 01743 261213

Address:

The Royal Shrewsbury Hospital

Mytton Oak Road

Shrewsbury

SY3 8XQ

[Getting to The Royal Shrewsbury Hospital](#)

## The Princess Royal Hospital

Telephone: 01952 641222

Minicom: 01952 641222 Ext: 4995

Address:

The Princess Royal Hospital

Apley Castle

Telford

TF1 6TF

[Getting to The Princess Royal Hospital](#)