

DEPUTY DIVISIONAL DIRECTOR OF OPERATIONS

Candidate Pack



Colleague Benefits

General

- 27 days annual leave entitlement, 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
- 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
- Salary sacrifice schemes
- Generous pension scheme
- Access to a financial support booklet
- Pre-retirement courses
- Free Will writing service
- Savings and Loan schemes

Learning and Development

- Coaching and Mentoring
- Leadership Academy – leadership and management training for all staff
- Access to E-Learning courses
- Apprenticeships – growing number of apprenticeship opportunities across all disciplines
- Secondment and acting up opportunities
- Support to complete qualifications whilst on the job

Wellbeing

- Coaching
- Mental Health First Aiders
- Chaplaincy
- Fast track physiotherapy service
- Free eye test vouchers
- Slimming World referral scheme
- Cervical screening service
- Long Covid support
- Access to wellbeing/rest rooms
- Menopause support
- Men's Health forms and MOT
- Discounts with local gyms

Poppy's Promise

Poppy's Promise is a compassionate care initiative introduced within this Trust to enhance communication, respect and empathy across every aspect of patient care.

The initiative was founded by Katie Russell, following the loss of her daughter Poppy, who tragically died at just twelve hours old due to failures in care and communication. Born from that experience, Poppy's Promise serves as a powerful reminder that while clinical skill saves lives, it is compassion, listening and respect that define the quality of care and human connection. By embedding this promise across our organisation, we ensure that no patient or family ever feels unseen, unheard, or uncared for.

Poppy's Promise is a five-stage framework that supports NHS staff to provide compassionate, consistent and patient-centred care. It aims to create a culture where empathy and communication are prioritised at every level - from education and recruitment to daily patient interactions.

At the heart of the initiative lies the C.A.R.E. framework, which outlines four guiding principles for staff to follow. The CARE principles form the foundation of Poppy's Promise. They describe the behaviours, attitudes and values that underpin every interaction — between staff and patients, staff and families, and colleagues with one another.

CARE is not an additional task. It is how care is delivered.

C.A.R.E. Meaning and Practice

Compassion - Demonstrate genuine kindness, empathy and humanity in every interaction.

Compassion means recognising the emotional as well as the physical needs of patients, families and colleagues, and responding with care, patience and understanding. Small acts of compassion can have a lasting impact.

Acknowledge - Actively listen and be fully present.

Use eye contact, names and open body language, and acknowledge the individual's feelings, concerns and lived experience. Every person should feel seen, heard and taken seriously.

Respect - Treat everyone with dignity, honesty and fairness at all times.

Respect individual differences, personal circumstances and lived experience. Trust is built through respectful behaviour, consistency and integrity.

Empower - Enable people to be active participants in their care and work.

Communicate clearly, encourage questions and shared decision-making, and ensure patients, families and colleagues feel informed, confident and included.

Poppy's Promise is more than a framework - it represents a cultural shift towards human-centred care. By adopting these principles, we:

- Strengthen trust and communication between staff and patients
- Reduce avoidable harm through better understanding and listening
- Improve patient experience and staff wellbeing
- Foster a culture of openness, empathy and shared responsibility

Every member of staff has a role to play in bringing Poppy's Promise to life. Whether you are clinical, administrative or support staff, compassion and communication are part of everyone's role.

In daily practice, you can:

- Take a moment before entering a patient's space - centre yourself, focus on the person, not the task
- Use clear, respectful and kind language
- Listen without interruption and acknowledge emotions expressed
- Be honest and transparent, even when conversations are difficult
- Reflect after interactions - consider how your approach made the patient or family feel

All staff within the Trust are expected to:

- Uphold the values of Poppy's Promise in all patient and colleague interactions
- Attend any training, workshops or refreshers provided as part of the initiative
- Support colleagues in modelling compassionate behaviours
- Raise concerns constructively when communication or respect fall short
- Reflect these principles in both professional and personal conduct within the workplace

Together, we can make every interaction an opportunity to care, listen and make a difference.

That is Poppy's Promise.

Job Summary

This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read, such as those who are neurodiverse, have learning disabilities or lower literacy levels. Our goal is to make the application process more accessible and inclusive for everyone.

- The role supports the Divisional Director by helping to run the division and making sure services meet their targets.
- It involves planning yearly goals, checking performance and helping fix problems when things fall behind.
- The post holder will help manage large budgets, many staff and complex services, always keeping patient safety and experience at the centre.
- They will work with senior leaders, clinicians and partners inside and outside the Trust to improve services and develop new ways of working.
- The role also supports major improvement projects and helps ensure the division follows Trust values and delivers high-quality care.

Job Description

Job title:	Deputy Divisional Director of Operations
Grade:	Band 8C (subject to A4C banding)
Site:	The Royal Shrewsbury Hospital
Accountable to:	Chief Operating Officer
DBS required:	Yes - Standard

Main Duties

Reporting to the Divisional Director of Operations, the Deputy Divisional Director will be responsible for establishing a comprehensive annual plan for the division. Working in collaboration with the Centre Managers and Clinical Directors to ensure Divisions are compliant with financial and performance targets as well as overseeing the Governance for the Division.

To deputise for the Divisional Director (DD) as required. Working relationships:

- Trust Executive Team
- Non-Executive Directors
- Chief Operating Officer/Deputy Chief Operating Officer
- Divisional Leads of Service
- Divisional Directors of Operations
- Divisional Deputy Directors of Operations

- Divisional Head of Performance and Delivery
- Divisional Directors of Nursing and Quality
- Clinical Directorate Triumvirate Teams
- Corporate Departments
- Research and Development Leads
- Trade Union Representatives
- CCG and partner provider leads
- NHSI
- STP/ICS

Budget responsibilities: Responsible for the budgets across several service areas.

Main Duties and Responsibilities

- Be responsible for the oversight of the Divisional operational performance and support the service development within the respective services within the Division. This will include responsibility for the achievement of the relevant key performance and access targets, contractual obligations including all CQC standards.
- Ensure the Trust vision and values are part of everyday practice across the Division.
- Establish a comprehensive annual plan for the division in collaboration with the Divisional Director and Centre Managers in line with the key corporate objectives, changes in demand for services and contractual obligations contained within the Trust's annual business plan.
- Ensure with the Divisional Director strategic alignment across the organisation and particularly
across the Divisions.
- Monitor and review business and service performance at all levels across all dimensions of care and delivery, reporting on performance directly to the Divisional Management Team, and instituting recovery plans and remedial action plans where necessary.
- Assist with the development and implementation of major delivery and transformation plans to affect the service strategy including those involving cross divisional and external partnership working, to support improved patient pathways.

- To oversee substantial budgets, significant numbers of staff and complex clinical operations.
- To assist in driving through the delivery of ambitious targets to continually improve performance within the Division.
- Support the Division to develop bespoke strategies and ensure alignment with the Trust's overall strategy and Integrated Business Plan.
- Explore new and innovative business management strategies and clinical pathways to maximise the organisational efficiency, income and effectiveness of the Division.
- Develop and maintain effective working relationships with clinicians across the Trust to facilitate a patient safety approach to service developments and service improvements.
- Be a leader within the Quality Improvement movement within the Trust and be active in continuously improving the services within the framework and methodology to maximise and sustain success.
- Ensure patient safety, experience and clinical outcomes are central to service delivery.
- Challenge existing practices, ensuring that progressive solutions, which take into account models of best practice, are incorporated into service plans.
- Ensure that all income required to support delivery of the service is identified and that budgets are realistic.
- Work with Community, Social Care and Academic partners to ensure that delivery plans support the wider healthcare agenda including improvements in equality and access.
- Work closely with all Divisions, clinicians and support services in other parts of the Trust to ensure delivery plans are compatible and to maximise opportunities for more efficient ways of working.
- Support clinicians to deliver service improvement projects that deliver improved clinical outcomes for patients, reduced waiting times and more efficient use of resources ensuring the process for Quality Impact Assessment is embedded in practice.
- To have the oversight of all Divisional Business Cases and process and ensure effective, robust delivery into service provision.
- To ensure robust processes are embedded in the Division for oversight of Cost Improvement Programmes

Communication and Relationship

- To establish effective two-way channels of communication within the Division at all levels.
- To foster a culture of openness and transparency at all levels within the Division and in partnership with other functions in the Trust.
- Establish excellent communication with other managers in the Trust and wider healthcare community to ensure that services are integrated.
- Regularly meet with clinical and non-clinical staff to ensure they remain engaged in the Trust's vision for delivering excellence in all we do.
- Ensure that good practice is rapidly shared within the Division and wider organisation where appropriate.
- Effectively manage communication with internal and external stakeholders consisting of highly complex, sensitive and contentious information. Planning and Organisational
- In partnership with the Divisional Director, be responsible for the creation of long-term strategic plans for the Division, collaborating with service leads in the creation, to ensure engagement from the outset.
- To oversee the provision and delivery of high quality, efficient and effective services within the divisions and across the Trust meeting CQC relevant quality indicators for the Division.
- Participate in the development of capital schemes including planning and to lead the implementation of the operational elements of these schemes to the agreed objectives and timescales.
- Support the Directorates/Services to ensure each Directorate has clearly defined performance objectives supported by a management regime to deliver continuous improvement.
- Ensure that activity and other data is captured accurately and analysed in a timely manner enabling accurate forecasting trends and anticipating issues that could affect service delivery.
- Develop and implement effective reporting arrangements within the Directorate Management teams to accurately record and monitor performance against local and national targets and to pro-actively manage any variances.
- Provide regular reports on behalf of the Division with assurance that appropriate follow up actions will be completed. This will include significant report writing, data analysis and presentation of highly complex information to a wide range of key stakeholders, including Board members. Responsibility for Policy / Service Development

- Oversee that all required policies are in place and fit for purpose within the Division.

Management Responsibility

- Promote a culture where governance and risk management are seen to be everyone's responsibility.
- Help ensure that appropriate and necessary Divisional resources are made available to describe and deliver an annual Governance Plan, including relevant clinical audit activity.
- Help ensure that patient safety is at the centre of Divisional planning, analysis and delivery.
- Ensure that services within the Division employ robust risk management and systems for clinical quality and safety improvement.
- Promote clinical information for benchmarking and audit to improve patient experience.
- Help develop and implement effective systems to record and monitor governance and risk information, and to provide reports to the Trust's Trust Management Executive, Quality
- Committee and Clinical Governance Committee as well as other appropriate Board sub Committees.
- Ensure that systems are in place to deliver accurate and timely statutory information (e.g. Data Protection and Freedom of Information).
- Regularly review the Divisions workforce plans to ensure it has the right numbers and the right level of knowledge skill and expertise skill to deliver services in the most effective and efficient way.
- Ensure that managers are supported to lead, motivate and develop staff.
- Ensure that managers have been trained in core HR policies such as Equality and Diversity
- Employment Relations, Recruitment, Management of Change, and are competent to deal with HR issues.
- Promote a culture where staff feel empowered and accountable for service improvement at local level.
- Work closely with clinicians and managers to ensure that services within the Division are providing optimum quality of care in line with national healthcare.

- Adhere to the NHS Code of Conduct for Managers.
- In the absence of the Divisional Director, respond to divisional business issues and deputise for them as required.

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 encounter 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 encounter 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 always held securely, both on and off site.

Pandemic or Major Incident

In the event of a pandemic or major incident, the post holder may be asked to undertake other duties not necessarily commensurate to the banding of this role. This could include duties in any part of the hospital. Prior to undertaking any duties, the member of staff will have full training and induction. No member of staff will be asked to undertake duties for which they are not competent or where they feel unsafe in their environment or could put patients or themselves at risk.

Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Educated to Master's degree level or • equivalent relevant senior management experience • Evidence of highly developed professional management 	<ul style="list-style-type: none"> • Workforce planning/development/innovation

	<p>development within relevant field of practice</p> <ul style="list-style-type: none"> • Evidence of a commitment to continuous professional development 	
<p>Experience</p>	<ul style="list-style-type: none"> • Demonstrates SaTH values • Significant experience of working at a senior management or senior professional level (equivalent to Postgraduate Diploma) in the acute sector • Significant experience of managing clinical teams in a range of specialties • Evidence of effective design and management of patient flows and pathways • Experience of business strategy and planning • Experience of leading the implementation of service improvement including complex change management programmes 	

	<ul style="list-style-type: none"> • Experience of managing clinical and non clinical risk • Evidence of effective management of a complex and diverse workforce • Evidence of successful management of a significant budget • Track record of achieving service targets 	
<p>Knowledge and skills</p>	<ul style="list-style-type: none"> • Significant experience of leadership a senior managerial level in operational and/or financial and strategic management, including exposure to Board. • Ability to present complex and detailed data sets to set out key pieces of programme information that effectively communicate performance and assurance information to a range of stakeholders, including Trust board • Significant experience of coordinating projects in challenging complex environments • Ability to influence a range of staff groups/professions to 	

	deliver objectives and targets <ul style="list-style-type: none"> • Excellent negotiating skills • Advanced decision-making skills 	
Other	<ul style="list-style-type: none"> • Actively promote a culture whereby patients, staff, visitors and colleagues are treated with compassion, respect and dignity, lead by example. 	

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;
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to;
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. 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;
- 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 staff;
- 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;

- 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. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- **Confidentiality and Security** - Your attention is drawn to the confidential and sensitive 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** - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. 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. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face 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 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;

- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates;
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

Safeguarding Children and Vulnerable Adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- 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.

NHS Sexual Safety Charter

The Trust is committed to ensuring that all employees work in an environment that is safe, inclusive, and free from sexual misconduct, harassment, and discrimination. As a signatory to the NHS Sexual Safety Charter, the Trust upholds a zero-tolerance approach to sexual harassment and supports anyone affected by inappropriate behaviour. In accordance with the Workers Protection (Amendment of Equality Act 2010) Act 2023, the Trust has a statutory duty to take reasonable steps to prevent sexual harassment of its employees. All staff, are required to treat others with dignity and respect at all times and to cooperate with Trust policies, procedures and training designed to maintain a culture of safety, professionalism, and mutual respect.

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 aims 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.

To support this, we have developed the SaTH Improvement Method, a structured approach to change that provides practical tools and techniques to help you understand what success looks like with clear aims, enables you to measure progress and plan meaningful improvements.

You won't be doing this alone. Whether you're new to improvement or already leading change, the Improvement Hub is here to guide you with expert advice, hands-on support, and a wide range of training opportunities to help you grow and thrive throughout your time at SaTH whilst making improvements in your area of work. Join us in shaping a culture of continuous improvement, where every colleague is supported to make a difference.

Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is an Equal Opportunities Employer, fully committed to fostering an inclusive workplace where all staff feel valued and able to thrive. We believe that a diverse workforce, reflective of our community, is essential for delivering the best patient care.

We will not discriminate against any job applicant or colleague based on any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex, or sexual orientation. Selection for appointment, training, development, and promotion will be based purely on merit and the individual's ability to meet the role requirements.

As a post-holder, you have a personal responsibility to uphold the Trust's commitment to equality by treating all colleagues and patients with respect and dignity. You must actively support measures introduced to ensure equality of opportunity and will not discriminate, harass, or bully others, or condone such behaviour.

