



The Shrewsbury and  
Telford Hospital  
NHS Trust

# DIVISIONAL DIRECTOR OF OPERATIONS

## WOMEN AND CHILDREN'S DIVISION

### INFORMATION FOR CANDIDATES

#### KEY INFORMATION

CLOSING DATE: 17<sup>th</sup> November

SHORTLIST DATE: 18<sup>th</sup> November

INTERVIEW DATE: 6<sup>th</sup> December

For a confidential discussion please contact:

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Chief Operating Officer

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## 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 the Wrekin Community Clinic, Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.

We employ more than 7,000 staff, and hundreds of staff 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.



# A MESSAGE FROM OUR CHIEF EXECUTIVE

Thank you for your interest in the post of Divisional Director of Operations (DDO). 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.

This is a key leadership role within the senior team at SaTH which will be at the heart of building and overseeing our long-term strategic plan to support the delivery of our vision.

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 CQC 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 Plan. 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.

*Jo Williams*

INTERIM CHIEF EXECUTIVE OFFICER



# A MESSAGE FROM OUR DIVISIONAL MEDICAL DIRECTOR

Thank you for your interest in joining us as Divisional Director of Operations for the Women and Children's Division; this is a key leadership role within our organisation.

You will be joining at an exciting time; we are continuing to make progress on our improvement journey as we strive to provide the highest quality, safe care for our communities. We are currently running transformation programmes in Maternity, Hysteroscopy, Paediatrics and Neonatal care.

Our Women and Children's Division has an annual budget of £56 million and there are 700 WTE colleagues. There are four clinical directors working in triumvirates with nurses/midwives and operational managers covering Maternity, Gynaecology, Paediatrics and Neonates.

The Women and Children's Division moved into purpose-built accommodation on the PRH site in 2014, although we continue to offer Maternity, Gynaecology and Paediatric services across both sites. The level 2 Neonatal unit is situated on the PRH site.

This will be an incredibly rewarding leadership role within a growing, ambitious division that is committed to working together to provide excellent care for our patients.

*Dr Andrew Sizer*

**DIVISIONAL MEDICAL DIRECTOR**





# ABOUT THE HOSPITALS TRANSFORMATION PROGRAMME

After consulting on the future of acute hospital services across Shropshire, Telford & Wrekin and Powys, plans were confirmed to develop at Royal Shrewsbury Hospital a site specialising in emergency care and at the Princess Royal Hospital (Telford) a site specialising in planned care. In the new service model, key specialist services will be consolidated onto single sites (with the required clinical adjacencies), meaning that when patients need specialist care, they will get the best care available at the right time from the right clinicians. Both hospital sites will provide 24/7 urgent care, and routine services such as outpatients and diagnostics, so that most people will continue to receive care at their local site.



This reconfiguration of services is an essential part of ensuring that the health requirements of our communities can be met in a sustainable way over the long term. The changes will also mean that our catchment population will receive better quality healthcare and enjoy a much-improved patient experience through;

- Our Telford site specialising in planned care will mean patients wait less time for their appointments and that beds will be protected for planned operations, reducing the number of cancellations
- Our Shrewsbury site specialising in emergency care will ensure that emergency patients have immediate access to appropriate specialist care, which will provide a better experience for service users and reduce both waiting times and the length of hospital stays
- The improvement to the hospital environment will make sure that patients receive their care in a modern, fit for purpose environment

In December 2023, the Department of Health and Social Care, NHS England and HM Treasury confirmed the approval of our Outline Business Case (OBC) and enabling works begun. At the end of May 2024, the Full Business Case (FBC) was approved, which is the last stage of the national approval process. The Trust has received national approval of its Full Business Case (FBC) for the Hospitals Transformation Programme (HTP), which is the final stage of approval. This releases the full £312million investment in local services and means implementation of a new model of healthcare in the county. This investment will help support the Trust's, and wider health and care systems, ambitions of delivering high quality, sustainable services for patients in modern facilities.

# JOB DESCRIPTION

**JOB TITLE:**

DIVISIONAL DIRECTOR OF OPERATIONS (DDO)

**BAND:**

8D

**DIVISION:**

WOMEN AND CHILDREN'S

**LOCATION:**

THE ROYAL SHREWSBURY HOSPITAL  
AND  
THE PRINCESS ROYAL HOSPITAL

**ACCOUNTABLE TO:**

CHIEF OPERATING OFFICER

**DISCLOSURE REQUIRED:**

ENHANCED

**ON-CALL:**

PARTICIPATE IN THE TRUST'S ON CALL ROTA





# JOB PURPOSE

The Divisional Director of Operations (DDO) is a pivotal member of the Divisional team. The DDO will contribute to the development, implementation and delivery of the Trust's strategic and operational objectives to provide services that optimise patient care, ensure efficient use of resources and promote a culture that is progressive, inclusive and driven by a core set of values.

The Divisional Director of Operations has devolved responsibility and accountability for the operational delivery and strategic development of the Division. The DDO's key role is to support the Divisional Medical Director and their teams in ensuring the provision of high quality, efficient and effective services, contribute to the strategic direction of the Division and provide general management expertise to the Divisional Medical Director and Clinical Directors to enable them to effectively discharge their responsibilities and accountabilities.

The post holder will act as a role model for outstanding leadership and management and play a vital role in developing and implementing the Division's clinical and business strategy, service developments and business plans in line with the Trust's vision, values and strategic goals. The DDO contributes to the Trust's wider strategic and service development agenda, taking responsibility for Trust-wide projects as agreed.



## MAIN DUTIES AND RESPONSIBILITIES

The duties and responsibilities listed on the following pages are representative of the Divisional Director of Operations role, and its purpose within the Trust; they are not exhaustive and the post holder may be required to undertake additional or alternative duties and responsibilities commensurate with the level of the post, to support the smooth running of the service and provide clear expert advice and guidance to leaders across the Trust.



# KEY RESPONSIBILITIES

- **Strategic Development:** The DDO as a key member of the senior Divisional leadership team, contributes to the development and delivery of the Division's strategies, service development plans, operational performance and delivery of financial balance in line with the Trust's vision, values and strategic goals. The DDO will be required to deputise for the Divisional Medical Director and the Chief Operating Officer as appropriate. The DDO will lead major strategic projects for the Chief Operating Officer across the organisation and the wider health economy
- **Business Planning/Service Development:** Take a lead in the development of business plans and service developments/service changes on behalf of the Division. Takes responsibility for co-ordination of the compilation of the annual business plan, and together with other members of the senior divisional team for its implementation, ensuring that all service quality and safety, access, operational and financial performance standards and objectives are met.
- **Clinical Governance, Quality and Safety:** Contribute as a core member of the Divisional senior divisional team to the delivery and assurance of safety and quality in all services provided by the Division.
- **Operational Performance:** Responsible for providing a key leadership role for ensuring the Division has robust systems and processes for performance management, quality governance and productivity improvement, ensuring appropriate services are in place to secure the delivery of the Trust strategy and operational service objectives to meet local and national standards, interpreting overall health service policy and strategy in order to establish local goals and standards.
- **Leadership and Management:** Devolved responsibility and shared accountability for the operational management of the Division on behalf of the Divisional Medical Director on a day to day basis, including line management of the Centre Managers and Divisional Directors of Nursing/ Midwifery as appropriate with shared accountability for delivery with the Senior leadership Team for all aspects of Divisional performance; safety and quality, access (including 4 hour emergency access standard, 18 week Referral to Treatment delivery, Cancer standards and diagnostics standards) including financial delivery. Work in partnership with Divisional Finance and Human Resources Business Partners. The DDO will contribute to talent management and succession planning, and maintain excellent stakeholder relationships within the Trust and across the wider Health Economy including Networks and with Commissioners.
- **Workforce Planning and Engagement:** Responsible together with other members of the senior divisional team and the workforce directorate for developing and implementing a Divisional workforce strategy and annual plan that delivers service resilience and demonstrates innovation, motivation, affordability and retention of a multi-disciplinary workforce delivering highly regulated complex professional services.
- **Corporate Leadership:** As a key member of the senior divisional team and as a senior operational leader, act as in integral part of the COO's leadership team to deliver across a wide ranging strategic portfolio. Leads by example and supports a culture of excellence in the delivery of patient care, proactively responding to changes in national policy and implementation of guidelines. Actively participates in cross-Divisional and systems wide collaboration to deliver Trust objectives and takes a Trust wide lead as directed by the Divisional Medical Director/ Chief Operating Officer on specific work programmes, policies and service issues which may impact across or beyond the Trust. The post holder will participate in the Executive On call rota, supporting the senior managers in delivering effective services out of hours and assuming overall operational management responsibility as part of major incident escalation.

# STRATEGIC DEVELOPMENT

- As a key member of the Divisional leadership team, contribute to development of strategy and ensure implementation as defined by the team, co-ordinate the planning of services within the Division, identifying future resourcing and change management requirements, taking account of the requirements of commissioners and input from internal and external stakeholders.
- Responsible for the production of the Divisional annual Operational Plan, ensuring it meets the Trust's planning cycle and is in accordance with the requirements of the independent regulator, for subsequent consolidation into the Trust's overall Business Plan submission.
- Lead on the negotiation of the annual operational plans for the Centres in conjunction with the Clinical Directors (CD), Centre/ Business Managers and lead nurses/ allied health professionals/ midwifery lead that are aligned with the Divisional Operational Plan ensuring the objectives for each of the Centres take into account changing service demand, developments, improvements in process efficiency, deliver high quality services, meet local and national standards and reduce operating costs.
- Responsible for the preparation of outline and full business cases in line with the Division and Centre Business plans and manage the associated processes including liaison with key stakeholders and overseeing the benefits realisation process and reporting outcomes accordingly.
- In conjunction with the Divisional Medical Director, Clinical Directors and other members of the Senior Divisional team, work together in developing effective commissioner and GP stakeholder relationships that support the Trust in developing its business. Provide appropriate advice that supports positive working with ICBs, specialist commissioners, Tertiary Centre's, GPs and local provider partners in order to influence referral patterns, secure on-going viability of services and creating opportunities for development through increased activity and efficiency by various means including:
  - Actively engage with Hospital Transformation Programme to ensure local services are fit for the future
  - Extending where appropriate the population served and attracting or repatriating work from elsewhere where there is commissioning support
- Developing new service lines, both hospital and non-hospital based
- As appropriate by developing partnerships with organisations whose expertise/strategic objectives complement that of the Trust
- Provide expertise and support to the Division on commissioning plans, working with corporate teams and external stakeholders and aligning capacity and demand across the Centre's. Once agreed, ensure that contractual obligations are translated into capacity plans that achieve a balance between anticipated demand and available capacity.
- Provide expertise to the Divisional Medical Director for continuous service improvement, transformation and service developments, identifying the drivers for change, opportunities around enhancing services and redesigning services that are cost effective and initiating implementation plans.
- Co-ordination of the Division's digital strategy and ensuring adoption of digital platforms in the Division to optimise patient care and maximise income and safety.



# OPERATIONAL PERFORMANCE

- The DDO has devolved responsibility and shared accountability for the day to day operational management of the Division on behalf of the Divisional Medical Director, working in collaboration with Divisional colleagues; with shared accountability for delivery with the Senior leadership Team for all aspects of Divisional performance; safety and quality, access (including emergency 4 hour standard, 18 week delivery, Cancer and diagnostics) including financial delivery, taking responsibility for key policy and service developments which impact across the Trust and potentially across the wider health economy.
- Responsible for the co-ordination and quality assurance of integrated performance information for the whole Division.
- Work with the senior Divisional team to ensure that Clinical Centres meet their statutory and contractual requirements and the successful implementation of all relevant national and regional guidance within specialties, interpreting overall health service policy and strategy in order to establish goals and standards.
- Support and direct the CD, Centre Managers and wider leadership team in the management of devolved budgets, ensuring financial plans are delivered and expenditure is contained within budget.
- Lead on the management of performance by establishing and reviewing KPIs across the Clinical Centres, identifying variances and opportunities for improvement. Advising the Divisional Medical Director and clinical management teams on operational and strategic plans to improve performance.
- Where possible, obtain and provide comparative performance information for the Divisional team to enable an assessment of position relative to benchmarked peer groups and support the implementation of corrective action with a focus on quality and productivity improvement.
- Work in partnership with the Division's Finance and HR teams, (as appropriate within the Division), identify future resourcing requirements, cost and quality improvement initiatives and revenue generation opportunities and develop financial plans that will maximise the Division and Directorates ability to deliver a year on year surplus.
- Lead with the senior divisional leadership team the Divisional Quality Improvement Plan monitoring and reporting on progress and providing advice and expertise to clinicians and managers to ensure achievement of QIPs.
- Work with Clinical Directors and divisional HR BP and the senior leadership team in developing local workforce plans, employee engagement and workforce productivity plans to ensure delivery of the Trust's Workforce Strategy, focusing on enhancing the commitment of staff and optimising workforce productivity and performance.
- Work with and direct the aligned Division's Project Management Office (PMO) and Kaizen Programme Office (KPO) and service improvement functions ensuring support is provided to the Directorates and all projects are tracked and managed.
- Ensure the Senior Leadership Teams play's an active role/ support with the development of associated and aligned clinical networks within the division.
- Provide professional leadership development and support to the Operational Service Managers and the delivery of objectives. Ensure the OSMs have annual appraisals and PDPs in place. Offer support and guidance on career plans and progression.
- The DDO, alongside the senior leadership team will ensure compliance with NHS legislation, regulatory and statutory compliance e.g. CQC and others which are applicable to the areas of responsibility



# WORKFORCE PLANNING AND ENGAGEMENT

- In conjunction with the senior divisional team, undertake Divisional workforce planning as part of an integrated multi-disciplinary approach linking activity, workforce and budgets in line with the Trust's strategic workforce planning model; ensure that plan includes education and development, clinical leadership and supervision, mentoring, appraisal, career development, talent management, succession planning and recruitment and retention. Monitor the effective implementation of the plan to secure optimum workforce utilisation and efficiency to meet on-going quality and productivity challenges.
- Ensure action plans are developed and monitored for actions arising from the annual staff survey, focus groups and any other staff interventions and feedback.
- As a member of the senior divisional team, establish a high level of clinical engagement and involvement and a robust process around safe staffing across all clinical workforce groups and identify alternative working practices and roles. Continue to progress seven day working and greater uniformity in service provision in line with Trust strategies.
- Provide active support from a divisional perspective to the Trust's recruitment and retention strategy in conjunction with the Divisional senior leadership team and participate in Trust-wide initiatives across all staff groups. Ensure the use of bank and agency staff is kept to a minimum to support stabilisation of the Divisional workforce
- Challenge conventional approaches and drive forward change when needed demonstrating a commitment to creating a learning organisation culture.

# CLINICAL GOVERNANCE, QUALITY AND SAFETY

- In partnership with the Divisional Medical Director and senior leadership team, provide advice and support in developing and implementing quality and patient safety plans and processes that will improve the quality of care and efficiency of services, and be responsible for ensuring these strategies are consistent with the Trust's overall Quality Strategy.
- Work to create an open culture in line with Trust policies and procedures, ensuring that the voices of patients, families and carers are heard and acted upon.
- As part of the Divisional leadership team working with corporate and Directorate colleagues, drive improvements in the safety and wellbeing of patients, ensuring effective learning from patient complaints, safety incidents, investigations and medico-legal claims.
- In partnership with the Divisional Medical Director and senior leadership team, ensure that the Division's Business Plan, Workforce Plan, Financial Plan, CIP/QIP Plan and service improvements undergo a full quality impact assessment.

# LEADERSHIP AND MANAGEMENT

- Provide outstanding leadership to all staff across the Division, setting goals and standards for others and ensuring the fullest contribution to the development and delivery of the Division's strategic goals. Demonstrate a highly visible, authoritative and collaborative leadership style underpinned by the Trust values.
- Support the Divisional team in providing visible leadership, vision, advice and supervision and ensuring staff understand the contribution required of them and they are embedded into the business of the Division and wider Trust.
- Lead a climate of innovation and continuous improvement in the services provided across the Division. Assist the Divisional Medical Director to ensure the contributions and perspectives of all clinical and other staff are sought and used to influence management decisions within the Clinical Centres and for the Division as a whole.
- Support the Executives in developing a culture in which staff act corporately in the interests of our patients, our staff, and the Trust, and positively promote harmonious relationships with staff in other clinical specialties and with the corporate directorates. Ensure there is consistency between individual CDs philosophy and ways of working.
- Provide managerial expertise and support to CDs to lead, manage, motivate and develop their teams so as to maintain the highest level of staff morale and to create a climate within the directorate(s) characterised by high standards of openness.
- Deputise for the Divisional Medical Director/ Chief Operating Officer as appropriate.

# CORPORATE RESPONSIBILITIES

- Actively participate in cross-Divisional collaboration to deliver Trust objectives and take a Trust-wide lead as directed by the Chief Operating Officer on specific work programmes, policies and service issues which may impact across or beyond the Trust.
- The DDO will participate in the Executive On call rota, supporting off-site managers and Clinical Support Teams will assume overall operational management responsibility as part of major incident escalation.
- Ensure the development, implementation and regular review of comprehensive business continuity plans for all services in the Division.

# RESOURCES AND FINANCE

- In liaison with the Divisional Medical Director and Chief Operating Officer lead in the delivery of effective and efficient delivery of services within available resources and ensure that all budgets are managed within allocated resources.
- Anticipate and take early action to mitigate any financial imbalance.
- In conjunction with the Chief Operating Officer ensure that the Trust's funds are properly used, represent value for money, can withstand public scrutiny and are managed in line with standing financial instructions.
- Support the Chief Operating Officer to develop and agree budgets with direct reports and monitor expenditure against those budgets.
- The post holder will have responsibility for all operational budgets for the Division and will be a designated signatory to this effect in accordance with Standing Financial Instructions (SFIs).



## GENERAL CONDITIONS

As they undertake their duties, all staff 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.

## PROFESSIONAL STANDARDS

All Trust staff employed in recognised professions are required to ensure they work to the appropriate professional standards and/or Codes of Practice and all managers are expected to follow the Code of Conduct for NHS Managers.

## 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.

## RISK MANAGEMENT

All Trust staff have a responsibility to themselves and others in relation to managing risk, and will be provided with the necessary training and support to enable them to meet this responsibility. Staff should be familiar with and understand their role within relevant Trust policies and procedures including the Major Incident, Fire and Information Governance Policies as well as any local response plans. Managers are responsible for implementing and monitoring identified risk management control measures within their designated scope of responsibility and escalating these as appropriate in line with Trust procedures.

## INFECTION PREVENTION AND CONTROL (IPC)

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; 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 staff; 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 system).

# 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 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; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates; and
- 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.

# 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

Continuous improvement is a key aspect of daily work to be evidenced by personal commitment to contributing to the implementation of the Transforming Care Production System (TPCS) including the development and use of standard work.

The Trust commitment to one continuous improvement method TPCS should be reflected in individual's continuing professional development plans (CPD) and all SaTH leaders are required to complete the lean for leaders training.

As an employee you should be able to demonstrate how you continuously use the TCPS to improve patient care and staff experience supporting the Trust to deliver its organisation strategy.

# EQUAL OPPORTUNITIES AND DIVERSITY

The Shrewsbury and Telford Hospital NHS Trust is striving towards being an equal opportunities employer. No job applicant or member of staff 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 or 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.

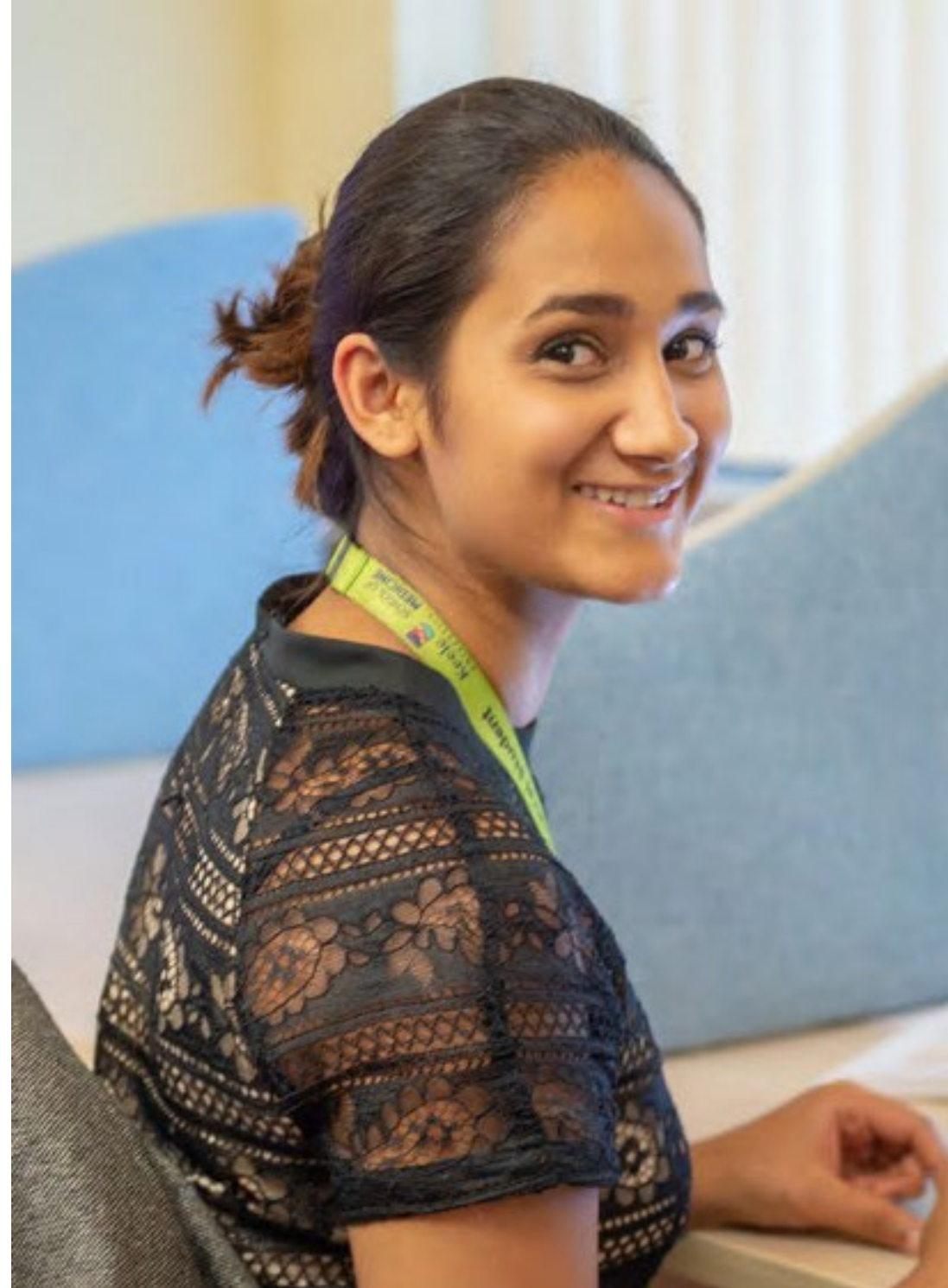
# ON CALL

Where appropriate, a requirement to take part in the Trust's on-call rota and provide practical leadership, advice and guidance during specific periods. Staff who are not currently required to participate in the Trust's on-call system may be required to do so following appropriate consultation.

This post participates in the Trust's On Call Management rota.

# 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 needs of the post-holder.





## PERSON SPECIFICATION

### DIVISIONAL DIRECTOR OF OPERATIONS

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

- Educated to degree level in relevant field or equivalent level of management experience
- Masters in a relevant subject (e.g. healthcare, management) or equivalent experience

## DESIRABLE

- Evidence of further professional development activities in the past two years

# EXPERIENCE

## ESSENTIAL

- Extensive senior management experience with demonstrable track record of success in a complex organisation across the full range of management functions: Financial management, Performance management, Information management, Workforce management and Strategic management
- Evidence of participation in corporate decision making and managing in a complex change environment creating sustained improvements
- Leading multi professional and cross organisational service development and evidence of successful delivery of agreed service objectives.

- A track record of achievement in all, or most of the following:
  - Strategy development and implementation for a number of services
  - Operational management across multiple services
  - Effective performance management
  - Introducing robust systems and processes
  - Developing staff
  - Facilitation and development of groups
  - Prioritising workload
  - Delivering improvement against key standards
  - Business case assessment
  - Budgetary management and achievement of CIP's

- Experience of analysing, interpreting and reporting on information to identify and manage variances in performance and identifying solutions to identified problem/ areas for improvement.
- Project management experience
- Experience of business planning techniques and managing business processes
- Track record of leading and managing teams through large-scale change in a complex organisation
- Experience of designing/ improving business systems & processes



# KNOWLEDGE

## ESSENTIAL

- General Management theory and practice, including quality, financial management, HR management and service/business development
- Good understanding of the NHS and key policy issues that affect business performance

- Good understanding of commissioning framework within the NHS

## DESIRABLE

- Awareness of Strategic management processes and their application

# SKILLS/PERSONAL QUALITIES

## ESSENTIAL

- First class interpersonal skills with ability to gain and sustain credibility with clinicians/managers.
- Able to present and received highly complex, sensitive and/or contentious information
- Highly skilled in influencing, persuading and negotiating with others in potentially hostile, distressing or emotive situations including the ability to deal with aggressive behaviour
- Able to prioritise and manage the ongoing work of services and/or projects
- Able to think strategically and develop and implement vision

- Results orientated and able to deliver against deadlines
- Excellent presentation skills, verbally and in writing
- Proactive rather than reactive approach
- Advanced keyboard skills
- Able to work autonomously with minimal guidelines and set goals and standards for others

## DESIRABLE

- Commercial acumen
- Political awareness – ability to perceive impact of actions on the decisions and activity of others







# LEADERSHIP, MANAGEMENT STYLE AND APTITUDE

## ESSENTIAL

- Desire to succeed and make a real impact on the quality of care and efficiency of services provided
- Committed to achievement of overall Trust performance and willing to challenge practice/behaviours that undermine the need to work as one team within the Trust
- Sets high standards and motivated to achieve these
- Works at optimum level in a complex, pressurized environment and is motivated by stretching targets and achieving continuous improvement
- Motivated by effective teamwork, with a desire to ensure that local and corporate priorities are not in conflict and that different professional groups work together effectively to achieve a common purpose
- Committed to living the Trust's values, willing to inspire others to act in accordance with those values and motivated to use those values to drive business performance and service development
- Comfortable in challenging traditional approaches and enjoys winning support for new ideas.

# 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.



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Shrewsbury  
SY3 8XQ

Getting to The Royal Shrewsbury Hospital

## The Princess Royal Hospital

Telephone: 01952 641222  
Minicom: 01952 641222 Ext: 4955

Address:  
Princess Royal Hospital  
Apley Castle  
Telford  
TF1 6TF

Getting to The Princess Royal Hospital

<https://www.sath.nhs.uk>