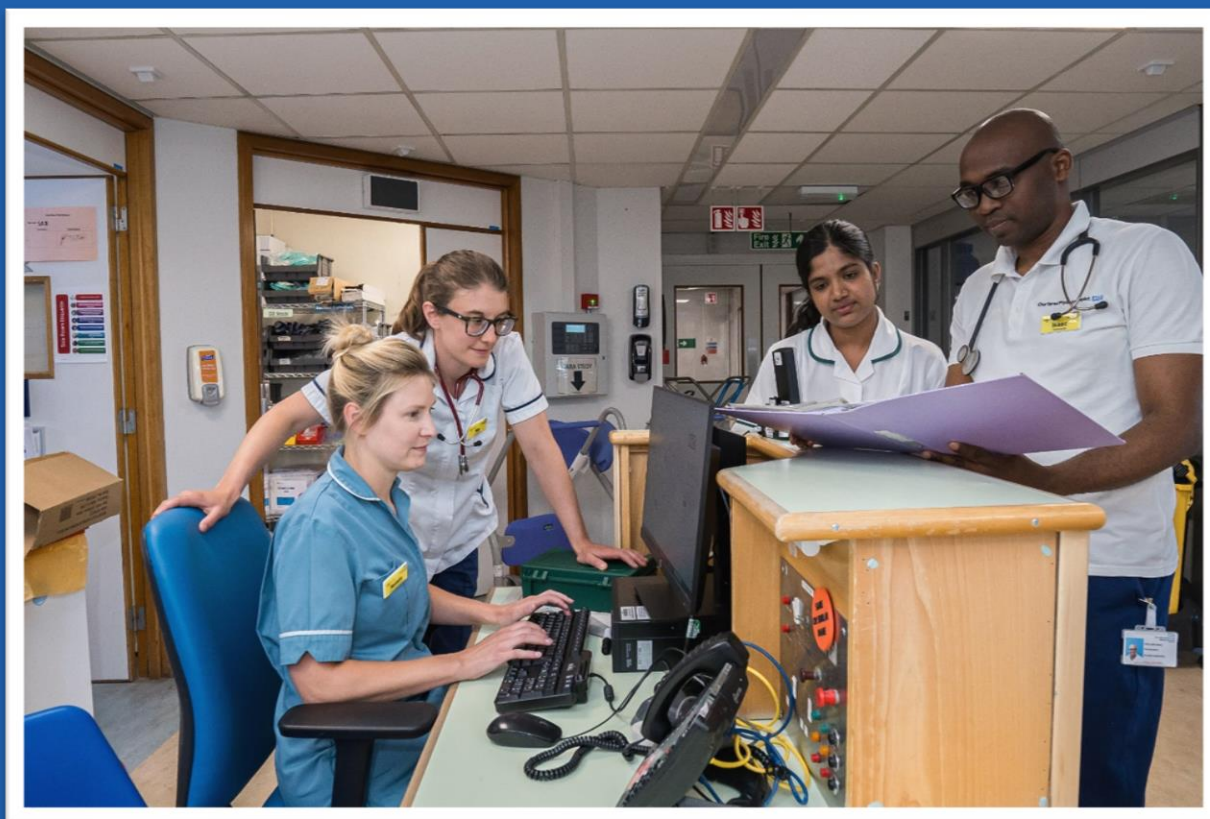


MATRON FOR CAPACITY AND FLOW

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 is about leading nursing and clinical teams to make sure patients get safe, high-quality care.
- You will be responsible for patient flow, infection control, and improving the patient experience across the hospital.
- You will manage staff, resources, and budgets to keep services running smoothly and efficiently.
- You will help drive changes and improvements in how care is delivered, working with other managers and teams.
- You will play a key role out of hours, acting as the operational commander overnight when needed.
- You will make sure standards are met, risks are managed, and patient feedback is listened to and acted upon.

Job Description

Job title:	Matron Capacity and Flow
Grade:	Band 8a
Site:	The Royal Shrewsbury Hospital with cross site work to The Princess Royal Hospital, Telford
Accountable to:	Head of Patient Flow
DBS required:	Enhanced

Job Purpose

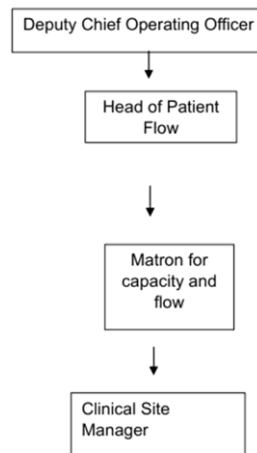
Providing senior professional nurse leadership, the post holder is accountable for the patient experience and the delivery of high-quality services within the Capacity Team and the Trust as a whole, ensuring efficient and effective management of all resources in order to deliver safe and effective patient care in an environment of continuous improvement.

The post holder is responsible for ensuring the achievement of operational and strategic objectives within their area of responsibility, with particular emphasis on the quality of care, patient flow, the patient experience, infection control, the care environment, patient and public involvement and clinical service improvement.

The post holder will work with other matrons, managers, centres/care groups and value stream leads as required to deliver the Trust's overall strategic objectives, ensuring that the patient experience is a key priority.

The post holder will participate in 7 day working and play a pivotal role out of hours, being on call in the role of operational commander for both hospital sites overnight.

Organisation Chart



Main Duties and Responsibilities

Leadership

- To provide professional nurse leadership and leadership to other clinical staff to ensure the delivery of safe, high quality, effective and compassionate patient services within the area of responsibility.
- To provide support and guidance to Clinical Site Managers.
- To demonstrate through personal behaviours, the core values of the Trust.
- To act as an expert resource, providing advice on patient flow and related policies and protocols, service delivery and service development.
- To drive transformational change and innovation in the development of modern, evidence-based nursing practice and models of care in line with the Care Groups and Trust's long-term strategies.
- To take a lead in developing the role of all team members throughout areas of responsibility.
- To ensure that appropriate resources are in place to support the delivery of high-quality services within areas of responsibility.
- To ensure a regular physical presence in all areas of responsibility to provide appropriate leadership.
- To lead site safety meetings and divisional touchpoint meetings, tracking through discharges, monitoring actions and supporting with escalations.

Service Delivery

- To ensure the effective management of services within area of responsibility in accordance with all aspects of the Operational Delivery Plan, Accountability Agreement, and performance targets.
- To take overall responsibility for the efficient and effective management of all available resources within area of responsibility with a particular emphasis on patient flow.

- To ensure that appropriate systems, work processes and protocols are in place to enable delivery of high quality, safe patient services in line with contemporary evidence-based practice and within available resources.
- To support patient flow, working closely with colleagues across the Trust to ensure optimum use of all available resources.
- To maintain systems for the accurate and timely recording and monitoring of all activity.
- To analyse and interpret a range of complex information in order to understand the clinical and financial performance within the area of responsibility and to prepare and present options for improvement.
- To act as Operational Commander out of hours in line with Minimum Occupational Standards for EPRR
- To monitor and report breaches of performance standards within sphere of responsibility in line with NHSE requirements with escalations to ICB

Quality and Service Improvement

- To provide professional nurse leadership out of hours and be responsible for the clinical effectiveness of the nursing function through the development of evidence-based practice.
- To be responsible for ensuring high standards of cleanliness in clinical areas of responsibility.
- To be responsible for implementing strategies to eliminate, as far as possible, hospital acquired infections.
- To develop and implement training packages for trust wide staff focusing on patient flow and discharge planning
- To put in place protocols and policies to support delivery of high-quality patient care.
- To establish clinical performance and quality standards and to ensure that systems are in place to regularly monitor and evaluate these. To take appropriate remedial action when performance and quality standards are not as expected.
- To drive process and service quality improvement and innovation for the benefit of patients and the general public in partnership with clinical and nonclinical colleagues, service users and other stakeholders.
- To promote and disseminate relevant research findings to support clinical practice and facilitate continuous improvement.
- To take a lead role in the design and implementation effective patient care pathways and models of care to ensure safe and effective services and optimum use of all available resources.
- To promote multi-disciplinary working that focuses on a positive patient experience throughout the care pathway as well as ensuring best use of all resources.
- To contribute to Trust-wide quality improvement initiatives.
- In conjunction with relevant internal managers to develop links with GPs, social care partners, voluntary groups, patient representatives and other care providers to design and implement contemporary service models and

care pathways and to promote good working relations and effective communication across the local health economy.

- Using a range of methods, to proactively seek the views of patients and ensure that feedback is valued and acted upon.
- To ensure patient complaints and concerns and any untoward incidents are dealt with in accordance with Trust procedures. To ensure that appropriate remedial action is taken promptly, and appropriate changes are made to processes and work practices to improve quality and efficiency and reduce the number of complaints received.
- To ensure active participation by teams in surveys, audit and research in support of service improvement.

Workforce

- To be responsible for the day-to-day management of all non-medical staff within area of responsibility, including recruitment, induction, appraisal, disciplinary, grievance and sickness management.
- To ensure all staff have clear roles, objectives, responsibilities and development plans.
- To ensure appropriate deployment of all staff to deliver safe and effective patient care within the resources available.
- To ensure the effective performance of all staff within area of responsibility, including having in place systems for regular appraisals and the development of Personal Development Plans.
- To ensure that all staff are managed effectively within the HR policy framework.
- To promote a culture of learning and continuous improvement, ensuring sufficient capacity and capability of individuals to enable them to deliver high quality care and contribute to service transformation.
- To facilitate opportunities for education, development, teaching and supervision of nursing and other staff and students.
- To ensure effective working relationships with the medical workforce.
- To establish and operate effective systems for staff involvement, engagement and communication within area of responsibility and to support wider communications within the Centre and the Trust as a whole.
- To put in place effective strategies to enhance the experience and satisfaction of the workforce.
- To communicate complex and sometimes contentious information in a manner that is understandable and likely to achieve engagement.
- To ensure compliance with Health and Safety legislation, policies and procedures within the Centre.

Governance and Risk

- To ensure good governance practices are embedded within the area of responsibility.
- Working closely with senior medical staff, to put in place and manage effective systems and operational and professional protocols to ensure patient safety and compliance with health service legislation, other statutory requirements, and NHS policy. To ensure that these systems and protocols are adhered to.
- To ensure that effective systems are in place to assess, report, monitor and manage clinical and non-clinical risk.
- To appropriately escalate actual and potential risks and ensure that remedial action is taken promptly where unacceptable risks are identified.
- To manage health and safety risks within the working environment.

Finance

- To have delegated responsibility for the budget within the area of responsibility, ensuring that services are delivered within agreed financial plans and budgets, including any agreed cost efficiency improvements.
- To support ward and department managers in developing strategies and plans to ensure that services are delivered within agreed financial plans and budgets, including any agreed cost efficiency improvements.
- To ensure that the Centre's assets and resources are used efficiently and economically.
- To participate in the development of efficiency improvement initiatives and plans within area of responsibility.
- To contribute to the budget setting process.
- To ensure that corrective action is taken in a timely manner where it becomes apparent that progress against plan is not as expected.
- To ensure compliance with the Trust's Standing Orders and Standing Financial Instructions.

Business Planning

- To contribute to the formulation and implementation of the Care Group Business Plan, ensuring that account is taken of professional, national and local standards, evidence-based practice, capacity and capability issues and the views of all stakeholders in the process.
- To support the development of workforce transformation strategies and plans that reflect the changing needs of the service. To support the development of new roles that reflect modern healthcare delivery.
- To contribute to the development of robust business cases in order to deliver short- and long-term business strategies.

Representing the Care Group and the Trust

- To foster effective working relationships with GPs, commissioners of services and patient representatives
- To foster good working relationships with colleagues within the Care Group, the Trust and external partners.
- To represent the Care Group within the Trust and externally as required.
- To network with other Trusts to identify and share areas of good practice.

Special projects

- To undertake projects as required to support the UEC improvement plan.
- Support other areas of the Trust as required in delivering on projects.

Shift working and On-call

- The post holder will work 4 shifts a week over 7 days. Shift times are 07.30-17.30 and 11.30-21.30.
- The post holder will be expected to work on call shifts each week, covering both sites.

Range of Authority

The post holder is responsible for the day-to-day management of services as outlined on the organisation chart.

The post holder will make a significant contribution to all major decisions affecting the departments within their area of responsibility such as patient safety, service quality, people management, contracting, budgetary management, business planning and risk management. The post holder is guided by corporate and national policies but in most situations will need to establish the way these should be interpreted. S/he will also be required to analyse and compare a range of complex and conflicting information to support the decision-making process.

Examples of areas in which the post holder is expected to act autonomously or with only occasional reference to their line manager prior to action include:

- Prioritising the use of all resources within the area of responsibility.
- Recommend action regarding staffing levels and skill mix within budgeted establishment.
- Staffing issues and performance of staff in accordance with Trust policy.
- Development and establishment of policies, and protocols within the area of responsibility

Examples of issues that the post holder is required to discuss with their line manager prior to action include:

- Changes to staffing levels or skill mix that impact significantly on quality of patient care or exceed budgeted establishment.
- Termination of employee contracts.
- Significant changes to service delivery.

- Development of standards, policies and protocols impacting on other areas of the Trust or staff groups outside of the remit of responsibility.

Equipment and systems

- To ensure that all clinical and non-clinical equipment is fit for use, maintained and used appropriately and efficiently.
- To recommend the purchase of equipment that is cost effective and will enhance efficiency and the patient experience.
- To be competent in the use of a range of clinical equipment.
- To be competent in the use of a range of electronic information systems and tools.

Physical, Mental and Emotional Demands of the Post

- To analyse and interpret a range of complex information in order to understand clinical and financial performance of the area of responsibility and to prepare and present options for +
- To undertake presentations to groups and to senior managers as required.
- To handle emotive and challenging situations relating to patients, service users and staff, using influential negotiating and motivational skills to achieve desired outcomes.
- To deal with a wide range of complex patient complaints and staff problems.
- To cope with frequent interruptions whilst in periods of concentration.

Working Conditions

- To occasionally undertake direct patient care.
- To maintain a strong presence within the patient environment.
- To work in normal office conditions, including regular VDU work.
- To travel regularly between all Trust sites.

Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Registered Nurse Part 1 • Masters level education or equivalent professional qualification or experience • Evidence of management development • Evidence of a commitment to continuous professional development 	
Experience	<ul style="list-style-type: none"> • Evidence of significant post registration senior nursing experience in a relevant specialty • Evidence of successful management of clinical services in the acute sector • Evidence of effective design and management of patient flows and pathways • Experience of leading the implementing service improvement including complex change management programmes • Evidence of successful management of a budget • Experience of managing clinical and non-clinical risk • Evidence of effective management of a complex and diverse workforce • Track record of achieving service targets 	

<p>Knowledge and skills</p>	<ul style="list-style-type: none"> • Strong leadership skills • Specialist knowledge, skills and experience in medicine specialties • Ability to manage a range of staff groups/professions to deliver objectives and targets • Ability to manage a budget • Ability to manage complex change projects • Ability to analyse complex and sometimes conflicting information in order to resolve issues • Knowledge of quality improvement tools and methodology • Comprehensive knowledge of current professional practice and health policy requirements • Strong decision-making Skills 	
<p>Other</p>	<ul style="list-style-type: none"> • Ability to travel across the health community as required • Ability to fulfil the requirements of the Trust's on-call rota • Eligible to work in the UK 	

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.

