

SERVICE MANAGER

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 Operational Manager by helping to run the business side of the Pathology Centre and making sure services meet their goals.
- It involves working closely with clinical and scientific leaders to keep services safe, high quality and well organised.
- The post holder will manage areas such as Specimen Reception, Stores and non-patient transport, ensuring resources are used efficiently.
- They will help improve how the Centre works, support Trust-wide plans and make sure patient care and experience remain a top priority.
- The role also includes working with other teams and divisions to support the Trust's wider objectives.

Job Description

Job title:	Service Manager
Grade:	Band 6
Site:	The Royal Shrewsbury Hospital
Accountable to:	Pathology Operational Manager
DBS required:	Non

Main Duties

Service Delivery

- To manage and maintain performance management systems to support delivery of the Operational Plan for the service area.
- Through the analysis and interpretation of a wide range of complex information, to continuously monitor clinical and financial performance.
- To ensure that all information relating to the activity within the area of responsibility is recorded accurately and in a timely manner to enable performance to be continuously monitored.
- To work closely with colleagues in the Finance, Procurement, Business Intelligence, and HR functions to ensure that relevant and accurate information regarding the Centre's activity and performance is available.
- To ensure that relevant information on activity and performance is disseminated as appropriate throughout the area of responsibility to support effective decision-making.
- To identify and address areas of concern, discuss and offer options for improvement and, with support, implement change where required.

Finance

- To monitor the service budgets and support the Operational Manager in ensuring that services are delivered within agreed financial plans, including any agreed cost efficiency improvements.
- To support the Centre and Operational Manager in budget negotiations.
- To ensure that the Centre's assets and resources are used efficiently and economically
- To contribute to efficiency improvement initiatives and plans.
- To identify and address areas of concern, ensuring that agreed corrective action is taken in a timely manner where it becomes apparent that progress against plan is not as expected.
- To support the development of long-term strategies to ensure the financial sustainability of the area of responsibility.
- To ensure that all business is carried out in accordance with the Trust's Standing Orders and Standing Financial Instructions, ensuring that all individuals within the area of responsibility understand their obligations.

Business Planning

- To assist the Operational Manager in the formulation and implementation of the Centre Business Plan, ensuring the active involvement of all staff in business planning and service development.
- To ensure that business plans are affordable, deliverable, and consistent with Trust strategy, reflecting corporate and national policy and best clinical practice and taking account of the views of all stakeholders.
- To support the workforce planning process to ensure that the changing needs of the service can be met.
- To attend meetings as necessary in order to support the senior Pathology Management Team and Operational Manager in negotiations with commissioners and key stakeholders, ensuring that business plans reflect their needs and can be delivered within the available resources.
- To support the development of new roles that reflect modern healthcare delivery.
- To support the Operational Manager and Centre Manager in negotiations with commissioners and key stakeholders, ensuring that business plans reflect their needs and can be delivered within the available resources.
- To negotiate with both internal and external service providers to ensure that the needs of the Centre are met.
- To develop and progress robust business cases that support

Workforce

- To ensure that workforce planning processes are in place to ensure that the changing needs of the service can be met.
- To take part in the CSS Division's efforts to improve the levels of staff satisfaction following survey results and monitor key performance indicators in relation to workforce and support strategies for improvement.

- To communicate contentious information to large groups in a manner that is understandable and likely to achieve engagement.
- To support the line management of staff in the areas of responsibility.

Quality and Service Improvement

- To analyse and interpret trends and benchmarking data, to develop and implement improvement strategies.
- To support quality and service improvement within the areas of responsibility and work with other services and Centres to ensure effective patient care and use of all Trust resources.

Governance and Risk

- To ensure that systems are in place to monitor and manage risk in relation to patient safety, compliance with health service legislation, other statutory requirements and NHS policy.
- To highlight areas of concern so that remedial action can be taken promptly where unacceptable risks are identified.

Representing the Centre and the Trust

- To develop and establish effective working relationships with stakeholders and support the senior operational team to achieve this.
- To foster good working relationships with colleagues within the Centre, Division, and other Divisions.
- To represent the Centre within the Trust and externally as required.
- To network with other Trusts to identify and share areas of good practice.

Special projects

- To undertake special projects as required within the Centre.
- To support other Centre and Divisional leads as required in delivering projects.

Range of Authority

The post holder will work with and support the Centre Manager and the Operational Manager in contributing to all major business decisions affecting the Centre such as contracting, budgetary management, and 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 with their line manager prior to action include:

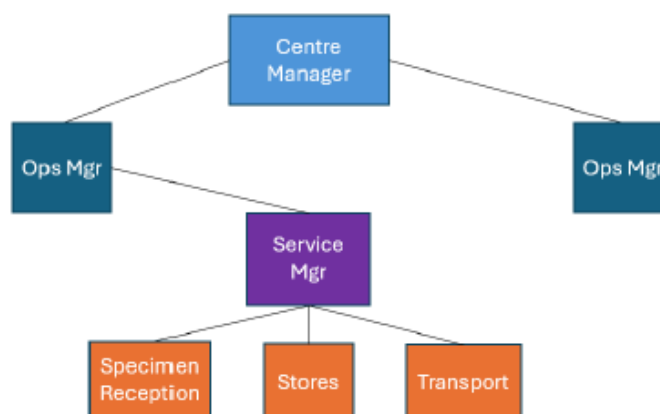
- Implementing agreed strategies and plans
- Modifying plans within defined parameters
- Initiating action to correct performance issues

- Use of resources within agreed parameters

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

- Decisions impacting on the Centre's ability to deliver agreed plans
- Sign-off of contracts and budgets

Organisational Chart



Person Specification

	Essential	Desirable
Qualifications	Degree level education or equivalent professional qualification or experience Evidence of professional management development Evidence of a commitment to continuous professional development	
Experience	Experience of working at a management or professional level Experience of managing teams Evidence of successful management of services	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 change management programmes Evidence of effective management of a complex and diverse workforce Track record of achieving service targets	Experience of managing risk Management of a budget
Knowledge and skills	Strong leadership skills Ability to manage a range of staff groups/professions to deliver objectives and targets Ability to analyse complex and sometimes conflicting information in order to resolve issues Advanced decision-making skills	
Other	Ability to travel across the health community as required 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 Trust's 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.

