

CENTRE MANAGER – EMERGENCY & ACUTE

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

- You will lead the day-to-day running of the Centre to make sure services are safe, high quality, and run well.
- You will manage staff and support teams to work together and provide the best care for patients.
- You will make sure targets are met and services run on time by using data to track performance.
- You will plan and improve services so they are more efficient and meet patient needs.
- You will manage budgets and resources carefully to keep services financially stable.
- You will make sure rules, safety standards, and policies are followed at all times.

Job Description

Job title:	Centre Manager
Grade:	8B
Site:	The Royal Shrewsbury Hospital with cross site working at The Princess Royal Hospital, Telford
Accountable to:	Divisional Director of Operations
DBS required:	No

Job Overview

Accountable to the Divisional Director of Operations the post holder has the responsibility for the business and performance management of the Centre. Ensuring that performance targets and strategic objectives are met, including managing capacity and demand in order to achieve targets. Developing a strategic approach to service improvement and best clinical pathways the post holder will support process redesign and produce business plans/business cases to support development within the centre. The post holder will be accountable for the delivery of all services of the Centre.

The post holder will work with other centres and value stream leads as required to delivery the Trusts overall strategic objectives, ensuring that the patient experience is a key priority.

Main Duties and Responsibilities

- To support the Divisional Director of Operations in defining the strategic direction for the Division.
- To develop long term strategies to ensure the sustainability of the Centre.
- To act as ambassador for the Centre and to demonstrate through personal behaviours the core values of the Trust.
- To develop an appropriate managerial and professional infrastructure to enable the delivery of high quality patient services within the Centre.
- To ensure a regular physical presence within all areas of the Centre in order to provide appropriate leadership.

Service Delivery

- Ensure patient flow pathways and processes are designed to meet operational best practice and eliminate waste, inefficiency and delay.
- Ensure that designed pathways and processes are consistently applied in practice
- Ensure that teams/staff engaged in the pathways are achieving maximum productivity within their available time
- Responsible for benchmarking and identifying best practice in conjunction with clinical teams design the best practice pathway
- To develop and implement performance management systems to support delivery of the Centres Operational Delivery Plan and Accountability Agreement.
- To design and maintain appropriate information systems to enable analysis and comparison of a wide range of information.
- Through the analysis and interpretation of a wide range of highly complex and sometimes conflicting information, to continuously monitor the clinical and financial performance of the Centre, prepare and present options for improvement and ensure that corrective action is taken promptly when progress against plan is not as expected.
- To ensure that all information relating to the activity of the Centre is recorded accurately and in a timely manner to enable performance to be continuously monitored.
- To work closely with colleagues in the Corporate Nursing, Finance, Performance Management and performance is available.
- To deliver all relevant national and trust Targets eg 4 hr target
- Responsible for a range of policy implementation throughout the centre and impacting beyond the centre.

Business Planning

- To formulate and implement the Business Plan for all services within the Centre, ensuring the active involvement of all clinical and professional 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 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 compile the Centres annual workforce plan ensuring all availability of appropriate skills and affordability.
- To lead negotiations with commissioners and key stakeholders, ensuring that business plans reflect their needs and can be delivered within the available resources.
- To lead negotiations 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 the development and growth of modern high quality healthcare services where there are no obvious solutions or a range of options.

Governance and Risk

- Ensure that effective systems and operational protocols are in place to ensure patient safety and compliance with health service legislation, other statutory requirements and NHS policy in an environment which presents significant clinical risk.
- To ensure that these systems and protocols are adhered to. To ensure that clinical and non-clinical risk is reported, monitored and managed effectively.
- To escalate actual and potential risks to appropriate stakeholders and ensure that remedial action is taken promptly where unacceptable risks are identified.
- To manage health and safety risks within the working environment.

Workforce

- To directly manage the Operational Managers and Service Managers, including recruitment, induction, appraisal, disciplinary, grievance and sickness management.
- To support the development of new roles that reflects modern healthcare delivery.

- To analyse and interpret staff satisfaction survey results and monitor key performance indicators in relation to workforce and support strategies for improvement.
- To communicate highly contentious and sensitive and sometimes highly distressing information, for example regarding disciplinary matters, significant changes or closures of services etc., to large groups in a manner that is understandable and likely to achieve engagement.

Finance

- To have operational responsibility for the budget for all services within the Centre, ensuring that services are delivered within agreed financial plans and budgets, including any agreed cost efficiency improvements. To lead budget negotiations to agree the annual budget for each service area and the Centre as a whole and to devolve this to ward/department level.
- To ensure that the assets and resources are used efficiently and economically.
- To ensure that efficiency improvement initiatives and plans are achieved.
- To be responsible for taking corrective action in a timely manner where it becomes apparent that progress against plan is not as expected.
- To develop long term strategies to ensure the financial sustainability of the Centre
- To ensure all business is carried out in accordance with the Trusts standing orders and Standing Financial Instructions, ensuring that all individuals within the within the Centre with responsibility for financial resources understanding obligations.

Representing the Centre and the Trust

- To establish effective working relationships with GPs, commissioners of services and patient representatives
- To foster good working relationships with colleagues within the Centre and other centres.
- 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 centres and value stream leads as required in delivering on projects

On-Call

- Participate in the Trusts senior manager on-call rota.

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 Centre such as contracting, budgetary, 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: • Initiating action to correct performance issues. • Contract and Service Level Agreement negotiation within defined parameters.
- Examples of issues that the post holder is required to discuss with their line manager prior to action include: • Sign-off of contracts and budgets.

Equipment and systems

- To use normal office equipment
- To use a range of electronic information systems and tools

Physical, Mental and Emotional Demands of the Post

- To analyse and interpret a range of highly complex and sometimes conflicting information in order to understand the Centre's clinical and financial performance and to prepare and present options for improvement.
- To undertake complex and sometimes highly contentious and sensitive consultation and negotiation, requiring the highest level of interpersonal and communication skills to deal with hostility and antagonism.
- To undertake presentations to large groups and to senior managers as required

- To handle emotive and challenging situations, using influential negotiating and motivational skills to achieve desired outcomes.
- To cope with frequent interruptions whilst in periods of concentration ensuring high degree of accuracy.

Working Conditions

- 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"> • Masters level education or equivalent professional qualification or experience • Evidence of professional management development • Evidence of a commitment to continuous professional development 	
Experience	<ul style="list-style-type: none"> • Significant experience of working at a senior management or professional level (equivalent to Postgraduate Diploma) in the acute sector • Significant experience of managing teams • Experience of business strategy and planning • Experience of implementing service improvement including complex change management programmes • Experience of managing non-clinical risk • Evidence of effective management of a 	

	<p>complex and diverse workforce</p> <ul style="list-style-type: none"> • Evidence of successful management of significant budget • Track record of achieving service targets 	
Knowledge and skills	<ul style="list-style-type: none"> • Strong leadership skills Excellent negotiating skills • Understanding of NHS business and financial regimes • Excellent numeracy and IT skills Ability to design and develop complex information systems to enable effective decision-making within the Centre. • Advanced decision-making skills • Ability to manage teams to deliver objectives and targets • Ability to manage significant risk • Ability to manage a complex 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	
Other	<ul style="list-style-type: none"> Ability to travel across the health community as required 	

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.

