



THERAPY OPERATIONAL MANAGER

INFORMATION FOR CANDIDATES

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

We employ more than 6,000 people, and hundreds of colleagues 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.



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.

COLLEAGUE BENEFITS

GENERAL

27 days annual leave entitlement at joining, 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

Option to buy and sell additional annual leave

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

- Blue Light Card
- Health Service
- Discounts NHS

Generous Pension scheme

Access to a financial support booklet

Pre-retirement courses

Free Will writing service

Savings and Loan schemes

HEALTH AND WELLBEING

PSYCHOLOGICAL SUPPORT

- Coaching
- Mental Health First
- Aiders Chaplaincy

PHYSICAL SUPPORT

- Fast track physiotherapy service Free
- eye test vouchers

HEALTHY LIFESTYLES AND EMOTIONAL SUPPORT

- Slimming World referral scheme Staff
- cervical screening service Long Covid support
- Access to wellbeing/rest rooms
- Menopause support including advocates, webinars, toolkits, clinics, and bi-monthly meet ups Men's
- Health - Bi-monthly forums and men's MOT
- Sleep School Wellbeing Support

Discounts with local gyms

LEARNING AND DEVELOPMENT

COACHING AND MENTORING

Opportunities to grow, develop and perform at your best

LEADERSHIP ACADEMY

Leadership and management training for all levels of staff

ACCESS TO ELEARNING COURSES

Many eLearning modules to learn from with access available at home

APPRENTICESHIPS

There are a growing number of apprenticeship opportunities at SaTH across all disciplines

Secondment and acting-up opportunities

Support to complete qualifications such as NVQ, Masters etc. whilst on the job



JOB DESCRIPTION

Job Title	Therapy Operational Manager
Band	8A
Directorate	Clinical Support Services
Accountable to	Therapy Care Closer to Home Manager
DBS Required?	Yes

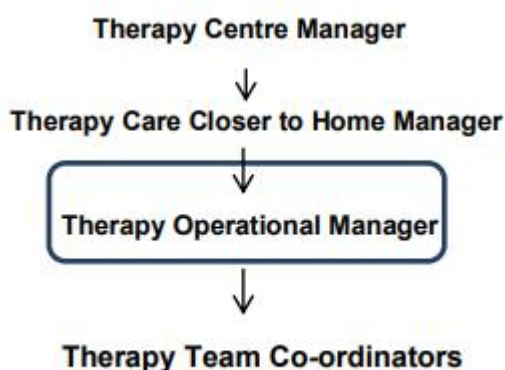
JOB OVERVIEW

Providing professional leadership and operational management support to the Therapy Centre Manager and Therapy Care Closer to Home Manager, the post holder is accountable for the delivery of a range of services within the Centre supported, ensuring efficient and effective management of all resources in order to deliver safe, high quality and effective patient care in an environment of continuous improvement.

Working with the Therapy Centre Manager, Therapy Care Closer to Home Manager, Therapy Team Co-ordinators and therapy staff, the post holder is responsible for formulating and implementing service delivery plans to achieve the operational and strategic objectives of the Centre.

The post holder will work with the Site Management Teams, other Centre Operational Managers and Matrons, Ward Managers, Discharge Liaison Nurses and community colleagues as required to deliver the Trust's overall strategic objectives, ensuring that the patient experience is a key priority.

ORGANISATION CHART



MAIN DUTIES AND RESPONSIBILITIES

1. Leadership

- To provide professional leadership to ensure the delivery of safe, high quality and effective patient services within the Centre.
- To support the Therapy Centre Manager and Therapy Care Closer to Home Manager in defining the strategic direction for the Centre.
- To develop long term strategies to ensure the sustainability of the Centre.
- To drive transformational change and innovation.
- To act as ambassador for the Centre and to demonstrate through personal behaviours the core values of the Trust.
- To ensure that an appropriate managerial and professional infrastructure is in place to support the delivery of high- quality services within the Centre.
- To ensure a regular physical presence within all areas of the Centre to provide appropriate leadership.
- To deputise in the absence of the Therapy Care Closer to Home Manager as required.

2. Service Delivery

- To have overall responsibility for the effective management of the clinical service delivery areas within the areas of responsibility to ensure delivery of 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 the clinical service delivery areas.
- To ensure appropriate systems and work processes and protocols are in place to enable the delivery of high quality, safe patient services in line with contemporary evidence -based practice and within available resources.
- To be responsible for the development and implementation of service redesign initiatives.
- To take specific responsibility for ensuring that robust and effective contingency plans are in place within the area of responsibility.
- To maintain systems within the area of responsibility for the accurate and timely recording and monitoring of all activity.
- To analyse and interpret a range of complex information to understand the clinical and financial performance of the area of responsibility and to prepare and present options for improvement.

3. Business Planning

- To work with the Therapy Centre Manager and Therapy Care Closer to Home Manager to formulate and implement the Business Plan for the area of responsibility, 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 develop robust business cases in order to deliver short and long- term business strategies.

4. Governance and Risk

- To work with the Therapy Quality Improvement Leads to ensure that effective systems and operational and professional protocols are in place 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 report, monitor and manage clinical and non-clinical risk.
- To alert the Therapy Quality Improvement Leads and Therapy Care Closer to Home Manager to 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.

5. Quality and Service Improvement

- To provide professional leadership and be responsible for the clinical effectiveness of the Care Closer to Home therapy service through the implementation of evidence-based practice.
- Working closely with colleagues in other Centres, to take a significant role in the design and establishment of effective patient care pathways to ensure safe and effective services and optimum use of all available resources.
- To drive process and service quality improvement and innovation for the benefit of patients and the general public across the area of responsibility in partnership with clinical and non-clinical colleagues, service users and other stakeholders.
- To establish clinical and non-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 put in place protocols and policies to support delivery of high- quality patient care within the area of responsibility.
- To ensure active participation by teams in surveys, audit and research in support of service improvement within the Centre.
- To ensure patient complaints and concerns and any untoward incidents are dealt with in accordance with Trust procedures and that appropriate remedial action is taken promptly.

6. Workforce

- To be responsible for the day to -day management of all therapy staff within the area of responsibility, including recruitment, induction, appraisal, disciplinary, grievance and sickness management.
- To ensure all staff within the area of responsibility have clear roles, objectives, responsibilities and development plans.
- To ensure appropriate deployment of all staff within the area of responsibility to deliver safe and effective patient care within the resources available.
- To ensure the effective performance of all staff within the 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 develop 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 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 therapy staff and students.
- To ensure effective working relationships with the medical and nursing workforce.
- To establish and operate effective systems for staff involvement, engagement and communications within the 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 highly complex and sometimes highly contentious information to large groups in a manner that is understandable and likely to achieve engagement.
- To ensure compliance with Health and Safety legislation, policies and procedures within the area of responsibility.

7. Finance

- To be accountable for the effective financial management of services within the area of responsibility, ensuring that they 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 contribute to efficiency improvement initiatives and plans.
- To contribute to the budget setting process.
- To be responsible for taking corrective action 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.

8. Representing the Centre and the Trust

- To work with the Therapy Centre Manager and Therapy Care Closer to Home Manager to establish effective working relationships with community colleagues, 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.

9. Special projects

- To undertake projects as required within the Centre.
- Support other centres and value stream leads as required in delivering on projects.

10. On-call

- To participate in the Trust's 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 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 with their line manager prior to action include:

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

- 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 Centres.

Equipment and systems

- To ensure that all clinical and non-clinical equipment within the Centre 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 electronic information systems and tools.

Physical, Mental and Emotional Demands of the Post

- To analyse and interpret a range of complex information to understand the Centre's clinical and financial performance and to prepare and present options for improvement.
- To undertake presentations to large 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 cope with frequent interruptions whilst in periods of concentration.
- To regularly deal with a wide range of complex patient complaints and staff problems.

Working Conditions

- 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.

Review

This job description is an outline of the principal areas of responsibility and may be subject to periodic change. The job title is not restrictive and the job holder may at any time be required to undertake other duties within their competence beyond the confines of this job description.

The post may change over time to reflect the developing needs of the Trust and its services, as well as the personal development of the job holder. All changes will be discussed with the post holder.

Job Description Agreement

I have read and understood the duties that are expected of me.



PERSON SPECIFICATION

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	DESIRABLE
<ul style="list-style-type: none"> Degree level education or equivalent professional qualification or experience Evidence of professional management development Evidence of a commitment to continuous professional development 	<ul style="list-style-type: none"> Registration with the Health and Care Professional Council is preferred but not essential for the role

EXPERIENCE AND KNOWLEDGE

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> Significant experience of working at a management or professional level (equivalent to Postgraduate Diploma) in the acute sector Significant experience of managing clinical teams Evidence of successful management of clinical 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 complex change management programmes Experience of managing clinical and non-clinical risk Evidence of effective management of a complex and diverse workforce Successful management of significant budget Track record of achieving service targets Expert knowledge of quality improvement tools and methodology Comprehensive knowledge of current professional practice and health policy requirements 	

SKILLS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Strong leadership skills • 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 • Advanced decision-making skills 	

OTHER

ESSENTIAL	DESIRABLE
<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 	

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; 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

INFECTION PREVENTION AND CONTROL (IPC)

The prevention and management of acquired infection is a key priority for the Trust. 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 colleagues; 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 policy)

INFORMATION GOVERNANCE AND CYBER SECURITY

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.

- 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 - To ensure that information is only shared with the appropriate people in appropriate circumstances, care must be taken to check the recipient has a legal basis for access to the information before releasing it. 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, to protect yourself and the Trust from any possible 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 continuous personal development including, 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

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

We all have a personal and a professional responsibility within the Trust to identify and report abuse.

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

The Shrewsbury and Telford Hospital NHS Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is 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.

Following a successful five-year partnership with the Virginia Mason Institute in the USA, SaTH continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation. You will be supported by an Improvement Hub, which will provide the necessary expertise to support you make improvements, while also providing training at various stages of your time at SaTH, as part of your continuing professional development.

EQUAL OPPORTUNITIES AND DIVERSITY

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

The Trust is a no smoking/e-cigarette/vaping organisation except for designated external areas, in accordance with Trust Policy.

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.





The Royal Shrewsbury Hospital

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The Royal Shrewsbury Hospital

Mytton Oak Road

Shrewsbury

SY3 8XQ

Getting to The Royal Shrewsbury Hospital

The Princess Royal Hospital

Telephone: 01952 641222

Minicom: 01952 641222 Ext: 4995

Address:

The Princess Royal Hospital

Apley Castle

Telford

TF1 6TF

Getting to The Princess Royal Hospital