



CARE GROUP DIRECTOR WOMEN AND CHILDREN

CANDIDATE INFORMATION PACK

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ABOUT THE TRUST

The Shrewsbury and Telford Hospital NHS Trust 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, and together provide 99% of our activity. Both hospitals provide a wide range of acute hospital services including accident and emergency, and critical care.

We employ almost 6,000 staff, and hundreds of staff and students from other organisations also work in our hospitals. We benefit from around 1,000 wonderful volunteers at the Trust. 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.

In addition to this, we also provide services such as consultant-led outreach clinics at the Wrekin Community Clinic, Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.





PRINCESS ROYAL HOSPITAL TELFORD (PRH)

PRH opened in 1989. It generally serves Telford & Wrekin and eastern Shropshire, as well as being the Trust's main centre for women and childrens, inpatient head and neck services (and currently hyper-acute and acute stroke services on a temporary basis).

In September 2014, PRH became our main centre for inpatient women and children's service when the £28 million Shropshire Women and Children's Centre opened. The centre includes consultant-led maternity services, with a standalone midwifery-led unit on site, and is supported by a level 2 neonatal unit.

PRH has approximately 285 acute adult inpatient beds and 36 acute paediatric inpatient beds, with three beds allocated for haematology and oncology, and an 8 bedded children's assessment unit. It also has 24 surgical day case beds and a 20-station renal dialysis unit. The hospital also includes a private outpatient facility (the Apley Clinic).

The hospital currently provides A&E, inpatient, outpatient and day case facilities. Services include general and acute medicine, inpatient head and neck, cardiology, breast surgery, urology, critical care, trauma and orthopaedic services, paediatric services, emergency treatment and renal dialysis. PRH also provides day case treatment for general surgery including paediatrics, ophthalmology, haematology and oncology.

ROYAL SHREWSBURY HOSPITAL

SHREWSBURY (RSH)

RSH opened in 1977 (although some services such as the midwife-led unit have been provided on the hospital site since the 1960s). It generally serves Shrewsbury, western Shropshire and mid-Wales, as well as being the Trust's main centre for cancer services and acute surgery.

RSH has approximately 370 acute adult inpatient beds, in addition to 30 surgical day case beds, a 16 station chemotherapy day centre, and 24 renal dialysis stations. RSH provides A&E, inpatient, outpatient and day case services. Specialties include general and acute medicine, cardiology, general surgery, colorectal and upper GI surgery, vascular surgery, urology, gynaecology, critical care, trauma and orthopaedic services, medical day case for paediatrics from Monday to Friday, emergency treatment, oncology and haematology, renal and ophthalmology.

The Shropshire and Mid-Wales Fertility Centre relocated to Severn Fields Heath Village in November 2018 and is one of the top IVF clinics in the country. The new department now consists of a large secure admin area; an outpatient and diagnostics area, and a clinical hub which features state-of-the-art laboratories, treatment rooms and recovery area.

The £5 million Lingen Davies Centre provides improved facilities for oncology and haematology patients. The new surgical assessment and surgical short stay unit is part of RSH as our main centre for inpatient acute surgery. Since the opening of the Shropshire Women and Children's Centre at PRH in Telford, RSH has continued to provide midwife-led maternity services and outpatient services.



OUR COMMUNITIES AND PARTNERSHIPS

THE MAJORITY OF OUR PATIENTS AND COMMUNITIES LIVE IN THREE LOCAL AUTHORITY AREAS:

- Shropshire Council (unitary county authority, conservative-led administration)
- Telford & Wrekin Council (unitary borough authority, labour-led administration)
- Powys County Council (unitary county authority, independent-led administration) - our catchment area predominantly covers the former county of Montgomeryshire which comprises the northern part of Powys.

LOCAL NHS COMMISSIONING ORGANISATIONS HAVE THE SAME BOUNDARIES AS OUR LOCAL AUTHORITIES AND ARE:

- Shropshire Clinical Commissioning Group
- Telford & Wrekin Clinical Commissioning Group
- Powys Teaching Health Board Specialised commissioning is undertaken through NHS England (Shropshire and Staffordshire Area Team) and Welsh Health Specialised Services Commissioning.



WE WORK IN PARTNERSHIP WITH A WIDE RANGE OF ORGANISATIONS FOR THE DELIVERY AND PLANNING OF HEALTH SERVICES. THE MAIN STATUTORY BODIES INCLUDE:

Local Authorities (see previous page)

NHS Commissioning Bodies (see previous page)

Primary Care Services

Other providers of health and care services for Shropshire, Telford & Wrekin and mid Wales:

- Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (specialist orthopaedic)
- Shropshire Community Health NHS Trust (community services)
- Midland Partnership NHS Foundation Trust (specialist mental health and learning disabilities)
- West Midlands Ambulance Service NHS Foundation Trust (ambulance and patient transport)
- Welsh Ambulance Services NHS Trust (ambulance and patient transport)
- Community and voluntary sector organisations

The main statutory bodies to represent the public interest in health services include:

- Health Overview and Scrutiny Committee for Shropshire Council and Telford & Wrekin Council
- Local Healthwatch bodies for Shropshire and Telford & Wrekin
- Powys Community Health Council



KEY FACTS AND FIGURES

OUR STAFF

At the end of 2017/18 our substantive workforce included approximately:

- 523 fte doctors and dentists (10%)
- 1,429 fte nursing and midwifery staff (28%)
- 644 fte scientific, technical and therapies staff (13%)
- 1,391 fte other clinical staff (28%)
- 1,060 fte non-clinical staff (21%)

In addition to this the available workforce at year end included over 1,000 staff employed through the Trust's internal bank, in addition to staff working within the Trust via external agencies. Expenditure on staff accounts for approximately 67% of expenditure. One of our key priorities continues to be to reduce our pay costs by reducing our reliance on agency workers.

*fte refers to full time equivalent

OUR ACTIVITY

In terms of activity, in 2017/18 we saw:

- 65,003 elective and daycase spells
- 50,982 non-elective inpatient spells
- 6,250 maternity admissions
- 410,916 outpatient attendances
- 123,999 accident and emergency attendances

OUR FINANCES

In 2017/18, the Trust was set a target of delivering an in-year deficit of £16.4 million. The Trust responded admirably to this challenge and through cost savings and productivity improvements actually recorded a deficit of £16.398 million, an underspend of £0.002 million.



EDUCATION AND TEACHING

THERE ARE THRIVING POSTGRADUATE CENTRES AT BOTH HOSPITALS.

We are an undergraduate teaching hospital through our partnership with Keele University. This year Keele University's Medical School finished first in the league tables for overall student satisfaction, and sixth in the Guardian newspaper's university league table for medicine.

The majority of consultants are involved with medical education and a substantial number have sessions seconded to the medical school and hold substantive or honorary university titles. There is a Dean and Deputy based at the Trust who oversee the delivery of the undergraduate curriculum and manage the academic staff. Academic staff perform many of the central roles of the Medical School including participation in admissions, examinations, GMC inspections, formal review of health, conduct, and progress of students and membership of senior committees.

There is a programme of faculty meetings and opportunities for formal teaching training both at the Trust and at the main university campus. We are a very high recruiter to national trials and, for many trials, we are the highest recruiter in the region. Given the academic pedigree of consultants appointed here, research continues to be an interest within departments and we are looking forward to developing further academic links to enhance our research pedigree.

We also benefit from our education partnership with Staffordshire University, with on-site facilities to support the training of our nursing, midwifery and allied health professional workforce. The Guardian's University Guide (2013) ranked the University's courses as 1st in England for nursing and paramedical programmes.

In November 2018 we opened a purpose-built Trust simulation centre in the Copthorne Clinical Training Centre (CCTC). We now have 2 purpose-built simulation rooms in the CCTC that will primarily be used for simulation. This is a very exciting development for the Trust and Medical Education, as we are now in position to run more in house high-fidelity simulation courses for multi-disciplinary teams, in a dedicated and safe environment.

UNDERGRADUATE TRAINING PROGRAMME

Led by Dr Koottalai Srinivasan, Hospital Dean (Consultant in Respiratory Medicine).

POSTGRADUATE TRAINING PROGRAMME

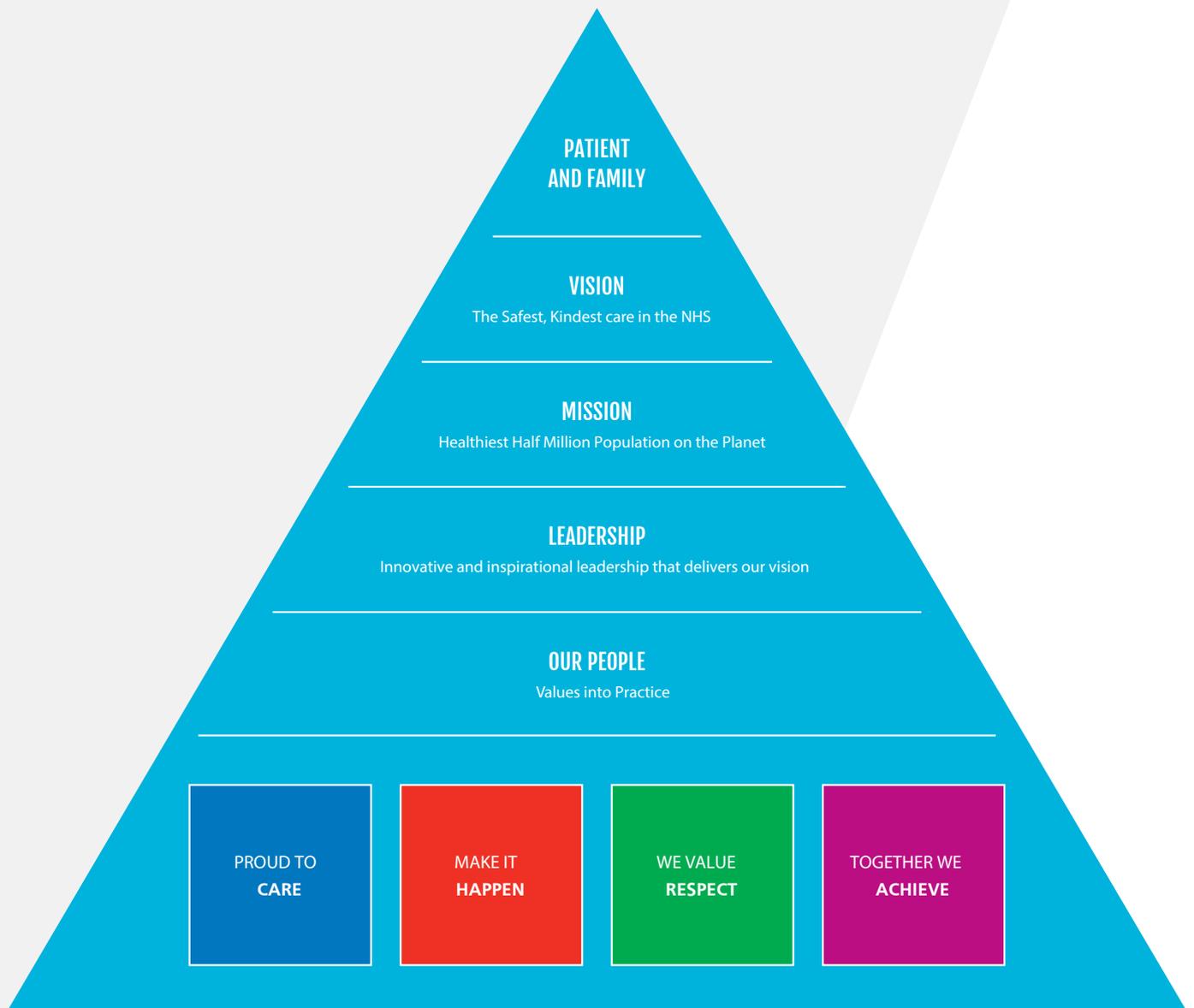
Led by Dr Jenni Rowlands, Director of Medical Education (Consultant Radiologist).

MEDICAL EDUCATION GOVERNANCE

The Medical Education Committee is chaired by Dr John Jones (Deputy Medical Director)

OUR STRATEGY

We launched our Organisational Strategy with the vision of providing the safest and kindest care in the NHS. We developed our strategy through a series of staff engagement events to ensure it is a collective view of where we want to be as an organisation. Our collective objective is delivering this strategy.



OUR TRUST 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.

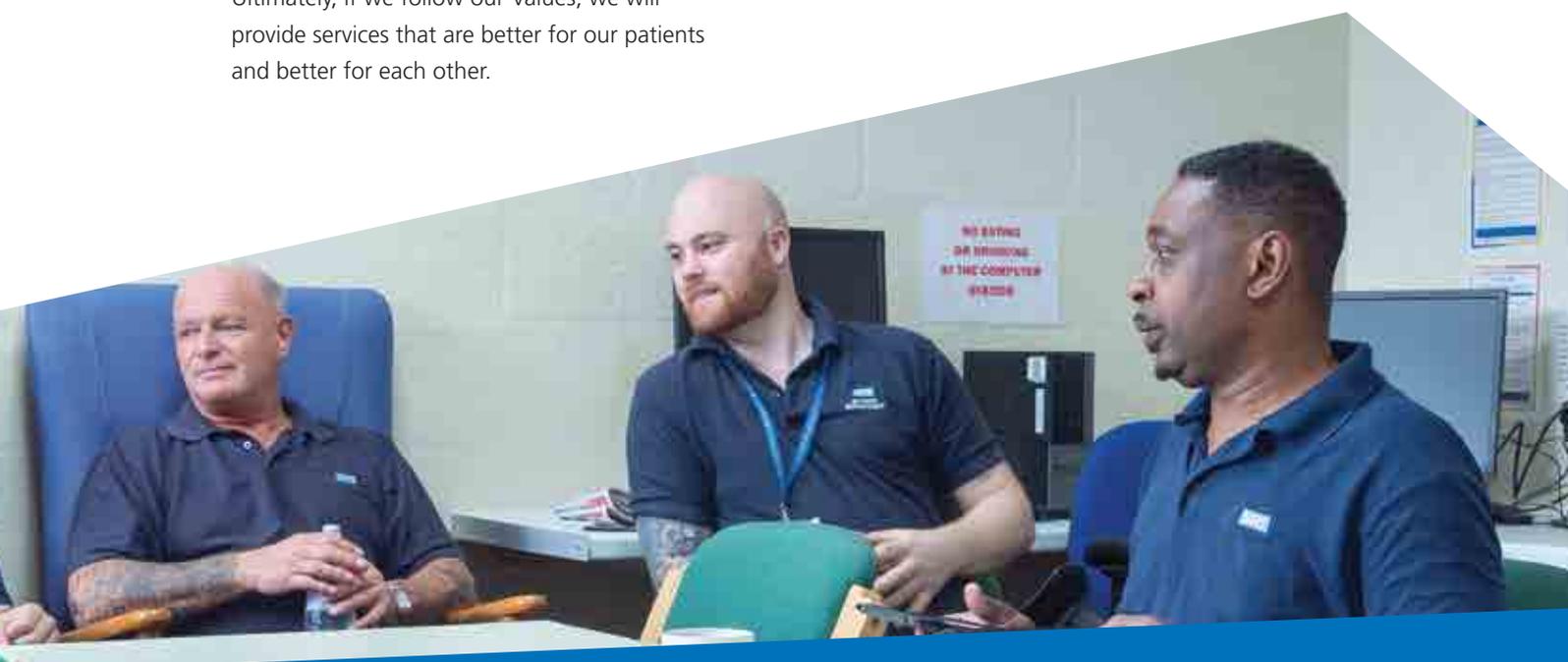
You will see our Values throughout the Trust; they are not just words on a page, they represent what we are about here at SaTH. We want patients and their families to say that the care and service they receive from all of us is consistently high-quality, safe, effective and personalised, so the feelings behind the Values shouldn't come as a surprise to anyone working in the NHS.

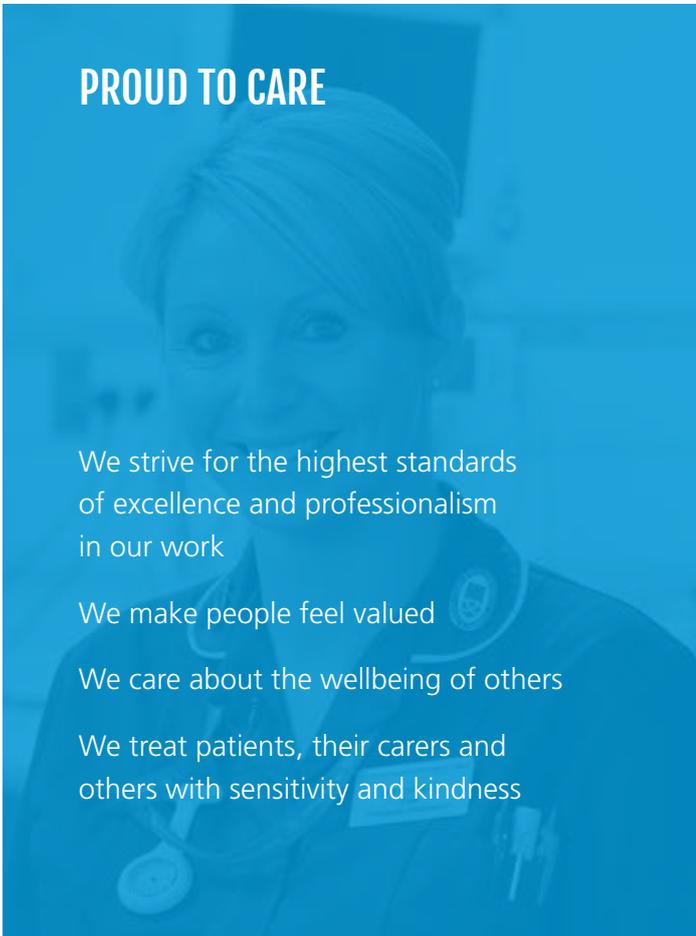


Proud To **Care**
Make It **Happen**
We Value **Respect**
Together We **Achieve**

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.





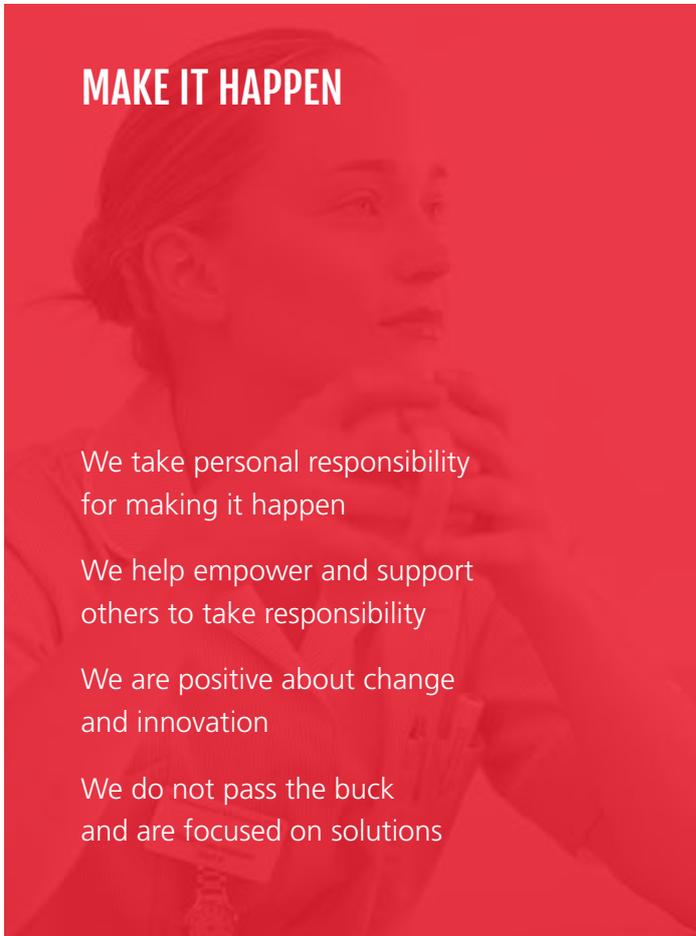
PROUD TO CARE

We strive for the highest standards of excellence and professionalism in our work

We make people feel valued

We care about the wellbeing of others

We treat patients, their carers and others with sensitivity and kindness



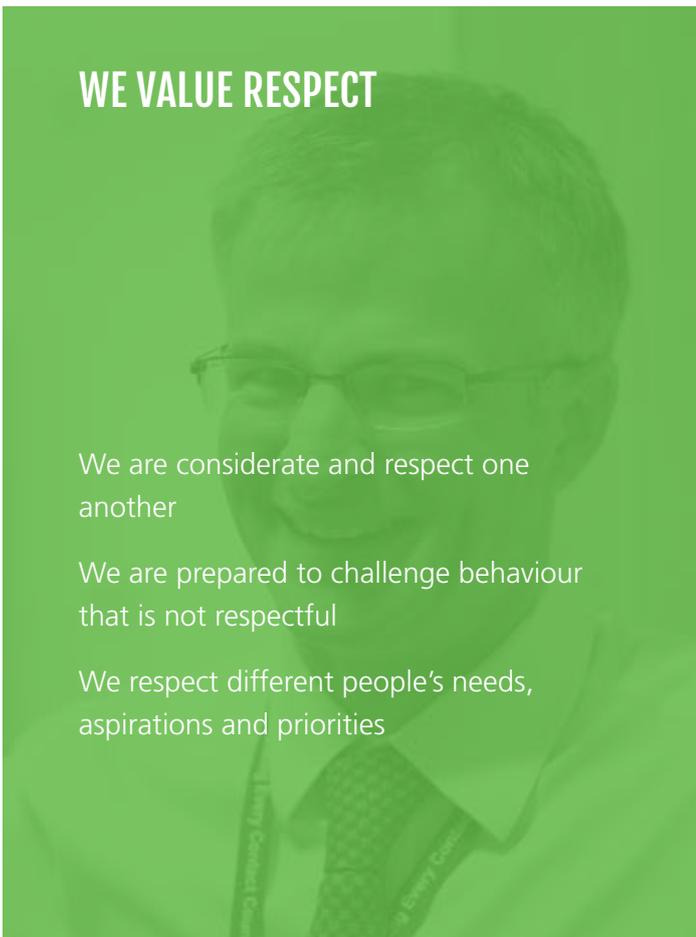
MAKE IT HAPPEN

We take personal responsibility for making it happen

We help empower and support others to take responsibility

We are positive about change and innovation

We do not pass the buck and are focused on solutions

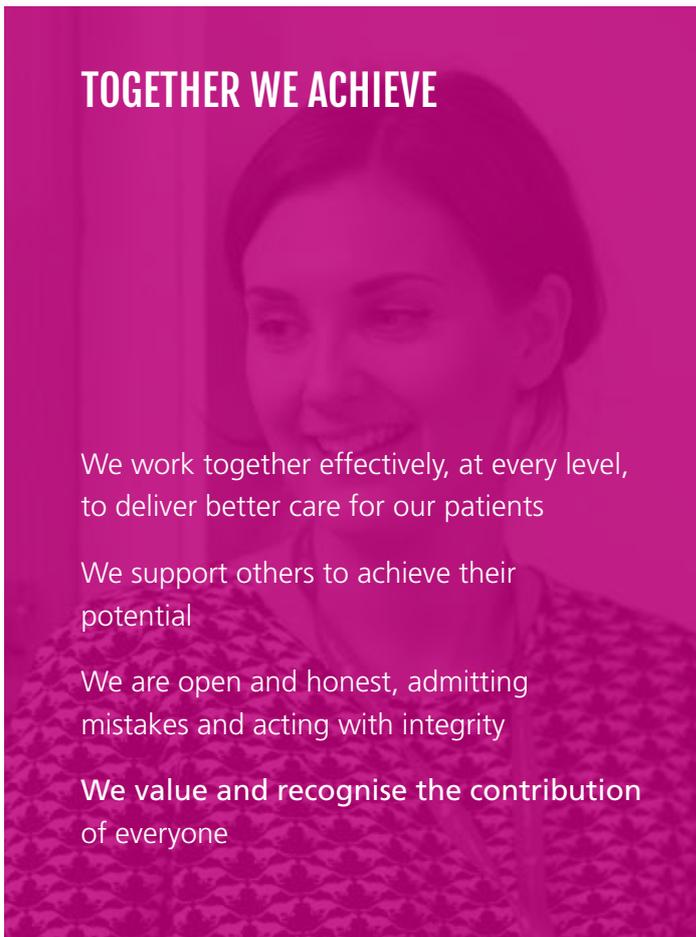


WE VALUE RESPECT

We are considerate and respect one another

We are prepared to challenge behaviour that is not respectful

We respect different people's needs, aspirations and priorities



TOGETHER WE ACHIEVE

We work together effectively, at every level, to deliver better care for our patients

We support others to achieve their potential

We are open and honest, admitting mistakes and acting with integrity

We value and recognise the contribution of everyone

SATH VALUES IN PRACTICE AWARDS 2018



HOW WE ARE DELIVERING CHANGE

OUR LEADERSHIP ACADEMY

The purpose of the Leadership Academy is to support all our leaders to successfully fulfil their roles and reach their potential. Leadership is a critical success factor to cultural development; to develop a culture that is innovative, safe and kind we will need to ensure all leaders have the necessary skills, knowledge and behaviours. As an academy we have developed the following objectives to ensure we remain fit for purpose and focused.

- Support all leaders to deliver the safest and kindest care
- Develop all leaders to be innovative and inspirational
- Ensure all leaders have the tool kit to do the job
- Support a consistency in leadership behaviour aligned to our values

To help us achieve this ambition, we have created a Leadership Framework which describes different areas of development. A series of programmes have been developed to support our leaders to meet these expectations.



THE PEOPLE'S ACADEMY

We are the first Trust in the country to invite the public in to learn more about the NHS, our Trust, the population across Shropshire, Telford & Wrekin and mid-Wales and how people can influence it.

We do this by running a People's Academy, which comprises 4 half day sessions over 4 weeks, enabling participants to meet staff from across the Trust and hear about the services they provide, go on behind-the-scenes tours to Radiology and Pathology, and take part in Basic Life Support Training.

At the end of an Academy, people can choose to become involved with our Trust by participating in involvement opportunities that range from Rapid Process Improvement Weeks with our Transforming Care Institute, to joining our Reader Panel and helping us ensure that our information is understandable and accessible.

In its first year, 49 people have completed the People's Academy, and 31 young people attended a one day Young People's Academy in the summer. This has resulted in a much greater diversity in involvement with our Trust. We have a full calendar of Academy sessions, and would encourage you to attend.



TRANSFORMING CARE INSTITUTE

The Trust is proud to have been working collaboratively with the Virginia Mason Institute in Seattle, widely regarded as one of the safest hospitals in the World. We are learning about a LEAN methodology and the value it can bring to our patients and staff. We want to wrap our learning around the teams and have introduced our Transforming Care Institute to capture our learning, become the home for our Kaizen Promotion Office (KPO) team and celebrate the innovations, ideas, changes and success our teams are generating.



There will be many opportunities for you to become involved in our KPO and Value Stream work, and we will be able to provide you with help and guidance independent of your level of expertise. We have a unique opportunity to make a difference and we hope that you will want to be a part of our journey.



SUSTAINABILITY AND TRANSFORMATION PLAN

The Shropshire, Telford & Wrekin Sustainability and Transformation Plan (STP) is the culmination of a wide range of local organisations, patient representatives and care professionals coming together to look at how we collectively shape our future care and services.

This strong community of stakeholders is passionate, committed and realistic about our aspirations. Our thinking starts with where people live, in their neighbourhoods, focusing on people staying well, we want to introduce new services, improve co-ordination between those that exist, support people who are most at risk and adapt our workforce so we are better at meeting people's needs.

We want care to flow seamlessly from one service to the next so that people don't have to tell their story twice to the different people caring for them, with everyone working on a shared plan for individual care and prevention will be at the heart of everything we do. In line with the GP Five Year Forward View priorities, we plan to invest in, reshape and strengthen primary and community services so that we can provide the support people in our communities need to be as mentally and physically well as possible.

Mental health will be integral to our ambitions around improving population wellbeing. We will put services in place to support individual needs, and in the most appropriate settings, by transforming services and focusing on early education and prevention. At the same time, we agree that everyone should have improved access to high-quality care in hospitals and specialist centres – and that no matter where people live they get the same standards, experience and outcomes for their care and treatment.

Key to this success will be developing innovative, integrated and accountable models of care, this will ensure care is provided in the right place, at the right time and by the most appropriate staff. Developing a networked approach to services across Shropshire, Telford and Wrekin, will improve the quality and efficiency of services for our patients, in areas such as Frailty, and will simplify the urgent and emergency care system so it is more accessible.

All system partners are involved in all aspects of delivery and enablement of system transformation. The STP Transformation Plan published in 2017, identified a number of priorities the system needed to work together on to achieve benefits for the population served, these can be seen below as system delivery and system enablement. The STP System Leadership Group has a role in oversight and decision making to support transformation.



LIVING AND WORKING IN SHROPSHIRE

Shropshire is a wonderful place to live, and few people would disagree. Shrewsbury has been named as one of the best places to live in the country in the “Sunday Times Best Places to Live Guide”.

The majority of our staff live within our main local catchment area of Shropshire, Telford & Wrekin and mid-Wales. Between them, these three areas offer a rich variety of places to live.

NIGHTLIFE AND CULTURE

Shrewsbury, Telford and the surrounding areas offer a whole host of activities to keep you occupied outside of working life. Whether you prefer watching a blockbuster in a building dating back to 1596 or dancing till the early hours, there is something for everyone.

Shrewsbury is rich in history and culture, all displayed in the town’s quaint architecture. The town boasts an impressive selection of independent restaurants, bars, theatre, live music venues and nightclubs all set among the pretty cobbled streets.

This vibrant town has seen a massive boom in nightlife recently with the addition of the University Centre Shrewsbury with regular events organised to satisfy all tastes. However, the heart of Shrewsbury is the Quarry, in the weave of the River Severn. The Quarry is home to the famous Shrewsbury Flower Show, the Splash Park (opened 2016) attracts youngsters of all ages, and then there are the variety of events that take place throughout the year from The

Flower Festival or the Dragon Boat Festival. You can even rent a rowing boat and sail down the river yourself, or watch the many rowers from the Boat House Pub overlooking the river.

Telford is the birthplace of the Industrial Revolution with many places of historic interest including the Ironbridge Gorge Museum. Telford is also close proximity to Weston Park, the home of a wide range of events are hosted at this stately home and country park, including international horse trials.

Just a short journey away is Ludlow. A town renowned for the high-quality music and theatre performances stages at the annual Ludlow Shakespeare and Arts Festival, whilst the town also hosts an excellent annual Food Festival building on the town’s reputation as a great destination for restaurants and local produce.



SHOPPING

Shrewsbury and Telford offer a diverse range of shops, they are also complemented by a wealth of nearby market towns, and villages.

Telford Shopping Centre is located in the heart of Telford, with over 160 of your favourite high street stores and easy parking. The shopping centre is just across from Southwater, the exciting new leisure quarter which has an array of shops, restaurants, cafes, IMAX cinema, hotel, ice rink and modern library.

Shrewsbury has two main shopping centres; The Darwin Centre and Pride Hill Centre. These shopping malls sit among the old streets of Shrewsbury which host a unique array of independent shops, cafes and restaurants.

Local villages that surround Shrewsbury and Telford are not to be overlooked, for example, Bishops Castle offers an unexpected variety of art, antiques, crafts and textile shops alongside the renowned Three Tuns local brewery.

OUTDOOR PURSUIT

One of the main attractions of this area is the fantastic outdoor life, both within Shropshire, Telford & Wrekin and mid Wales and in nearby Snowdonia and the Brecon Beacons.

The area is rich with opportunities for walking, cycling, horse riding, camping, mountaineering, canoeing, sailing, gliding and other outdoor pursuits.

Ready access to the Wrekin, the Shropshire Hills including the Long Mynd, Upland Powys, the Severn & Wye Valleys, Shropshire Canals and Meres, and the Welsh coast add to the wide range of activities available.

Wildlife highlights include the conservation of Red Kites and Ospreys in western Montgomeryshire, and the county boasts one of the most varied geologies in the British Isles from Precambrian sedimentary rocks of Haughmond Hill to the igneous intrusions in the South Shropshire Hills.

For the really adventurous amongst you, there are few counties with access to such a wealth of outdoor pursuits. From paragliding in Lond Mynd, tandem and solo parachuting in Whitchurch, you can learn to fly just outside of Shrewsbury at the Shropshire Aero Club, and with easy access to North Wales there is no end of outdoor activities on the land, in the water, or even below the ground.

“

PEOPLE WHO VISIT COME WITH NO EXPECTATIONS BUT THEY ALWAYS LEAVE WITH A SENSE OF WANTING TO COME BACK. PEOPLE COME AS A DAY VISITOR AND END UP ULTIMATELY MOVING HERE.

HELEN BALL
SHREWSBURY TOWN CLERK

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HOUSING

Shropshire is regularly named as one of the most diverse and safest places to live in the UK. The local area offers a wide range of housing to suit every need, from town centre flats to remote farmhouses and converted barns. Whether you are looking to buy or rent Shropshire has housing to suit all.

Both main hospitals are located by large residential areas, so there is an abundance of accommodation close to work. Or, if you are looking for something quieter, then there are rural towns such as Ironbridge, Newport and Much Wenlock, or our picturesque villages Pontesbury, Allscot, Weston Lullingfields - all within easy commutable distance of the hospitals

The county also has many affordable housing offers for first-time buyers, or those with investment interests have both the available housing and buoyant rental market to capitalise on.

UNIVERSITIES

The up and coming University Centre Shrewsbury offers high-quality teaching, learning and research in a distinctive medieval town with a vibrant and stylish town centre. But there are also a number of universities within easy commuting distance from Shropshire such as the University of Wolverhampton (Telford's local university), University of Chester, University of Birmingham, Birmingham City University, University of Liverpool, Harper Adams University, Keele University, and Staffordshire University.

SCHOOLS

If you are a family living in, or moving to Shropshire, you will be satisfied by the many excellent schools and their results in national assessments.

Shropshire, and Telford & Wrekin, have a strong commitment to providing opportunities for every child and young person to achieve their potential.

There are 61 primary schools, 20 secondary schools and 46 independent private schools within the county. Shropshire schools continually rank above average in the league tables with schools such as Newport Girls' High School and Shrewsbury School often achieving a 100% GCSE pass rate.

For younger children, there are various childcare options available both on-site and off for staff at RSH and PRH. Daisy Chain day care is located at the Royal Shrewsbury Hospital, which gives priority to NHS staff. The nursery has superb facilities for children including a small forest school and a sensory room. Apley Day Nursery is situated on the Princess Royal Hospital grounds and offers a flexible solution to your childcare needs, with discounts available for NHS employees.

There are also many excellent private nurseries if you find they are more suited to your needs.



TRANSPORT

Shropshire has an excellent central location making it accessible to both the north and the south of the country, as well as being approximately 60 minutes from the nearest beach and airport.

PUBLIC TRANSPORT

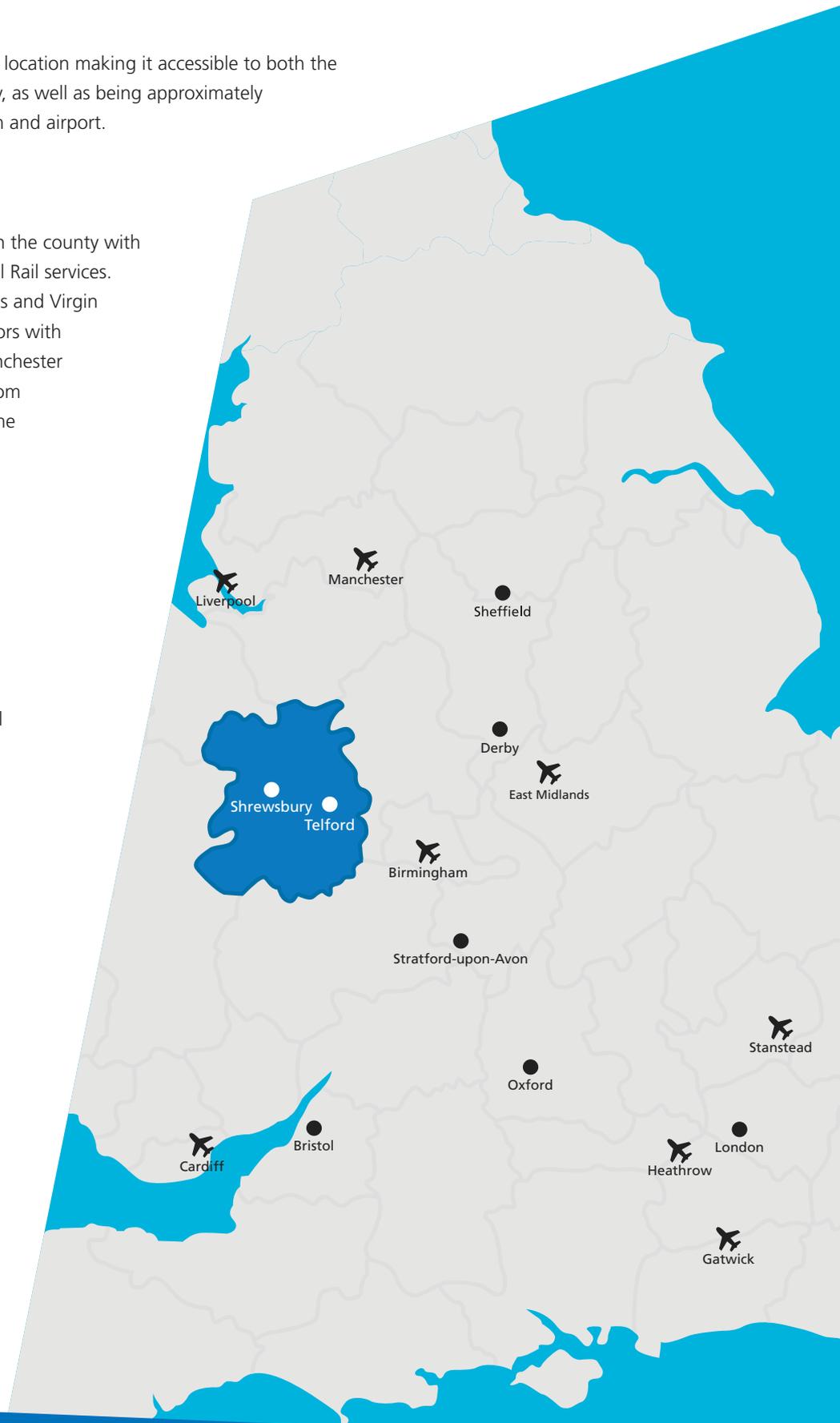
Shropshire is well connected within the county with regular local buses and 19 National Rail services. London Midland, Arriva Train Wales and Virgin Trains are the three key rail operators with frequent links to Birmingham, Manchester and Wales. A direct service runs from Shrewsbury to London, meaning the capital can be reached in just over 2 hours. To the west, there is easy access to Snowdonia, the Brecon Beacons and the Cambrian Coast.

ROADS

Shrewsbury and Telford are both easily accessible from the national motorway network via the A5 dual carriageway and M54 motorway. The north of the county has good road transport links to Merseyside and Greater Manchester. Birmingham can be reached in under an hour and London is approximately 3 hours away.

AIRPORTS

Shropshire is lucky to be in close proximity to three international airports - Manchester, Liverpool and Birmingham airport (approx one hour drive) and within easy reach of the main London Airports.



PLACES OF WORSHIP

Shropshire is a diverse county, with a range of places to worship to suit your own personal beliefs.

During working hours personal practise can be conducted within the dedicated multi-faith spaces at both The Royal Shrewsbury Hospital and Princess Royal Hospital and all religions are welcomed. These private spaces are available to any person for private prayer or a time of quiet. Services are held, information can be found within the hospital noticeboards.

BELOW IS AN EXAMPLE LIST OF PLACES OF WORSHIP AVAILABLE IN THE LOCAL AREA OUTSIDE OF WORKING HOURS:

St Chad's Church

St Chad's Terrace, Shrewsbury, SY1 1JX Rev Yenide Peters

Shrewsbury Abbey

Abbey Foregate, Shrewsbury SY2 6BS (interregnum)

All Saints

Church Street, Wellington, Telford, TF1 3DW, Rev Tim Carter

All Saints

New Church Road, Wellington, TF1 1JX, Rev Bob Wiltshire

The Cathedral Church of Our Lady Help of Christians and Saint Peter of Alcantara

1 Belmont, Shrewsbury SY1 1TE. Phone: 01743 290000

St Patrick's Telford

King Street, Wellington, Telford TF1 3AP. Fr Alban Greenwood 01952 242423

Guru Nanak Gurdwara

1 Hadley Park Road, Hadley, Telford, Shropshire TF1 6PW, Phone: 01952 411730

Telford Central Mosque

88-90 King Street, Wellington, Telford TF1 1NZ, Phone: 01952 242933

Shrewsbury Muslim Centre

2 Preston Street, Shrewsbury SY2 5NY, Phone: 01743 296140, Email: info@shrewsburymuslimcentre.org

Hindu Cultural Resource Centre Telford

20-22 Bank Road, Dawley, Telford, Shropshire, TF4 2AZ, Phone: 07890 313 038, Email: info@hinducrct.org

Satipanya Buddhist Trust

Satipanya, White Grit, Minsterly, Shropshire, SY5 0JN, Phone: 01588 650752

Shrewsbury Triratna Buddhist Centre

Queen St, Shrewsbury, Shropshire, SY1 2JU

Telford Buddhist Priory

49, The Rock, Telford, TF3 5BH

Shropshire Humanist Group

Meetings are held at University Centre Shrewsbury, Guildhall, Shrewsbury SY3 8HQ

Solihull & District Hebrew Congregation

3 Monastery Dr, Solihull

Our Chaplains can give further details of churches/places of worship in the area if you would like to contact them directly:

Royal Shrewsbury: 01743 261000 Ext. 3638 Princess Royal: 01952 641222 Ext. 4519

ORGANISATIONAL POSITION

Post: Care Group Director – Women and Children

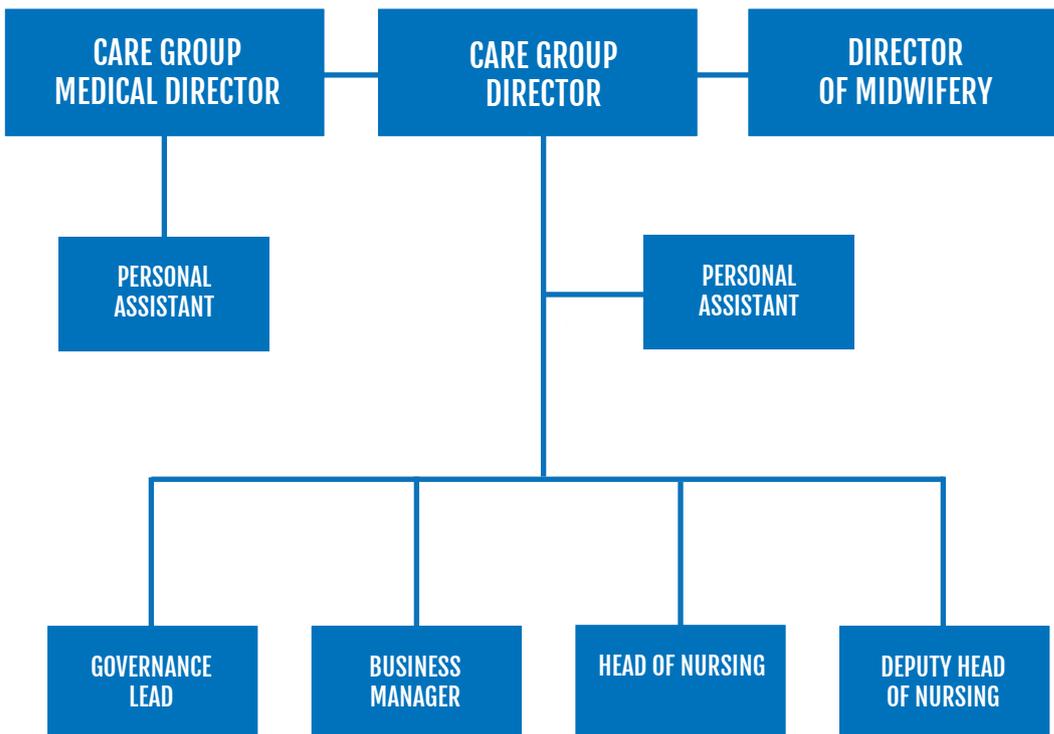
Grade: 8D

Directorate: Operations Directorate

Accountable to: Chief Operating Officer

Professionally accountable to: Chief Operating Officer

Location: Princess Royal Hospital / Royal Shrewsbury Hospital



PERSON SPECIFICATION

E = ESSENTIAL D = DESIRABLE

QUALIFICATIONS

Masters level education or equivalent professional qualification or experience	E
Evidence of highly developed professional management development within relevant field of practice	E
Evidence of a commitment to continuous professional development	E

MANAGEMENT EXPERIENCE

Significant experience of working at a senior management or senior professional level (equivalent to Postgraduate Diploma) in the acute sector	E
Significant experience of managing clinical teams in a range of specialties	E
Evidence of successful management of a portfolio of clinical services	E
Evidence of effective design and management of patient flows and pathways	E
Experience of business strategy and planning; both short and long term	E
Experience of leading the implementation of service improvement including complex change management programmes	E
Experience of managing clinical and non-clinical risk	E
Evidence of effective management of a complex and diverse workforce	E
Evidence of successful management of a significant budget	E
Track record of achieving service targets	E
Experience in providing and receiving highly complex, extremely controversial, highly sensitive/contentious information	E
Ability to analyse and communicate internally and externally to the organisation; with regulators and commissioners. Communicating information whilst understanding the audience and subsequent skill to recognise the impact on local political antagonists, regional political antagonists and national political antagonists.	E

SPECIALIST KNOWLEDGE, EXPERIENCE AND SKILLS

Strong evidence based leadership skills	E
Excellent negotiating skills	E
Advanced analytical, judgement and decision-making skills	E
Understanding of NHS business and financial regimes	E
Specialist knowledge, skills and experience in surgical specialties	E
Comprehensive knowledge of current practice and health policy requirements	E
Ability to manage a range of staff groups/professions to deliver objectives and targets	E
Ability to manage significant risk	E
Ability to manage a complex budget	E
Ability to manage complex change projects	E
Ability to analyse highly complex and sometimes contentious information in order to resolve issues	E
Experience in the handling and management of the media. Locally and nationally	D
Expert knowledge of quality improvement tools and methodology	E

PERSONAL STANCE

Ability to travel across the health community as required	E
Ability to fulfil the requirements of the Trust's on-call rota	E
Eligible to work in the UK	E

LEADERSHIP COMPETENCIES

These competencies are based on the NHS Leadership Qualities Framework and Medical Leadership Competency Framework and are indicative of the behaviours required of all individuals holding leadership roles within the Trust.

BEHAVIOURAL COMPETENCIES		
COMPETENCY	RATIONALE	EXAMPLES OF POSITIVE INDICATORS
Values are consistent with those of the organisation	To contribute to success and growth of the organisation, for the overall health benefit of our local community	<ul style="list-style-type: none"> · Patient focused · Drive to achieve goals for the greater good of patients, partners and the public · Demonstrates empathy with needs of patients, relatives and colleagues · Drive for quality and improvement · Honesty and integrity · Respectful and respected · Empowering and collaborative · Role model to others across the organisation
Highly motivated to achieve benefits for patients	To deliver on-going improvements for patients, whether directly or indirectly	<ul style="list-style-type: none"> · Set high standards and challenging objectives · Strong advocate for patients · Innovative / receptive to new ideas · Visionary / able to inspire others · Energetic / enthusiastic · Determined / resilient · Removes obstacles · Resourceful · Demonstrates achievements · Challenges mediocrity and encourages creativity and innovation in others
Collaborative / facilitative management development within relevant field of practice	To bring together a wide range of groups and individuals, ensure plans are cohesive and win support for change	<ul style="list-style-type: none"> · Open, inclusive and democratic · Seeks out key stakeholders · Builds and works within strong networks · Highly visible · Achieves through engaging & empowering others
Decisive	To make sound decisions based on best evidence, and within timescales required and to take calculated risks	<ul style="list-style-type: none"> · Able to analyse detail and see the big picture · Authoritative · Assertive · Able to prioritise · Delivers on time · Questioning/Clarifying skills · Able to move decisions forward even when there is not total consensus
Supportive and encouraging	To engage and inspire all in improving services for patients	<ul style="list-style-type: none"> · Empowers and develops others · Sensitive to needs of others · Challenges mediocrity and encourages creativity and innovation in others · Coaches, mentors, develop others · Role model to others · Demonstrates ability to develop and coach others to learn from experience (good and bad)

BEHAVIOURAL COMPETENCIES CONTINUED...

COMPETENCY	RATIONALE	EXAMPLES OF POSITIVE INDICATORS
Personal accountability and responsibility	For the success or otherwise of their area of responsibility	<ul style="list-style-type: none"> · Commitment · Honesty · Integrity · Demonstrates ability to learn from experiences (good and bad)
Disciplined	For the success or otherwise of their area of responsibility	<ul style="list-style-type: none"> · Self-aware (understands own behaviours, learns from them and is able to moderate and/or strengthen them) · Achievement focused · Manages time and resources effectively · Meets deadlines · Holds people to account for their performance

TECHNICAL COMPETENCIES

COMPETENCY	RATIONALE	EXAMPLES OF POSITIVE INDICATORS
Politically astute	To interpret health strategy and policy at national and local level To bring together individuals / groups with different interests, perspectives, needs and priorities to develop appropriate strategies to effect service change.To operate in a complex environment	<ul style="list-style-type: none"> · Knowledge of national and local political environment · Identifies political players/influencers · Sensitive to interests, perspectives, needs and priorities of others · Skilled influencer · Strong networker
Strategically aware	Able to shape vision and strategy	<ul style="list-style-type: none"> · Health and social care context · Political environment · Clinical/professional issues within sphere of responsibility
Knowledge	Ensuring compliance with legal, regulatory, ethical issues, professional standards and NHS standards of management	<ul style="list-style-type: none"> · Understands compliance and regulatory framework requirements · Knowledge of current issues impacting on service · Horizon scans to increase knowledge of future issues impacting on service · Plans to update personal skills and knowledge and takes personal responsibility for CPD
Oral Communication	To articulate vision with compelling clarity and engage others effectively in a range of media	<ul style="list-style-type: none"> · Oral dexterity · Demonstrates listening skills · Demonstrates questioning and clarifying skills · Able to challenge constructively · Presents confidently · Is understood clearly by others · Good use of a range of presentation techniques · Effective powers of persuasion

TECHNICAL COMPETENCIES CONTINUED...

COMPETENCY	RATIONALE	EXAMPLES OF POSITIVE INDICATORS
Numeracy	Able to manage budget, workforce, assets. Able to analyse and interpret management reports, statistical data (e.g. audit reports) etc	<ul style="list-style-type: none"> · Experience of financial and/or budget management · Ability to analyse statistical data
Written Communication	Able to write coherent and concise management reports Able to absorb and interpret national/local strategy documents, reports etc	<ul style="list-style-type: none"> · Experience of preparing and presenting detailed reports and analysis · Writes effectively
Technological Literacy	To enhance use of technology appropriately to improve performance and service to patients	<ul style="list-style-type: none"> · Able to demonstrate effective use of IT in facilitating improved services · Able to demonstrate how IT can develop management information · to drive forward organisational processes and outputs

JOB DESCRIPTION

Accountable to the Chief Operating Officer the Care Group Director for Women and Children is responsible for the strategic and operational management and planning of all of the Centre specialties within the Care Group, namely Maternity, Paediatrics, Neonatal, Fertility and Gynaecology services; scheduled and unscheduled requirements of the service.

The post holder is responsible for ensuring that key quality, service performance, and financial objectives are met. Responsible for the delivery of services with maximum efficiency, promoting service improvement and best clinical pathways and responsibility for ensuring that regulatory targets and compliance against quality, risk and governance standards are met.

Leading the development, motivation and inspiration of teams, the Care Group Director has overall responsibility for the adherence to the Trust's values and behaviours.

To support the Trust's role as a key senior manager in providing high quality health services in Shropshire, Telford & Wrekin and Mid-Wales and to help guide the Trust in maximising its commercial opportunities and strengthening its collaborative partnership working.

As a Senior Manager the post holder will also participate in the Women and Children's Senior Manager on call rota.

MAIN DUTIES AND RESPONSIBILITIES

LEADERSHIP

- Leading with the Care Group Medical Director, Care Group Business Manager, Head of Midwifery, Head of Nursing, Clinical Directors and Centre Management to ensure that the Women and Children's Care Group is delivered and developed in order to remain 'fit for purpose' in the context of a changing NHS (NHS Long Term Plan) and wider health care environment.
- To lead, encourage and support innovative practice and change in all aspects of operational delivery.
- To actively lead the development of an empowered culture within women & children's which ensures the operational implementation of the Trust's strategy, vision and values.
- Promote collaboration, openness, devolution and accountability, involvement and equality of opportunity at all levels.
- To promote, through personal conduct, the Trust's values and leadership behaviours, thereby helping to develop and enhance the necessary cultural change.
- To ensure a regular physical presence within all areas of the Centre in order to provide appropriate leadership.
- Represent the Trust on a local and national level; including media representation relating to the care group's services.

OPERATIONAL PERFORMANCE AND MANAGEMENT

- With the support of Centre Management, Clinical Directors, Clinical Leads and Nursing and Midwifery Managers, determine local key objectives, performance indicators and measures for Women and Children's, in line with the Trust's planning priorities. Overall responsibility for the effective management of maternity, neonatology, gynaecology, paediatrics and fertility.
- Develop a culture of continuous innovation and development and learning, encourage and engage with Clinical and Business managers to develop and implement medium and long term plans for service delivery taking into account financial and workforce transformation and planning requirements
- To ensure that processes are designed or supported/enhanced to meet operational best practice and eliminate waste, inefficiency and delay. Working with Corporate Departments to ensure that sufficient and appropriate information is available to aid decision making and performance management at all levels.
- Responsible for ensuring that regulatory targets and standards and Trust quality and safety requirements are met.
- Review Performance against plan on a regular basis ensuring that appropriate action is taken where necessary.
- To take specific responsibility for ensuring robust and effective plans are in place within all areas of the Care group; formulating both short term and long term strategic plans that take into account any revised national guidance and strategies; such as local maternity systems aligned to Sustainable Transformation Plans
- To provide expert knowledge and advice to the Chief Operating Officer on issues impacting on current and future delivery and performance.
- Lead the development of business cases whether for changes to service, new equipment or new posts.
- To develop internal trading E. and identify opportunities to improve operational efficiency and achieve upper quartile performance

OPERATIONAL PERFORMANCE AND MANAGEMENT CONTINUED...

- Responsible for providing and receiving highly complex, extremely controversial, highly sensitive/contentious information. Ensure the Trust's statutory responsibilities are delivered within areas for which post holder is accountable and that systems are in place to maintain effective control. This includes information relating to historical and current maternal, neonatal and paediatric mortality and/or the closure of services where demand surpasses capacity.
- Analyse and interpret information with a range of options that will require assessment of action and appropriate communication.
- Communicate internally and externally to the organisation; with regulators and commissioners.
- Communicating information recognizing the audience and impact on local political antagonists, regional political antagonists and national political antagonists.
- Communicate complicated information directly with the public; presented in a way for ease of understanding and transparency whilst assuring the Trusts reputation
- Acting on behalf of the Trust communicate highly complex/contentious information through interviews directly to the media, locally and nationally via radio television and newspapers where there is likely to be a significant degree of hostility, opposing views and antagonism.
- The post holder will be expected to provide leadership for management of all staff and address key workforce issues, in order to recruit and retain high quality staff, provide effective appraisal and team working and strong staff involvement in decision making.

FINANCIAL MANAGEMENT

- Responsible for financial and physical resources and overall budget holder for the Care Group; responsible for budget setting with the care group financial officer.
- Responsible for ensuring that the Care Group remains within financial budgets and has robust financial plans in place to support effective delivery of its services.
- To develop short, medium and long term strategies to ensure the financial sustainability of the Care Group.
- Contribute to the overall financial performance of the Trust; including identifying waste reduction programmes to support the delivery of the Trusts control total.
- Ensure financial viability in all activities, compliance with all statutory and regulatory requirements and standards that reflect strong corporate and public service governance. To ensure that the Care Group's assets and resources are used efficiently and economically.
- Ensure the Trust's statutory responsibilities are delivered within areas for which post holder is accountable and that systems are in place to maintain effective control.
- Responsible for agreeing and delivering service level contracts.

RELATIONSHIPS

- Build and develop existing partnerships and joint working with key stakeholders and other agencies locally and nationally to support the Trust's reputation, delivery and innovation.
- To liaise with other Trust Directors to share knowledge and assure consistency that the strategic perspective is widened and actively contributes to the Trust's agenda.
- Work with other Trusts to assess and benchmark the efficiency of women & children's services; including off-site visits to other Trusts nationally.
- To develop strong and effective partnerships with Clinical Leaders and Clinical Advisors, particularly when the focus is on clinical activity, clinical outcomes and improved patient experience and safety.
- Promote and maintain positive and productive working relationships with recognised trade unions, professional bodies and staff representatives.
- Foster effective collaborative working between Centres and departments, ensuring full support to the Centres in realising their potential.
- Ensure high quality, open and effective communication throughout the Care Group.
- To promote a culture of equality, inclusion, and engagement across the Care Group staff in the Trusts vision, values, strategy and operational plans.
- To work in partnership with the Strategy and Transformation teams on transformation and service improvement to ensure innovation in service delivery and contribution to the broader Trust strategy.
- Establish effective means of communication across the Care Group so that all direct reports, key managers and clinicians are informed and engaged within the Trust priorities and are able to influence those at the appropriate stages.

GOVERNANCE AND RISK

- To ensure that systems are in place to monitor and manage risk and patient experience in relation to operational service and delivery.
- To monitor operational performance plans and budget allocations, identifying areas of concern, preparing and presenting options for improvement and ensuring that corrective action is taken promptly when progress against plan is not as expected.
- Responsible for development, amendment and implementation of policies or procedures that will impact across the service. Contribute to development of planning and policies that will impact across the Trust.
- To provide assurance to the Trust, external regulators and CCGs that any clinical and/or operational risks are quantified, mitigated and/or acted on where relevant.
- To ensure that remedial action is taken promptly where unacceptable risks are identified.
- Ensure that lessons are learned and improvements made as a result of adverse incidents and patient/staff feedback; demonstrating a culture of learning and improvement.

RELATIONSHIPS

- To establish effective working relationships with:
 - Chief Executive and all Executive Directors across the Trust
 - Assistant Chief Operating Officers (Scheduled & Unscheduled Care)
 - Care Group Director (Support Services)
 - Clinical Leaders – Care Group Medical Directors, Clinical Directors, Clinical Leads, Matrons, Centre Managers, Clinical Managers and Professional Leads
 - Strategy and Transformation team Workforce Directorate
 - Finance Directorate
 - Local Health Economy provider organisations
 - West Mercia Cluster
 - NHS England Area Team
 - HOSC
 - NHSI
 - CQC
 - Health Watch
 - Town Councils
 - Nursing and Quality & Safety Directorate
 - Medical Directorate
 - Community Trust
 - Powys Health Board
 - Telford and Wrekin CCG
 - Shropshire County CCG
- To represent the Women and Children's Care Group within the Trust and externally as required.

SPECIAL PROJECTS

- To undertake special projects as required within the Operations Directorate.
- To support Centres as required in delivering on projects.

RANGE OF AUTHORITY

The post holder will make a significant contribution to major decisions affecting the Trust's operations and business plans and risk management. The post holder is required to interpret national guidelines in order to provide expert advice and guidance on matters such as service development and workforce planning issues. S/he will also be required to analyse and compare a range of highly complex and conflicting information to support the decision-making process.

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

PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE POST

- To analyse and interpret a range of highly complex information in order to understand service capacity and demand, future trends and the impact of changes on productivity and cost; to prepare and present options for improvement.
- To present highly complex operational information to large groups and to senior managers as required.
- To challenge Centre Management and senior managers when performance targets are not met.
- To communicate highly complex and sometimes highly contentious information to large groups in a manner that is understandable and likely to achieve engagement.
- To use highly developed influencing skills to ensure Centres and directorates are able to deliver operational service and delivery.
- To handle highly emotive and challenging situations, using influential negotiating and motivational skills to achieve desired outcomes.
- To cope with frequent interruptions whilst in periods of concentration.

EQUIPMENT AND SYSTEMS

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

WORKING CONDITIONS

- To work in normal office conditions, including regular VDU work.
- To undertake on call responsibilities.
- To play a key role in major incidents/planning.
- 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.

GENERAL RESPONSIBILITIES

HEALTH AND 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.
- As a Director you have special responsibilities for the maintenance and observation of safe working environments and practices within your role and functional area(s) of responsibility.

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; and
- be aware of infection prevention and control policies, practices and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and staff; and
- maintain an up to date knowledge of infection prevention and control, policies, practices and procedures through attendance at annual mandatory updates and ongoing continuing professional development; and
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

PROFESSIONAL STANDARDS AND PERFORMANCE REVIEW

As an employee of the Trust you have a responsibility to:

- participate in statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates; and
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

GENERAL RESPONSIBILITIES (CONTINUED)

INFORMATION GOVERNANCE

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently and effectively. You are required to comply with the Trust's Information Governance policies and standards. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- Confidentiality and Security - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.
- Disclosure of Information - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face legal action.
- Information Quality and Records Management - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

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.



WE LOOK FORWARD TO RECEIVING YOUR APPLICATION

All applications must be made via www.jobs.sath.nhs.uk or www.jobs.nhs.uk.

For further information or to arrange a visit, please contact:

NIGEL LEE – CHIEF OPERATING OFFICER
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The NHS is an equal opportunities employer. The NHS aims to be a modern and equitable employer. We recognise and encourage the potential of a diverse workforce, positively welcome all applications and appoint on merit.