



## CENTRE MANAGER – EMERGENCY & ACUTE 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

<b>Job Title</b>	<b>Centre Manager</b>
<b>Band</b>	<b>8B</b>
<b>Directorate</b>	<b>Medicine &amp; Emergency Care</b>
<b>Accountable to</b>	<b>Divisional Director of Operations</b>
<b>DBS Required?</b>	<b>Yes</b>

## 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 Leadership**

- 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 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

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"> <li>• Masters level education or equivalent professional qualification or experience</li> <li>• Evidence of professional management development</li> <li>• Evidence of a commitment to continuous professional development</li> </ul>	

# EXPERIENCE AND KNOWLEDGE

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Significant experience of working at a senior management or professional level (equivalent to Postgraduate Diploma) in the acute sector</li> <li>• Significant experience of managing teams</li> <li>• Experience of business strategy and planning</li> <li>• Experience of implementing service improvement including complex change management programmes</li> <li>• Experience of managing non-clinical risk</li> <li>• Evidence of effective management of a complex and diverse workforce</li> <li>• Evidence of successful management of significant budget Track record of achieving service targets</li> </ul>	

## SKILLS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Strong leadership skills Excellent negotiating skills</li> <li>• Understanding of NHS business and financial regimes</li> <li>• Excellent numeracy and IT skills Ability to design and develop complex information systems to enable effective decision-making within the Centre.</li> <li>• Advanced decision-making skills</li> <li>• Ability to manage teams to deliver objectives and targets</li> <li>• Ability to manage significant risk</li> <li>• Ability to manage a complex budget</li> <li>• Ability to manage complex change projects</li> <li>• Ability to analyse complex and sometimes conflicting information in order to resolve issues</li> <li>• Knowledge of quality improvement tools and methodology</li> </ul>	

## OTHER

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> <li>• Ability to travel across the health community as required</li> </ul>	



# 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

Telephone: 01743 261000

Minicom: 01743 261213

Address:

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