

DIRECTOR OF MIDWIFERY

FOR THE SHREWSBURY AND TELFORD
HOSPITAL NHS TRUST

INFORMATION FOR CANDIDATES

Closing date for receipt of applications:
Sunday 12 July

Interview date:
Tuesday 4 August



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A Message from our Group Chief Nursing Officer

Thank you for your interest in the role of Director of Midwifery for The Shrewsbury and Telford Hospital NHS Trust (SaTH).

On 1st April 2026, SaTH joined The Shropshire Community Health NHS Trust to form the Shropshire, Telford and Wrekin Community and Hospitals NHS Group. With a budget of £850 million, we work together to support our communities, proudly employing more than 9,000 devoted professionals in community and secondary care who strive to provide high quality, integrated healthcare.

This is an exciting opportunity to build on the excellent and transformative work already taking place across both organisations, to drive further integration and enhance the quality of care for all the communities we serve. This role offers the opportunity to make a significant and positive impact on the health and wellbeing of our communities and our staff.

As part of Group arrangements, the Board is committed to building a modern NHS with more services closer to home in the community, supported by two thriving hospitals. This includes, for example:

- » £300 million Hospitals Transformation Programme – a once-in-a-generation investment to enhance acute services.
- » Neighbourhood Transformation Programme – focused on tackling health and rural inequalities through integrated neighbourhood services.
- » Digital innovation, clinical redesign and estates transformation – to provide modern, exceptional care and value for patients.
- » Cultural and organisational improvements – an environment where staff feel valued, empowered and supported in their professional growth Integrating the CARE (Care, Acknowledge, Respect, Empower) framework throughout our organisations to ensure that empathy and communication remain a priority at every level.

In 2025, SaTH was awarded University status, which will foster the delivery of high-quality care and attract further research and investment, creating an engaging environment for both academic and clinical advancement. As a Group, we have an excellent opportunity to expand our educational offerings by providing diverse and multidisciplinary placements that will benefit both patients and colleagues.

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As the Group's Chief Nursing Officer, I am resolute in role-modelling and promoting authentic, inclusive and empathetic leadership that ensures we provide the highest quality of care for our patients, families and the communities we serve, and striving for excellence in all we do.

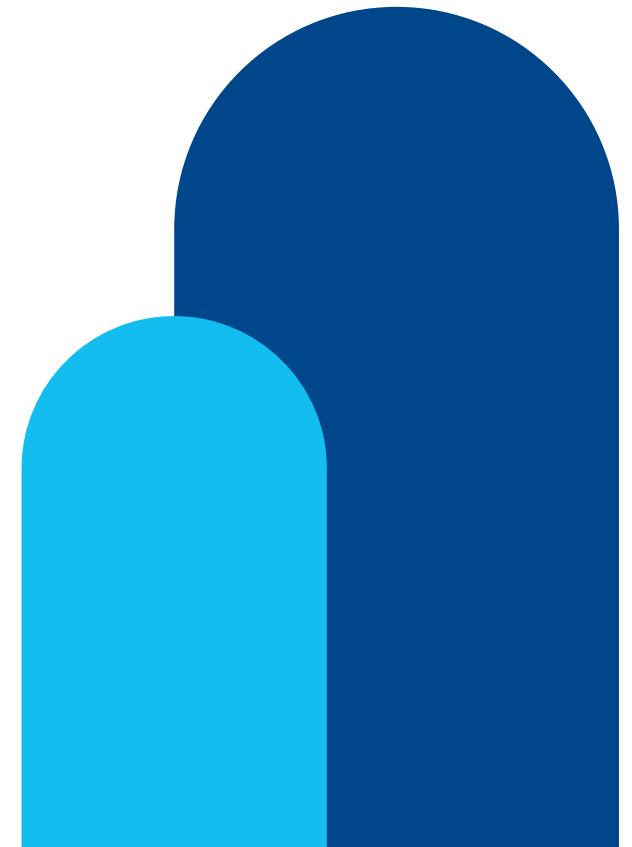
We are seeking a highly experienced midwifery leader who demonstrates kindness, warmth, compassion and can build upon the commitment, expertise, and innovation exhibited by our colleagues each day. The successful candidate will possess significant midwifery leadership and management experience and proven expertise in their area of practice.

They will be adept at leading teams through complex organisational changes, driving continuous and sustainable quality improvement, and cultivating meaningful and productive partnerships with families and key stakeholders. Actively listening to women, birthing people, families and the communities we serve, will be a critical component of the role to ensure the improvements we make are real, positive and sustainable.

This is a pivotal moment to shape the future of healthcare in Shropshire, Telford and Wrekin. If you are passionate about achieving excellence across perinatal services and delivering an excellent experience for women, birthing people, families and their children, I would love to hear from you.



Martina Morris
Group Chief Nursing Officer



Group Model

By forming a Group model, both Trusts believe they can deliver better care for patients and a better experience for staff through closer integration. A Group model will build on the strong foundations that already exist to continue to strengthen local services, improve resilience and performance and deliver value for taxpayers.

The aims of the Group model are to provide a united and stronger provider voice, that works together with partners, to respond to the collective challenges faced across the health and care system. Acting as one NHS and working at scale, the Trusts believe shared leadership will address the clinical, performance and financial pressures and enable the shift towards a preventative and neighbourhood service to meet the needs of an ageing and growing population.

Delivering high quality, patient-centred care, and an improved patient experience is the overarching priority. Both organisations have shared priorities, aligned with the national 10 Year plan:

- » Deliver more care and resources in the community, supported by two thriving acute hospitals (hospital to community). The Group will play a leading role in transforming neighbourhood health services working with primary care and other partners.
- » Neighbourhood Health Implementation Programme and Hospitals Transformation Programme.
- » Increased focus on prevention and tackling inequalities through neighbourhood working (sickness to prevention).
- » Developing our workforce – right staff, with the right skills, in the right places and at the right times.
- » Collective focus on analogue to digital agenda, optimising the opportunities of vertical integration to streamline patient pathways.

- » Modern clinical models and ways of working, with the right tools and environment.
- » Supporting the health and wellbeing of staff.
- » Building an inclusive workforce – everyone has a voice and is valued.
- » Both Boards recognise they cannot deliver this transformation in isolation and a shared leadership is critical to delivering the ambitious plans and realising the step-change in care for patients.

Listening to feedback from staff, partners, volunteers, patients and community representatives during Summer 2025, the Case for Change, on the Trusts' websites, sets out the benefits, issues, risks and mitigations of the two Trusts working more closely together. The Trusts will remain as separate statutory organisations, with a shared leadership across both organisations to oversee strategy and service delivery. A Transition Committee has been established to ensure a seamless transition and ongoing engagement to formalise the Group.

The Group model alone is not a panacea for improving performance. However, it allows the Trusts to use scale as a platform and an enabler for driving improvements in clinical, operational and financial performance. Both Boards are committed to driving quality improvement, developing more seamless patient pathways for residents of all ages, growing and supporting the workforce and redesigning models of care to deliver a more modern NHS. The Group model can both enable these efforts and amplify their benefit for all the communities we serve.

To find out more visit:

<https://www.sath.nhs.uk/about-us/better-together/>

<https://www.shropscommunityhealth.nhs.uk/better-together>

Our Region

Encompassing some of the most picturesque parts of England and Wales, the Trusts' 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 and Telford (in Telford and Wrekin); Dudley; and Newtown and Welshpool (in Powys) – all beautiful and unique.



About Shropshire Community Health NHS Trust

Shropshire Community Health NHS Trust (ShropCom) aims to be the best local provider of high quality, innovative community health services close to people's homes.

ShropCom provides a range of community-based health services for adults and children in Shropshire, Telford and Wrekin, and some services to people in surrounding areas including Black Country. Working with our partners to provide people with well co-ordinated and effective care, we employ circa 1,600 people who together help deliver community services to a population of 500,000. The majority of this care is delivered in peoples' homes and across 75 sites including four community hospitals at Bridgnorth, Whitchurch, Ludlow and Bishop's Castle.

As a Community Trust, we have a unique role as an essential 'connector' in the local health system, working directly alongside the many organisations that also provide care and support to people. We are an exciting place to progress your career and are proud to be the lead organisation on a number of innovative programmes of work.

The Trust and our staff are passionate about providing the highest quality of care to our patients in an environment that enriches and develops the skill and talent of our colleagues. We are dedicated to providing a wide range of services to our local communities and work closely with GPs, acute hospitals, and with experienced health care staff to keep care as close to the homes of our patients as possible; whilst providing a supportive working environment that brings the best out of our people and makes ShropCom a rewarding place to work.

Further information on our Board members can be found at:

www.shropscommunityhealth.nhs.uk/the-board

Key Facts

- Organisation formed in 2011
- Serves a population of **more than 500k**
- Employees circa **1,600 staff**
- Spent **£105.1m** delivering services
- Provides services from **more than 75 sites**





Our Vision

We will be at the heart of supporting our communities by providing fully connected services - so that everyone gets the right care, in the right place, at the right time, by the right people.

Our Values

Improving Lives - We make things happen to improve people's lives in our communities.

Everyone Counts - We make sure no-one feels excluded or left behind - patients, carers, staff and the whole community.

Commitment to Quality - We all strive for excellence and getting it right for patients, carers and staff every time.

Working Together for Patients - Patients come first. We work and communicate closely with other teams, services and organisations to make that a reality.

Compassionate Care - We put compassionate care at the heart of everything we do.

Respect and Dignity - We see the person every time - respecting their values, aspirations and commitments in life – for patients, carers and staff.

About The Shrewsbury and Telford Hospital NHS Trust (SaTH)

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.

Our main service locations are Princess Royal Hospital (PRH) in Telford and Royal Shrewsbury Hospital (RSH) in Shrewsbury, located 20 minutes drive apart. Both hospitals provide a wide range of acute hospital services including urgent and emergency care, outpatients, diagnostics, inpatient medical care and critical care.

Our first Community Diagnostic Centre opened in 2023, in Telford, bringing diagnostic tests closer to the community. We also provide outreach services in Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen, the Bridgnorth, Ludlow and Whitchurch Community Hospitals and other local centres.

We have an ambitious Moving to Excellence transformation programme underway. In 2025 we were awarded university status, with our partners Keele University. We want to deliver excellent care and an excellent working environment for our staff. Find out more at: [Moving to Excellence – SaTH](#).

We employ more than 7,300 amazing staff, and hundreds of colleagues and students from other organisations also work in our hospitals. We benefit from around 300 wonderful volunteers, and our main charitable partners are the League of Friends at the Shrewsbury and Telford Hospital and the Lingen Davies Cancer Appeal.

Further information on our Board members can be found at:
www.sath.nhs.uk/about-us/trust-information/trust-board-members/



Key Facts

- Together our two hospitals have over 700 beds
- Serves a population of more than 500k
- Employees circa 7,300 staff
- Spent £671m delivering services
- Provide acute hospital services and community and outreach services such as:
 - Consultant-led outreach clinics
 - Midwife-led units
 - Renal dialysis outreach services
 - Community services including Midwifery, Audiology and Therapies

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.”

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.



About the Hospitals Transformation Programme

Our Hospitals Transformation Programme (HTP) is a multi-million pound investment that will improve care for everyone through modern, purpose-built facilities and ensure more people get the care they need, at the right time and in the right place. These plans have been led by our doctors and nurses to develop two thriving hospitals, supported by more services in the community.

Construction work is well underway at Royal Shrewsbury Hospital to build a new four-storey building set to open in 2028 and will provide the space we need to start our new ways of working. We're also investing in services at Princess Royal Hospital in Telford to provide a more positive experience for patients in calm, dedicated planned care facilities.

Princess Royal Hospital in Telford will become the site specialising in planned care. Patients will have a more positive experience in improved, dedicated planned care facilities. Royal Shrewsbury Hospital will become the site specialising in emergency care. All the right doctors and nurses who support our emergency care teams will be on the same site as the remodelled, bigger Emergency Department. This means they can make quicker decisions about patient care. Most patients will continue to use their local hospital, including for outpatient appointments and urgent care services. Most people that currently use our Emergency Department (A&E) will use the Urgent Treatment Centre at their local hospital.

This new clinical model will provide a number of benefits for our staff and patients. By having our planned care services in one hospital we can:

- Reduce the number of cancelled operations and waiting times
- Provide modern theatres to give a better environment for patients
- Create a calm environment, with unplanned, emergency care on another site
- Reduce the risk of spreading infections

By having our emergency care services in one hospital we can:

- Have a bigger and improved Emergency Department designed to meet the needs of our communities now and in the future
- Provide faster access to the right care from the right teams that support emergency care
- Make quicker decisions about patient care, with all the specialist teams on one site with the Emergency Department
- Improve the working environment for our staff with modern facilities

This is more than a new building. A significant amount of work will be needed to develop the clinical pathways and reform our workforce, to be ready to open the doors in 2028 and deliver the step-change in care we aspire to.

Find out more: [Hospitals Transformation Programme – SaTH](#)



Focusing on Neighbourhood Working

Alongside the Hospitals Transformation Programme, we are progressing our Neighbourhood Health Transformation Programme to modernise local care provision.

Neighbourhood health is a major national priority. As system partners, we are striving to deliver expanded community-based services to give patients easier access to a broader range of high quality services in their local communities, or the place they call home, wherever possible. This will deliver the national ambitions – the three shifts - in the 10 Year Health Plan: Fit for the Future.

The programme is looking at how existing services can be provided differently and in a more integrated way with health and care professionals from across the NHS, local authorities and third sector partners, and with a major focus on neighbourhood health services. By forming a Group between SaTH and Shropshire Community Health Trust, we hope to accelerate opportunities to deliver care closer to home.

The programme will focus on more proactive and joined-up care, supported by technology, aiming to keep people healthy and independent in their community, and ensuring that acute hospital and community-based services work together to provide the right care, at the right place, at the right time. We want to empower people to take control of their health by providing the necessary tools, information and support to make informed decisions about their health and wellbeing.

To find out more visit: <https://www.shropshiretelfordandwrekin.nhs.uk/>.



Maternity Transformation

We are determined to deliver safe, effective, reliable, and high quality services to women and families now and into the future and are nearing completion of all the actions from the Independent Review of Maternity Services by Donna Ockenden. The first report was published in December 2020, and the final report was published in March 2022. The review described serious failings in maternity care at SaTH over several decades. Each report outlined local actions for learning for this Trust and immediate and essential actions for all NHS providers of maternity services, which also includes this Trust.

While there remains work to do, SaTH is making strong progress in key areas to improve maternity services. As of June 2026, of the 52 actions set out in the first Ockenden Report, 50 (96%) have been delivered. The final Ockenden Report provided a further 158 actions for the Trust to deliver, and good progress is being made against these, with 152 (96%) of these actions having been delivered. When combined, the Trust has delivered 202 (96%) out of its 210 actions.

The two reports can be found here from the GOV.UK webpages:

- [FIRST REPORT](#)
- [FINAL REPORT](#)

Following the most recent inspection by the Care Quality Commission, our maternity services are rated as 'Good'. While this reflects important progress, we recognise the responsibility to go further in strengthening trust, deepening engagement, and ensuring that the voices of women, families and communities are central to everything we do. We are committed to embedding a culture of continuous listening, learning and improvement, where feedback is acted upon and translated into meaningful, measurable and sustained change. We are deeply appreciative of the families who are already working with us to share their experiences, and we will continue to strengthen and expand opportunities for open, ongoing dialogue and co-production with all those who wish to be involved in shaping and improving our services.

Teams in maternity services, and the wider Trust, continue to work hard to create a transparent and accountable environment at all levels, to provide safe, compassionate, bespoke care and to rebuild the confidence of the communities we serve. Our ambition is to become an Outstanding maternity service. We are seeking a compassionate and inclusive Director of Midwifery who will commit to building on this crucial work.



Poppy's Promise

Poppy's Promise is a compassionate care initiative introduced within this Trust to enhance communication, respect and empathy across every aspect of patient care.

The initiative was founded by Katie Russell, following the loss of her daughter Poppy, who tragically died at just twelve hours old due to failures in care and communication. Born from that experience, Poppy's Promise serves as a powerful reminder that while clinical skill saves lives, it is compassion, listening and respect that define the quality of care and human connection. By embedding this promise across our organisation, we ensure that no patient or family ever feels unseen, unheard or uncared for.

Poppy's Promise is a five-stage framework that supports NHS staff to provide compassionate, consistent and patient-centred care. It aims to create a culture where empathy and communication are prioritised at every level - from education and recruitment to daily patient interactions. At the heart of the initiative lies the C.A.R.E. framework, which outlines four guiding principles for staff to follow.

| C.A.R.E. Element | Meaning and Practice |
|------------------|--|
| Care | Show genuine kindness, empathy and compassion in every action and conversation. Remember that small gestures often have the biggest impact. |
| Acknowledge | Listen actively. Make eye contact, use names and acknowledge the individual's feelings and concerns. Every patient deserves to feel seen and heard. |
| Respect | Treat all patients, families and colleagues with dignity, honesty and patience. Respect lived experience and understand that trust is built through respect. |
| Empower | Involve patients and their families in decisions about their care. Communicate clearly, encourage questions and ensure people feel informed and included. |

Poppy's Promise is more than a framework - it represents a cultural shift towards human-centred care. By adopting these principles, we:

- Strengthen trust and communication between staff and patients
- Reduce avoidable harm through better understanding and listening
- Improve patient experience and staff wellbeing
- Foster a culture of openness, empathy and shared responsibility

Every member of staff has a role to play in bringing Poppy's Promise to life. Whether you are clinical, administrative or support staff, compassion and communication are part of everyone's role.

In daily practice, you can:

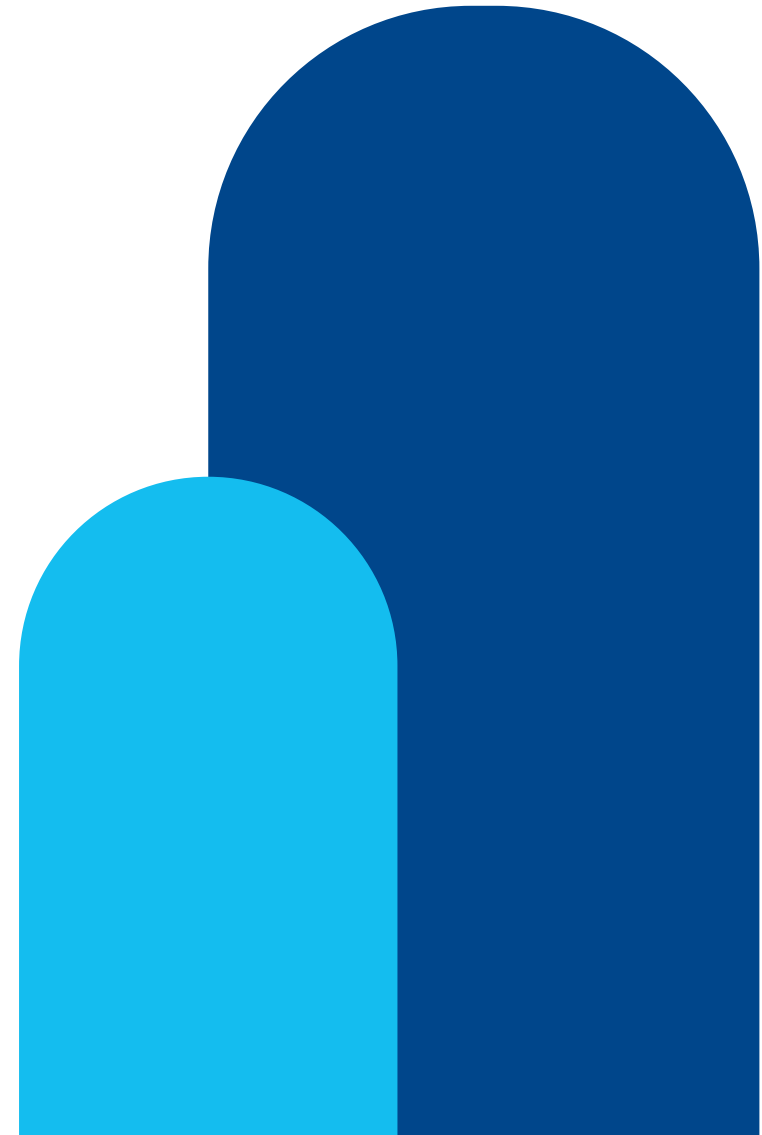
- Take a moment before entering a patient's space - centre yourself and focus on the person, not the task
- Use clear, respectful and kind language
- Listen without interruption and acknowledge emotions expressed
- Be honest and transparent, even when conversations are difficult
- Reflect after interactions - consider how your approach made the patient or family feel

All staff within the Trust are expected to:

- Uphold the values of Poppy's Promise in all patient and colleague interactions
- Attend any training, workshops or refreshers provided as part of the initiative
- Support colleagues in modelling compassionate behaviours
- Raise concerns constructively when communication or respect fall short
- Reflect these principles in both professional and personal conduct within the workplace

Together, we can make every interaction an opportunity to care, listen and make a difference.

That is Poppy's Promise.



Job Description

| | |
|-----------------|---|
| Job Title: | Director of Midwifery for The Shrewsbury and Telford Hospital NHS Trust |
| Band: | 9 AFC |
| Directorate: | Women and Children's |
| Accountable to: | Group Chief Nurse |
| DBS required: | Enhanced DBS |
| On-call: | Participation in the Strategic Commander on-call rota |



Purpose of the Role

The Shrewsbury and Telford Hospital NHS Trust have an exciting opportunity for a Director of Midwifery, a practising midwife who will provide professional leadership and strategic direction for midwifery and nursing staff within the Women and Children's Division. The Director of Midwifery is the main point of contact for strategic delivery and expertise on all matters relating to high standards of professional midwifery.

You will provide leadership which engages staff, maintains patient and customer focus, drives change and high performance and demonstrates and develops own personal qualities as a leader. They are responsible for effectively managing the Midwifery staff and associated financial resources, ensuring the optimal deployment of the midwifery and nursing workforce to ensure high quality patient care is delivered and monitored. This will require the individual to have the necessary knowledge and business skills to plan, implement and evaluate service delivery plans.

The Director of Midwifery will build a strong collaborative relationship with the Divisional Triumvirate team for the Women and Children's Division and takes the lead on midwifery and maternity service improvement and development programmes, midwifery and nurse staffing including recruitment and retention, measuring and improving standards of care and the woman and family experience and is accountable for ensuring that midwives and their practice and standards are up to date and follow best practice policies, procedures and guidance. This includes the on-going professional monitoring, measurement and reporting of same.

The post holder will demonstrate a highly visible, approachable and democratic leadership style across all aspects of maternity and wider Trust services, which is underpinned by the vision, corporate objectives and strategic direction of Shropshire, Telford and Wrekin Community and Hospitals NHS Group. The post holder will act as a role model in all aspects of their role, exhibiting the Trust's values and behaviours at all times.

The Director of Midwifery is the professional lead for all matters relating to the midwifery workforce and practise in the Trust and provides advice to the Group Chief Nurse, Divisional Medical Director, Divisional Director of Operations, Clinical Directors (Obstetrics, Anaesthesia and Neonates), General Managers, Executive and Non-Executive Maternity and Neonatal Champions, and the Trust Management Executive.

The post holder has a key role in reporting and accounting to NHS England, the Local Maternity and Neonatal System (LNMS) and the Shropshire, Telford and Wrekin Integrated Care System (STW ICS) for all aspects of midwifery practice at the Trust, whilst representing the organisation as an ambassador at all times. The Director of Midwifery will act as the Trust's expert on midwifery matters, both internally and externally, and will ensure that a culture of proactive professionalism, help, support and dynamism is embedded and promoted.

The post-holder will be an active member of the Trust's Senior Nursing and Maternity Teams and the Divisional Leadership Team.

Main Duties and Responsibilities

Strategic Leadership and Development

- As the most senior midwife in the Trust, leads and develops the midwifery staff, midwifery practice, the workforce strategy and plans, to ensure they are inclusive, and fit for purpose and for the future.
- Works as an effective member of the Divisional Leadership Team in all aspects of the division's business including, service strategy and plans, governance and assurance and the effective management and judicious use of financial and other resources.
- Ensures that self and others practice in accordance with the Nursing and Midwifery Council's 'Code' and all other relevant professional, regulatory, national, regional and local professional standards.
- Establishes and maintains excellent and professional relationships with all internal and external stakeholders, including service users.
- Represents the Trust on midwifery and maternity issues, as required, including attending external meetings and forums. This is in order to account for midwifery practise and the performance of maternity services to external partners such as, the Integrated Care System, Local Maternity and Neonatal System and regulators.
- Interprets and implements national, regional and local health policy and professional/national standards and guidance to ensure and assure safe, effective and high quality care and service provision.
- Provide expertise to the Division and wider Trust in identifying and implementing opportunities to redesign, grow and improve midwifery practise and maternity services to ensure they are modern, adaptable and responsive.
- Leads on the development, implementation and stewardship of strategic midwifery workforce planning and the day to day operational deployment of same, to ensure the highest standards of safety to women, babies and families.
- Develops and implements effective recruitment and retention strategies and plans for midwifery and associated support staff. This includes effective and up to date staffing business continuity plans.
- Ensures midwifery practice guidelines, procedures and policies are up to date and in accordance with the most recent evidence and best practice.
- Leads on the development, implementation and effective measurement and reporting of agreed/required performance, clinical and quality governance measures (safety, effectiveness and experience), to include at Divisional level, Executive/Board level, and externally.
- Ensures close and effective relationships with local and higher education institutes to ensure the provision of attractive, flexible and dynamic education programmes and recruitment supply routes into the organisation. This includes ensuring practice placements are fit for purpose, meet regulatory requirements and receive positive student/ learner experience feedback.
- Is the lead midwife for multi-disciplinary audit working in partnership with the Clinical Director and the Consultant responsible for the clinical audit programmes.
- Participate in the Strategic Commander on-call rota.

Clinical and Professional Leadership

- Is professionally accountable for the quality of midwifery and associated services, ensuring that women, babies and families receive individualised, high quality (safe, effective, experience) and compassionate care.
- Acts as a professional role model at all times. As part of this, undertakes clinical immersion placements periodically to ensure own clinical credibility, relevance and connectivity to colleagues.
- Ensure they are visible and accessible to staff at all levels.
- Establish effective, professional, multidisciplinary relationships both within the Trust and with outside organisations and stakeholders. Participates in local, regional and national meetings as appropriate.
- Maintains an up to date knowledge and understanding of developments and changes in legislation, national policy and guidance that relate to all aspects of midwifery practice, and ensures that all relevant personnel are kept up-to-date and informed of the likely impact of these on Trust services.
- Interprets and translates national policy into local action, measurement and assurance. Defines and determines any required local procedures, policies and guidelines, where necessary.
- Promotes and maintains an evidence based practice culture for maternity staff, ensuring the creation of effective local, regional and national networks to share good practice, and be responsible for wide dissemination and implementation of evidence.
- Provides professional leadership and guidance for all maternity staff, ensuring appropriate structures are in place that support midwives at all levels, and acts as a role model for midwives and leaders, both internally and externally.
- Undertakes teaching, training and developmental support to junior staff.
- Ensures compliance with policies, procedures and clinical guidelines, and participate in their development.
- Ensures that all women, babies, families and wider service users receive safe, effective and high quality care at all times.
- Ensures midwives and support staff are competent and trained appropriately.
- Ensures all midwives comply with statutory mandatory training and registration requirements, including maintenance of records of training and development undertaken.
- Promotes and encourages the career development and succession planning of colleagues through involvement in training, research and education and other development opportunities. This must be done in a fair and equitable way in line with Trust policies and procedures.
- Ensures that competent and capable midwife educators and practice placement facilitators provide high quality training and education for undergraduate and postgraduate midwives. This includes ensuring that education and preceptorship programmes are updated and appropriate to meet all required needs.
- Takes part in the curriculum planning for midwifery education, working collaboratively and effectively with the providers of both pre and post registration education.
- Develops an open, honest and transparent safety reporting (just) culture that encourages midwives to identify, report and act on any patient safety concerns without fear of retribution.
- Ensures appropriate learning is communicated, embedded, is sustained and can be evidenced, as required.
- Is the professional lead for the conduct of midwives and support staff, ensuring that the Divisional Medical Director is apprised of any performance concerns and/or misconduct matters.
- Is responsible for identifying and reporting to the most relevant senior person, cases outside own area of authority and/or with wider public concern and seek advice and support from the Divisional Medical Director and/or Group Chief Nurse, as appropriate.
- To be highly visible and approachable in all areas of responsibility, and available to respond to women, relatives and the public by maintaining open and honest communication channels.

Clinical and Professional Leadership Continued

- Practices the highest standards of customer service to ensure that any concerns are handled swiftly and effectively.
 - Ensures that midwives and support staff comply with all relevant Trust policies, guidelines and procedures and, also, employ appropriate standards for behaviour and attitude, aligned to the Trust Behaviour Framework. Addresses any deficiencies in line with Trust policies and procedures, as required.
 - Is responsible and accountable for Infection Prevention and Control matters within areas of responsibility.
 - Ensures the care environment is clean, uncluttered, safe and fit for purpose.
 - Works with the Divisional Medical and Clinical Directors, managers and senior clinicians of all disciplines and service users, to develop the annual service objectives and support their assessment, planning, implementation, evaluation and reporting.
 - Ensures that there is an effective system of individual performance review, professional development and support in place across all areas of responsibility. This includes that all essential and mandated training is in place, is made accessible, and takes place across the Division.
- These must also meet the needs and objectives of the service, Division and wider organisation.
- Leads with compassion and humility.
 - Exceptional communication skills which engender community confidence, strong collaborations, and excellent partnership working.
 - Highly sophisticated leadership and influencing skills.
 - Ability to promote compassionate working practices and cultures that encourage and enable individuals and teams to thrive.
 - Resilience and stamina, and the ability to work at pace and deliver in a demanding and high-profile role.
 - Coaching and mentoring skills.
 - Verbal - lucid, fluent, logical speaker, able to enthuse and hold the attention of the listener; able to influence a variety of audiences at a variety of levels of seniority and backgrounds.
 - Written - evidence of good presentation with clear, well-reasoned argument, appropriate degree of research and logical conclusions.
 - Listening - evidence of willingness to listen, to show empathy where necessary and to indicate by responses, a willingness to properly consider alternative or different views.

Risk Management and Clinical Governance

- Is accountable and responsible for leading the quality governance and assurance functions, systems and processes across maternity services. This includes ensuring these are in line with best practice standards, are understood by the staff that are expected to use them, and are responsive, comprehensive and fit for purpose and are aligned to the Divisional Governance systems and processes.
 - Accountable and responsible for ensuring that there are effective procedures and practice in place for the area of responsibility for the reporting, management and professional resolution of patient safety incidents, concerns, near misses, queries and complaints. This includes ensuring all required reporting to external bodies, such as HSIB, NHS
- Resolution, Commissioners and the Care Quality Commission and, also, compliance with all aspects of Duty of Candour legislation and all other regulatory requirements and align to the Divisional and Trust Governance processes.
- Ensures that all patient safety incidents are managed and investigated promptly, efficiently and effectively. This includes ensuring any immediate actions are taken to help prevent a recurrence, that patients and staff are supported, that investigations are completed on time, and any lessons learned are disseminated and embedded, and can be evidenced.

Risk Management and Clinical Governance Continued

- Monitor and report on trends with patient safety incidents, harm rates, themes from complaints, etc. and ensures that due learning takes place and that changes in practice are made where required.
- Is responsible and accountable for designing and implementing structures to ensure compliance with policies, procedures and guidelines through audit and other measurement and the reporting of the same. Also responsible for ensuring any due actions are addressed, are sustained and embedded that can be evidenced.
- Leads the Maternity Services' planning processes and compliance with the all regulatory standards and initiatives, including The

Clinical Negligence Scheme for Trusts Maternity Standards/Incentive schemes. This includes paying specific attention to the required planning, implementation, reporting and embedding, and evidence requirements of same.

- Is responsible for robust systems that review midwifery and maternity policies and procedures in a timely manner, with a particular focus on the quality of practice and management at ward or department level.
- Lead the completion of reports, relevant to portfolio, to the Board of Directors, commissioners and external bodies, as required.

Operational Performance

- Ensures safe and effective operational patient flow and effective escalation systems and processes across all services within sphere of responsibility.
- Work in partnership with the Divisional Medical Director, Clinical Director, operational colleagues and the senior maternity teams in the on-going identification and operational delivery of schemes to contribute to the Trust Cost Improvement Programme (CIP) and ensures that all schemes are assessed for their impact on quality; specifically preventing an adverse outcome on care and safety.
- Ensures all resources are deployed to achieve the best outcomes, with reference to the Trust's and Service Business Plans and objectives.
- Works together with the Divisional Medical Director and Divisional Director of Operations to ensure that business cases are robust and justifiable. This includes identifying the operational and financial implications of options, their expected benefits realisation, and the management of any associated risks and impacts on relevant stakeholders.
- Manages allocated budget efficiently and effectively, and in

accordance with the Trust's Standing Financial Instructions.

- Manages the use and efficiency of any variable pay within allocated resource limits, including any bank and agency staff.
- As part of the Divisional Leadership team, ensures that there is a robust communication framework within the Women & Children's Division for Maternity services that engages staff at all levels, promoting involvement in decision making and the delivery of Corporate and Divisional messages and objectives.
- Participates fully in the 'on-going' development of the Trust's Electronic Patient Records/Digital systems and ensures a high standard of documentation and record keeping. This includes engendering a culture of contemporaneous record keeping that meets all professional and legal standards and requirements.
- Manages complexity and competing objectives in a structured, organised and professional manner.
- Utilises highly sophisticated communication skills and manages and imparts difficult and sensitive situations/information.

Personal Values

- Compassionate and collaborative leadership style, with a track record of improvements in equality, diversity, inclusion, and social justice.
- Lives by the values of openness and integrity and has created cultures where this thrives.
- Demonstrates determination, perseverance, and resilience.
- Personal commitment to the values of the NHS Long Term Plan, the NHS People Plan, the NHS Constitution, the Nolan Principles and National Maternity Policy.

Terms of Appointment

The appointment is substantive. As a Registered Midwife you have a responsibility to:

- Maintain professional registration and revalidation in line with NMC requirements.
- Act always in accordance with the NMC's Code (or equivalent).
- Adhere to Trust policies and procedures.
- Maintain up-to-date skills and knowledge, and awareness of professional issues.
- Maintain a professional portfolio.

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.





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

- Registered Midwife with current NMC registration.
- Masters level qualification or equivalent.
- A Postgraduate leadership, management qualification or substantial relevant experience at senior level.

Knowledge, Behaviours and Experience

ESSENTIAL

- Recent and extensive senior clinical and management experience at Head of Midwifery or Director of Midwifery levels.
- Evidence of recent midwifery clinical practice/immersion.
- Evidence of a track record of delivery of performance objectives and service improvements.
- Evidence of delivering compassionate, patient-focused and woman-centred care.
- Extensive experience of quality governance and assurance systems and processes.
- A broad and highly developed understanding of nursing and midwifery policy and their implications for the workforce and future health care delivery.
- Evidence of strong and recent commitment to continuous development of self and others.
- Evidence of managing competing priorities, complexity and highly sensitive situations, and of delivering to tight timeframes.
- Detailed knowledge of NHS practices, policies and procedures and experience of implementing new policies, procedures, and guidelines across multiple services.
- Demonstrable experience of working successfully across functional boundaries and at a Strategic level.
- Experience of working across other NHS organisations (or beyond) for benchmarking purposes or to identify best practice /areas for improvement.
- Experience of successfully managing many services in a complex organisation; including people (developmental and performance) and budgetary management.
- Demonstrable experience of overseeing Trust- wide initiatives; leading successful change management; service redesign processes; leading cost improvement programmes.

Knowledge, Behaviours and Experience Continued

ESSENTIAL

- Evidence of working positively with higher and local educational institutes.
- Highly developed analytical and problem-solving skills; capable of interpreting and evaluating complex, multi-faceted information; ability to summarise complex information; ability to make judgements and advise on the best course of action.
- Ability to present highly complex/controversial information to a wide range of audiences, with differing levels of understanding, in a suitable format and with appropriate explanation.
- Ability to produce strong Board level and external facing reports, which provide assurance and confidence in the service.
- Ability to influence, persuade and motivate others.
- Ability to integrate well with people at all levels.
- Ability to collaborate constructively with all key stakeholders (internal and external) and to create the conditions for successful partnership working.
- Ability to provide a clear vision for change which is a source of inspiration and motivation for others. Skilled in all aspects of managing change, including supporting staff.
- Ability to monitor and act to improve and deliver performance and establish high levels of quality and to hold others to account for delivery.
- Highly skilled in identifying opportunities for partnership working, managing on going stakeholder relationships and proving support to others in this area.
- Highly developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams across the Trust.
- Be able to articulate the evolving strategy and vision for the future of midwifery and be able to demonstrate the opportunities this will provide.
- Sound political judgement and astuteness in understanding and working with diverse groups and common sense in knowing when to 'brief up the line'.
- An in-depth understanding of Workforce, Education, Standards and research issues within the NHS.
- Able to set and lead the Nursing & Midwifery agenda across areas of responsibility.
- A strong commitment to openness, honesty and integrity.
- Highly developed communication skills to resolve complex, high-impact situations in highly complex environments and to work confidently in areas of uncertainty.
- High level of work organisation, self- motivation, drive for performance improvement and flexibility in approach.

DESIRABLE

- Previous experience as a Director of Midwifery.
- Evidence of engaging in research activities.
- Experience of working across a wide range of organisations responsible for the oversight and provision of perinatal service.
- Published and experienced in presenting to a wide variety of audiences.

Other

ESSENTIAL

- Frequent travel between multiple Trust sites (and occasional travel further afield).
- To be proactive and flexible, able to identify and take forward opportunities and work effectively in partnership with others.
- Deep pragmatism with a positive and can-do attitude, willing to roll their sleeves up to get into details where necessary.
- The resilience to thrive when operating in complexity and uncertainty.
- The political intelligence to be able to navigate a complex social and political eco-system and remain focused on the shared vision for the future.



General Conditions

As they undertake their duties, all our people are required to uphold and demonstrate the Trusts' core values. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

Health and Safety

As an employee of the Trusts, 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 Trusts 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 both Trusts. As an employee, you have a responsibility to:

- ensure that your work methods are compliant with the Trusts' agreed policies and procedures and do not endanger other people or yourself.
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and colleagues.
- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at annual mandatory updates and ongoing continuing professional development.
- challenge poor infection prevention and control practices of others and to report any breaches, using the appropriate Trusts' mechanisms (e.g. incident reporting policy).



Information Governance and Cyber Security

Both Trusts are 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 Trusts' 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 Trusts you will come into contact with confidential information and data relating to the work of the Trusts, their patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may encounter which identifies patients, employees or other personnel, or business information of the Trusts. 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 Trusts' 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 Trusts' 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 Trusts' recording, monitoring, validation and improvement schemes and processes.

Professional Standards and Performance Review

As an employee of the Trusts 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 Trusts to identify and report abuse. As an employee of the Trusts, 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

Both Trusts are 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 Trusts, 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

Both Trusts are committed to creating a culture that puts continuous improvement at the forefront of our work. Our aim is to empower colleagues at all levels to have the confidence, capability, passion and knowledge to test changes and make improvements in the Trusts and the communities we serve.

Equality, Diversity and Inclusion

We are dedicated to fostering an inclusive environment where everyone feels valued and respected. Both Trusts are an equal opportunities employer, actively working to build diverse teams and embed best practices in Equality, Diversity and Inclusion. We will not discriminate against any applicant or employee based on race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status, disability, sexual orientation, or any other protected characteristic. We are committed to ensuring that selection for training, development, and promotion is based solely on an individual's ability to meet the requirements of the job. As a member of our team, you are personally responsible for upholding these principles. This includes ensuring you do not discriminate, harass, or bully, or contribute to such behaviour by others. You are also expected to actively support and co-operate with all measures introduced to promote equality of opportunity and an inclusive workplace.

Pandemic and Major Incident

In the event of a pandemic or major incident, the post holder may be asked to undertake other duties not necessarily commensurate to the banding of this role. This could include duties in any part of the hospital. Prior to undertaking any duties, the member of staff will be asked to have full training and induction. No member of staff will be asked to undertake duties for which they are not competent, or where they feel unsafe in their environment, or could put patients or themselves at risk.

Smoking Policy

Both Trusts are no smoking/e-cigarette/vaping organisations except for designated external areas, in accordance with the Trusts' policies.

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 Trusts and their services as well as the personal development.





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