

HEAD OF MIDWIFERY

Candidate Pack



Our Trust

At The Shrewsbury and Telford Hospital (SaTH), our vision is to provide excellent care for the communities we serve. Working together across our teams, we provide district general hospital services for around half a million people in Shropshire, Telford & Wrekin, and mid-Wales.

Our main service locations are The Royal Shrewsbury Hospital and The Princess Royal Hospital, Telford, which together provide 99% of our activity. Alongside these, we also provide community and outreach services across the local area.

As one of Shropshire's biggest employers with around 7,000 staff, we offer a wide range of opportunities to build a rewarding career across both clinical and non-clinical roles. Our people are dedicated and passionate, working together to deliver the best patient care. No matter your role, you'll be joining a supportive team environment where you'll be able to make a real difference for our patients.

We are committed to supporting you at every stage of your career with us, whether you're starting something new or looking to take the next step into leadership. With strong partnerships and our newly awarded university hospital status, you'll have access to excellent education, mentoring and experience to help you thrive.

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



Poppy's Promise

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

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

Poppy's Promise is a five-stage framework that supports NHS staff to provide compassionate, consistent and patient-centred care. It aims to create a culture where empathy and communication are prioritised at every level - from education and recruitment to daily patient interactions.

At the heart of the initiative lies the C.A.R.E. framework, which outlines four guiding principles for staff to follow. The CARE principles form the foundation of Poppy's Promise. They describe the behaviours, attitudes and values that underpin every interaction — between staff and patients, staff and families, and colleagues with one another.

CARE is not an additional task. It is how care is delivered.

C.A.R.E. Meaning and Practice

Compassion - Demonstrate genuine kindness, empathy and humanity in every interaction.

Compassion means recognising the emotional as well as the physical needs of patients, families and colleagues, and responding with care, patience and understanding. Small acts of compassion can have a lasting impact.

Acknowledge - Actively listen and be fully present.

Use eye contact, names and open body language, and acknowledge the individual's feelings, concerns and lived experience. Every person should feel seen, heard and taken seriously.

Respect - Treat everyone with dignity, honesty and fairness at all times.

Respect individual differences, personal circumstances and lived experience. Trust is built through respectful behaviour, consistency and integrity.

Empower - Enable people to be active participants in their care and work.

Communicate clearly, encourage questions and shared decision-making, and ensure patients, families and colleagues feel informed, confident and included.

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

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

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

In daily practice, you can:

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

All staff within the Trust are expected to:

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

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

That is Poppy's Promise.

Job Summary

This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read, such as those who are neurodiverse, have learning disabilities or lower literacy levels. Our goal is to make the application process more accessible and inclusive for everyone.

- Lead midwifery services across the Trust to make sure care for mothers and babies is safe, high quality, and well organised.
- Help plan how maternity services should run in the future, working with senior leaders to design and improve services.
- Support and guide midwifery staff, acting as a visible leader and role model, and ensuring teams meet national and local standards.
- Improve patient experience by listening to feedback, using research, and making changes that support better care.
- Oversee governance, safety, and risk management to make sure services follow policies and keep patients safe, as reflected in the requirement to “ensure that clinical and non-clinical risk is reported, monitored and managed effectively.”
- Manage resources and budgets responsibly to ensure services run efficiently and provide good value for public money.

Job Description

Job title:	Head of Midwifery
Grade:	8c
Site:	The Princess Royal Hospital with cross site working at the Royal Shrewsbury Hospital
Accountable to:	Director of Midwifery
DBS required:	Enhanced

JOB OVERVIEW

The post holder will work in collaboration with an extensive multidisciplinary team within Maternity services & the Divisional Management team to provide professional Midwifery leadership and support the Director of Midwifery with the strategic direction for the Maternity Services. They will work closely with the Divisional Medical Director, Divisional Director of Operations and Divisional Head of Nursing as part of the Divisional Senior Management Team, leading on the design, development, and implementation of Maternity and other strategies across the Division. The Head of Midwifery role is a key position within the Divisional Senior Management Team, responsible to the Director of Midwifery with a prime focus on the day-to-day delivery of high standards of patient care across all care pathways and services. The post holder will be required to deputise for the Director of Midwifery during times of annual leave and will assume responsibility for the day-to-day delivery of the clinical business of the Service and any delegated functions during this time. The post holder

will lead development programmes, midwifery recruitment and retention, measuring and improving standards of care and the patient experience, in accordance with agreed objectives, targets, quality standards, controls and resource constraints.

The post holder will be highly visible, and will demonstrate an authoritative and democratic leadership style, which is underpinned by the values of the Trust. The postholder is required to participate in the Senior Managers on-call rota for the division

KEY RESPONSIBILITIES

- Leading and managing a high quality, seamless midwifery services across the Trust's acute and community settings, providing strong operational, professional, and strategic leadership.
- Designing, implementing, and evaluating a long-term strategic plan for Maternity services for the Trust in line with national policies.
- Providing expert professional advice on Midwifery issues.
- Delivering agreed corporate schemes.
- Advising the Trust Board via the Director of Midwifery on related subjects.

Purpose of the role:

To ensure safe and effective clinical practice

- Act as the visible designated clinical midwifery leader, set standards of care and professionalism and promote teamwork within a multi-professional environment, demonstrating critical analysis and decision-making skills, leading the delivery of a clinically excellent service, influencing and facilitating change within the service and where appropriate the organisation.
- With the Director of Midwifery design a visionary and proactive short- and long-term strategy in collaboration with the senior clinical and management team for the future direction of Maternity services within the Trust.
- Design a model of integrated maternity services in line with local and national recommendations.
- Harness a culture of excellence and drive in both performance and professionalism
- Ensure National and local quality and environmental standards are achieved in the Maternity service.

- Ensure the maternity services are delivered within resources available, controlling and reviewing utilisation of the resources. Holding the managerial accountability for budgets delegated to other staff.
- Participate in Trust investigation of complaints and serious untoward incidents
- Actively contribute to the implementation of the healthcare governance agenda and ensure this is embedded into directorate business.
- Support the development of a Maternity research strategy in line with National policy and drivers.
- Agree Maternity targets for the Trust and ensure Midwifery-led performance targets are achieved
- Act in accordance at all times within the NMC Code of Professional Conduct and ensure own and team's preparedness for revalidation.
- Work collaboratively with the Director of Midwifery, Clinical Director and Directorate Manager in the delivery of the performance objectives.
- Assist in the development of the divisional annual business planning process as part of the Senior Divisional Management team
- Ensure effective infection prevention systems are implemented within maternity services including monitoring of infection prevention and control policies and practices within the directorate.
- Act as a change agent, developing clinically effective practice through the effective utilisation and integration of evidence-based practice, setting, implementing and monitoring evidence-based standards of care, policies, procedures and protocols.
- Ensure a culture of continuous quality improvement using research, audit, patient feedback and reflection on practice by self and other members of the team.
- Promote a clean and safe environment for staff, patients, and visitors by ensuring compliance with legislation, policies and protocols including health and safety, healthcare associated infection prevention, clinical governance, including risk management and critical incident reporting and root cause analysis
- Ensure a high standard of record keeping in accordance with Nursing and Midwifery Council, Health and Care Professions Council, national legislation, and local standards.
- Facilitate effective communication with the multi-professional team.

- Assess the risks involved in the care of patients and ensure utilisation of practices and protocols to minimise those risks, including safe use of medical devices. To monitor the standards of care and take appropriate actions when standards fall below expected levels.

To enhance the patient's experience

- Within sphere of care ensure effective and efficient patient journeys by planning, coordinating, and monitoring the episodes of care including the smooth transition to other settings, promoting effective discharge and communication with interdisciplinary and interagency teams as required.
- Co-ordinate midwifery interventions, influence clinical decisions and monitor the quality of patient care provided through using expert clinical knowledge relevant to own field of practice, underpinned by theory and experience.
- Within a multidisciplinary team environment, develop a culture of person-centred care.
- Be highly visible within the services, communicating regularly with patients, relatives and/or carers; promoting a caring environment where equality and diversity issues are respected, and patients are enabled to be partners in their care.
- Identify opportunities to develop care and services by ensuring that there are effective systems in place to ascertain patient and carer experience/feedback and ensure complaints are managed in line with organisational policy, including the dissemination of learning points.
- Ensure that everyone within sphere of care is treated with dignity and humanity, understanding individual needs, showing compassion and sensitivity, and provide care in a way that respects all people equally.
- Critically appraise and synthesise the outcomes of relevant research, evaluations and audits and apply the information when seeking to improve practice.
- To assist in the design and implementation of safeguarding policies for Maternity services in collaboration with the safeguarding lead

To professionally manage and lead midwives and nurses

- Provide Leadership and direction to Midwifery staff, influencing, motivating and redesigning seamless services to work across professional boundaries
- Develop a training plan for the Midwifery workforce services to inform commissioning and in house provision
- Provide professional leadership to the Deputy Head of Midwifery, Consultant Midwife and Divisional Quality Governance Lead who are responsible for the day-to-day operational management of the Maternity service and its associated staff and budget
- Professionally inform the direction of the Midwifery team including the specialist practice for midwifery managers and specialist midwives
- Undertake annual performance development reviews for the Deputy Head of Midwifery, Consultant Midwife and Quality Governance Lead, ensuring each has clear service objectives and a personal development plan to optimise their potential and career progression.
- Develop relationships with commissioners for the Trust's Maternity services. Promoting the departmental profile of services to ensure the Trust remains the provider of choice.
- Lead on Trust investigations, disciplinary hearings as required.
- Act as a role model and mentor providing visible leadership for midwives within the Trust and demonstrating a high standard of professional behaviour.
- Ensure and monitor the provision of high standards of evidence-based Midwifery care within the Trust which is efficient and effective.
- Co-design and influence with the Director of Midwifery the development of the future Professional agenda, informing the Nursing and Midwifery strategy.
- Implement an effective recruitment and retention strategy with the Director of Midwifery which provides the right level of resource to support service requirements.
- Act as a positive role model, creating a supportive ethos to empower staff to contribute to the delivery of excellent person-centred care.
- Lead by example, develop self and other staff, and influence the way care is given in a manner that is open and responds to individual needs.
- Create a learning environment that ensures effective learning

opportunities for staff and students including appropriate orientation and induction programmes, a range of clinical support strategies (mentoring, coaching, clinical supervision, action learning and peer review). Plan, monitor and evaluate ongoing mandatory training and relevant education and development opportunities for the team.

To ensure continuous service improvement

- Lead on innovative development of new roles and practice within the Maternity service.
- Develop and implement transformational change in line with local and national policy which results in improved quality, experience, performance, and efficiency.

To ensure effective contribution to the delivery of the organisation's objectives

- To represent the Trust and work with partner organisations developing a partnership approach in the best interest of patient care.
- Act as an ambassador for the Trust and deputise for the Director of Midwifery as required.
- Assist in the design of Trust strategies to ensure the professional view of Midwifery is taken account of.
- Work in partnership with a range of clinicians and managers in the planning or development of own service promoting the involvement of patients/public.
- Seek opportunities for personal and team development supporting the research agenda of the organisation
- Develop and maintain a working knowledge of local, national and professional strategy and policy, ensuring that organisational goals are reflected in personal objectives and in ward/department development plans.

To embed good governance and risk management

- The postholder will provide professional leadership and management to the women and children's divisional quality governance team, ensuring the quality governance agenda is delivered by the team for the entire division.
- To be responsible for the delivery of standards of care that meet CNST requirements, or other national drivers relevant to maternity services.

- To support the Director of Midwifery in the development and implementation of governance improvement, identifying practice development requirements, implementing appropriate education, and training plans to support the needs of the service.
- To ensure that effective systems and operational and professional protocols are in place to ensure patient safety and compliance with health service legislation, other statutory requirements, and NHS policy.
- To ensure that these systems and protocols are adhered to.
- To ensure that clinical and non-clinical risk is reported, monitored and managed effectively.
- To alert the Director of Midwifery to actual and potential risks and ensure that remedial action is taken promptly where unacceptable risks are identified.
- To manage health and safety risks within the working environment.

To ensure good use of public money

- To ensure all resources are deployed to achieve best outcome with reference to the Trust and Service Business Plans.
- Act as an authorising signatory for budgets within limits agreed with the Director of Midwifery and the Divisional General Manager.
- To have delegated financial responsibility in conjunction with the Director of Midwifery for ensuring any service developments or the reconfiguration of clinical services are kept within budgetary controls.

To ensure continuous professional development of self

- Promote clinical expertise within the midwifery teams.
- Ensure ongoing quality improvement and continually evaluate standards of care.
- Challenge traditional boundaries and collaborating with other stakeholders to introduce new ways of working.
- Ensure views of patients and carers are represented in relation to clinical care needs and care pathways.
- Act as a point of contact for professional, expert/specialised advice, guidance and support for the service.
- Lead the development of an environment that supports

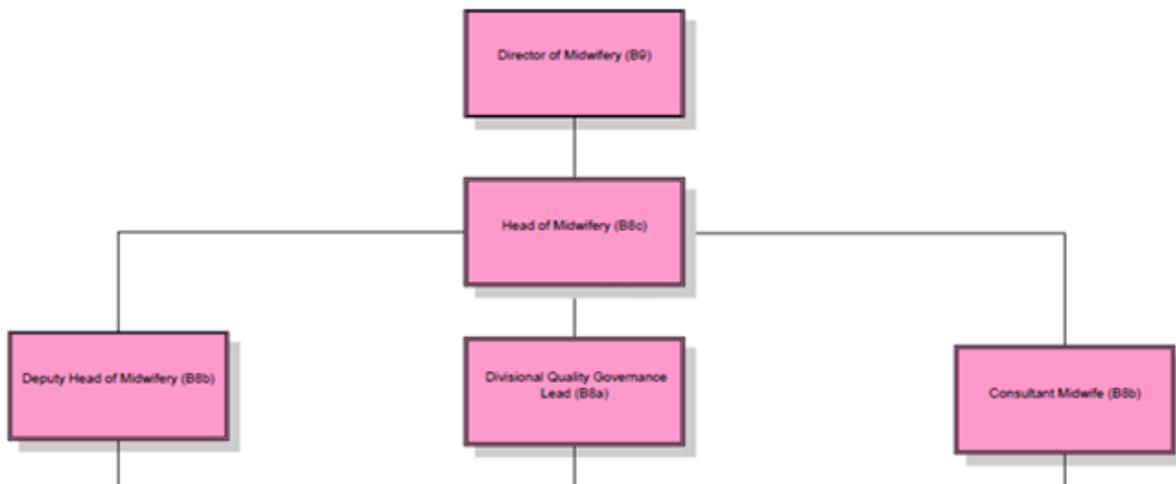
effective multi-professional teamwork, embedding a culture of psychological safety and escalation

- To occasionally undertake direct patient care.

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 post 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.

ORGANISATIONAL CHART



Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> Registered Midwife with current NMC registration Educated to master's level or equivalent qualification Leadership qualification Clinical expert in all areas of midwifery practice evidenced by CPD and demonstrated by senior experience within the midwifery profession 	<ul style="list-style-type: none"> Appropriate certified management course Professional Midwifery Advocate Certified incident investigation training
Experience	<ul style="list-style-type: none"> Significant post registration experience at a senior level Experienced in budget management, roster management and change management Demonstrates excellent leadership and engagement skills including the ability to inspire and innovate Highly specialised and in-depth professional knowledge and experience from a range of midwifery disciplines Experience of developing and implementing governance frameworks to support service delivery and service change. Proven ability to develop, conduct, review and evaluate audit, write detailed reports and evidenced based documents 	<ul style="list-style-type: none"> Create a visionary approach to problem solving including the ability to motivate and negotiate effectively

	<ul style="list-style-type: none"> • Excellent understanding of regulatory requirements i.e., CQC and NMC 	
<p>Knowledge and skills</p>	<ul style="list-style-type: none"> • Ability to analyse complex clinical issues/problems, identify necessary action and make recommendations and follow these through. • Has a good understanding of research and can demonstrate how research influences practice; develop a research aware culture • Advanced decision-making skills • Ability to demonstrate emotional leadership skills and apply to appropriate situations • Excellent understanding of data collection/analysis, audit and evaluation – uses of databases • Ability to work under pressure across competing priorities • Demonstrate excellent communication and interpersonal skills, from presenting to a professional audience including Board to communicating in a compassionate manner with family members • Ambition in expectations of self and colleagues in delivering high-quality care • Evidence of teaching and assessing for all aspects of midwifery practice 	

<p>Other</p>	<ul style="list-style-type: none"> • Skilled to work in all areas of midwifery as required • Ability to debrief patients, relatives, carer's and staff during stressful and emotional times or following a serious incident • Deals regularly with adverse outcomes in unexpected situations, having a flexible attitude towards 24-hour cover • Leads the maternity on-call rota to ensure 24-hour midwifery management cover • Demonstrates wide knowledge of the public health agenda • Expert knowledge and experience of the complexity of service delivery 	<ul style="list-style-type: none"> • Evidence of publications and networking within the service
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General conditions

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

Health & Safety

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

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work;
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to;
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. As an employee of the Trust you have a responsibility to:

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

Information Governance

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

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

- **Information Quality and Records Management** - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

Professional Standards and Performance Review

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

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

Safeguarding Children and Vulnerable Adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- As an employee of the Trust you have a responsibility to ensure that:
 - you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
 - you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

NHS Sexual Safety Charter

The Trust is committed to ensuring that all employees work in an environment that is safe, inclusive, and free from sexual misconduct, harassment, and discrimination. As a signatory to the NHS Sexual Safety Charter, the Trust upholds a zero-tolerance approach to sexual harassment and supports anyone affected by inappropriate behaviour. In accordance with the Workers Protection (Amendment of Equality Act 2010) Act 2023, the Trust has a statutory duty to take reasonable steps to prevent sexual harassment of its employees. All staff, are required to treat others with dignity

and respect at all times and to cooperate with Trust policies, procedures and training designed to maintain a culture of safety, professionalism, and mutual respect.

Social Responsibility

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

Continuous Improvement

The Shrewsbury and Telford Hospital NHS Trust aims to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

To support this, we have developed the SaTH Improvement Method, a structured approach to change that provides practical tools and techniques to help you understand what success looks like with clear aims, enables you to measure progress and plan meaningful improvements.

You won't be doing this alone. Whether you're new to improvement or already leading change, the Improvement Hub is here to guide you with expert advice, hands-on support, and a wide range of training opportunities to help you grow and thrive throughout your time at SaTH whilst making improvements in your area of work. Join us in shaping a culture of continuous improvement, where every colleague is supported to make a difference.

Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is an Equal Opportunities Employer, fully committed to fostering an inclusive workplace where all staff feel valued and able to thrive. We believe that a diverse workforce, reflective of our community, is essential for delivering the best patient care.

We will not discriminate against any job applicant or colleague based on any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex, or sexual orientation. Selection for appointment, training, development, and promotion will be based purely on merit and the individual's ability to meet the role requirements.

As a post-holder, you have a personal responsibility to uphold the Trust's commitment to equality by treating all colleagues and patients with respect and

dignity. You must actively support measures introduced to ensure equality of opportunity and will not discriminate, harass, or bully others, or condone such behaviour.

