

Director of Nursing

**Manchester & Trafford Local Care Organisations and
University Dental Hospital of Manchester Clinical
Group**

Candidate Information Pack

January 2026



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Foreword from Interim Deputy Trust Chief Executive & Chief Nursing Officer Kimberley Salmon-Jamieson



Dear Candidate,

Thank you for your interest in the Director of Nursing role for our Manchester & Trafford Local Care Organisations and University Dental Hospital of Manchester Clinical Group, this is critical professional leadership appointment for the Trust.

As the Chief Nursing Officer, it is a huge privilege to be part of the Trust Executive Leadership Team for one of the largest family of hospitals and community organisations in the country, working alongside some of the greatest talent in the NHS. It is in this context that MFT is seen as an organisation of national significance.

We have circa 16,400 nurses, midwives, allied health professionals and nursing and maternity support workers who the Chief Nursing Officer, Deputy Chief Nurse and Directors of Nursing for our Clinical Groups hold professional leadership responsibility for. It is therefore imperative to attract an experienced and innovative nurse leader to work with to continuously drive improvements and the quality of our services for patients and their families. I am also keen to ensure the focused attention on education and learning, research and innovation continues to move from strength to strength and we further develop our offers of learning and development to all professionals, ensuring all colleagues have the opportunity to reach their potential.

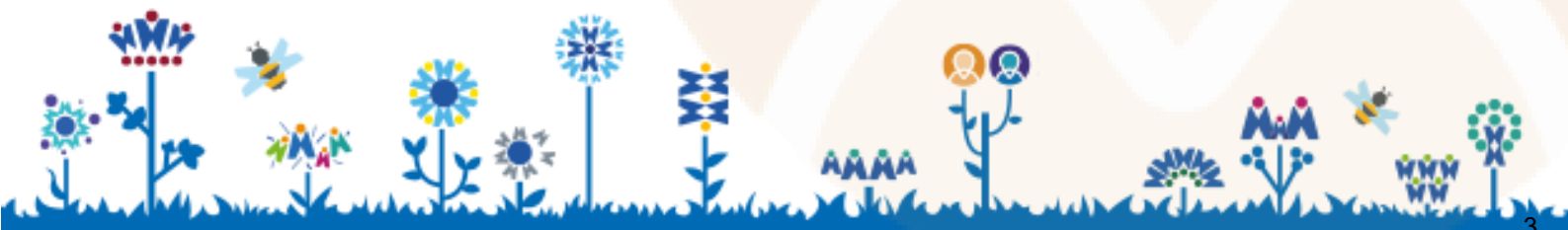
The Director of Nursing has a vital role in providing exemplary professional leadership and direction to Nurses, Midwives, and AHPs for the Clinical Group and wider MFT. You will support the Chief Nursing Officer in the development of MFT's strategy for non-medical professionals and ensure the progress of actions and monitoring arrangements within the Clinical Group.

With extensive senior level nursing leadership and managerial experience within an acute NHS Trust (or comparatively large and complex multi-disciplinary organisation), you will display inclusive leadership to encourage collaboration in the development of services and the delivery of high-quality care continually identify opportunities for improvement to ensure the best possible care is provided to our patients and their families.

For further information to contact Talent Attraction & Senior Acquisition Service Lead - Sinéad Gamble by emailing: sinead.gamble@mft.nhs.uk or telephoning: 07900 584906.

I look forward to meeting you during the process.

Kimberley Salmon-Jamieson
Chief Nursing Officer



Welcome from Clinical Group Chief Executive for LCOs & UDHM Patricia Davies



I am delighted to share this opportunity with you, in search of our next Director of Nursing for the Local Care Organisations & University Dental Hospital of Manchester Clinical Group, at Manchester University NHS Foundation Trust (MFT).

MFT is one of the largest NHS Trusts in England, with a turnover of £3.0bn, providing exceptional integrated health and social care services to over 1 million patients annually.

Through partnership working with both Manchester City Council and Trafford Local Authority, our Manchester Local Care and Trafford Local Care Organisations (LCOs) deliver NHS community healthcare and adult social care services. Services include prevention, district nursing, health visiting, and adult social work, playing a vital role in improving health and wellbeing across the areas that we serve; working in new ways to provide more care close to home.

Our University Dental Hospital of Manchester (UDHM) is a major dental teaching hospital in the UK, providing a comprehensive secondary care and acute service to the population of Manchester, and a tertiary dental service to the Northwest of England and beyond. UDHM is the second largest provider of specialist dental services by volume in the country, and the largest provider of specialist paediatric care.

This position provides a unique opportunity to shape the future of nursing and healthcare at Manchester & Trafford Local Organisation and University Dental Hospital of Manchester. As part of our organisation, you will work with some of the most dedicated professionals across MFT, united in a shared commitment to improving the health and wellbeing of people across Greater Manchester, and the North West.

Join us, and become an integral part of MFT, united in its values, purpose, and commitment to improving people's lives across Greater Manchester.

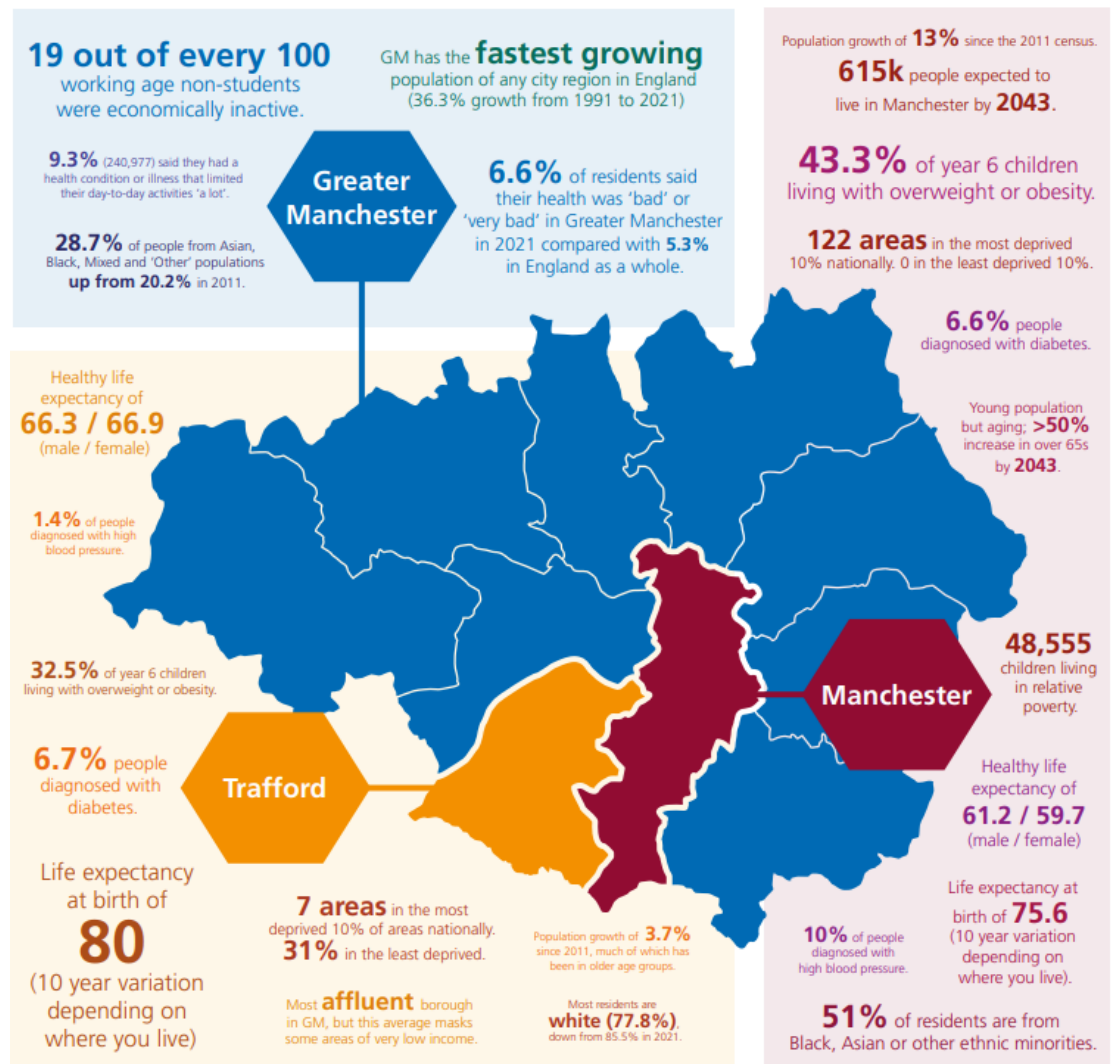
We look forward to hearing from you.

Patricia Davies
Clinical Group Chief Executive
LCOs & UDHM

The Greater Manchester System

The **Greater Manchester Integrated Care System** covers an area with:

- 10 localities
- 2 Mental Health Trusts
- 7 Hospital Trusts
- 1 Ambulance Trust
- 67 PCNs
- 10 Local Authorities
- 1 Combined Authority
- 1 GM Mayor
- c16k VCSE organisations
- Social care provider



The Greater Manchester system has an active Trust Provider Collaborative of which MFT is a key member. We work closely with provider partners on strategic planning, operational decisions and performance improvement (e.g. mutual aid).

Whilst we work with colleagues at a **place** level in Manchester and Trafford, notably through our Local Care Organisations, we also work with locality colleagues in other parts of GM, particularly those boroughs that North Manchester General Hospital serves.

We support **research and innovation** across GM hosting NIHR activities and Health Innovation Manchester.

Many of these structures pre-date the establishment of Integrated Care Systems and are based on well-developed relationships.

About MFT



Manchester Royal Infirmary

Secondary and tertiary services



Manchester Royal Eye Hospital

Specialist eye hospital



Saint Mary's Hospital

Specialist Women's hospital and genomics



Royal Manchester Children's Hospital

Specialist children's hospital



University Dental Hospital of Manchester

Specialist dental hospital



Clinical & Scientific Services (CSS)

Specialist Services



Wythenshawe Hospital

Secondary and tertiary services



Withington Community Hospital

Diagnostics, day-case and community



Trafford General Hospital

Secondary care services



Altrincham Hospital

Diagnostics and outpatient care services



North Manchester General Hospital

Secondary and tertiary services



Community Health & Adult Social Care Services

Manchester University NHS Foundation Trust (MFT), has moved to an enhanced clinical leadership model, consisting of **10 hospitals across 6 Clinical Groups** delivering the full range of hospital services from seven sites across Manchester and Trafford.

Imaging, Pharmacy, Anaesthetics and Critical Care, Laboratory Medicine and AHP services are provided by Clinical and Scientific Services across all 10 hospitals.

We are the **largest provider of specialist services**, and our Oxford Road Campus in Manchester is the largest health academic campus in Europe, **with a workforce of over 30,000** and a turnover of more than **£3.0 billion**.

We provide local hospital care to almost 1 million people, primarily in Manchester and Trafford and specialised services to patients across England.

We host **two Local Care Organisations (LCOs)** which **run NHS community health and adult social care services** in Manchester and Trafford, in collaboration with our Local Authority partners.

We are **the leading trust for research and teaching in the Northwest** hosting the Manchester NIHR Biomedical Research Centre and Clinical Research Facility.

There is **significant diversity** across Manchester and Trafford

- 190 languages spoken in Manchester
- The average age of people in Manchester is 33 and in Trafford is 39
- 1 in 5 of the population has a disability or long-term condition

Deprivation is significant

- Manchester is the sixth-most deprived local authority in England
- More than two thirds of neighbourhoods in Manchester and Trafford are more deprived than the England average
- Over 40% of children under 16 in Manchester are living in poverty



Nursing, Midwifery & Allied Health Professional Workforce

MFT has an outstanding track record of developing and supporting nurses, midwives and allied health professionals to excel in their careers and fulfil their aspirations. The approaches we take are grounded in our firmly established value of the importance of the significant contributions of these professions in the delivery of our ambitions and aspiration.

The profile of NMAHPS at MFT could not be higher, the professions are central to our work to tackle embedded inequalities and in developing sustainable plans to recruit and retain enough people with the skills required. Under the strong and forward-thinking leadership of the Chief Nurse, we want to continue to provide the best possible platforms for NMAHPs to flourish. Career opportunities are second to none and span the cutting edge of professional practice from research delivery and academic research, to advanced practice and fundamental roles of care provision in both hospital and community settings.

The Trust is proud of its vibrant research and innovation communities and supported by our NMAHP Research Strategy works to create a culture where NMAHP contribution to health services research is highly valued.

Using our Quality Improvement methodology, and working towards delivery of our strategies, the strong team of Directors of Nursing / Midwifery make change for patient benefit, including safety and experience, as well as leading teams who contribute to the professional literature and evidence base.

Across MFT nurses, midwives and AHP's lead NMAHPs can be assured of a supportive infrastructure in place that includes access to:

- Digital technology through our fully electronic patient record.
- Practice based learning and access to post-graduation development
- Opportunities to work across a family of hospitals and community settings, whilst remaining in one Trust.

A developing team of Professional Nurse Advocates and Professional Midwifery Advocates with excellent library and knowledge services.



Nursing, Midwifery & Allied Health Professional Workforce

Patient Quality and Experience

Key to the delivery of our aspirations to achieve the best possible experience of high-quality care, and working directly with the Chief Nurse, our vibrant patient experience team deliver an extensive agenda across MFT, underpinned by our well established NMAHP QI methodology for continuous improvement. Comprised of an established and dynamic quality improvement team, the patient experience agenda is grounded in our ethos of keeping patients at the heart of everything we do through our **'What Matters To Me'** programme.

Our Clinical Accreditation Programme delivers an accreditation assessment in around 200 clinical settings and is anchored in our digital platforms so that data is readily available for analysis across a large range of metrics. Each accreditation is led by a Director of Nursing / Midwifery or one of our Assistant Chief Nurses to ensure seniority and professional consistency.

The NMAHP Manchester Clinical Academic Centre

The Group Chief Nurse is the professional lead for the Manchester Clinical Academic Centre (MCAC) for NMAHPs (MCAC). The MCAC is a collaboration between MFT and the School of Health Sciences, Faculty of Biology, Medicine and Health at the University of Manchester focused on the advancement of Clinical Academic NMAHP.

We are committed to developing MFT research leaders and practitioners and in further developing our international reputation for clinical excellence in NMAHP research, supported by our NMAHP Research Strategy which provides mechanisms to realise and develop clinical academic potential across the Trust.

Digital NMAHP

MFT has implemented one of the largest and most complex transformation programmes in the history of the NHS. Central to this has been our highly skilled digital NMAHP team who work alongside clinical and technical teams, working closely with the Group Chief Nurse to deliver NHSEs **'What Good Looks Like'** for Nursing and Midwifery. The CNIO is a member of the Chief Nurse professional leadership team.

Transforming the ways that NMAHPs lead, inform, contribute and apply evidence-based practice in clinical care and patient experience, the team play a vital role in supporting and developing the organisation's digital maturity through the Hive Electronic Patient Record (EPR) programme.

The opportunities to advance practice through the digitalisation of care beyond the implementation of an EPR is a key function of the Chief Nurse role.

Nursing, Midwifery & Allied Health Professional Workforce

Workforce and Education

Ensuring the right teams are in place is crucial to the delivery of our ambitions and the delivery of our strategy, this is especially the case in the nursing, midwifery, and allied healthcare professionals workforce. We aim to Recruit and retain enough nurses, midwives, and AHPs and to support them to acquire the skills required, to create a professional culture at work that is rewarding, positive, and filled with opportunity.

The Group Chief Nurse provides strong and visible leadership to a workforce of circa **9647 nurses/health visitors, 923 midwives, 2047 AHPs, 3633 nursing and maternity support workers, and 196 nurse associates**. Our successful NMAHP International Recruitment Campaign has seen us recruit over **2500 in last 5 years**.

We are proud of our current vacancy rate of less than 2%, which has driven a reduction in our reliance on temporary staffing, and a less than 2% nurse agency rate.

Professional development is key to attracting and retaining staff, and MFT is at the cutting edge of the development of roles and enhancing practice, with a strong Advanced Clinical Practitioner (ACP) strategy delivery, a theatre workforce strategy, and a robust band 2 to band 3 workforce development and education programme.

With a £3M annual CPD allocation, MFT has developed internal programmes focusing on leadership programmes, coaching and facilitation, preceptorship, and portfolio development amongst others.

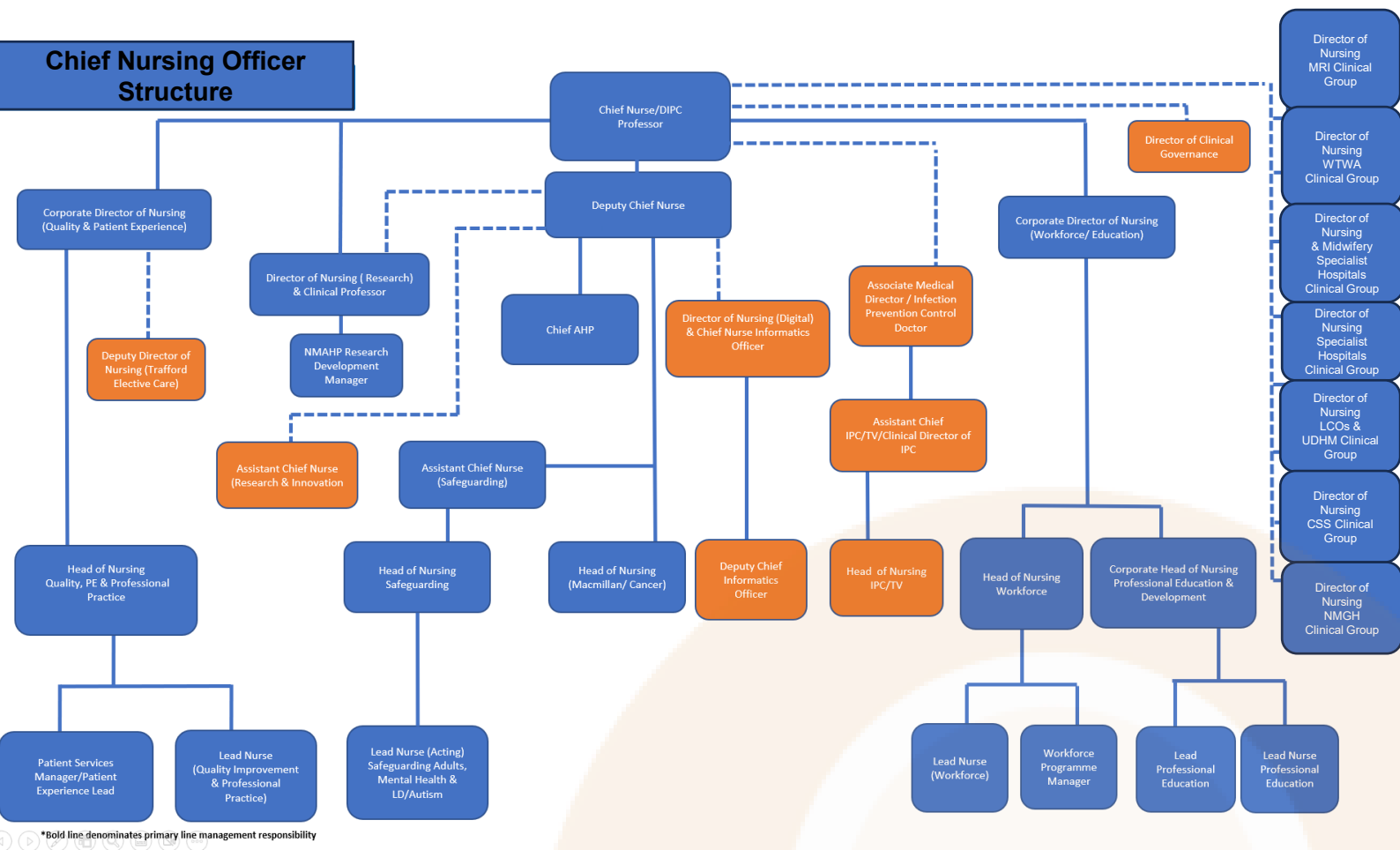
MFT through the Chief Nurse has a unique leadership role both regionally and across the GM system. Recent programme examples include the Greater Manchester Head of Midwifery development programme, Infection Prevention, and Control, Emergency Specialist Practitioner Programmes, in addition to hosting the Critical Skills Academy and the Greater Manchester Workforce Programme Management Office.



Chief Nursing Officer Structure

Below is the specific support to the Chief Nursing Officer. The Clinical Groups have a dedicated Director of Nursing / Midwifery / AHP as appropriate each of whom have formal accountability to the respective Clinical Chief Executive but with professional accountability to the Chief Nursing Officer.

The Chief Nursing Officer also has a number of direct reports as depicted in the organogram below.



Research and Innovation (R&I) at MFT

The scale and maturity of R&I at MFT is key to our regional, national and international reputation. More than 600 colleagues handle annual budgets totalling around £75 million, involving partnerships and services across Greater Manchester. Within MFT, the range of our specialities and services, which include Highly Specialised Services, provides unequalled reach to design and deliver research across the life course. Beyond MFT, our R&I activities benefit from the collegiate approach which typifies interactions across GM for health and social care.

Research Governance

The Group Research Governance Committee is chaired by the Joint Chief Medical Officer with responsibility for R&I and reports to the Trust Board of Directors. It operates two sub-committees chaired by the Associate Director of R&I (Governance): Sponsorship and Governance Oversight Committee; and Early Phase Safety Committee. Governance activities such as sponsorship, quality assurance, monitoring, contracts, and project approvals are centralised in the Research Office, led by the Director of Research Governance and Quality. Regulatory inspections of research at MFT are overseen by the Research Office, e.g., Medicines and Healthcare products Regulatory Agency (MHRA) or Human Tissue Authority (HTA).

Clinical Research Nurses, Research Midwives, and Clinical Research Practitioners

Clinical research delivery staff include Clinical Research Nurses, Research Midwives and Clinical Research Practitioners (CRPs), and is the largest staff group within R&I (-120). Led by the Assistant Chief Nurse (R&I) and their senior management team, they deliver clinical research care for patients across the Trust, including in dedicated research space outside MFT Hospital buildings, such as the adult CRF on the Oxford Road Campus.

Research Delivery

Operational management of R&I is embedded throughout the Trust under the Director of Research Delivery, with teams of non-clinical research delivery staff - including Clinical Trials Managers, Coordinators and Assistants - under a group of R&I Managers (R&IMs), with distinct responsibilities for the medical specialties represented across our hospitals and community services. They lead on project set up, conduct, performance, delivery and closure, including financial arrangements such as costing and invoicing.

Innovation

The Director of Innovation oversees a small but growing and highly specialised team of innovation managers, with varying roles around Intellectual Property (IP) and commercialisation, strategic commercial partnerships, the local innovation district, and key initiatives such as the Diagnostics and Technology Accelerator. MFT is unusual in having in-house specialists responsible for advising on the capture and protection of inventions, IP and delivering impact through commercialisation (often in close collaboration with tech transfer colleagues from UoM). As such, the team provides these IP/ innovation services to other NHS trusts in Greater Manchester and wider. which do not have a similar resource.

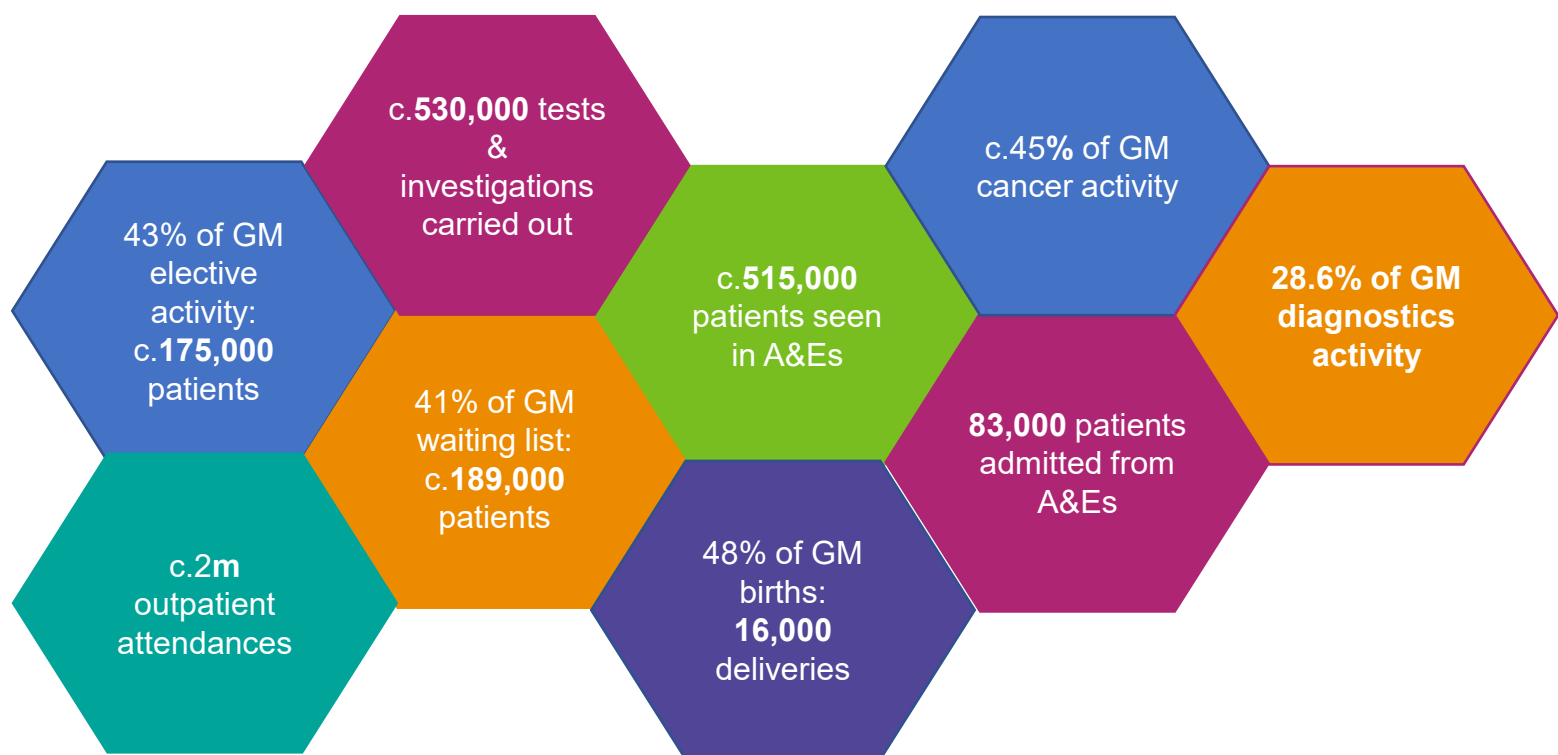
The co-location of MFT innovation function within an industry-embedded clinical campus, adjacent to the academic might of UoM and alongside key NIHR infrastructure has created a pivotal innovation campus and end-to-end pipeline spanning basic research, through development and clinical evaluation, seamlessly to clinical adoption through the Health Foundation Innovation Hub, one of only four nationally.

NIHR | Manchester Clinical Research Facility



Overview of Our Services

MFT is the largest provider of specialist services in England, covering population of 2.8m, sole provider for several tertiary services across GM whilst delivering District General Hospital services for our local population.



MFT also provides extensive community services to the population of Trafford and Manchester.

A typical day in Manchester Local Care Organisation:

- 3,300 people seen or in contact with our community health services
- 700 new referrals into our community health services
- 15 people referred through our crisis services - helping keep them out of hospital
- 165 people in our reablement services helping them stay independently at home
- 150 people are supported through our integrated care teams
- 1,100 people have care commissioned in residential and nursing homes through contracts we hold

A typical day in Trafford Local Care Organisation:

- 2,400 people supported by our Adult Social Care teams
- 304 daily visits to people by our District Nurses
- 230 contacts every day from our Health Visitors with families
- 54 contacts and visits by the Child Nursing and Paediatric medical services to children
- 16 children and 59 adults experiencing acute or chronic pain supported by our Musculoskeletal and Child Therapy services
- 31 people at immediate risk of admission are provided with a rapid health and social care



Our Trust Strategy 2024 – 2029: Where Excellence Meets Compassion

Working together to improve the health and quality of life of our diverse communities

In March 2024, we introduced our strategy for the next five years. This is the first time that MFT has a single strategy that covers everything that we do as an organisation. We have developed it with support from our staff, patient and community groups, and our partners in the health and care system. We believe that having one strategy for the whole of MFT will help us to be clear about what we want to achieve as an organisation, and the things that we will focus on to deliver this.

We have called our strategy *Where Excellence Meets Compassion* because it describes in a few words what we aim to be as an organisation. We aim for excellence in everything that we do, from the care our teams provide in people's own homes and in our hospitals, the education and training we provide, through to the research and innovation work we do to help shape the healthcare of tomorrow. And we are a caring organisation – we care for people from before they are born to the end of their life.

The Difference We Aim to Make:

- More people being supported to live healthy lives in the community with fewer people needing to use healthcare services in an unplanned way.
- More people recommending MFT as a place to be treated.
- More people recommending MFT as a place to work.
- Make the biggest possible difference with the resources we have by delivering our financial plans.
- More people participating in and benefitting from world-class research and innovation.

Click [here](#) to read the full Trust Strategy



Our Values & Mission

At the same time as developing our organisational strategy, we have refreshed our MFT values – the principles that guide the way we work each day. Given the scale of the challenge – and of our ambition – it is important that we create the right conditions for our staff to do what we ask of them. Refreshing our values is just one part of an important piece of work we are doing to change and improve the culture of our organisation.

Our organisational values were originally developed as part of MFT's creation back in 2017, with input from our staff and local people. We have recently engaged further with people from across our organisation to refresh these values so that they reflect the things that are important to us today. People told us that they believe in the values we have but wanted to make them more meaningful, both in how we describe them and how we all demonstrate them in our actions.

Set out below are the refreshed values that we have developed through this engagement:

- **We are compassionate**
- **We are curious**
- **We are collaborative**
- **We are open and honest**
- **We are inclusive**

We have recently added a fifth value – we are curious. It reflects how we are always searching for ways to learn and improve, as well as focus on research, innovation, education and training.

We have used these values to inform the aims, objectives and values that make up our strategy.

To achieve our mission of: **'Working together to improve the health and quality of life of our diverse communities'...**

People who we serve, our colleagues, communities and partners are counting on us, so...



We are collectively getting it right, when we can all say...

- | | | | | |
|---|--|---|--|--|
| <ul style="list-style-type: none"> • I listen to and respect the views and opinions of others, valuing their perspectives • I promote empathy, understanding and kindness to others • I support others to deal with and respond successfully to challenges | <ul style="list-style-type: none"> • I seek opportunities to continuously improve and innovate our care, services, research and teaching • I make a habit of asking questions and seek to notice things that may have been missed • I keep learning and support others to do the same | <ul style="list-style-type: none"> • I put the needs of our service users above all else to succeed together • I share information with all that need it and work together with others to find shared solutions to problems. • I celebrate the success of others | <ul style="list-style-type: none"> • I set a good example and behave how I would want others to behave towards me • I give meaningful feedback and call it out if I see standards or patient safety not being maintained. I invite feedback from others • I acknowledge when I get it wrong and use it as an opportunity for learning | <ul style="list-style-type: none"> • I actively ensure those around me feel valued and respected • I consider other people's different needs and circumstances • I treat people fairly, based on the unique things each person brings |
|---|--|---|--|--|

Strategic Developments and Opportunities

We have a range of exciting strategic developments underway which will help to deliver our strategic aims and our mission to improve the health and wellbeing of our diverse communities. These include:

- Our Local Care Organisations (LCOs) are working with partners across Manchester and Trafford to further develop our pioneering Integrated Neighbourhood Teams, which provide integrated community health and care services and support the strategic shifts towards community care and prevention.
- Developing the Genomic Medicine Service including accelerating the use of automation in laboratory services, delivering our Manchester Rare Conditions Centre (MRCC) and further expansion of Advanced Therapies across MFT.
- Building on our successful deployment of Hive, our electronic patient record powered by Epic, which supports our broader transformation and improvement programme including our *Care on Time* elective care programme, exploring roll-out to the community to further drive integrated care, and expanding our significant research and innovation offering.
- Delivering world-class research and innovation that improves people's lives. Developments include strengthening our infrastructure and increasing participation, collaborating with universities and industry, supporting staff to pursue research and develop new skills, and the application of digital technologies and AI to improve health outcomes and service delivery.
- North Manchester General Hospital has been confirmed as a Wave 1 New Hospitals Programme scheme with a budget of around £1.5bn and a target building start date of 2027-2028. This investment will allow us to develop a state-of-the-art hospital as well as R&I infrastructure and commercial facilities on the campus. The scheme is part of an ambitious programme of regeneration that includes 15,000 new homes, new jobs and transport. We continue to work with our partners including Manchester City Council to deliver the maximum benefits for the investment in the locality.
- The Wythenshawe Masterplan seeks to create a modern health and care campus to support local economic developments, tackle health inequalities and promote wellbeing, all in-line with the 10 Year Health Plan. The site provides a strong candidate to test alternative models of capital investment and the GM Combined Authority have granted funding to develop the next iteration of plans for the programme.



MFT Leadership

Trust Chair

Kathy has been Chair of the board since 2016. She joined the Trust in 2013 as a Non-Executive Director and was appointed the Senior Independent Director (SID) in 2014.

A banker by profession, Kathy worked for Cheshire Building Society for 24 years until taking early retirement in 2006.

Kathy has held several Chair and Non-Executive roles in the health sector, in both provider and commissioner organisations, including Chair of the East Cheshire NHS Acute Trust; NHS Cluster/PCT Chair; and Vice Chair of Warrington Hospital NHS Acute Trust.



Trust Chief Executive

Mark has worked in the NHS for many years having joined the NHS as a nurse in Greater Manchester in 1992.

Mark became Trust Chief Executive of Manchester University NHS Foundation Trust in April 2023. Prior to that, he was Chief Delivery Officer for NHS England.

Mark has held a range of senior leadership roles in his career, including Chief Executive at Portsmouth Hospitals University NHS Trust, regional Chief Operating Officer for NHS Improvement in the Midlands and East of England, and several director roles in London NHS Trusts, including Moorfields Eye Hospital, Whipps Cross and Barts Health.



You can find out more about our senior leadership team [here](#)



Equality, Diversity, and Inclusion

There is so much to be proud of at MFT but most of all, our committed and dedicated workforce. All our people, whatever job they do, contribute in some way to the positive reputation of MFT.

It is recognised that the NHS is built on the values of working together for patients, respect and dignity, commitment to quality of care, compassion, Improving lives, everyone counts, and openness. These values guide the NHS in providing healthcare services.

To build for the future, we need to inspire new staff to join and encourage existing staff to stay, whilst ensuring our teams work in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes is essential for staff morale – which, in turn, leads to improved patient care and outcomes. This can only be done by treating people equitably and without discrimination.

The MFT People Plan provides a roadmap for all staff and supports a collective vision that we can make MFT a great place to work. This includes priorities for supporting over 30,609 people who work at MFT, with specific actions for improving their sense of 'belonging'. The approach is shaped by the NHS England Listening Well Framework with a focus on improving the fundamental issues associated with good staff experience. This work is being led by the Trust Chief Executive with full involvement of senior leaders from across the Trust to complement delivery of the Trust ED&I strategy.



MFT Operating Model

Clinical Groups

Our structure of 10 hospitals, Managed Clinical Services, and LCOs are categorised into the following six Clinical Groups:



There is a standard leadership framework for each Clinical Group, underpinned by a new Accountability & Decision-making Framework. This includes Clinical Group Chief Executives reporting to the Trust Chief Executive and being members of the Trust Leadership Team alongside Executive Directors.

Clinical Group Chief Executives will be responsible for designated services but also hold a corporate leadership role in specific areas agreed with the Trust Chief Executive.

Clinical Group Chief Executives lead a Senior Leadership Team (SLT). SLT roles are based on a standard framework and SLT members have a professional line of accountability to the relevant Executive Director (e.g. Clinical Group Director of Nursing to Chief Nurse). Working with the SLT are aligned subject experts for strategy, improvement, R&I, education and digital.

The standard model for Clinical Groups Senior Leadership Teams includes:

- Clinical Group Chief Executive
- Clinical Group Medical Director
- Clinical Group Director of Nursing
- Clinical Group Director of Performance and Operations
- Clinical Group Director of Finance
- Clinical Group Director of Workforce & OD

Glossary:

MRI – Manchester Royal Infirmary

WTWA – Wythenshawe, Trafford, Withington, Altrincham Hospitals

NMGH – North Manchester General Hospital

RMCH – Royal Manchester Children's Hospital

SMH – Saint Mary's Hospital

MREH – Manchester Royal Eye Hospital

LCOs – Local Care Organisations

UDHM – University Dental Hospital Manchester

CSS – Clinical & Scientific Services

Our Manchester & Trafford Local Care Organisations and University Dental Hospital of Manchester Clinical Group



MLCO, TLCO, UDHM Clinical Group

The Clinical Group is responsible for the leadership and management of Manchester and Trafford Local Care Organisations and the University Dental Hospital of Manchester.

Local Care Organisations

Manchester Local Care Organisation (MLCO) and Trafford Local Care Organisation (TLCO) are partnerships with Manchester City Council and Trafford Council through which we deliver NHS community healthcare and adult social care services as one team. Services include district nursing, health visiting, school nursing, community therapies, prevention, and adult social work. The LCOs play a vital role in improving health and well-being across the areas that we serve, working in new ways to provide more care close to home.

Many LCO services are delivered through Integrated Neighbourhood Teams (INTs) and are focused on prevention and improving the health of the population, as well as supporting people to live well in the community.

The LCOs have pioneered new models of care, including leading the development of Hospital at Home – allowing the right patients to be cared for at home with teams of consultants, expert community staff, and telemedicine supporting them.

Teams from across Manchester and Trafford are also starting to work together where there are natural synergies, sharing best practice and designing pathways and processes together.

Another key element of the role of community services is to work with all our acute hospitals in Manchester to support patient discharge and flow through the health and social care system.

University Dental Hospital of Manchester

The University Dental Hospital of Manchester (UDHM) provides outpatient and day case services to the people of Manchester and beyond, with approximately 90,000 attendances every year. It was rated as 'Outstanding' by the CQC at its last inspection.

UDHM provides a comprehensive range of dental services, including:

- Emergency Dental Clinic
- Oral Surgery
- Orthodontics
- Restorative Dentistry
- Oral and Maxillofacial
- Radiology Oral Medicine
- Paediatric Dentistry

UDHM works closely with the University of Manchester to support the training of postgraduate and undergraduate dental students as well as student dental nurses. It hosts the School for Dental Care Professionals which helps to train dental professionals including technicians and therapists, many of whom will go on to work in the community.

About Manchester Local Care Organisation

Since April 2018, MLCO has been leading community health services, adult social care services, some public health services and developing a range of new models for providing care outside of hospital

A citywide team of over 3,400 staff

Over 3,400 staff from Manchester's NHS community and adult social care teams are deployed to MLCO – mainly from MFT and Manchester City Council. These teams have been working together as part of one organisation since 2018.

A partnership organisation

MLCO is a partnership organisation. MFT and MCC have entered into a Section 75 agreement so that adult social care staff and resources can be deployed into the LCO. The LCO is overseen by an Accountability Board, which reports into the Manchester Partnership Board which is chaired by the Leader of the Council.

The LCO also works in close partnership with Greater Manchester Mental Health NHS Foundation Trust and The Manchester Primary Care Partnership.

A neighbourhood approach to care and integration

We provide many services through our 12 Integrated Neighbourhood Teams. We also provide a range of specialist services across the wider localities (North, Central and South Manchester) and city-wide to support people in the community.

Our teams work together in their neighbourhoods, with other partners like housing and the voluntary sector – delivering and designing services in partnership with local people. Health care teams (such as district nursing teams) and social care teams are based together. This means that care can be planned and delivered in a seamless way with teams taking a joint approach.

Each INT serves a population of between 30,000-50,000 people - so typically each team works across two to four council ward areas - and has it's own leadership team with an overall neighbourhood lead, nursing lead, social care lead, health development coordinator and GP lead.

Our INTs work closely with local GPs who play a key role in coordinating with other MLCO services and wider health and wellbeing opportunities. Teams also build links with other partners in their neighbourhood - from Manchester City Council neighbourhood teams and local housing associations to police and voluntary organisations.

Building on assets in the neighbourhoods

We take an asset-based approach. We believe that this makes a massive difference to the health outcomes of people in our city. Staff are working for an organisation that has a prevention focus and works with partners to improve other areas that impact on people's health like housing, employment and education.

Through our health development coordinators, we have built on the positive support networks and connected facilities that already exist in neighbourhoods - from hobby and social groups, to parks and leisure facilities. These can have an incredibly positive impact on health. INTs hold neighbourhood partnership meetings allowing them to better coordinate care, and some teams have co-opted community representatives into their neighbourhood structures.

About Manchester Local Care Organisation

New models of care

MLCO has pioneered new ways of working to provide key community services. These include:

- Creation of the Macmillan Citywide Palliative and Supportive Care Community Service, providing the very best in multi-disciplinary community end of life care across the city
- Establishing the citywide Manchester Community Response model with a range of services
- designed to keep people in the community and out of hospital including crisis response, community based intravenous therapies, Discharge to Assess, social work and reablement
- Leading the development of Hospital at Home – allowing the right patients to be cared for at home with teams of consultants, expert community staff and telemedicine supporting them.

Performance

MLCO community services were rated as Good by the Care Quality Commission in their inspection of community services as part of the wider inspection of MFT in Autumn 2018.

Inspected and rated

Good



Overview

Latest inspection: 2nd October - 8th November 2018

Report published: 19 March 2019

Safe	<u>Good</u> ●
Effective	<u>Good</u> ●
Caring	<u>Outstanding</u> ☆
Responsive	<u>Good</u> ●
Well-led	<u>Good</u> ●
Use of resources	<u>Good</u> ●



Introduction to Manchester City Council and Manchester's Adult Social Care Services



Manchester Local Care Organisation works across Manchester Foundation Trust and Manchester City Council to deliver integrated health and social care services

Manchester City Council is a metropolitan borough in Greater Manchester. It is composed of 96 councillors, three for each of the 32 electoral wards of Manchester. The council is controlled by the Labour Party and led by Councillor Beverley Craig. Tom Stannard, Chief Executive leads the delivery of the city's strategy for the decade ahead.

MLCO is responsible for the majority of the city's adult social care services with over 1,300 staff deployed from MCC into the LCO. They work alongside their counterparts in NHS community health through our integrated teams. The Director of Adults Services in MLCO is a shared role between MLCO and MCC. MLCO is accountable to both MCC and MFT reporting to an MLCO Accountability Board that includes executive directors from MCC and MFT.

Adult social care services that MLCO is responsible for delivering include:

Adult Social Care Locality Services including:

- Integrated Neighbourhood Social Work and Primary Assessment Teams Integrated Learning Disability Social Work Teams
- Hospital and Manchester Community Response Social Work Teams
- Business Support for Social Care.

Adult Social Care Citywide Services including:

- Sensory
- Direct Payments
- Substance Misuse
- Forensic
- No Recourse to Public Funds
- Multi Agency Safeguarding Hub
- Adults' Safeguarding
- Transition
- Emergency Duty Service
- Care Homes Social Work Team
- Technology Enabled Care
- Integrated Contacts.

Adult Social Care Business Delivery Services including:

- Learning and Physical Difficulties Supported Accommodation
- Shared Lives
- Manchester Equipment and Adaptations Partnership
- Community Alarms
- Day Services
- Short Breaks
- Reablement
- Short Term Intervention
- Complex Care Reablement

The Our Manchester values and MCC Corporate Plan



MANCHESTER
CITY COUNCIL

The Our Manchester Strategy

Our Manchester Strategy is the vision that the whole city – not just the Council – is working towards.

Manchester will focus on 12 things for the next ten years with priorities are grouped into three themes:

- **Our people:** Everyone who calls Manchester home, making sure that they can live their best lives.
- **Our neighbourhoods:** The places we live, making sure they're places to be proud of.
- **Our city:** The things that will secure our future – making us one of the best places in the world.



The Our Manchester Strategy aims to improve the lives of everyone in the city, not just those already doing well. Closing these gaps is crucial to making Manchester the fairer place we want it to be.

The Manchester City Council Corporate Plan

The Council's priorities for the next two to three years as set out in their corporate plan, which the LCO is instrumental in supporting elements of delivery of through its services, are:

1. **Young people**
From day one, support Manchester's children to be safe, happy, healthy and successful, fulfilling their potential, and making sure they attend a school graded 'good' or better.
2. **Healthy, cared-for people**
Work with partners to enable people to be healthy and well. Support those who need it most, working with them to improve their lives.
3. **Housing**
Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes:
4. **Neighbourhoods**
Work with our city's communities to create and maintain clean and vibrant neighbourhoods that Mancunians can be proud of.
5. **Connections**
Connect Manchester people and places through good-quality roads, sustainable transport and better digital networks.
6. **Growth that benefits everyone**
To support our priorities, we need to continue to promote, and drive sustained economic growth and job creation that benefits everyone.
7. **Well-managed council**
Support our people to be the best and make the most of our resources.

MLCO mission & priorities

#WeAreCommunity

At MLCO we describe ourselves as **#WeAreCommunity**. As well as working at the heart of the community we are also a thriving staff community.

Our vision



Our priorities

A set of six priorities have been set out which give a clear framework for the organisation's work. Alongside the organisational vision and priorities, each integrated neighbourhood team has a strategy for shaping services in their neighbourhood.



You can view our full operating plan at www.manchesterlco.org/resources

Introduction to Trafford Council and Integrated Working in Trafford



Trafford Local Care Organisation is a partnership organisation made up of MFT and Trafford Council working across both organisations in Trafford to deliver integrated services.

Trafford Council is a metropolitan borough council in Greater Manchester covering the parliamentary constituencies of Altrincham and Sale West (nine wards), Stretford and Urmston (nine wards) and Wythenshawe and Sale East (three wards). It is composed of 63 councillors and the council is controlled by the Labour Party and led by Cllr Tom Ross. Sara Todd is the Chief Executive.

Joint working across Trafford and how TLCO fits in

There is a long history of joint working in Trafford Community Services which goes back over 11 years. Since April 2016 social care and community health services have collaborated in a Section 75 Partnership Agreement which enables both partners to work together using a single management arrangement to improve the quality of care provided to local people.

TLCO was formed in October 2019 and covers both community health services and adult care services in the borough, although adult social care staff are not formally deployed into TLCO in the way that healthcare staff are.

How we work together

There are three layers to how we work together in Trafford. A plan for Trafford as a locality, an alliance to help develop and oversee many parts of this plan and a partnership organisation to be the building block for integrated management and delivery of care.

1. Trafford Together Locality Plan

This is now the single plan for the reform and sustainability of health and social care in Trafford. This is led by Trafford Council and Trafford NHS locality but owned by colleagues, partners and stakeholders across the borough. This five-year approach is supported by delivery plans which will be refreshed year on year and is based on the needs of Trafford's population, its people and the places we serve

2. Trafford Local Care Alliance

The Alliance is a group of public sector partners that are independently chaired and work together to develop and oversee many of the plans that form the Trafford Together Locality Plan. Currently these partners are: Trafford Council, Trafford CCG, Greater Manchester Mental Health NHS Foundation Trust, and Manchester University Hospital NHS Foundation Trust, Mastercall, the five Trafford Primary Care Networks and Thrive (representing the third sector)

3. Trafford Local Care Organisation

Jointly managed and delivered services which provide the community care people need. This is currently made up of community health and adult social care. We are also starting to work much more closely with the five new Primary Care Networks which sit in the four neighbourhoods of Trafford.

About Trafford Local Care Organisation



Trafford Local Care Organisation (TLCO) was formed in October 2019. It is a partnership organisation between MFT and Trafford Council

On 1st October 2019 two key developments took place:

- **Trafford community health staff transferred to new organisations.**

Staff previously worked as part of Pennine Care NHS Foundation Trust and the large majority of staff joined the community service group of MFT - linking closely with Manchester Local Care Organisation. Over 650 community healthcare staff are deployed to TLCO via MFT.

- **Trafford Local Care Organisation was established.**

This is the name for Trafford community health and adult social care staff who now work together within a new Section 75 Partnership Agreement between MFT and Trafford Council.

This means that both community health staff and adult social care staff work together to deliver the community services people need. Children's Social Care and Child and Adolescent Mental Health Services are managed separately in Trafford but remain very much a part of our overall delivery model.

The initial objective of TLCO was to make this transfer as easy and as seamless as possible with the aim that patients and the residents of Trafford shouldn't notice any difference in how they access and receive services. Since then, work has been taking place to make improvements and build on the successes of the last few years to ensure that our services are the best they can be, and that care is better coordinated around people's needs. Teams across Manchester and Trafford are also starting to work together where there are natural synergies, sharing best practice and designing pathways and processes together.

Four Trafford neighbourhood teams have also been formed to co-locate services and deliver health improvements working with the local community.

This has been supported by the single leadership team across TLCO and MLCO so that joint governance, corporate and other arrangements have been developed – whilst keeping the clear identities of the two local care organisations as they have distinct partnership arrangements with their respective local authorities.

TLCO and delivery model

At TLCO we describe ourselves as **#WeAreCommunity**. As well as working at the heart of the community we are also a thriving staff community.

Our vision



Our priorities

A set of five priorities from 2023-24 have been set out which give a clear framework for the organisation's work. Alongside the organisational vision and priorities, each integrated neighbourhood team has a strategy for shaping services in their neighbourhood.



You can view our full operating plan at <https://traffordlco.org/about-us/resources/>

About the University Dental Hospital of Manchester



Who we are

The University Dental Hospital of Manchester (UDHM) is one of the major dental teaching hospitals in the UK, providing a comprehensive secondary care and acute service to the population of Manchester, and a tertiary dental service to the North West of England and beyond. UDHM is the second largest provider of specialist dental services by volume in the country, and the largest provider of specialist paediatric care. In conjunction with The University of Manchester (UoM), we undertake training of undergraduate and postgraduate dental students, student dental nurses and hygienist therapists. In all, a team of around 300 staff work in the hospital, with over 50 UoM Clinical Teaching Fellows/Clinical Academics.

What we do

The University Dental Hospital of Manchester, located on the University of Manchester campus off Oxford Road, is the main site providing a full range of specialist dental services, including an Emergency Dental Clinic that serves patients who are not registered with a dentist. Paediatric Dentistry is also delivered at the Dental Health Unit at Royal Manchester Children's Hospital (RMCH), and a small number of adult elective patients are treated at the Manchester Royal Infirmary (MRI). Services including Oral Surgery, Orthodontics and Restorative Dentistry are also provided at other MFT hospitals including Trafford and Wythenshawe.

We also deliver The Manchester Community Dental Service. The community service is aimed at people who are unable to access care in the General Dental Services due to their additional needs. In particular, the Service caters for patients with challenging medical conditions, learning difficulties, mental and physical disability, special dental conditions and social and behavioural limitations. In addition, it provides sedation services for anxious children, domiciliary care and dental care for bariatric patients.

Research at UDHM

The University Dental Hospital of Manchester is one of the key specialist dental hospitals in the UK. Research at UDHM is a collaborative effort between the hospital and the University of Manchester, covering two broad groups: basic science and healthcare science.

Basic science research focuses on molecular and structural biology, encompassing programs in craniofacial disorders, oral cancer, periodontal disease, and paediatric dentistry. Healthcare science research includes health services research, systematic reviews, clinical craniofacial research, caries and diagnostic research, oral radiology and imaging, oral implant research, and oral and maxillofacial surgery.

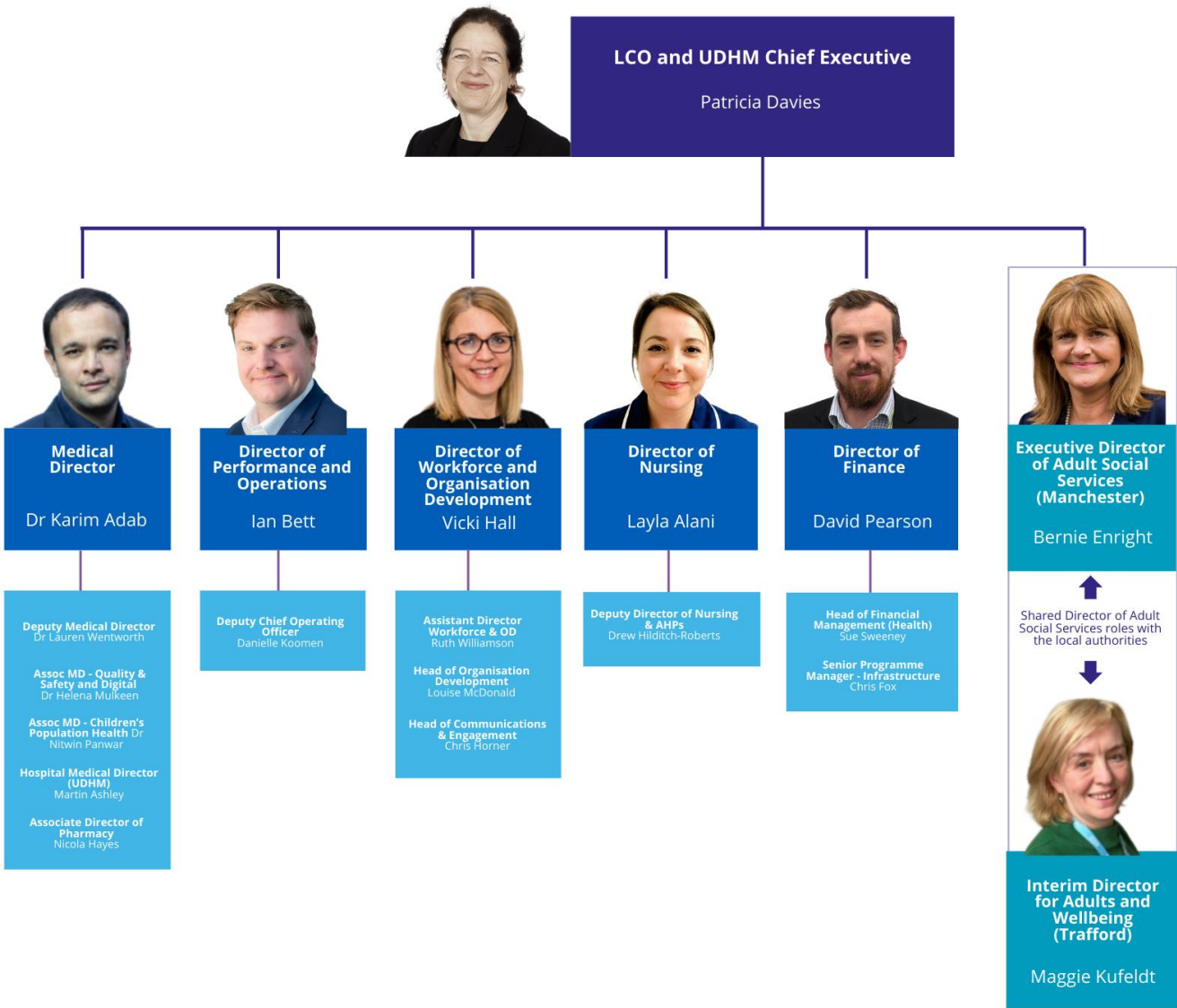
As part of the wider One Manchester research and innovation ecosystem, UDHM and its partners across health, academia, and industry, are looking to increase and enhance dental research and infrastructure to ensure as many people as possible can participate, and to tackle health inequalities across the region.



Performance

UDHM was rated as Outstanding by the Care Quality Commission in their inspection of community services as part of the wider inspection of MFT in Autumn 2018.

LCO and Dental Senior Leadership Team Structure



Further information on the LCO is available at www.manchesterlco.org

Role Description and Person Specification

Job Title: Clinical Group Director of Nursing

Grade: VSM

Accountable/Reports to: Clinical Group Chief Executive

Main Organisational Relationships:

Internal Relationships

- Clinical Group Chief Executive.
- Clinical Group Senior Leadership Team, and in particular the clinical- operational triumvirate of Clinical Group Medical Director and Clinical Group Director of Performance & Operations.
- Chief Nursing Officer.
- Other Trust Executive Directors.
- Reporting staff (and their teams) within the Clinical Group.
- Other Clinical Group Senior Leadership Teams.
- Other Clinical Group Directors of Nursing and Director of Nursing & Midwifery (and their teams).
- Corporate Directors (and their teams).
- Staff Networks.
- Staff Side.

External Relationships

- Commissioners – Greater Manchester Integrated Care Board (ICB).
- NHS England.
- Locality Boards - primary care, social care, local authority and other local partners.
- Regulators for example CQC, MHRA, H&S E, NMC, HCPC.
- Representatives of patients / service users.
- Staff Side – regional teams.
- Other external stakeholders (e.g., senior nursing leadership of other healthcare providers).

Job Summary

The Clinical Group Director of Nursing is a pivotal role in the leadership of Manchester University NHS Foundation Trust (MFT). The Clinical Group Director of Nursing is accountable to the Clinical Group Chief Executive, and professionally accountable to the Chief Nursing Officer.

Working as part of the Senior Leadership Team (SLT) of the Clinical Group, the Director of Nursing will provide expert advice to the Clinical Group Chief Executive and other SLT members on all clinical matters relating to nursing and AHP professional standards.

In partnership with the Clinical Group Medical Director, the Director of Nursing will be responsible for providing strong and effective clinical leadership, improving and sustaining clinical practices and standards across all services. This will include namely; patient safety, patient experience and clinical effectiveness, forming part of the overarching responsibility for the delivery of clinical governance and any regulatory and / or statutory requirements pertinent to the service.

Role Description and Person Specification

Job Summary Continued.

The Clinical Group Director of Nursing will support the professional development of nurses and AHPs at all levels alongside the Chief Nursing Officer and will champion and embed a culture of quality improvement, research and innovation (R&I), ensuring that all services are of high quality now and in the future.

They will also hold responsibility for ensuring effective provision of nursing and AHP education, including delivery against quality and experience metrics.

The postholder will have Clinical Group on-call responsibilities.

Principal Duties & Responsibilities

Leadership

- Provide leadership to the Clinical Group as part of the Senior Leadership Team (SLT); taking responsibility for, and an active role in, all of the Clinical Group's services and functions.
- Work alongside the Clinical Group Medical Director and Director of Performance & Operations to provide strong operational and clinical leadership to the Clinical Group.
- Accountable for providing professional leadership to the nursing and AHP workforce at all levels within the Clinical Group, and for ensuring appropriate compliance.
- Be a highly visible leader of the nursing and AHP workforce ensuring that the values and behaviours of MFT are met whilst ensuring that professional standards are maintained.
- Work as a dynamic, innovative, compassionate and inclusive leader using a positive, strong influencing and coaching style, and with an emphasis on high standards of patient care, safety and efficient and effective use of resources.
- Ensure that the patient and staff voice is heard and listened to in the development of services and delivery of care, exercising skills of professional curiosity and appropriate challenge.
- Ensure that inclusive leadership is displayed, to encourage collaboration in the development of services and the delivery of high-quality care continually identify opportunities for improvement.
- Ensure that staff are supported to develop skills to deal with risk and challenging circumstances whilst maintaining supportive oversight. Where significant risk is identified, work should be led by the Clinical Group Director of Nursing.
- At the request of the Chief Nursing Officer, take the lead on specific programmes or projects across the Trust, working closely with colleagues from other Clinical Groups to ensure effective delivery of the programme's objectives.
- Ensure that the nursing and AHP workforce is adequately trained, skills are maintained, and development opportunities are made available.
- Ensure that workforce modelling is fit for purpose recognising capacity, demand and acuity, forming part of workforce reviews as required.

Role Description and Person Specification

Strategy and Policy

- Alongside the Clinical Group Medical Director, provide advice and guidance to the Clinical Group Chief Executive and the rest of the SLT on all aspects of patient care and professional issues, in particular, those related to the nursing and AHP workforce.
- Horizon scan, identify and act upon current and future strategic opportunities for the Clinical Group, ensuring they are aligned with the objectives of MFT as a whole.
- Review, evaluate and act upon present and future risks to the delivery of strategy.
- Support the Chief Nursing Officer in the development of MFT's strategy for non-medical professionals and ensure the progress of actions and monitoring arrangements within the Clinical Group.
- Contribute to MFT's Quality and Patient Experience Strategy and lead the alignment and implementation within the Clinical Group, ensuring that a positive improvement trajectory is maintained, with any risk to delivery identified.
- Contribute to and ensure effective delivery in accordance with Trust strategies, encouraging innovation and change.
- Working with the Chief Nursing Officer, and other nursing and AHP colleagues across the Trust, anticipate and interpret national and regional policy for the Clinical Group and lead the implementation of any changes to practice that may be required.
- Use patient and public engagement and relevant data to understand the needs of patients, communities and families in relation to the Clinical Group's clinical services to help guide and support strategic decision-making.

Clinical Governance: Quality, Safety, Patient Experience and Compliance

- Ensure clear accountability and effective quality management systems are in place across the Clinical Group for assurance of all quality and safety functions.
- Ensure clear lines of responsibility and accountability for all aspects of clinical care delivered within the Clinical Group.
- Support in ensuring continuing compliance of the Clinical Group with all statutory and regulatory requirements, as well as organisational-wide guidance and processes.
- Alongside the Clinical Group Medical Director, ensure the delivery of all clinical quality measures relating to patient safety, patient experience and clinical effectiveness, ensuring the robust management of risk and oversight.

Role Description and Person Specification

Clinical Governance: Quality, Safety, Patient Experience and Compliance

- Demonstrate high levels of personal and professional judgement in determining the acceptable level of risk. When the situation requires prompt action, act independently and take high-level decisions to ensure appropriate quality and safety is maintained.
- Ensure that there is a robust management of complaints, PALS and PHSO in accordance with local and national requirements, with clear learnings and actions for improvement.
- Act as a professional contact for patients' relatives and carers who are dissatisfied with their treatment or care and ensure availability to patients' relatives and carers to advise on related clinical practice standards.
- Continually develop and embed a culture of safety and learning, utilising modalities such as the Patient Safety Incident Response Framework, with appropriate monitoring arrangements in place to ensure continual learning and improvement.
- Ensure there are robust systems in place for the oversight and management of risk, inquests and delivery of the clinical effectiveness agenda.
- Implement the MFT Quality and Safety Strategy within the Clinical Group, in partnership with the Clinical Group Medical Director and Director of Performance & Operations.
- Ensure the consistent application of clinical protocols, policies and standard operating procedures, ensuring the delivery of safe practice and high-quality care. Support the development and update to related policy as required.
- Alongside the Clinical Group Medical Director, identify and lead on the implementation of key quality, safety and patient experience improvement initiatives.
- Lead the nursing and AHP quality improvement programme for the Clinical Group, including appropriate accreditation for wards and departments, and adherence to the Patient Experience and Patient Safety Incident Response Framework.
- Ensure that a continuing programme of operational efficiency and productivity improvement is in place, whilst maintaining and further promoting high quality care.
- Ensure that the quality and safety of clinical services meets the expectations set out in the NHS Accountability & Oversight Framework and those of the CQC and other relevant regulatory bodies. Alongside the Chief Nursing Officer, lead engagement with the CQC in relation to compliance and inspections of the Clinical Group.
- Put systems in place that develop the capability and capacity of staff to utilise proven quality improvement methodologies, with opportunities to progress and spread learning for both local and wider improvement and implementation.

Role Description and Person Specification

Research, Innovation, Quality Improvement and Education

- Alongside the Clinical Group Medical Director, implement evidence-based practice and the output from research findings across the Clinical Group through changes in practice.
- Work with the Chief Nursing Officer, their teams and other Clinical Group Directors of Nursing and Director of Nursing & Midwifery to identify collaboration opportunities across MFT, particularly in the areas of clinical service provision, research & innovation (R&I), quality improvement and education.
- Working with the Research and Innovation team and the Chief Nursing Officer, take a role in the implementation of the Nursing, Midwifery and AHP (NMAHP) research and education strategies, and support the creation and adoption of innovation.
- Ensure research and innovation is valued highly within the Clinical Group and build an environment that supports curiosity and participation in research. Facilitate research and audit within the nursing and AHP professions specifically, and across the Clinical Group.
- Ensure education and training is valued highly and build an environment that supports recognised training and education and a positive learning experience.
- Ensure that there is a plan to progress quality improvement capacity and capability across services, ultimately supporting progress, sustainability, NHS Impact requirements and the Well Led framework.
- Responsible for ensuring effective provision of nursing and AHP education, including delivery against quality and experience metrics.
- Meet the objective of delivering high quality and engaging teaching to all clinical staff, in order to ensure that MFT is the first choice for the next steps in their careers.
- Support the welfare and learning experience for nurses and AHPs.
- Build a strong collaborative relationship with local academic partners.

Financial Management and Performance

- Alongside the Director of Finance, support the Clinical Group with delivery against the Financial Plan.
- Support in ensuring that the Clinical Group and MFT meet their statutory financial obligations each year and standards are met in accordance with the annual business plan.
- Advise on the quality and safety impact of cost improvement initiatives.
- Proactively identify opportunities for cost reduction and cost avoidance, including through the identification of opportunities to 'do things once' across the Clinical Group and MFT.
- Ensure key performance standards and measures relating to service delivery, patient experience, clinical quality and safety, workforce and finance are monitored and reported appropriately, in order to understand the root cause of trends and enable swift action.

Role Description and Person Specification

People Management and Organisational Development

- Support the Clinical Group with delivery against the MFT People Plan and ED&I Strategy, in particular those aspects that relate to the nursing and AHP workforce.
- Review the leadership capacity of senior nurses and AHPs and make recommendations as to how this can be developed and enhanced. Support with ensuring that there is sufficient workforce capabilities and capacity to meet the service demands of the Clinical Group.
- Ensure management of all staff in accordance with MFT's values and policies, including Maintaining High Professional Standards.
- Act as a change agent for nursing and AHP workforce within the regulatory framework.
- Alongside the Clinical Group Director of Workforce & OD, ensure nursing and AHP staff undertake an appropriate annual performance appraisal, with a personal development plan, and complete the required mandatory and statutory training programmes. Ensure all nurses and AHPs meet revalidations requirements.
- Alongside the Clinical Group Director of Workforce & OD, manage professional conduct and capability issues, as well as statutory requirements, related to nursing and AHP staff.
- Alongside the Clinical Group Director of Workforce & OD, support the development of Clinical Group-based recruitment and retention strategies and initiatives, which ensure that the Clinical Group is able to attract and retain the right number of appropriately qualified and trained staff for both short- and long-term requirements.
- Provide professional and managerial support to senior nurses and AHPs in regard to disciplinary matters. Act as a panel member for the final stage of disciplinary and grievance procedures as required.
- Promote an open and inclusive culture which supports innovation through the active involvement of colleagues who are encouraged to initiate ideas and new ways of working and respond positively to change. Empower staff to be involved in decision-making in order to work effectively for their patients, communities and colleagues.
- Work with Staff Side based in the Clinical Group through the Local Negotiating Committee.
- Promote a learning culture which delivers results through continuous improvement, encouraging the use of initiative which supports personal and team development.
- Ensure other health care professionals are communicated with and advised of changes in nursing and AHP clinical practice or the organisation of care.
- Lead the effective utilisation of staff groups as appropriate.

Partnership Working, Social Inclusion and Stakeholder Management

- Support the delivery of multidisciplinary patient care from medical and dental workforce, nurses, AHPs, midwives, clinical scientists and other relevant care staff.
- Be responsible for building and maintaining effective working relationships with a wide range of stakeholder's integral to the success of the Clinical Group.

Role Description and Person Specification

Partnership Working, Social Inclusion and Stakeholder Management

- When required, represent the Clinical Group at key operational and strategic forums across MFT.
- When required, represent the Clinical Group and MFT at regional, national and international levels.
- Develop and maintain constructive relationships with local, regional and national commissioners, neighbouring healthcare providers, local authorities, the voluntary sector and other relevant organisations in the community. Promote an integrated approach to the delivery of health and social care through working in partnership at Place level.
- Engage effectively with all stakeholders, including service users and the public, and ensure that the opinions of service users, their families and carers and colleagues are used continuously to improve the Clinical Group services.
- Build strong relationships between the Clinical Group and the diverse populations it serves, to ensure that local people are at the centre of decisions on the prevention of ill health and the delivery of health care.
- Identify, understand and address variation and inequalities in the quality of care and outcomes of patients to ensure there are improved services for all patients and communities, and continued improvements to health and workforce inequalities.

Infection Control

- It is a requirement for all staff to comply with all infection control policies and procedures as set out in the Trust's Infection Control manual.
- Work with the Chief Nursing Officer and wider team (specifically Infection Control) to ensure adherence to all aspects of infection control across the Clinical Group.
- Ensure that evidence-based practice is applied within the Clinical Group to reduce the risk of healthcare associated infections and take a zero-tolerance approach to non-compliance with MFT policies and procedures designed to protect patients.
- Alongside the Clinical Group Medical Director, monitor data related to infection control in the Clinical Group, and proactively identify opportunities to improve clinical practice.
- The postholder is also responsible for ensuring that they attend mandatory training on a yearly basis. This will be determined by role mapping in order to maintain compliance.

Role Description and Person Specification

Safeguarding

- Ensure that the policy and legislation relating to child protection and safeguarding of children, young people and vulnerable adults are adhered to.
- It is the responsibility of all staff to report any concerns to the identified person within your area of responsibility.
- Ensure that the Clinical Group has an effective safeguarding governance structure in place that meets organisational and local safeguarding board requirements.
- Responsible for all aspects of safeguarding children and vulnerable adults across the Clinical Group working closely with named and designated safeguarding professionals.
- The post holder has a responsibility to ensure the preservation of NHS property and resources.

Equality, Diversity, & Inclusion

- To assist the Trust, fulfill its legal responsibilities with regard to the Equality Act 2010 aimed at improving equality, diversity, and inclusion, and to enhance the sense of belonging for NHS staff to improve their experience.
- To make continuous improvements to help ensure services and workplaces are free from discrimination and creating a culture of belonging and trust. Work to understand, encourage, and celebrate diversity in all its forms.
- To improve the outcomes for protected groups across the health system and always ensure the maintenance of confidentiality.
- To contribute to the leadership of system and culture change to create inclusive workplaces.
- To always perform your duties in a way that supports equality, diversity, and inclusion.

Values and Behaviours

- Role models and reinforces the Trust values and behaviours, always celebrates success and is a proud ambassador for nursing and midwifery and for the Trust.

This job description is an outline of the key tasks and responsibilities of the role and is not intended as 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 needs of the post holder.

Health and Safety

The Trust has a statutory responsibility to provide and maintain a healthy and safe environment for its staff to work in. You equally have a responsibility to ensure that you do nothing to jeopardize the health and safety to either yourself or of anybody else. The Trust's Health and Safety Policies outline your responsibilities regarding Health & Safety at Work.

The post holder must not willingly endanger him/herself or others whilst at work. Safe working practices and safety precautions must be adhered to. Protective clothing and equipment must be used where appropriate.

Role Description and Person Specification

All accidents/incidents must be reported to your Senior Manager and documented as per Trust Policy, including the reporting of potential hazards.

Security

The post holder has a responsibility to ensure the preservation of NHS property and resources.

Confidentiality

The post holder is required to maintain confidentiality at all times in all aspects of their work.

Team Briefing

The Trust operates a system of Team Briefing, which is based on the principles that people will be more committed to their work if they fully understand the reason behind what is happening in their organisation and how it is performing.

No Smoking Policy

The Trust operates a no smoking policy, which applies to all staff, patients and visitors and extends to the hospital grounds as well as internal areas.

The trust is an equal opportunities employer

This job description indicates the main functions of the post holder and may be subject to regular review and amendment in the light of service development. It is not intended to be an exhaustive list. Any review will be undertaken in conjunction with the post holder and in line with Trust policy.

Role Description and Person Specification

Vision and Values

To achieve our mission of: **‘Working together to improve the health and quality of life of our diverse communities’...**

People who we serve, our colleagues, communities and partners are counting on us, so...



We are collectively getting it right, when we can all say...

- I listen to and respect the views and opinions of others, valuing their perspectives
- I promote empathy, understanding and kindness to others
- I support others to deal with and respond successfully to challenges
- I seek opportunities to continuously improve and innovate our care, services, research and teaching
- I make a habit of asking questions and seek to notice things that may have been missed
- I keep learning and support others to do the same
- I put the needs of our service users above all else to succeed together
- I share information with all that need it and work together with others to find shared solutions to problems.
- I celebrate the success of others
- I set a good example and behave how I would want others to behave towards me
- I give meaningful feedback and call it out if I see standards or patient safety not being maintained. I invite feedback from others
- I acknowledge when I get it wrong and use it as an opportunity for learning
- I actively ensure those around me feel valued and respected
- I consider other people's different needs and circumstances
- I treat people fairly, based on the unique things each person brings

Role Description and Person Specification

	Attribute	Essential	Desirable
Qualifications Academic & Professional	<ul style="list-style-type: none"> First-level Registered Nurse. Educated to degree level or equivalent. Masters-level degree in health-related subject or equivalent. Doctorate-level degree in health-related subject. Evidence of recent and relevant continuous professional development. Formal management or leadership qualification. 	✓ ✓ ✓ ✓	 ✓ ✓
Skills, Knowledge & Experience Requirements	Skills & Abilities <ul style="list-style-type: none"> Outstanding personal impact. Highly developed interpersonal, networking, advocacy, written and presentation skills that are persuasive and influential and develop relationships that inspire respect, trust and confidence. Ability to lead and work in a multi-disciplinary team, motivating others to secure continuous service improvement and successful outcomes. Highly developed analytical skills with the ability to think and act strategically, tactically and creatively, while maintaining a clear view of the issues affecting the Clinical Group and MFT. Ability to translate a strategic vision into operation action, to communicate those objectives and ensure they are adhered to. Ability to deal positively and promptly with colleagues' concerns and personal problems, challenge colleagues on any inappropriate behaviours or poor performance and investigate and deal with complaints as required. Ability to encourage multi-disciplinary professional working and problem solving. 	✓ ✓ ✓ ✓ ✓	

Role Description and Person Specification

	Attribute	Essential	Desirable
Skills, Knowledge & Experience Requirements Continued	<ul style="list-style-type: none"> ▪ A high level of political awareness. 	✓	
	Knowledge & Experience		
	<ul style="list-style-type: none"> • Extensive senior level nursing leadership and managerial experience within an acute NHS Trust (or comparatively large and complex multi- disciplinary organisation). 	✓	
	<ul style="list-style-type: none"> • Extensive senior level nursing experience as a clinical practitioner. 	✓	
	<ul style="list-style-type: none"> • A clear appreciation of the context of acute healthcare provision within the modern NHS and understanding of the NHS Operating Framework. 	✓	
	<ul style="list-style-type: none"> • A strong understanding of national NHS policy and strategy as it relates to nursing staff, AHPs and broader clinical workforce, as well as current professional challenges. 	✓	
	<ul style="list-style-type: none"> • Extensive knowledge of clinical governance systems and risk management. 	✓	
	<ul style="list-style-type: none"> • A strong understanding of how MFT fits into the wider health and social care system. 	✓	
	<ul style="list-style-type: none"> • Extensive experience of leading and directing change and quality improvement in clinical practice, with evidence of successful outcomes and improvements in patient experience. 		✓
	<ul style="list-style-type: none"> • Experience of developing and implementing transformation programmes, including the management of service change, operational process improvement and cost reduction. 	✓	
	<ul style="list-style-type: none"> • Experience working on national programmes or contributing to national policy development. 	✓	
	<ul style="list-style-type: none"> • Evidence of developing or implementing high profile initiatives underpinned by the national research and innovation agenda. 		✓

Role Description and Person Specification

	Attribute	Essential	Desirable
Skills, Knowledge & Experience Requirements Continued	Knowledge & Experience		
	<ul style="list-style-type: none"> A successful track record of delivering a long-term vision whilst responding to short-term challenges and opportunities, and defining clinical strategies in a senior level nursing role. 		✓
	<ul style="list-style-type: none"> A successful track record of developing an organisational culture committed to high quality, people, financial and performance standards. 	✓	
	<ul style="list-style-type: none"> Demonstrable success in building, developing and inspiring high performing multi-disciplinary teams, increasing staff engagement and innovation, and motivation to improve performance. 	✓	
	<ul style="list-style-type: none"> Evidence of communicating successfully and working effectively in co- operation with a wide range of internal and external bodies, including statutory and non-statutory organisations, senior managers, colleagues and their representatives. 	✓	
	<ul style="list-style-type: none"> Evidence of undertaking clinical audit and contributing to research programmes / studies and quality improvement. 	✓	
Personal Attributes	<ul style="list-style-type: none"> Understanding of regulation and preparedness. 	✓	
	<ul style="list-style-type: none"> Highly motivated, hard-working and self-confident individual with a drive to deliver and commitment to excellence across all areas. Inspires others and leads by example. 	✓	
	<ul style="list-style-type: none"> Aligned to MFT's values. 	✓	
	<ul style="list-style-type: none"> Able to communicate openly, effectively listen and is consistently approachable to colleagues. 	✓	
	<ul style="list-style-type: none"> Works in a highly collaborative manner with colleagues across MFT and other system partners to ensure effective partnership work. 	✓	

Role Description and Person Specification

	Attribute	Essential	Desirable
Personal Attributes	<ul style="list-style-type: none"> ▪ Able to actively engage with front-line staff in order to innovate clinical practice and improve both workforce and patient care experience. 	✓	
	<ul style="list-style-type: none"> ▪ Able to manage different projects simultaneously with a high degree of autonomy in terms of decision-making and management of deadlines. 	✓	
	<ul style="list-style-type: none"> ▪ Able to adapt to changing priorities, problem solve and re-focus the work of self and others on new priority areas that may require urgent action. 	✓	
	<ul style="list-style-type: none"> ▪ Can constructively challenge and effectively manage conflict to reach a positive conclusion. 	✓	
	<ul style="list-style-type: none"> ▪ High level of personal resilience and ability to work and remain calm in a high-pressure and/or challenging environment. 	✓	
	<ul style="list-style-type: none"> ▪ A commitment to personal development and the development of colleagues, with the ability to develop a culture in which all individuals can thrive and feel a sense of belonging. 	✓	
	<ul style="list-style-type: none"> ▪ A commitment to the ethical standards expected of public sector leaders in the UK. 	✓	
	<ul style="list-style-type: none"> ▪ Passionate commitment to embedding equality, diversity and inclusivity, internally and externally. 	✓	
	<ul style="list-style-type: none"> ▪ Willingness and ability to travel between MFT's sites as required. 	✓	

Role Description and Person Specification

The NHS Board/Aspiring Board Members Leadership Framework

NHS England has worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best. They have used this feedback to design a set of six competency domains, creating a *Leadership Competency Framework* to support Board Members to perform at their best. This framework is for Chairs, Chief Executives and all Board members in NHS systems and providers, as well as serving as a guide for aspiring leaders of the future.

It is designed to:

- support the appointment of diverse, skilled, and proficient leaders
- support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities, and our workforce
- help organisations to develop and appraise all board members
- support individual board members to self-assess against the six competency domains and identify development needs.

For more information on how this framework should be applied:

<https://www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/>

The six competency domains and definitions are:

Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance, and workforce measures to feed into strategy development.

Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.



Role Description and Person Specification

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

Creating a compassionate, just, and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.



How to Apply



How to Apply

Closing date for applications is Midnight on Sunday 1st February 2026

How to apply

To apply, please submit the short application form via the vacancy link found on either the MFT Careers website, via 'Trac', our Applicant Tracking System or NHS Jobs.

Together with your application, you will also need to upload:

- Your Curriculum Vitae (CV) which should outline your education, professional qualifications, and full employment history. It is also helpful to have daytime and evening telephone contact numbers and e-mail addresses, which will be used with discretion.
- The CV or application should include names and contact details of a minimum of two board member referees from two separate organisations, which cover the last six years.
- All candidates are also requested to complete an Equal Opportunities Monitoring Form which will be available upon submission of your online application. This will assist Manchester University NHS Foundation Trust in monitoring their selection decisions to assess whether equality of opportunity is being achieved. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.
- If you are unable to apply online, please email: sinead.gamble@mft.nhs.uk - Talent Attraction & Senior Acquisition Service Lead.

Selection Process

The Selection Event for shortlisted candidates will take place as follows:

Date: Monday 23rd February 2026

Location: Trust Headquarters, Oxford Road, Manchester, M13 9WL

On this day, candidates will be invited to participate in:

- An in-person Stakeholder Engagement Exercise
- An in-person final Panel Interview

All selection exercises are developed specifically to assess the candidate's skills, knowledge, and experience in line with the Job Description and Person Specification, MFT's Values and in accordance with the six domains that form part of the NHS Leadership Competency Framework for Board Members/Aspiring Board members.

More information about the NHS Leadership Competency Framework for Board Members/Aspiring Board members can be found here:

www.england.nhs.uk/long-read/nhs-leadership-competency-framework-for-board-members/.

Shortlisted candidates should plan to be available for a minimum of **three hours** on the day of the Selection Event.

More detailed information about the selection process for this role will be shared with shortlisted candidates closer to the time.

Key dates to diary:

- Closing Date: Sunday 1st February 2026
- Shortlisting outcomes: Thursday 5th February 2026
- Completion of Psychometric Tools and call with Occupational Psychologist Wednesday 11th February 2026
- Selection Event: Monday 23rd February 2026

*It is unlikely we can accept any late applications nor change the date of the Selection Event; therefore, we ask that applicants take note of these key dates and diary these in the event you are shortlisted.

How to Apply

Conditions of an offer of employment

The successful applicant will be subject to satisfactory clearance of both the six NHS Pre-Employment Check Standards alongside declaration of the Fit and Proper Persons Requirements Test Framework (FPPT).

Information about the Fit and Proper Persons Test Framework can be found here:

<https://www.england.nhs.uk/long-read/nhs-england-fit-and-proper-person-test-framework-for-board-members/>.

All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act and the requirements set out by NHSE and CQC from time to time.

This means that the care provider must not appoint a Director unless:

- The individual is of good character;
- The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
- individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
- The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and:
- Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

DBS costs (for relevant roles)

For roles that are subject to a DBS, our Trust policy requires that the cost of submitting & processing the successful applicant/DBS application be recovered via salary deduction following commencement in role.

The amount will be deducted from your salary in the first 3 months of employment. It's important to be aware that if you wish to withdraw from a conditional offer of employment from us once a DBS has been commenced you will be still liable for payment.

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation.

Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.

Contact Details

Contact Us

In the first instance, please contact:
Talent Attraction & Senior Acquisition Service Lead;

Sinéad Gamble
sinead.gamble@mft.nhs.uk
07900 584906



