

# JOB DESCRIPTION

JOB DETAILS	
<b>Job Title</b>	Operations Manager
<b>Reports to</b>	Senior Operations Manager
<b>Band</b>	Band
<b>Department/Directorate</b>	Operations

JOB PURPOSE
<p>The post holder will be a key member of the Care Group Operational Services Management Team and will provide essential managerial support and leadership within a defined service/s of the Care Group in order to:</p> <ul style="list-style-type: none"> <li>• Provide effective day-to-day operational management of their specified service(s)</li> <li>• Develop and contribute to cross site service plans and projects and change initiatives as required to ensure the service is delivered effectively.</li> <li>• Manage the business activities of defined service(s)/speciality in accordance with Trust policies and within allocated resources.</li> <li>• To continuously develop the most effective, efficient and cost-effective structure for the future delivery of those services with the involvement of clinicians, professionals and commissioners.</li> <li>• To meet performance targets for quality, volume and cost.</li> <li>• To take a proactive role in continuous improvement of equitable cross site services.</li> <li>• To be a delegated budget holder and authorised signatory for specialties pay and non-pay budgets, including accountability for revenue budgets and procurement of capital equipment (with Trust delegated limits).</li> </ul>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>The key areas of responsibility are;</p> <ul style="list-style-type: none"> <li>• Leadership and management of a defined service/specialty supported by the Care Group line management structure.</li> <li>• Performance and resource management of assigned services</li> <li>• Management of budgets within the post holder's delegated level of authority</li> <li>• Communication with key stakeholders, service leads and colleagues to deliver an effective service in line with Trust strategies, policies and vision.</li> <li>• Support with the management and monitoring/delivery of Service Level Agreements between the speciality and other internal and external departments.</li> <li>• Line management of functions within the defined service.</li> <li>• Assist in the creating and monitoring of service and site policies and procedures.</li> <li>• Ensure compliance with policies and external body regulations where appropriate.</li> <li>• Deputise for the Senior Operations Manager as required.</li> </ul>

KEY WORKING RELATIONSHIPS	
Areas of Responsibility:	
<ul style="list-style-type: none"><li>• Management of performance, finance, governance and HR elements of service delivery.</li><li>• The post holder is required to deal effectively with staff of all levels throughout the Trust on a day to day basis. In addition, the post holder will deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.</li></ul>	
Of particular importance are working relationships with:	
Internal to the Trust	External to the Trust

- Chief Operating Officer
- Trust Directors of Operations
- Trust Medical Directors
- Trust Directors of Nursing
- Care Group Director(s)
- Care Group Associate Director(s)
- Care Group Medical Director(s)
- Care Group Associate Director(s) of Nursing & AHPs
- Care Group General Managers
- Heads of Services
- Service Leads (Clinical & Non-Clinical)
- Own & other services, units, wards & teams
- Multidisciplinary teams
- Executive Directors
- Corporate Teams

- CQC
- Commissioners/ICS
- Primary Care Teams
- Other Trusts in local economy
- NHS England
- Patients & relatives
- Local authority
- District Authorities
- Public & Patient Involvement Fora
- Social Care Providers
- National Representative Bodies
- Public & Patient Engagement Groups
- Voluntary organisations

## ORGANISATIONAL CHART\*

Medicine, Surgery & WCH Care Groups



Community & CSS Care Groups



\*Example of structures. Exact structures will be dependent on service

## FREEDOM TO ACT

- This post holder will work independently, guided by broad occupational policies and Trust policy and procedures, to support the delivery of a defined operational service/s within the Care Group, seeking support and direction from the Senior Operations Manager, Care Group Senior Management Team, clinical and service leads. The post holder will work within set guidelines but act on own initiative.
- Represent the Trust and its services within external forums such as open day events, and external presentations.

## COMMUNICATION/RELATIONSHIP SKILLS

- Contribute to effective communication channels to ensure all staff are aware of the aims and business of the service, site and Trust as relevant to the role. Create an environment which allows open communication at all levels amongst all staff. Ensure application of principles of Investors in People and Trust values.

- Contribute to the development of effective channels of communication and working relationships with officers of organisations outside the Trust, e.g. ICB, other local acute Trusts and Networks.
- As part of service management, they may be required to have complex conversations across a range of roles regarding performance, financial, or HR matters.
- Contact with patients will be required in line with departmental processes and may include; seeking and collating patient feedback, engagement with patient representation groups, responding to on-the-day incidents as part of the senior leadership team, responding directly to complaints or enquiries.
- Daily interaction/collaborative problem solving with wider team and service leads.
- Regular interaction with senior organisation colleagues and external working relationships.
- Provide and receive complex, sensitive or contentious information where agreement or cooperation needs to be achieved and there may be significant barriers to acceptance.
- Engage persuasion, motivational, negotiating and training skills as required.
- Establish and maintain appropriate links with professionals in the health care community involved in developments that affect the services.
- Appropriately manage challenging behaviour from patients or staff when resolving queries.
- Addressing both verbal and written complaints in a timely, sympathetic and professional manner.
- Escalate where appropriate to the Head of Operations/Care Group General Manager or the wider senior management team.
- To develop and maintain effective communication and engagement with other staff within and out with the Care Group, corporate teams and their staff to ensure a co-ordinated approach to service development, transformation and delivery.

#### **ANALYTICAL/JUDGEMENTAL SKILLS**

- As part of service management, the individual will be required to make judgements and recommendations on complex facts requiring interpretation and comparing options.
- The individual will be required to apply sound judgement on a range of facts requiring analysis and comparison on a daily basis, as part of service management and leadership. They will be required to support service leads and junior administrative colleagues in these processes also.
- For decisions requiring complex analytical skills they will be empowered to make judgements, supported by their clinical leads and senior management.
- Identify shortfalls in service delivery and provide solutions
- Prepare and contribute to business plans and recommend options for improvement.
- Review and investigate clinical and operational incidents and concerns, undertaking root cause analysis, corrective and preventative actions.
- Identify trends and lessons learned for their area in line with clinical and operational requirements.
- Support the development of a comprehensive work plan taking into account a comparison of a range of options and evaluation process. Identifies opportunities for development.
- Contribute to the job planning process.

#### **PLANNING/ORGANISATIONAL SKILLS**

- Prioritise and work within imposed deadlines

##### **Leadership/Management**

- Contribute to the service strategy and operational work plan for a defined service with the Care Group in conjunction with the Senior Operations Manager, the Care Group Senior Leadership Team, Lead Nurse, Lead Clinicians and Service Lead. This will include developing the strategy into an operational work plan and contribution to annual business planning processes
- Prepare service and activity plans in partnership with clinical colleagues
- Identify cost improvements, service developments and income generation opportunities as appropriate
- Support business cases and other ideas for service improvement, including supporting the presentation of ideas as required
- With support and direction, lead speciality level change and service redesign
- Coordinate and, where required lead, working groups on individual projects, offering project management skills as needed

##### **Performance Management**

- Organise the structure and work patterns of the services in order to ensure well defined line management and efficient and appropriate use of staff. This includes scheduling and rota'ing of resources to optimise efficiency and effectiveness and ensure service continuity
- Monitor service delivery and related standards including the review of complex data/spread sheets and act to ensure that performance targets for quality and volume are met.
- Coordinate the formulation of operational plans in line with the annual planning policies

#### **PATIENT/CLIENT CARE**

- The Operations Manager will work with patients, the relevant corporate teams clinicians and governance teams to ensure services act on feedback from patients, carers and service users regardless of the source of the feedback.
- Regular interaction with patients is to be expected to support operational effectiveness and problem solving, this could include providing non-clinical advice, information or guidance.
- Ensure effective systems are in place to involve patients in the planning of services and providing feedback where appropriate

#### **POLICY/SERVICE DEVELOPMENT**

- Support and contribute to an open environment which promotes innovation and a positive approach to service development and improvement.
- Continuously support the development of the most efficient and cost-effective structure for the future delivery of services with the involvement of clinicians and health professionals.
- Plan and implement change (in conjunction with clinical staff) in order to improve the quality of service in line with local needs and the NHS Plan.
- Participate in, contribute to and where necessary lead, internal and external service improvement programmes including projects arising from the Success Regime workstreams.
- Share the vision for modernisation and improvement of a high quality and cost-effective service to staff, patients and public.
- Wherever possible and appropriate, seek the involvement of users in service planning and monitoring.
- To contribute to the delivery of the Service Annual Business Plan and development of the Service Strategic Plan
- Develop and foster good relationships with clinical colleagues to ensure that activity and quality targets are achieved, having regard for Trust policies and procedures, and develop action plans to manage any variances
- To support the management of their specified service, to develop robust scheduling and operational delivery arrangements to maximise efficiency and effectiveness
- Contribute to the co-ordination of operational plans ensuring that these are in line with benchmarking and capacity planning models.
- In conjunction with the Senior Operations Manager, organise the structure and work patterns of the services in order to ensure well defined line management and efficient and appropriate use of staff.
- Monitor service delivery and related standards including the review of complex data/spread sheets and take action to ensure that performance targets for quality and volume are met.
- Ensure the speciality culture is one in which continuous quality improvement and excellent clinical care can be delivered, via the development of clinical relationships, to encourage multi-disciplinary contributions to activity and quality benchmarks.

#### **FINANCIAL/PHYSICAL RESOURCES**

- Be responsible for the effective allocation of staffing resources both human and financial, to ensure the service is effective in delivering services
- Support to continuously develop the most efficient and cost-effective structure for the future delivery of specified service/s with the involvement of clinicians, professionals, users and commissioners. Ensure the efficient and effective day to day management of services.
- Delegated Budget holder responsibilities including budget management within specified remit of services.
- Contribute to the management of the financial and physical resources within services.
- Identify revenue shortfalls and provide and implement business solutions.
- Support in the planning and implementation of capital schemes within specified services.

- Ensure the delivery of services agreed with purchasers within the financial constraints.
- Work to deliver against agreed financial targets and plans.
- Work to ensure that service agreements or amendments are being negotiated to ensure the best outcomes for patients and the Trust.
- Ensure adherence to standing financial instructions, procedures, and standards of business conduct.
- Monitor, control and report on expenditure budgets, to ensure the delivery of balanced budgets

## **HUMAN RESOURCES**

- Lead on effective recruitment & selection of staff within the service as required.
- Effective line management of individuals and team/s within the defined service/s, providing operational management to all patient areas within the services
- Contribute to the development of an effective workforce plan
- Organisation of deployment of staff to ensure effective service delivery
- Maintain and improve briefing and consultative communication systems so that they involve and support staff
- Contribute to the production of a training and development plan, in conjunction with the clinical teams and partner organisations, which will realise the capabilities and personal development of staff in order to deliver the service plans and support staff to develop their personal abilities
- Ensure that Trust policies are adhered to in relation to recruitment, selection and development of all staff within the specialty including PDRs, appraisals, mandatory training, absence management, disciplinary and grievance procedures
- Proactively and positively contribute to the achievement of objectives through individual and team effort
- Understand the requirements of the relevant workforce group's rotas and support the adoption of e-Rostering across their service to maximise efficiency of substantive and temporary staffing resources
- In partnership with colleagues and partner organisations actively exchange ideas, good practice and innovation to achieve better quality and value for money services across the Trust
- Apply Trust HR policies and practices for staff e.g. Equal Opportunities, recruitment/selection, employee relations, individual performance reviews etc
- Uphold the Trust Values by demonstrating them in your day to day work and recognising staff who uphold them in their interactions with other staff, patients and service users.
- Support with the training of new staff as required.
- Support an open environment which promotes innovation and a positive approach to service development
- Be a catalyst for positive feedback to staff on performance in order to inform, motivate and encourage teams
- The postholder is required to maintain energy and a positive approach to support teams in reaching objectives.

## **INFORMATION RESOURCES**

- Establish the effective use of management information as a basis for problem solving and decision making
- Support with the collation and presentation of service data including the creation of statistical reports
- Analyse service data relevant to operational planning and performance monitoring
- Justify and apply for the modification of systems, including EPIC, and processes to ensure information recording within services is accurate and reflective of service activity
- Use software including EPIC to develop performance management reports, presentations and written communications.
- Use information in a timely way to monitor trends in activity, finance, human resources, incidents and complaints
- Provide the performance information for the services which contributes to the service reporting structure.
- Production of regular reports (including to PAF) on the service's operational performance

## **RESEARCH AND DEVELOPMENT**

- Ensure compliance with audits undertaken by external bodies such as Model Hospital, GiRFT, and CQC in a timely fashion

- Support service leads as required in audit processes, and potential presentation of results
- Ensure compliance with Trust Research Governance policies
- Wherever possible and appropriate, seek the involvement of service users in service planning and monitoring.
- Undertake surveys relating to service delivery and collate results into reports
- Act upon findings of internal or external audits to continuously improve the quality of the service
- Monitor monthly performance indicators, including reporting of these to PAF, Access forums etc, to track achievement against key performance targets. Prepare and manage corrective actions where required.
- Ensure compliance with data quality standards and take appropriate corrective action where required

### **PHYSICAL SKILLS**

- Standard keyboard skills required.
- Use of Microsoft applications.

### **PHYSICAL EFFORT**

- Daily use of technology including computer, laptop, iPad and mobile phone.
- Desk/chair based for the large sections of the day.

### **MENTAL EFFORT**

- During periods of busy operational and reporting pressures they may be instances where the post holder will be required to apply concentrated mental effort, for example when completing financial returns or complex service planning.
- Participation in face to face & MS Teams meetings on a frequent basis.
- Ability to concentrate for long periods of time.
- Analysis and interpretation of complex data sets to inform decision making.

### **EMOTIONAL EFFORT**

This role is a senior management position within a busy hospital site. As such, there may be instances where you are required to support staff with stressful situations, for example cancellations of appointments or surgeries. These incidents occur moderately, but ability to apply appropriate emotional effort as required is essential.

### **WORKING CONDITIONS**

There is extensive VDU use in this role.

### **OTHER RESPONSIBILITIES**

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

### **APPLICABLE TO MANAGERS ONLY**



Leading the administration team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

#### **DISCLOSURE AND BARRING SERVICE CHECKS**

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

#### **GENERAL**

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

# PERSON SPECIFICATION

<b>Job Title</b>	Operations Manager
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b>		
Post-graduate diploma or equivalent demonstrable experience in a relevant area.	✓	
Evidence of Continuing Professional Development	✓	
<b>KNOWLEDGE/SKILLS</b>		
A proven track record of operational/service management	✓	
Understanding of the NHS modernisation agenda, the changing commissioning environment and its potential impact within the acute sector	✓	
Innovative, able to problem solve and make decisions	✓	
Ability to influence and negotiate	✓	
Ability to analyse/interpret a range of complex data in order to identify solutions to service delivery	✓	
Effective interpersonal, communication and people management	✓	
<b>EXPERIENCE</b>		
A proven track record of operational/service management	✓	
Demonstrable experience of management of team	✓	
Demonstrable experience of operational financial responsibility	✓	
Experience of leading service change projects	✓	
Ability to manage competing demands and prioritising workload accordingly	✓	
Experience in waiting list management and capacity planning	✓	
<b>PERSONAL ATTRIBUTES</b>		
Remain calm in stressful situations	✓	
High level of self-awareness and openness to self-improvement	✓	
Awareness of diversity and equality issues within the NHS	✓	
Good persuasive and conflict resolution skills.	✓	
<b>OTHER REQUIREMENTS</b>		



Flexible to the requirements of the role	✓	
Ability to travel to other locations as required.	✓	

		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	N				
Contact with patients	Y				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
<b>Other General Hazards/ Risks</b>					
VDU use ( > 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y		X		
Food handling	N				
Night working	Y	X			
Electrical work	N				
Physical Effort	Y	X			
Mental Effort	Y				X
Emotional Effort	Y			X	
Working in isolation	N				
Challenging behaviour	Y		X		