Royal Devon University Healthcare NHS Foundation Trust

JOB DESCRIPTION

JOB DETAILS	
Job Title	Chief Operating Officer, HealthTech Research Centre (HRC)
Reports to	HRC Director
Band	8b
Department/Directorate	Business Development & Research and Development / Corporate

JOB PURPOSE

The Royal Devon University Healthcare NHS Foundation Trust and the University of Exeter collaborate in a National Institute for Health and Care Research (NIHR) centre for healthcare technology, known as the NIHR HRC in Sustainable Technology (HRC).

The HRC is one of 14 centres across the UK. It has been made possible by £3m of funding from the National Institute for Health and Care Research (NIHR).

The NIHR HRCs work with businesses to support the development of medical devices, diagnostics and digital technologies. These technologies will enable people to better monitor their health, diagnose ill health sooner and improve management of conditions including cancer, dementia, cardiovascular and respiratory disease.

Technological innovations have the potential to revolutionise healthcare services for everyone. Cutting-edge healthcare technologies are often collectively referred to as HealthTech.

Geographically, the South-West represents a great testing environment for HealthTech with a combination of towns, coastal and rural environments. A thriving centre for the development and evaluation of HealthTech will benefit patients directly, by faster development and implementation of new innovations and services.

The HRC Chief Operating Officer (COO) is the lead for all aspects of HRC service development, policy, and reporting. The COO will manage delivery through the meeting of all relevant operational Key Performance Indicators and milestones specified within the NIHR contract.

The COO will work closely with the HRC theme leads to ensure that the project demand-side is efficiently organised, using the project assessment framework, and the risk of capacity overloading is avoided. Projects will be assessed based on local, regional and national healthcare needs.

The post holder will establish and maintain close working relationships with the Head of Strategy, external partners, regulators, industry and charities to ensure the smooth delivery of health technology across the region to ensure all patients in the South West have access to the newly developed health technology that meets their needs.

The post holder will ensure that systems, structures and processes are in place to deliver the smooth and efficient day to day running of the HRC. The COO will have a senior support manager to support them in this task.

The COO will directly support the HRC Director and Co-director as well as the five theme leads and their staff. They will ensure that the HRC services are delivered to high quality standards, the service is inclusive at all times and diverse patient groups are afforded equal access.

They will deliver effective and meaningful performance reporting to the operational and strategic boards governing the work of the centre.

The COO will lead the development of the HRC's commercial and strategic positioning, proactively engaging with industry partners and ensuring a strong pipeline of innovation opportunities aligned to regional and national priorities. The post holder will oversee the end-to-end innovation pathway from initial engagement through to delivery and impact.

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

- The post holder is a key member of the HRC, HRC Delivery Group and Management Board providing credible, effective and visible senior leadership and operational management across the South West Peninsula.
- As a key appointee of the center they provide a major contribution towards a successful mobilization, introduction and successful implementation of the HRC.
- To lead, manage and develop the HRC core staff.
- Accountable for the operational management, service development and day-to-day leadership of the HRC including responsibility for the conduct, performance, financial control and governance of the center.
- Provide senior leadership and oversight within the key strategic partnerships with the UoE, commercial partners, regulators, charities and PPIE groups in delivering its goals as well as actively contributing to national activities (leading where appropriate) as part of a national NIHR network.
- Develop HRC strategy and operational planning in order to meet the requirements of the NIHR Contract in conjunction with the HRC Director and Co-Director.
- Develop and manage the HRC's annual business plan, monitor progress and manage risks and issues.
- Ensure all constituent partners are engaged with and collaboratively support the HRC aims.
- Accountable for meeting performance targets set against NIHR / HRC aims and objectives.
- Establish and manage effective stakeholder relationships across a variety of organisations and identify business improvement opportunities.
- The COO will be the senior information risk owner for the HRC working within the Trust governance framework to ensure that best practice is adopted across the health technology innovations and providing leadership in this developing area.

KEY WORKING RELATIONSHIPS

No. of Staff reporting to this role: 2

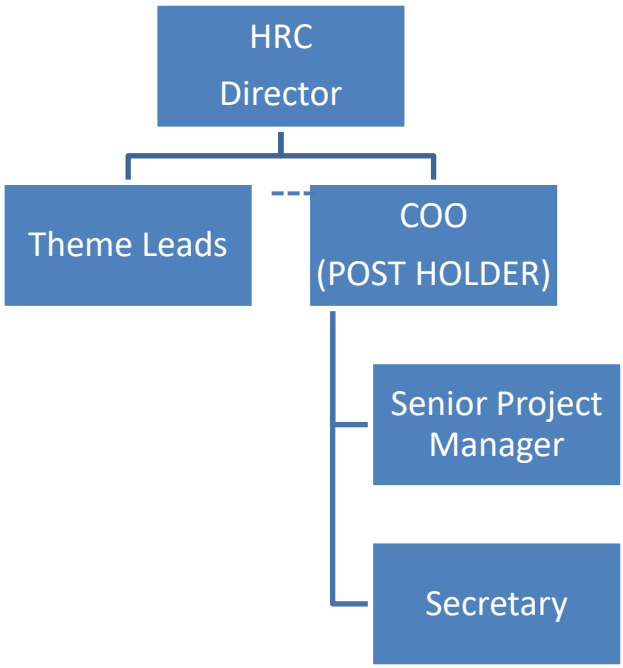
The post holder is required to deal effectively with staff of all levels throughout the Trust and the University on a day-to-day basis. In addition, the post holder will deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the HRC	External to the HRC

• Director of HRC
• Co-Director of HRC
• Head of Strategy
• Theme leads
  ○ Orthopaedics/frailty
  ○ Digital AI
  ○ Diagnostics/biomarkers
  ○ Sustainability
  ○ Commercial and capacity
• Embedded support staff
• PPIE/EDI staff
• Finance staff
• Coms staff
	• University of Exeter
	• NIHR Biomedical Research Centre
	• National Institute for Health & Care Research
	• Health Innovation Network Regional Integrated Care Boards
	• Regulatory bodies e.g. MHRA
	• Regional NHS Trusts
	• Charities

ORGANISATIONAL CHART



FREEDOM TO ACT

- To establish the HRC strategy-led implementation plan, policies, standards and definitions in respect of health technological innovation and research.
- To interpret and establish the needs assessment tool in respect of prioritising new work.
- To follow national published guidance in developing and maintaining statutory and mandatory returns, and to interpret the guidance where it may be unclear or ambiguous.
- To provide expert advice relating to statutory and mandatory returns, and for internal and external reports as required.
- To interpret, and be accountable for, regulatory matters using external regulatory subject matter expertise where appropriate.
- To deliver the HRC service standards through interpretation of the NIHR contract and RDUH & UOE bid.
- To implement systems and SOPs to quickly and safely evaluate technologies ensuring that the best innovations which provide maximum value for NHS patients, progress through the development and regulatory processes in a seamless way.
- To provide regular reports to the HRC Management Board to the satisfaction of the HRC Director.
- Freedom to liaise with the HRC COO network to ensure standards of performance are met and network lessons are learned.

COMMUNICATION/RELATIONSHIP SKILLS

- The post holder is expected to work with the director, co-director and theme leads to develop the marketing strategy and promotional activity of the HRC, to enable the center to create the stories for successful industry collaboration and future sustainability.
- The communication within these stories will often be highly complex with complicated strands of information that require skill from the COO to negotiate with stakeholders to ensure the sometimes divergent needs are satisfied. Often barriers will emerge and progress will only be made through the careful weaving of different threads within the marketing strategy and the post holder will need to possess strong motivation and resilience that's focused on success at the end of the 5-year term. They will possess high levels of influencing skills.
- In conjunction with the coms/engagement lead, coordinate regular HRC communications, including the preparation and delivery of presentations, reports and newsletters to internal and external stakeholders and other relevant groups in line with RDUH/UoE/NIHR corporate branding policies

and guidelines.

- Represent the HRC, at a senior level, at local, regional and national levels.
- Establish and maintain effective working relationships with all relevant organisations and individuals, including HRC Delivery Group and HRC Management Board members, other NIHR research networks, other providers of NHS services, SWAHSN, regulatory bodies, Clinical Trials Units, Industry, and NHS England / primary care structures.
- Working alongside the coms/engagement lead, in collaboration with the UoE, develop and maintain web-based systems and social media to promote the work of the HRC to industry, commercial partners, charities, health professionals, patients, and other interested parties.
- Contribute to national initiatives underpinning the continued development of the NIHR.
- Be instrumental in conflict resolution that arises from partner and collaborating organisations.
- Build relationships to ensure effective HealthTech collaboration across all NHS and Social Care Sectors.
- Ensure engagement and commitment from NHS organisations/providers of NHS services, other parts of NIHR and key external stakeholders as appropriate to enable implementation of the HRC strategy.

ANALYTICAL/JUDGEMENTAL SKILLS

- The post holder is expected to play a leading part in the strategic decision-making activity of the HRC through the management board.
- In order to achieve this the COO will need the ability to manage information that is often highly complex, sometimes conflicting, where at times expert opinion may not be available. The post holder may be an expert in the field and judgements may need to be made about situations which may have unique characteristics where a number of complicated aspects are taken into account which do not have obvious solutions.
- They will be skilled in accessing and assessing performance data, including relevant benchmarks, to drive forward improvements in service delivery, streamline operational systems and processes and achieve optimal efficiency and value for money.
- Ensure robust mechanisms are introduced for continuous operational and business improvement processes to be established.
- Review, implement and maintain strategies and systems for quality assurance, to include audit and risk management review.
- Identify and log service delivery issues and areas of underperformance and take the necessary action to resolve, using appropriate risk management and escalations.
- Using skill and judgement be responsible for the development and implementation of HRC key policies, Annual reports, Operational Strategies, performance management & other key reports as required by HRC Management Board, RDUH Board of Directors and NIHR.
- Together with the UoE, be responsible on an annual basis for meeting the obligations and targets of the NIHR Contract and ensure delivery is in line with the tender objectives. This will include overseeing the production of key documents, including HRC plans and reports, performance metrics, financial reports and accrual data, and ensure that documents are accurate, prepared to a high standard and delivered on time.
- Maintain a strong and current working knowledge of developments regarding clinical research and funding, regulation and governance, and NHS structures and services (locally and nationally), and using skill and judgement, inform and guide the HRC accordingly.

PLANNING/ORGANISATIONAL SKILLS

- The post holder is responsible for leading the long-term planning activity of the SW HRC particularly in respect of its role across a network of national HRCs and ensuring plans are aligned to the needs of local and regional health objectives.
- The COO is responsible for managing all aspects of SW HRC internal business planning, implementation of plans and reporting requirements of the HRC, ensuring these are met in line with the NIHR Contract.
- The COO will lead the planning and coordinating work, and the performance management thereon, of the five HRC themes to support the set up and delivery activity.

- Working with all the theme leads support the identification of barriers to participation in health technology and develop plans to overcome these barriers and increase participation. This will require the post holder to organise meetings with clinical and operational management and to present solutions of often highly complex, sometimes sensitive and potentially contentious information to local, regional and National stakeholders. The post holder will possess strong negotiating and influencing skills to ensure that planning work can progress even in situations where obvious solutions do not immediately emerge and where conflicts may exist between divergent stakeholders.
- Work on a day to day basis often autonomously whilst reacting to opportunities to and taking in multiple partner sites to visit and work with different teams. Think imaginatively to solve long term planning problems often independently. Showing a strong ability to exercise leadership skills for managing projects effectively and successfully.
- The COO must maintain full oversight and management of all aspects of the HRC's daily business.
- Ensure that 'Business Intelligence' capabilities for the HRC are in place and are linked in the most appropriate manner to the national systems and frameworks.
- Provide plans for the continued development of Knowledge and Information capability across the HRC and ensure that the HRC can deploy regional and national systems and Information Management best practice throughout its business activity.
- Lead the development and active management of a pipeline of new projects and commercial/industrial partnerships, ensuring alignment with HRC strategic priorities and NIHR objectives.

PATIENT/CLIENT CARE

- Act as a champion for patients ensuring the HRC focus will be on research and technologies that address key local challenges to patients.
- Ensure systems are in place to quickly and safely evaluate technologies, ensuring that the best innovations which provide maximum value for NHS patients, progress through the developmental and regulatory processes in a seamless way.
- Embed the Patient and Public Involvement and Engagement (PPIE) representatives at all appropriate levels of decision making.
- Ensure that patients interests are meaningfully incorporated in the development of the HRC Strategy and policies.
- Ensure all public, patient and carer involvement and engagement interactions with the HRC are of the highest professional standard.

POLICY/SERVICE DEVELOPMENT

- The post holder has a significant responsibility for service development and delivery.
- The COO will establish, develop and drive forward implementation plans in line with national NIHR[1] HRC objectives and the SW HRC business model.
- They will support the HRC in the development and implementation of metrics to measure the success of the strategic plans.
- Through the delivery of ambitious targets to continually improve performance of the HRC the COO will actively engage senior management, senior clinical research leadership and the national HRC Coordinating Centre to ensure strategic alignment.
- The post holder will provide leadership for innovation led change through a collaborative and influencing style of working, negotiating with others to achieve the best outcomes.
- Act as a senior professional leader of the HRC embedding the role as an ambassador.
- Establish and maintain appropriate governance structures in line with the RDUH bid.

[1] The NIHR footprint across the South West includes supporting research and innovation across all levels of the innovation journey: from discovery, to translation (of ideas to practice), proof of concept, validation and commercialisation. Each part of this journey has its own piece of infrastructure e.g. Clinical Research Facility, Biomedical Research Centre, Patient Recruitment Centre, and now the Health Technology Research Centre. The HRC, like the other centres, is at arm's length and operates as a joint venture collaboration with the University of Exeter. The NIHR commission is with the Trust and the centre is governed through an existing Joint Partnership Board, with senior representatives from the Trust and the University.

- Ensure appropriate policies are in place relating to transparency and conflicts of interest as well as IP policy development and implementation.
- Oversee the organisation of HRC Operations Group and the Management Board meetings, and other meetings as required, and ensure the provision of the HRC Management Board secretariat. This will include the dissemination of complex and often sensitive and confidential information relating to the implementation and progress of the HRC within the local, regional and National environment.

FINANCIAL/PHYSICAL RESOURCES

- Lead on the effective financial management and controls of the HRC budget. Along with the Director and the Co-Director the COO will provide expert leadership for the allocation, management, monitoring, control and reporting of the HRC budget (£600k per annum).
- Working with the finance officer ensure the theme leads are provided with accurate financial information and analysis to manage progress of HealthTech projects.
- The COO will ensure the key financial data is available to aid decision making, then take a lead in the planning and organisation of the annual budget setting process.
- Ensure that robust (fair and equitable) effective financial procedures and arrangements are in place and are operating in line with the host Trust /NHS Standing Financial Instructions.
- Instigate regular dialogue with the HRC Director, Co-Director and theme leads in relation to spending progress of annual budgets ensuring they are apprised of any potentially problematic areas in a timely manner in order that issues can be effectively resolved.
- Ensure value for money and greater efficiency is obtained from budgets. Developing real-time reporting mechanisms in line with NIHR contract requirements to have a clear understanding of progress spend against allocation to aid reporting and allow a more robust financial profile for the HRC.
- Maintain management oversight of the HRC's infrastructure and management activities. This includes mapping current and monitoring future activity and, working with the Director and theme leads to establish a longer-term financial plan. The post holder will need to use advanced negotiation skills to reconcile partner expectations of financial allocations in a time of challenging financial environments.
- Develop and maintain a close working relationship with the HRC finance lead with a view to developing appropriate financial systems to support HRC business to ensure compliance with all NIHR contract and HRC finance reporting guidance.
- Prepare for a variety of follow on grant funding scenarios should they become available achieved through investment from industry collaborators, earning money through our services.

HUMAN RESOURCES

- The post holder will be responsible for managing the roles of senior project manager, and the Secretary. They will also have a dotted relationship with the theme leads and co-theme leads on operational matters.
- They will have line management responsibility for: own staff appraisals; sickness absence; disciplinary and grievance matters; recruitment and selection decisions; personal and career development; departmental workload and allocation.
- The COO will be responsible for ensuring staff training and professional development is in place to ensure that the HRC provides the knowledge, skills and professional capabilities for effective delivery of HRC activities. This will include the development and implementation of an induction programme, appraisal systems and professional development planning for HRC staff, including identification of training needs and implementation of appropriate education programmes.
- The COO will contribute to national training programmes, led by the NIHR Coordinating Centre, as required.
- Ensure that all HRC funded staff across the network are clear about what is expected and are working together successfully to achieve the network's vision.
- Ensure that training is accessible to all staff recognising the diverse needs of the workforce and broad geographical dispersion of posts across the region.
- Promote a culture of lifelong learning, which links to that within the Trust and supports research as

part of this where appropriate ensuring all mandatory training is sufficiently up to date as required and report through set mechanisms on a regular basis.
- Provide strong and visible leadership to all staff and enable collaborative relationships through effective network leadership, acting as a role model for others.
- Ability to both motivate and inspire HRC staff, providing expert mentorship for junior and senior management across member organisations as requested working with professionalism, respect and humility at all times.

INFORMATION RESOURCES

- The post holder will be required to handle statistical information relating to the HRCs service performance, significantly related to research and innovation matters and Impact reporting.
- This will include working alongside Clinical, Trust operational teams, R&D, finance, and procurement colleagues to ensure accurate reporting for internal governance and external NIHR returns.
- The post holder will be required to record their own information from time to time into computer software, storing the data safely, modifying, maintaining and analysing the information presented.
- It is likely that the management of multiple IT systems will be required e.g. internal trust systems, external grant portals.
- Be responsible for the set up and delivery of the HRCs information management systems and staff. The COO will be required to ensure that information is disseminated across the network as appropriate, ensuring confidentiality and that information is uploaded as required onto local and national databases (e.g. the NIHR Clinical Research Network Portfolio database) in a timely and accurate way, and generally ensure that all HRC information is managed to the highest operational and regulatory standards.

RESEARCH AND DEVELOPMENT

- The post holder is required to keep themselves up to date with relevant national research and guidance.
- To contribute to the NHS service improvement by participating fully in new projects and developments such as redesign work, proposing changes to working practices and procedures.
- To liaise with multidisciplinary staff to ensure the timely and accurate collection and retrieval of information is available to meet targets and provide professional advice on most appropriate methods.
- Champion the HRC within the region and NIHR network.
- Drive forward the HRC strategy.
- Work strategically with other stakeholders to maximise the potential of the region to support the HRC.
- Model the HRCs aims and objectives and champion the NHS Constitution.
- Strengthen existing industry collaborations with our strategic partners in the UoE, BRC, HIN and ARC and Devon, Cornwall and Somerset ICBs, regulators and other local stakeholders and partners to build appropriate HealthTech for services and systems across the patient pathway.

PHYSICAL SKILLS

- Advanced keyboard skills will be required for the post holder to manage the broad variety of document types necessary for the planning, monitoring and assurance of the center.

PHYSICAL EFFORT

- A combination of sitting, standing and walking with little requirement for physical effort. May use a computer for large part of the working day; likely to attend meetings throughout the working week.
- Travel to other Trust / Partner / Stakeholder sites will be required, therefore the postholder must have access to reasonable transport options to satisfy work meeting demands where a face to face meeting is required.

MENTAL EFFORT

- Frequent requirement for concentration, work pattern is unpredictable and is frequently affected by urgent external and internal data requests or need for rapid report development; occasional

prolonged concentration.
- Concentration required when analysing statistical information, writing reports, interruptions to answer queries; requirement to concentrate for long periods on complex data analysis.

EMOTIONAL EFFORT

- Occasional exposure to distressing or emotional circumstances.
- Deals with staff performance and disciplinary issues, project performance issues.

WORKING CONDITIONS

- Exposure to unpleasant conditions is rare.
- Office conditions or working from home.
- Frequent VDU use.

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 (DSE) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Leading the 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.

PERSON SPECIFICATION

Job Title	Chief Operating Officer, Healthtech Research Centre

Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING		
• Masters level qualification	E	
• Management Qualification		D
• Leadership programme	E	
KNOWLEDGE / SKILLS		
• Knowledge of national systems, structures and processes for supporting clinical innovation and research (industry and academic sponsored), in the NHS and Social Care	E	
• Evidence of managing effective collaborations and partnerships	E	
• Good understanding of performance management techniques	E	
• Knowledge of utilising Business Intelligence solutions to work within a performance management framework	E	
• Understanding of governance and legislative frameworks for clinical innovation and research in the NHS and social care		D
• Proven leadership skills, including leadership in the management of change	E	
• Proven interpersonal skills to work with clinical and management colleagues at all levels across a range of organisations and the ability to develop strong working relationships with senior stakeholders	E	
• Ability to communicate highly complex, sensitive or contentious information orally and in writing, both internally and externally, to a range of audiences	E	
• Ability to prepare and deliver presentations and reports to a high standard (Board level quality)	E	
• Ability to analyse and interpret highly complex information and to make judgements regarding a range of highly complex management issues	E	
• Commitment to supporting the development of staff and understanding of workforce planning	E	
• Knowledge of operations across all healthcare sectors (primary, secondary, tertiary)	E	
• Strong problem-solving skills	E	
• Ability to plan, manage, adjust and deliver complex projects, involving multiple agencies and individuals and a broad range of activities, to tight deadlines	E	
• Ability to work independently	E	
• Good IT skills, particularly in use of Web applications and MS Office applications	E	
• Ability to manage budgets and analyse financial information	E	
EXPERIENCE		
• Professional leadership, both strategic and operational	E	
• Senior level leadership experience in a complex environment	E	
• Experience of working across complex organisational structures and effective matrix management	E	
• Experience of developing and implementing long term and strategic plans	E	
• Direct experience of business planning and robust financial management at appropriate scale	E	

• Working with others to ensure appropriate and adequate systems and controls are in place to monitor and ensure compliance with regulatory standards and assurance processes.	E	
PERSONAL ATTRIBUTES		
• Flexible approach to working • Attention to detail • Highly motivated, with ability to influence and inspire others • Outcomes focussed • Ability to act as a champion for patients and their interests, ensuring the patients' voice has an impact on HRC activities • Ability to Travel • Able to develop strong to working relationships with senior stakeholders • Able to use influencing skills to bring about change and develop services and standards • Able to develop and use extended networks to influence staff and understand different stakeholder interests	E E E E E E E E E	
OTHER REQUIREMENTS		
• The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust. • Ability to travel to other locations as required.	E E	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent) R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Hazard/Risks requiring Respiratory Health Surveillance					
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				
Risks requiring Other Health Surveillance					
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				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				x
Heavy manual handling (>10kg)	N				
Driving	Y			x	
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	N				
Mental Effort	Y				x
Emotional Effort	Y		x		
Working in isolation	Y		x		
Challenging behaviour	Y		x		