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| **JOB DESCRIPTION** |  |
| **Job Title:** | **Head of Operations** |
| **Band:** | **8c** |
| **Responsible To:** | **Director of Operations** |
| **Accountable To:** | **Director of Operations** |
| **Section/Department/Directorate:** | **Admin & Clerical** |

**Job Purpose:**

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| * The post holder will he the lead at the Northern Services for patient flow and hospital co-ordination. The postholder will work with clinical and operational leads to support and deliver an efficient and effective service which contributes to the achievement of national and local performance standards. * The postholder will be responsible for leading, inspiring and developing the patient flow workforce to continuously drive standards of patient flow and discharge, ensuring there is a patient centred approach that is safe and effective. * These accountabilities encompass the safety, effectiveness, performance, workforce and finance. * The post holder will provide strategic leadership, vision and direction for the Trust. In addition, you will continue to the development and delivery of the strategy flow and escalation within the Trust. * The post holder will be a member of the Operations and senior leadership team * The post holder will provide both day to day operational leadership of hospital flow and lead on the implementation of national policy for all issues related to patient flow, ensuring that polices and procedures are developed to deliver effective bed management processes and discharge across the hospital. * Working collaboratively with the Divisional teams, you will provide assurance that robust systems for site and patient flow are in place and that quality patient led services are delivered consistently.  |  | | --- | | **Key Working Relationships:**  * Director of Operations * Divisional Directors * Trust Directors * Chief Operating Officer * Group and Service Managers * Associate Medical Directors * Associate Directors of Nursing * Matron’s * Emergency Planning team  Own and Other Services / Units / Wards / Department TeamsMultidisciplinary TeamOther Trusts, ICS, departments and Community TeamsPatientsCarers / Families | |
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| **Key Result Areas/Principal Duties and Responsibilities** |
| **STRATEGIC LEADERSHIP**   * Provide visible proactive leadership to Patients Flow team, acting as the key lead for issues, challenges and escalation. * Working collaboratively with the Divisional teams to provide assurance that robust systems for site and patient flows (elective and emergency) are in place and that quality patient led services are delivered consistently. * In collaboration with the Director of Operations and Divisional teams the postholder will ensure Trust wide operational flow priorities are identified and delivered on a daily basis with robust plans in place for managing flow out of hours. * Annual preparation of site strategic objectives, with clarity around delivery and team expectations. * Participate in the ongoing development of the Trust’s Capacity Plan, Winter Plan and other plans as required. * Provide line management to the Emergency Planning and Resilience (EPRR) officer, ensuring requirements and chairing the Emergency Preparedness meetings as required. * Contribute to strategic emergency and resilience planning. * Support the Director of Operations in overseeing the Trust’s on-call arrangements to ensure that effective leadership is in place to support the delivery of safe operational services at all times. * Manage Trust wide bed occupancy to ensure there is sufficient capacity for admissions on a 24:7 basis, monitoring the associated trigger factors and implement the Trust’s bed escalation strategy. * Retrieve data reports from Epic to inform decision making and act pro-actively to manage the site. * Ensure that operations systems are in place for managing safe patient flow across the hospital including escalation areas. * Represent the organisation at system level meetings as requested by the Director of Operations. * Communication with internal staff and external agencies to ensure compliance with performance standards and strategic objectives.   Support site meetings ensuring quality, risk and safety are key component parts and ensure plans are |
| * Support the Director of Operations in leading the development and co-ordination of the seasonal plan for the Trust ensuring Divisional contribution. * Provide regular briefings on key operational performance to the Senior Management Team, Trust Directors, Executive Management Team and as required Trust Board. * Lead on the development, implementation and review of policies in relation to several activities,  including but not limited to: safe standards, quality and experience, capacity management and  escalation. * Develop and deliver demand and capacity site and bed management plans to ensure there is  sufficient capacity on a day to day basis to support the Trust in achieving standards relating to  access and bed related capacity and safety standards. * Develop and present information and reports at corporate level on capacity and performance  management. * To ensure that operational performance is effectively managed across the Trust in relation to medically fit patients, reduction in LOS and reduction in delayed discharges. * Central to this process will be complex analysis of data and assessing performance against national and local performance benchmarks. The post holder will be responsible for monitoring performance and where performance is below target identify plans to address this. * Ensure clear plans to support the operational delivery and performance of the Trust on a day to day basis through the Trust oversight process. * Lead on patient flow and capacity management improvement work. * Lead the site’s Space Utilisation * Responsible for the delivery of core standards and agreed KPIs (Key Performance Indicators). * Participate in the On-Call Director Rota.   **GOVERNANCE**   * Be conversant with all relevant clinical policies and guidance that affect service delivery. * Provide agreed assurance, governance and reporting to ensure all internal and external stakeholder requirements are met. * Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.   **BUDGETARY & RESOURCE MANAGEMENT**   * Ensure optimum use of staff within agreed expenditure targets and promote effective use of agency staff within agreed financial parameters. * Contribute to the design and delivery of an annual cost improvement programme for the function within leadership control. * Authorise signatory for invoices and procurement in line with the Trust’s agreed financial framework. Authorised to sign off the issue of employment contracts in line with the agreed financial framework. * Operate and ensure others operate within the Trust’s standing orders, standing financial instructions and schemes of delegation.   **WORKFORCE & STAFF ENGAGEMENT**   * Ensure that there are effective means through which to engage and communicate with staff. * Engender a culture where staff thrive and feel empowered to innovate and take responsibility for the improvement of their services. * Actively build skills and capability of all staff to enable continuous service improvement and development, ensuring Personal Development Reviews and agreed HR processes are adhered to. * Ensure robust management arrangements are in place for all staff within the division, to include appraisal, absence management and personal and professional development. * Effectively execute line management responsibility for direct reports ensuring appropriate liaison with professional leads or their deputies including the Medical Director, Director of Nursing, Director of Finance and Director of People. * Ensure compliance with employment legislation and regulation and adherence to Trust workforce policies and procedures, including addressing key workforce issues e.g. recruitment and retention, training and development, EWTD, Agenda for Change Terms and Conditions, flexible working arrangements, appropriate workforce planning and role redesign to meet multi agency service delivery models and appropriate and safe meeting of financial targets. * Provide senior support to staff within clinical areas and support teams and ensure clinical and support teams are able to access resources efficiently and effectively.   **COMMUNICATIONS AND RELATIONSHIPS**   * Ensure that there are effective means through which to engage and communicate with staff. * Deliver excellent levels of customer service to all patients/visitors and staff at the Trust. * Develop effective ways of working and create strong partnerships and relationships with all stakeholders. * Act as an advocate for the Trust & its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.   **DEPUTISING RESPONSIBILITIES**   * Deputise for the Director of Operations for specific meetings, when they are unable to attend. |
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| **GENERAL**   1. This is a description of the job as it is at present constituted. It is the practice of this organisation periodically to examine employees' job descriptions and to update them to ensure that they relate to the job as then being performed, or to incorporate whatever changes are being proposed. This procedure is jointly conducted by each manager in consultation with those working directly to him or her. You will, therefore, be expected to participate fully in such discussions. It is the organisations' aim to reach agreement to reasonable changes, but if agreement is not possible management reserves the right to insist on changes to your job description after consultation with you. 2. We are committed to serving our community. We aim to co-ordinate our services with secondary and acute care. 3. We aim to make all our services exemplary in both clinical and operational aspects. We will show leadership in identifying healthcare needs to which we can respond and in determining the most cost-effective way of doing so. We will share our knowledge with neighbouring healthcare agencies and professionals. 4. Each manager is responsible for ensuring that clinical audit activity within their services is undertaken as described above. Their key responsibility is to ensure that staff have the right educational and resource support to undertake service and clinical audit reviews. 5. We recruit competent staff whom we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will pay staff fairly and recognise the whole staff’s commitment to meeting the needs of our patients. 6. The Trust operates a 'non-smoking' policy. Employees are not able to smoke anywhere within the premises of the Trust or when outside on official business. 7. All employees must demonstrate a positive attitude to The Trust equality policies and Equality Scheme. Employees must not discriminate on the grounds of sex, colour, race, ethnic or national beliefs, marital status, age, disability, sexual orientation, religion or belief and will treat patients, colleagues and members of the public with dignity and respect. 8. If the post holder is required to travel to meet the needs of the job, we will make reasonable adjustments, if required, as defined by the Disability Discrimination Act. 9. Everyone within Royal Devon University Healthcare 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. Northern Devon Healthcare Trust ensures that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted within the Trust and adhered to by all members of staff. |
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**STAFF HEALTH AND WELLBEING**

You must take responsibility for your workplace health and wellbeing:

* Be physically active at work (i.e. take breaks away from your desk, taking the stairs where possible)
* 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.

If you are a line manager, in addition to the above, it is expected you will:

Champion health and wellbeing:

* Encourage and support staff engagement in delivery of the service.
* Encourage staff to comment on development and delivery of the service.
* Ensure during 1:1’s / supervision with employees you always check how they are.

**HEALTH AND SAFETY AT WORK**

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|  | The employer will take all reasonable practical steps to ensure your health, safety and welfare while at work. You must familiarise yourself with the employer's Health & Safety policy, and its safety and fire rules. It is your legal duty to take care for your own health and safety as well as that of your colleagues.  **INFECTION CONTROL - ROLE OF ALL STAFF**  It is the responsibility of all members of staff to provide a high standard of care to patients they are involved with. This includes good infection prevention practice.  All staff have a responsibility to comply with Infection Prevention and Control policies and procedures, this includes:   * Attending mandatory and role specific infection prevention education and training. * Challenging poor infection prevention and control practices. * Ensuring their own compliance with Trust Infection Prevention and Control policies and procedures for example, standard precautions, hand hygiene, prevention & management of inoculation incidents   **CONFIDENTIALITY**  You may not disclose any information of a confidential nature relating to the employer or in respect of which the employer has an obligation of confidence to any third party other than where you are obliged to disclose such information in the proper course of your employment or as required by law. Any failure to comply with this term of your employment will be treated as an act of misconduct under the employer's disciplinary procedure.  **SAFEGUARDING**  To be fully aware of and understand the duties and responsibilities arising from the Children’s Act 2004 and Working Together in relation to child protection and safeguarding children and young people as this applies to the worker’s role within the organisation.  To also be fully aware of the principles of safeguarding as they apply to vulnerable adults in relation to the worker’s role, which will include recognising the types and signs of abuse and neglect and ensuring that the worker’s line manager is made aware and kept fully informed of any concerns which the worker may have in relation to safeguarding adults and/or child protection.  Everyone within Northern Devon Healthcare 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. Northern Devon Healthcare Trust ensures that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted within the Trust and adhered to by all members of staff.  **JOB DESCRIPTION AGREEMENT**  **Job holder’s Signature: .....................................................................................**  **Date: .....................................................................................**  **Manager’s Signature: .....................................................................................**  **Date: .....................................................................................** |

**PERSON SPECIFICATION**

**POST: Band 8c Head of Operations**

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| REQUIREMENTS | E/D\* | HOW TESTED?  Application Form/Interview/Reference/Test | INTERVIEW COMMENTS | SCORE  (1 Low – 10 High) |
| QUALIFICATIONS/SPECIAL TRAINING :  Educated to a minimum of Masters Degree level equivalent qualification or level of experience.  First level Degree or level of experience.  Evidence of Management and Leadership Development geared towards very senior posts. | E  E  E | Application Form/Interview/Reference/ |  |  |
| SPECIALIST KNOWLEDGE  Extensive and successful previous management and operational experience.  Detailed understanding and experience of the operation of an acute provider organisation.  Demonstrate established negotiation skills in the management of conflict across a range of situations, including the resolution of complaints which may involve diffusion of hostility and aggression..  Innovative and responsive to change with an ability to facilitate change and set direction.  Capacity to build and develop teams, and maintain constructive working relationships at all levels and disciplines.  Proven track record of collaborative working with senior professionals and senior managers.  Highly developed innovative thinking capability, with proven skills in challenging the status quo and suggesting viable alternatives.  High level problem solving, negotiation, interpersonal, administrative, budgetary, analytical, advocacy, presentational, communication and IT skills.  Able to assess priorities and make effective decisions in a pressured environment.  Knowledge of the structure, functions, culture and values of the NHS and its inter-relationship with other agencies.  Able to identify and manage critical issues and priorities.  Strong analytical and critical reasoning skills.  Able to recognise the wider interest groups and stakeholders within NDHT, and work sensitively to overcome their differing positions and interests.  Positive and optimistic, displaying confidence and exhibiting a presence and vision.  EXPERIENCE  Evidence of prior achievement in devising effective strategies to manage patient flow.  Experience of managing significant resources and budgets and a proven track record of delivering financial balance, sustainability and value for money.  Experience of developing and working within good governance frameworks including risk management and assurance.  Evidence of working and managing a range of disciplines.  Evidence of implementing changes in improving patient care.  Proven and high level of managerial competency including ability to manage and lead in a complex and dynamic professional environment.  Able to develop and maintain effective working relationships with professional groups and senior managers within the organisation and in other agencies.  Experience of developing innovation and vision, including an ability to build organisation capabilities, establishing a clear strategic vision and direction and translating this into successful outcomes.  Experience and subject (professional) expertise in operational management, finance and quality improvement.  Excellent track record of delivering successful outcomes.  Experience in implementing service improvement techniques/methodologies.  Experience of successfully delivering change. | E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E  E | Application Form/Interview/Reference/ |  |  |
| PERSONAL REQUIREMENTS:  Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions and to articulate these to others; and the ability to cope with ambiguity and perform through uncertainty.  Political awareness.  The ability to build successful relationships between and within organisations.  Ability to make things happen and to deliver on the most challenging of issues.  The energy, resilience, stamina and drive required of a senior leader at NDHT with a proven ability to set and meet ambitious targets and monitor performance against targets.  Commitment to public service values.  Extensive knowledge and understanding of the NHS and politically astute, working effectively with key influencers to deliver across the whole healthcare system.  Inspire others and lead by example.  Able to make rational decisions in the face of adversity.  Capacity to work with managers and others to develop a shared vision of services for patients and standards in delivery.  Exemplary personal integrity and standards of conduct and behaviour.  Personal credibility, with the ability to quickly gain the confidence of others, including clinicians, managers, staff, patients, relatives and users of services.  The ability to compromise; the ability to balance the needs of the division, with those of the Trust and the wider system | E  E  E  E  E  E  E  E  E  E  E  E  E  E | Application Form/Interview/Reference/ |  |  |
| 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 | Interview  Interview |  |  |

\*Essential/Desirable

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| **HAZARDS :** | | | | | |
| Laboratory Specimens  Proteinacious Dusts |  | Clinical contact with patients |  | Performing Exposure  Prone Invasive Procedures |  |
| Blood/Body Fluids |  | Dusty Environment |  | VDU Use | X |
| Radiation |  | Challenging Behaviour | X | Manual Handling |  |
| Solvents |  | Driving |  | Noise |  |
| Respiratory Sensitisers |  | Food Handling |  | Working in Isolation |  |
| Cytotoxic drugs |  | Night working |  |  |  |