

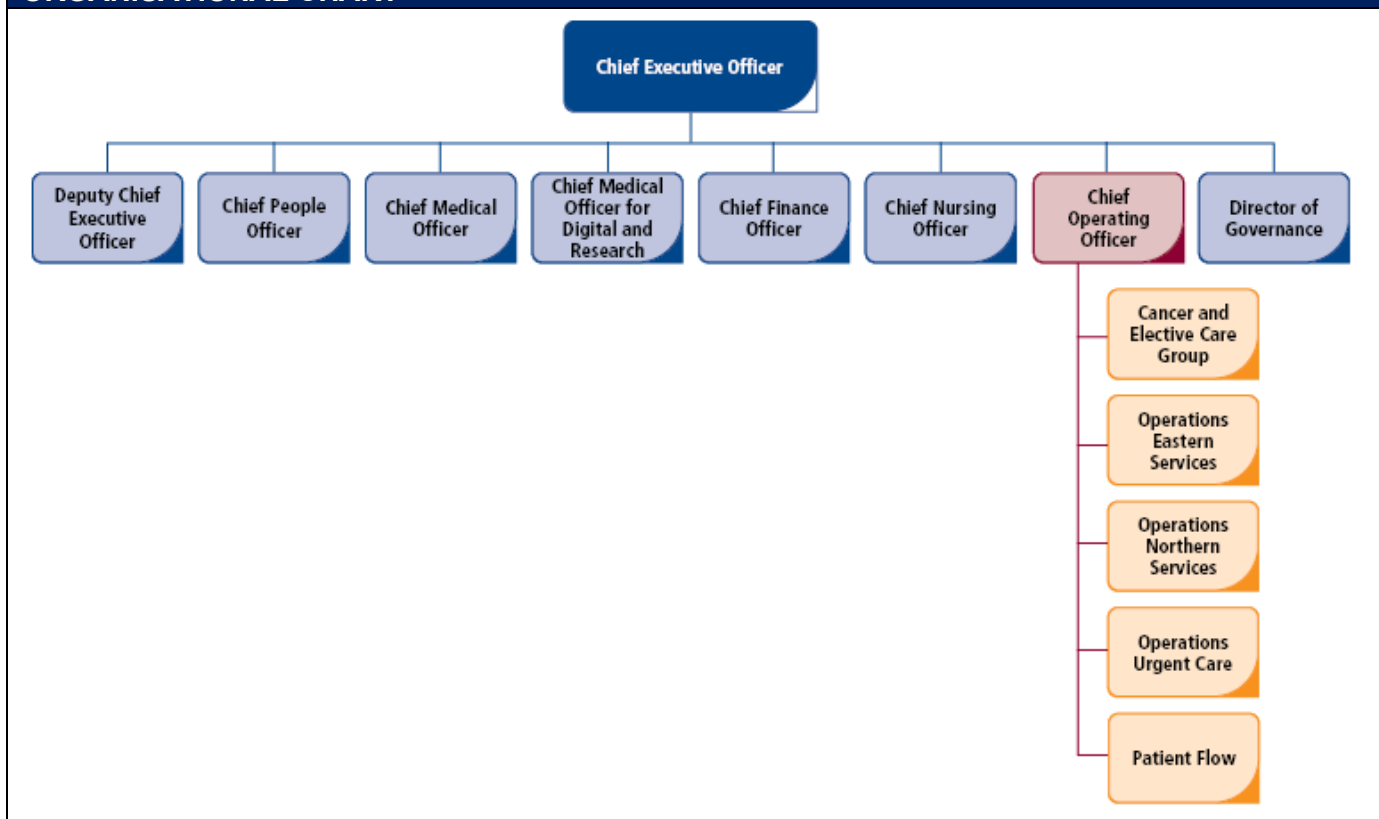
JOB DESCRIPTION

JOB DETAILS	
Job Title	Chief Operating Officer (COO)
Reports to	Chief Executive Officer
Band	Executive Director (VSM)
Department	Corporate Affairs (Board Level)
Areas of Operation	Royal Devon University Healthcare NHS Foundation Trust
Trust Size	Supra Large Trust (Turnover of >£1000m & >12,000 WTE employees)

JOB PURPOSE
<p>The Chief Operating Officer (COO) is a key member of the Trust Executive Team, providing strategic and operational leadership across all Royal Devon University Healthcare NHS Foundation Trust services to ensure the consistent delivery of safe, high-quality, efficient and resilient healthcare.</p> <p>As the Trust's senior accountable operational leader, the COO has executive accountability for the performance, delivery and sustainability of all operational services. This includes ensuring compliance with NHS constitutional standards, improving access and flow, sustaining elective recovery, strengthening urgent and emergency care pathways, and delivering operational performance across acute, community and specialist services.</p> <p>Working closely with Clinical Group leaders, corporate teams and system partners, the COO leads the development and delivery of a unified operating model across the Royal Devon. This includes embedding robust governance, standardised processes, high-performing operational systems and a culture of continuous improvement that supports productivity, workforce optimisation and excellent patient experience.</p> <p>The COO works in close partnership with the Chief Medical Officer and Chief Nursing Officer as part of the Trust's senior clinical and operational triumvirate, collectively providing visible, inclusive and values-led leadership to the organisation. The post holder is also the executive lead for operational governance, performance assurance and Emergency Preparedness, Resilience and Response (EPRR), and participates fully in the Executive Director on-call rota.</p>

KEY WORKING RELATIONSHIPS	
Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> • Trust Chair • Executive team • Non-Executive Directors • Care Group leadership teams • Clinical leads • Corporate Directors and senior leaders • All Trust staff and Council of Governors 	<ul style="list-style-type: none"> • Patients, families and carers • Integrated Care System (ICS) partners • NHS England and other regulatory bodies • Commissioners and partner provider organisations • Local authorities, voluntary and third-sector partners • National, regional and system operational forums

ORGANISATIONAL CHART



PRIMARY ACCOUNTABILITY

- Provide decisive operational leadership for the Trust, offering clear, informed judgement to the Chief Executive and Board on performance, resilience, quality, safety and strategic risk. Lead with visibility and integrity, setting organisational expectations and exemplifying Royal Devon values.
- In line with the operational organisational structure form one part of the senior triumvirate providing direction and guidance to the clinical leads and both Trusts operational teams.
- To take the strategic lead and provide the strategic vision for the Trusts operational and capacity plans to support the delivery of the Trust's corporate and supporting strategies.
- Provide highly visible and inspiring operational leadership throughout the Trusts. Identify and effectively manage risks and operational issues to deliver safe and compassionate practice and act as a role model for the values, behaviours and high professional standards expected from our people.
- Lead the Care Groups, ensuring they operate with clarity, strong governance and empowered clinical and managerial leadership. Drive high performance across Care Group triumvirates, ensuring robust accountability for quality, financial delivery and service transformation.
- Represent the Trust with authority across local, regional and national forums, leading complex system-based operational delivery and influencing integrated pathways that improve outcomes and sustainability.
- Ensure the consistent delivery of safe, high-quality operational and clinical services that meet statutory, regulatory and NHS constitutional standards. Champion proven improvement methodologies, including national Get It Right First Time (GIRFT) and the 3Rs (Reality + Response = Results), across the organisation.
- Provide strategic oversight of urgent and emergency care, elective recovery, cancer, diagnostics and outpatients to secure performance against national and local requirements.
- Lead Trust-wide site management, escalation, capacity and flow to maintain resilience, seven-day service models and an excellent patient experience.

- To assure the Board on the performance of the services provided in the Trust. To ensure that operational delivery and performance is effectively monitored and scrutinised to enable continuous improvement to services in our acute, community and specialist services. Ensure a robust framework for performance monitoring to meet the requirements of commissioners and regulators.
- Act as the Accountable Officer for Emergency Planning and Resilience (EPRR) requirements and chair Emergency Preparedness meetings.
- To lead and support the operational leadership team and support development of the culture across both Trust in line with our Strategy. Support and enable delivery and development of a just and learning culture, with a focus on creating teams that encourage and embrace difference and are truly inclusive.
- To work collaboratively with the wider system and external partners to ensure the best outcomes for patients, communities and the taxpayer.
- To participate in the director on-call rota.

Within the context of a unitary Board, in which the combination of Executive Directors and Non-Executive Directors seeks to bring a balanced and collective approach to governance, the Executive Directors are responsible for:

- Role modelling leadership and behaviour aligned to our values
- Adding value to, and promoting the success of the organisation
- Providing leadership to the organisation within a framework of prudent and effective controls
- Acting in the best interests of both Trusts and the wider NHS
- Ensuring the integrity of Trust activities and contributing to the achievement of their objectives in the best interests of patients and the wider public
- Ensuring management capacity and capability, and monitoring and managing performance
- Debating, determining and setting the strategy for the organisation, and then monitoring progress towards its fulfilment
- Bringing their particular functional expertise and understanding of the day-to-day operational activities that underpin the giving of 'assurance' into Board discussions
- Their own awareness of their personal accountability and the collective accountability of the Board
- Constructively challenging the decisions of the Board and helping develop proposals on priorities, risk mitigation, values, standards and strategy
- Safeguarding values and ensuring the Trust's obligations to its key stakeholders are met
- Actively supporting the Trust's inclusion strategy, leading on improvements to ensure we are inclusive for all our people and patients.

FREEDOM TO ACT

- Operate with a high level of autonomy as the Trust's senior accountable operational leader, exercising professional judgement within agreed corporate, governance and regulatory frameworks.
- Make complex, high-impact operational decisions in fast-moving, high-risk environments, including during periods of escalation, system pressure and major incidents.
- Balance local operational priorities with system-wide responsibilities, NHS England requirements and Board assurance needs.

COMMUNICATION/RELATIONSHIP SKILLS

- Promote a culture of openness, transparency, inclusion and continuous learning across operational teams.
- Build strong, strategic relationships across Care Groups, corporate teams and system partners to ensure cohesive, aligned delivery. Engage and influence senior stakeholders across clinical, managerial and political spheres to drive integrated pathways and system-wide transformation.
- Communicate operational issues with clarity and authority, promoting a culture of openness, continuous learning and inclusion.

ANALYTICAL/JUDGEMENTAL SKILLS

- Ensure KPIs are identified, monitored and reported appropriately, including those relating to performance, quality, service, care, audit, workforce, finance and budgets.
- Constructively challenge the decisions of the Board and work with Board members to develop proposals on priorities, risk mitigation, values, standards and strategy.

PLANNING/ORGANISATIONAL SKILLS

- Drive integrated service planning that aligns capacity and demand, working in close partnership with ICS bodies and commissioners. Maintain clear operational standards and expectations across all Care Groups.
- Shape long-term operational approaches that support sustainable transformation, digital integration and productivity improvement. Provide strong system leadership across the ICS on UEC, elective recovery, cancer, diagnostics and other priority pathways.
- Provide the Board with confident assurance on operational performance, safety, quality, resilience and compliance with national oversight frameworks. Embed disciplined performance management and data-driven decision-making across Care Groups.
- Lead the Trust's major incident and escalation response as the Executive lead for EPRR, ensuring full compliance with NHS England standards. Oversee operational risk management, ensuring risks are controlled, escalated and aligned with the Board Assurance Framework.

PATIENT/CLIENT CARE

- Ensure clinical and service standards are set and met, with patient safety embedded as a core part of the organisational culture.

POLICY/SERVICE DEVELOPMENT

- Ensure effective mechanisms are in place to implement systems and monitor organisational learning from serious untoward incidents arising within the Trust and that learning is adopted from relevant national reports.
- Develop, and following approval by the Board of Directors, implement appropriate policies, covering all aspects of Trust operations and ensuring that all such policies are followed and conform to the highest standards.

FINANCIAL/PHYSICAL RESOURCES

- Provide direction to the Trust to ensure continued delivery of high-quality services that are clinically safe and financially sustainable.
- Fulfil duties and responsibilities in line with Trust Standing Orders and Standing Financial Instructions, reporting in an accurate and timely fashion on all relevant issues to the Board.
- Provide strategic oversight of operational financial performance, ensuring Care Groups deliver within agreed budgets. Drive cost-improvement, productivity and efficiency initiatives that support long-term financial sustainability.
- Ensure resources, including workforce, estates, digital and equipment, are deployed to maximise value, safety and service quality. Work closely with the Chief Finance Officer and senior clinical leaders to align investment with organisational priorities.

LEADING PEOPLE

- Lead, manage, develop and motivate members of the Trust, directors, the senior leadership team and clinical colleagues.
- Seek to ensure staff are engaged, motivated, developed, supported and respected.
- Act as a lead role model for inclusion by actively leading the Trust's inclusion strategy. Champion initiatives to embed equity of opportunity and inclusion into the Trust's culture and operations, ensuring inclusivity for all employees and patients.
- Act as a Trust role model for promoting wellbeing, both as an employer and a provider of services. Ensure employee wellbeing is integrated into daily practices and that staff have timely access to appropriate support.
- Be executive sponsor for improving staff experience across operational services, ensuring operational leadership behaviours positively impact engagement, wellbeing, retention and inclusion.

OTHER RESPONSIBILITIES

- To take part in regular performance appraisal.
- To undertake any training required in order to maintain competency including mandatory training.
- To contribute to and work within a safe working environment.
- The post holder is expected to comply with Trusts 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 Trusts, it is a contractual duty to abide by any relevant code of professional conduct and/or practice applicable.
- The post holder will be expected to participate fully in the work of the Board and abide by the Nolan Principles.

APPLICABLE TO ALL MANAGERS

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.
- All managers hold the responsibility of the health and safety and wellbeing of their staff.

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.

POST	Chief Operating Officer (COO)
BAND	Executive Director (VSM)

Requirements	Essential	Desirable
KNOWLEDGE, SKILLS & EXPERIENCE		
Breadth of experience of working at Board level of large/complex health care organisations in a COO or equivalent position	✓	
Experience in both Acute and Community settings		✓
Proven track record of leadership in a turnaround context enabling cost reduction and service redesign	✓	
Proven track record of transformational leadership of services and enabling culture change in teams	✓	
Evidence of collaborative working with partner organisations resulting in successful innovation and change	✓	
Able to articulate and demonstrate leadership that enables diversity in all its forms to thrive	✓	
Knowledge of risk management and governance within a regulated environment	✓	
Demonstrate effective system working and excellent collaboration skills		✓
Evidence of delivery of complex projects from conception to delivery and evaluation	✓	
Proven track record of successful and sustained management of patient pathways	✓	
Experience of large-scale programme management and continuous improvement	✓	
Knowledge of communication and engagement strategy and planning		✓
Experience in leading large-scale operational delivery of services which realise quality, cost and delivery benefits	✓	
QUALIFICATION/ SPECIAL TRAINING		
Higher professional or management qualification to master's level or equivalent experience	✓	
Evidence of Continuing Professional Development	✓	
PERSONAL ATTRIBUTES		
Inspirational leadership style with credibility, respect and knowledge; and the ability to manage people well	✓	
Collaboration and involvement with cross divisional teams/across the Trusts	✓	
Stakeholder relationship building – internally and externally	✓	
Truly inclusive and able to lead on embracing difference	✓	
Engaging, motivational and able to support teams recognising great performance	✓	
Followership and leadership – consistently follows through decisions made	✓	
Compassionate, honest and aligned with the Trusts values	✓	
Ownership, personal responsibility and accountability for delivering commitments	✓	
Gravitas and integrity – building confidence and assurance	✓	
Strategic thinking, translating strategy into action	✓	
Effective at planning and organising	✓	
Commercially astute with a customer / patient focus	✓	
Organisational development	✓	
OTHER REQUIREMENTS		
Demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust	✓	
Ability to travel to other locations as required	✓	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	Y				✓
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	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				✓
Heavy manual handling (>10kg)	Y	✓			
Driving	Y			✓	
Food handling	N				
Night working	Y		✓		
Electrical work	N				
Physical effort	Y	✓			
Mental effort	Y			✓	
Emotional effort	Y			✓	
Working in isolation	Y		✓		
Challenging behaviour	Y		✓		