

JOB DESCRIPTION

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| **JOB DETAILS**  |
| **Job Title**  | Head of Outpatients |
| **Reports to**  | General Manager Elective and outpatients |
| **Band**  | 8a |
| **Department/Directorate**  | Operations |

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| **JOB PURPOSE**  |
| The Head of Outpatients is a site-specific role providing operational and strategic leadership for outpatient bookings and service delivery for the Trust. The postholder will lead services and act as the escalation point for any outpatient related issue supported by the Outpatient teams in the Transformation directorate. This role is a leadership role ensuring high standards of service management and consistent, optimal performance across a defined range of services within the wider Transformation directorate. This includes operational performance, finance, workforce and safety and quality. The post also has a trust wide remit to support improvement and best practice for all outpatient areas that sit within care groups, such as roll out of PIFU, validation, Advice and Guidance, and best practice booking processes. They will work with the wider transformation team as key members of the strategic outpatient steering group to deliver the outpatient improvement programme.The post holder will provide strong operational leadership to ensure transformative, effective, and efficient delivery of services. The postholder will have input into the development and implementation of the Transformation Improvement plan which will maintain patient care to the highest levels of safety and quality; ensure efficient use of resources; promote a culture that is progressive and inclusive; meet the objectives contained within the Trust priorities and operational plan. The post holder may be required to deputise for the Transformation General Manager representing services at internal and external meetings. The post holder will participate in the designated on-call rota (depending on experience and following a suitable period of training), taking overall responsibility for the site out of hours including at major incident status. The postholder will have delegated budget responsibility for the outpatient department; they will be responsible for budget setting on an annual basis and be responsible for monitoring and taking actions to maintain budget adherence across all services within the group.The postholder will be based in the acute hospital but will have a remit relating to systems and processes across all outpatient settings across the site. |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| * Responsible, for the effective day to day running, and performance, of site-specific Outpatient Services within the transformation portfolio
* Within Outpatients be accountable for the delivery of patient access targets and ensuring Trust systems & processes are adhered to – reporting variance and appropriate remedial actions at relevant performance meetings and escalating issues appropriately within Transformation
* Accountable for the implementation of Outpatient specific improvements across clinical services such as Patient Initiated Follow Up (PIFU) and implementation of Advice and Guidance. Providing leadership to Care groups as the subject matter expert.
* To provide day to day leadership for Outpatients and Booking delivering key performance indicators including high quality patient care; robust clinical governance; patient safety and clinical quality; sustainability and operational targets contributing to Trust continued improved performance.
* Lead, and report on, the operational performance within the services managed. Working with colleagues in corporate teams to ensure data availability, improved data accuracy and effective reporting.
* To ensure there is regular analysis of demand and capacity to inform resource utilisation.
* Ensure accurate reporting of national & local targets that are pertinent to the specialties & services managed, preparing routine and ad-hoc reports on behalf of the Head of Service for internal purposes and external agencies.
* Work with Epic, Business Intelligence and other appropriate parties to develop the system and reporting functionality to enable the system to accurately capture activity to provide accurate and informative reporting on operational performance
* Ensure services analyse & triangulate available information to improve systems & processes, where appropriate identifying areas that require transformational change.
* Within services managed ensure the delivery of Operations/Transformation commissioned activity levels, financial performance and DBV targets.
* Be the responsible budget holder for a specified group of services within the Operations/Transformation.
* Support service & speciality Governance – clinical and non-clinical – activities to ensure they are embedded and that all staff understand their responsibilities for service quality and patient safety.
* To deliver effective day-to-day operational management of outpatients to ensure that all performance targets/indicators are achieved.
* To have responsibility and accountability for the outpatient department budget and effective use of financial and human resources.
* To be responsible for the timely production of reports and, where appropriate, development of business cases.
* To lead defined projects and project work streams as required.
* Working with the clinical matron & senior colleagues provide a clear focus on service quality from the patient’s point of view, leading service development and improvement as required.
* Participate on the designated on-call rota.
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| **KEY WORKING RELATIONSHIPS**  |
| Areas  of  Responsibility:  * To lead and work with staff – clinical and non-clinical - of all levels, more particularly those within the services managed, on a day to day basis.
* To develop and maintain effective communication and engagement with other staff within and out with the Operations/Transformation, corporate teams and their staff to ensure a co-ordinated approach to service development, transformation and delivery.
* To work closely with corporate service departments, including Finance, Business Intelligence, Digital Services and People to ensure accurate reporting of service performance and that remedial action is taken to improve performance where necessary.

Of particular importance are working relationships with:

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| **Internal to the Trust**  | **External to the Trust**  |
| * Chief Operating Officer
* Trust Directors of Operations
* Trust Medical Directors
* Trust Directors of Nursing
* Operations/Transformation Director(s)
* Operations/Transformation Associate Director(s)
* Operations/Transformation Medical Director(s)
* Operations/Transformation Associate Director(s) of Nursing & AHPs
* Operations/Transformation 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
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| **Structure** |
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| **FREEDOM TO ACT**  |
| * The postholder has authority to take autonomous decisions within their Scheme of Delegation and Trust policy - in the areas that affect the operational working, and improvement, of services within the domain managed.
* Outside of delegated authority, or Trust Policy, authorisation will be sought from the Operations/Transformation Senior Leadership Team or via the designated/appropriate governance route.
* The postholder will communicate national and local health service policy & strategy, supporting the setting of goals and standards for services within the domain managed.
* Work with the Operations/Transformation Senior Leadership Team to ensure legislation is appropriately implemented within the services managed.
* As a member of the designated on-call rota the postholder has authority to take decisions – within delegated limits – on the use of operational, financial and human (staffing) resources out of hours.
* As part of the incident response team act within the incident command structure as designated (Silver) tactical incident manager, responsible for managing the incident.
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| **COMMUNICATION/RELATIONSHIP SKILLS**  |
| * Receive highly complex and sensitive information with respect to services managed.
* Communicate and work, at a senior level, with other Operational Managers, Heads of Service, Operations/Transformation General Managers, Operations/Transformation Associate Directors, Operations/Transformation Directors and Corporate leads as well as with clinical and administrative colleagues within their designated services.
* Produce and present highly complex information in a manner that is applicable, and in an understandable format, to all levels & disciplines within services managed.
* Develop effective partnerships with other Operations/Transformation Operations Managers, Clinical and Corporate teams and stakeholders.
* Ensure an open, engaged & performance driven culture within the services managed.
* Ensure mechanisms are in place that facilitate open discussion leading to sound, co-ordinated management of services & operational areas within the Operations/Transformation.
* Convey contentious information where there are barriers to acceptance that the postholder will need to overcome. This may be in a challenging environment, and will require a high level of interpersonal skills and emotional intelligence.
* Negotiate, influence, persuade and reconcile conflicting views in a challenging environment in a manner that ensures credibility and fosters effective & lasting relationships with colleagues, staff, service users and other stakeholders.
* Support the development of clinical leadership and all staff engagement within and across Operations/Transformations.
* Work with local agencies in order to support improvements in service provision and best practice within the speciality(ies)/service(s) managed.
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| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * Daily analysis, interpretation and triangulation of complex information (verbal or written), including comparison of options, to inform service decision making in relation to use of resources or impact on patient safety & quality of care provision.
* Manage, and report, on operational performance within the services managed. Working with colleagues in corporate teams to ensure data availability, improved data accuracy and effective reporting.
* Ensure accurate reporting of national & local targets that are pertinent to the Outpatients, preparing routine and ad-hoc reports on behalf of the Operations/Transformation for internal purposes and external agencies.
* Ensure services analyse & triangulate available information to improve systems & processes, where appropriate identifying areas that require transformational change.
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| **PLANNING/ORGANISATIONAL SKILLS** |
| * Support and contribute to the development of long-term strategic plans for the Operations/Transformation - with input from clinical and non-clinical staff - within an environment that is uncertain and subject to frequent national & local policy change, having impact across the whole organisation.
* Support the development of the Outpatient Improvement Plan strategy ensuring the Trust vision, strategy and values are realised.
* Lead new ways of working which facilitates collaborative working; including the use of technology to support productivity improvements in outpatients.
* Plan and chair redesign meetings and complex projects across outpatients
* Develop long-term strategic plans for performance and service improvement.
* Deliver outputs within agreed time frames.
* Responsible for the development and testing of the Outpatient Business Continuity Plans that comply with national requirements and that consider the needs of the organisation and its staff.
* To lead on the development of business cases to support service developments in the Care Group
* Represent the trust in delivering integrated care system wide objectives in relation to outpatient delivery & transformation.
* Plan and organise a broad range of complex activities across outpatients and the wider organisation;
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| **PATIENT/CLIENT CARE**  |
| * The postholder will work with patients, the relevant corporate team, 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.
* Will have occasional contact with patients both directly to resolve complaints and incidental whilst in the department.
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| **POLICY/SERVICE DEVELOPMENT**  |
| * Support the development of a culture within Outpatients where safety, quality and excellence are consistently delivered.
* Responsible for the Implementation of national and Trust policy across the service.
* Ensure services managed use best practice and benchmarking – such as Model Hospital and GIRFT – to identify areas to improve quality of care and operational efficiency. Monitor and report on action plans arising from service improvements ensuring targets are achieved.
* Ensure services are able to access local & corporate resources and facilities to plan future evidence-based service developments and implementation of change.
* Lead the development of business cases for service developments, ensuring pertinent and accurate data are included, prior to presentation at Operations/Transformation Board, Trust Delivery Board(s) and Trust Delivery Group (TDG).
* Communicate changes to national policy(ies) to staff within the services managed.
* Create an open environment which promotes innovation and a positive approach to service development and improvement.
* Continuously develop the most efficient and cost-effective structure for the future delivery of services with the involvement of clinicians and health professionals.
* Participate in, contribute to and where necessary lead, internal and external service improvement programmes.
* Share the vision for modernisation and improvement of a high quality and cost-effective service to staff, patients and public.
* Act upon findings of internal or external audits to continuously improve the quality of the service.
* Wherever possible and appropriate, seek the involvement of users in service planning and monitoring
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| **FINANCIAL/PHYSICAL RESOURCES**  |
| * Ensure the highest level of clinical engagement and involvement in the development, delivery and performance of outpatient services.
* Accountable budget holder for Outpatient and Booking Budgets ensuring services managed remain within allocated budget and deliver DBV targets, agreeing & delivering remedial action plans where required.
* Operate within the Trust’s Standing Orders, Standing Financial Instructions and Scheme of Delegation (delegated authority limit).
* To take responsibility for the management of the physical and financial resources of the outpatient department. The post holder will be responsible for budget setting on an annual basis and be responsible for monitoring and taking actions to maintain budget adherence.
* To ensure that there is effective use of available resources, and that services are provided to the highest quality and quantity required within the resources agreed.
* In conjunction with senior colleagues and peers take appropriate corrective action if resources allocated are exceeded. To quantify, monitor and resolve any cost pressures.
* To contribute to the identification and delivery of cost improvement and quality improvement schemes.
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| **HUMAN RESOURCES**  |
| * Responsible for staff within Outpatient and Booking.
* Line management of varied staff groups including the OPD Service Manager, Administrative managers and nurse lead directing the supervision, training and teaching of all personnel.
* Provide clear and inclusive leadership, ensuring that staff are managed in accordance with Trust policy demonstrating the ability to lead a large team with compassion, ensuring staff are treated equitably as well as working to ensure services close the health equity gap across patient groups and the local population.
* Foster a coaching approach within the outpatients, to ensure they are run effectively and efficiently.
* Identify and nurture leadership potential and talent; supporting staff to participate in Trust/national talent management programmes.
* Provide support, through objective setting, appraisal and the agreement of personal development plans to all direct reports.
* Undertake performance & disciplinary investigations & meetings in accordance with Trust Policy(/ies).
* Develop high performing teams within the speciality(/ies) and service(s) managed, who work to key performance indicators and who are held to account for delivery.
* Challenge conventional approaches and drive forward change when needed, demonstrating a commitment to creating a learning organisation culture of continuous improvement.
* Ensure engagement in the building of relationships with internal and external stakeholders.
* Lead by example, role modelling compassionate and inclusive leadership behaviours, building connections across the Operations/Transformation and wider organisation, engender a culture that embodies the Trust’s values.
* To ensure that vacant posts are advertised and recruited to in a timely manner and that posts are offered to good quality candidates.
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| **INFORMATION RESOURCES**  |
| * Work with the Contracting, Clinical Coding, EPIC and BI Teams to ensure accurate data collection – modifying clinical & operational systems and processes where necessary - within the specialty(/ies) & service(s) managed which can be utilised for internal and external reporting.
* Identify areas where the EPIC system can be optimised to improve data capture and reporting, work with the EPIC team to ensure this is delivered within available resources.
* Use standard software and EPIC reporting tools to analyse operational performance.
* Direct the work of direct reports to ensure information resources are used to provide comprehensive reports to clinical & operational teams, PAF meetings and in response to internal and external requests.
* Daily use of EPIC tools – dashboards, work queues, waiting lists and reports – to analyse complex activity data ensuring service performance is in line with national targets, reporting adverse variance at Operations/Transformation & Trust wide meetings.
* To ensure that the division is provided with relevant and timely information to manage services effectively and ensure informed decision making, both in respect of patient care and organisational requirements.
* To ensure that there are appropriate and agreed ways of reporting performance with internal and external partners where required, within overall reporting systems of the trust.
* To ensure that information returns for external bodies are accurate and delivered in accordance with timescales.
* Monitoring the processing & presentation of extensive & complex data.
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| **RESEARCH AND DEVELOPMENT**  |
| * Ensure clinical and non-clinical staff participate in Research and Development activities as appropriate.
* Ensure outcomes of R&D are adopted into clinical & operational practice.
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| **PHYSICAL SKILLS** |
| * Standard keyboard skills.
* Participate in the designated on-call rota.
* Ability to travel between multiple Trust sites.
* Use of Microsoft applications.
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| **PHYSICAL EFFORT** |
| * Daily use of technology including computer, laptop, iPad and mobile phone.
* Desk/chair based for the large sections of the day.
* Regular interruptions as well as managing challenging behaviours.
* Flexibility of hours to respond to service pressures.
* Post requires occasional travel between sites.
* Post requires measurable periods of time working with VDUs and extended periods of concentration.
* Post requires dealing with emotional and stressful situations involving conflicting views and priorities over service developments, projects and programmes.
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| **MENTAL EFFORT** |
| * Frequent concentration, whilst undertaking data analysis; producing & reviewing reports and business cases; chairing or participating in meetings and hearings.
* Participation in face to face & MS Teams meetings on a frequent basis.
* Postholder will experience interruptions on a regular basis which may cause them to change what they are doing at the time, which they cannot quickly return to.
* Prioritise and work within imposed deadlines.
* Production and presentation of business cases and other senior level documents.
* Chair meetings and project groups.
* Absorb and retain large quantities of diverse information.
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| **EMOTIONAL EFFORT** |
| * Moderate exposure to challenging and emotional circumstances when having to impart unwelcome news, this may be as a result of complaints or incident investigation, performance or disciplinary hearings.
* Oversee investigations – clinical and non-clinical – in accordance with Trust Policy(/ies).
* When required meet with patients & carers providing feedback on their experience.
* At any time during the working day, support staff who are experiencing work-based or personal challenges.
* Able to work as part of a team and able to lead and direct multi-disciplinary teams.
* Able to provide leadership, motivation and inspiration to facilitate collaborative working.
* Maintain energy and a positive approach to reach objectives.
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| **WORKING CONDITIONS** |
| * Regular travel between Trust sites.
* Prolonged use of computers on a daily basis.
* Deal with conflict which may be complex or of a sensitive nature.
* Deal with complaints, either in writing or face-to-face.
* Complex negotiation, often in pressurised circumstances.
* Deliver unwelcome information.
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| **OTHER RESPONSIBILITIES**  |
| Take part in regular performance appraisal.Undertake any training required in order to maintain competency including mandatory training, e.g. Manual HandlingContribute to and work within a safe working environment You are expected to comply with Trust Infection Control Policies and conduct yourself at all times in such a manner as to minimise the risk of healthcare associated infectionAs 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.
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| **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.
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| **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. T*his is*  |

PERSON SPECIFICATION

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| **Job Title** | Head of Outpatients, Site specific (TBC) |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING**Educated to Degree level and/or equivalent relevant professional (operational) experience. Master’s degree, or equivalent management experience.Completion of, or working towards, a post-graduate management/leadership qualification or equivalent experience. Evidence of management and leadership development.Evidence of continued professional and personal development.  | ✓✓✓✓✓ |  |
| **KNOWLEDGE/SKILLS**Evidence of experience of working in a managerial role within the NHS.Knowledge, and application, of performance management, risk management and governance frameworks.Demonstrable track record of successful change management achievements associated with business and service improvements.Strong analytical skills with the ability to analyse, disseminate and present complex information, written and verbal.Ability to prioritise conflicting agendas and maintain momentum.Knowledge and understanding of the context of healthcare within the South West and nationally.IT literate to a high standard within Microsoft products.Ability to articulate a clear sense of direction and developing operational plans to achieve success.Evidence of collaborative working with emphasis on empowerment and partnership working.Capable of analysing or interpreting complex facts and decide on a course of action in situations when there may be a range of expert, conflicting, opinions.Proven influencing and persuasion.  | ✓✓✓✓✓✓✓✓✓✓✓ |  |
| **EXPERIENCE** Proven experience, and ability, in managing operational performance and delivering high quality services within a complex financial environment.Experience of managing resources and budgets, with a proven track record of delivering financial balance, sustainability and value for money.Evidence of setting, and achieving ambitious, attainable targets.Evidence of leading and implementing innovative solutions and complex change designed to improve quality and service within tight financial constraints.Evidence of implementing corporate strategies with a track record of success in delivering against national and local targets, or implementing action plans towards these. Broad operational managerial and leadership experience within a healthcare setting.Experience of improvement measurement systems and understanding of the role of measurement in performance improvement.Experience of managing groups of staff and multi-disciplinary teams. | ✓✓✓✓✓✓✓✓ |  |
| **PERSONAL ATTRIBUTES** Excellent organisational and time management skills.Ability to analyse, interpret and summarise financial and other dataIntellectual flexibility, including the ability to understand both operational detail and wider strategic visions and to articulate these to others.Demonstrate knowledge of Clinical Governance and Demand & Capacity ManagementThe ability to cope with ambiguity and perform through uncertainty.Political awareness and strong negotiating skillsThe ability to build successful relationships within external organisations.Commitment to public service values.The ability to inspire others and lead by example, including demonstrable range of leadership styles appropriate to situations.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, balancing the needs of the Operations/Transformation with those of the Trust and wider systemHigh levels of personal resilience and tenacity.  | ✓✓✓✓✓✓✓✓✓✓✓✓✓ |  |
| **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.  | ✓✓ |  |

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|  | **FREQUENCY****(Rare/ Occasional/ Moderate/ Frequent)** |
| **WORKING CONDITIONS/HAZARDS** | **R** | **O** | **M** | **F** |
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| **Hazards/ Risks requiring Immunisation Screening** |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
| Contact with patients | Y |  |  |  |  |
| Exposure Prone Procedures | N |  |  |  |  |
| Blood/body fluids | N |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
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| **Hazard/Risks requiring Respiratory Health Surveillance** |  |  |  |  |  |
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| 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 |  |  |  |  |
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| **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 |  |  |  |  |
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| **Other General Hazards/ Risks** |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  | X |
| Heavy manual handling (>10kg) | N |  |  |  |  |
| Driving | N |  |  |  |  |
| 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 |  |  |