

# JOB DESCRIPTION

JOB DETAILS	
Job Title	Care Group General Manager
Reports to	Care Group Director
Band	Band 8c
Department/Directorate	Operations

## JOB PURPOSE

The Care Group General Manager is a senior leadership role ensuring high standards of leadership and consistent, optimal performance across the breadth of the Care Group services and specialties. The post holder will hold a Trust wide portfolio, be the senior Care Group leader based on one of the two acute sites and deputise for the Care Group Director & Associate Director.

The post holder will be expected to act independently, taking timely and key decisions to ensure the operational delivery of the Care Group, leading change and improvement by supporting and influencing clinical, operational and corporate teams.

The post holder will provide strong operational leadership within the Care Group being based at a specified site, leading & directing the Care Group response to day-to-day site operational pressures and will ensure transformative, effective, and efficient delivery of Trust services. The Care Group General Manager will support the development and implementation of the Care Group 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.

Working with the Care Group Director & Associate Director be responsible for ensuring the delivery, & reporting, of a range of key performance indicators relating – but not limited to - urgent and emergency care, elective care including referral to treatment times, cancer & diagnostic waiting times, financial performance and Delivering Best Value programme.

The post holder will deputise for the Care Group Director & Associate Director, taking a lead role in representing the Care Group on internal and appropriate 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.

## KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

- Senior, site based, leader for the Care Group, directing the Care Group response to day-to-day site operational pressures.
- Responsible, for the effective day to day running, and performance, of the complex services and specialties within the Care Group.
- Responsible for supporting Care Group operational performance delivery of 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. Work with colleagues in corporate teams to ensure data availability, improved data accuracy and effective reporting.
- Responsible for supporting the preparation of performance reports for Care Group Performance Assessment Framework (PAF) meetings, ensuring any actions arising are followed up, delivered and reported on within agreed timeframes.
- Ensure accurate reporting of national & local targets that are pertinent to the Care Group, preparing routine and ad-hoc reports on behalf of the Care Group for internal purposes and external agencies.
- Support the delivery of Care Group commissioned activity levels, financial performance and DVB targets.
- Accountable budget holder for a specified group of – multiple - services within the Care Group, budget range £20m - £150m.
- Take autonomous decisions – within Scheme of Delegation and Trust policy - in the areas that affect the operational working, and improvement, of services within the Care Group.

- Support Governance – clinical and non-clinical – activities to ensure they are embedded within the Care Group and that all staff understand their responsibilities for service quality and patient safety.
- Support the Care Group in contributing to the development of the Trust strategy, ensuring input from clinical and non-clinical staff into the process.
- Deputise for the Care Group Director & Associate Director, where requested take a lead role in representing Care Group at internal and external meetings.
- Participate on the designated on-call rota.

## KEY WORKING RELATIONSHIPS

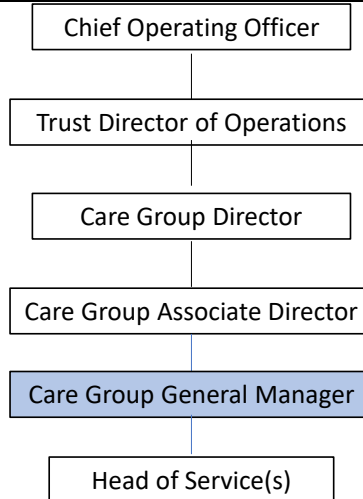
Areas of Responsibility:

- To lead and work with staff – clinical and non-clinical - of all levels, more particularly those within the Care Group, on a day to day basis.
- To lead, on behalf of the Care Group, effective communication and engagement with other Care Groups, 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, Clinical Digital Services (EPIC) and People to ensure accurate reporting of Care Group Performance and that remedial action is taken to improve performance where necessary.
- In addition, the post holder may be required to 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 Trust	External to the Trust
<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Trust Directors of Operations</li> <li>• Trust Medical Directors</li> <li>• Trust Directors of Nursing</li> <li>• Care Group Director(s)</li> <li>• Care Group Medical Director(s)</li> <li>• Care Group Associate Director(s) of Nursing &amp; AHPs</li> <li>• Heads of Services</li> <li>• Own &amp; other services, units, wards &amp; teams</li> <li>• Multidisciplinary teams</li> <li>• Executive Directors</li> <li>• Non-executive Directors</li> <li>• Corporate Teams</li> </ul>	<ul style="list-style-type: none"> <li>• CQC</li> <li>• Commissioners/ICS</li> <li>• Primary Care Teams</li> <li>• Other Trusts in local economy</li> <li>• NHS England</li> <li>• Patients &amp; relatives</li> <li>• Local authority</li> <li>• Public &amp; Patient Involvement Fora</li>   <li>• Public &amp; Patient Engagement Groups</li> <li>• Voluntary organisations</li> </ul>

## STRUCTURE



## FREEDOM TO ACT

- The Care Group General Manager – as the senior site leader for the Care Group – has the authority to make decisions affecting the day-to-day operation of services on the site as required.
- The Care Group General Manager has authority to take autonomous decisions – within Scheme of Delegation and Trust policy - in the areas that affect the operational working, and improvement, of services within the Care Group.
- Outside of delegated authority, or Trust Policy, authorisation will be sought from Care Group Director, Trust Directors, Executive Directors, Operations Board(s) or Trust Delivery Group – delegated financial limits apply.
- The Care Group General Manager will interpret national and local health service policy & strategy, supporting the setting of goals and standards for the Care Group within minimal guidelines.
- Work independently, with responsibility for ensuring legislation is appropriately implemented within the Care Group.
- Interpret changes to national policy(s) for other staff within the Care Group.
- As a member of the designated on-call rota the postholder has authority to take autonomous decisions on use of financial and human (staffing) resources out of hours.

## COMMUNICATION/RELATIONSHIP SKILLS

- Provide & receive highly complex and sensitive information with respect to the Care Group and the multiple services managed.
- Communicate and work, at the highest level, with Care Group Directors, Executive Directors, Trust Directors and Corporate leads.
- Present highly complex information at senior – sometimes Executive - level and external to the organisation.
- Present highly complex information in a manner that is applicable to all levels & disciplines within the Care Group.
- Develop effective partnerships with other Care Groups, Corporate teams and external stakeholders in order to develop & implement the Trust strategy and operations.
- Ensure an open, engaged & performance driven culture within the Care Group.
- Ensure mechanisms are in place that facilitate open discussion leading to sound, co-ordinated management of services & areas within the Care Group.
- Convey highly contentious information, where there are significant barriers to acceptance that the postholder will need to overcome. This may be in a hostile and antagonistic environment, and will require the highest 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 Care Groups.
- Develop networks and working relationships with local agencies in order support improvements in service provision and best practice within the Care Group and Trust.

## **ANALYTICAL/JUDGEMENTAL SKILLS**

- Daily analysis, interpretation and triangulation of highly complex information (verbal or written), including comparison of options, to inform service & Care Group decision making in relation to use of resources or impact on patient safety & quality of care provision.
- Report on operational performance within the Care Group. Working with colleagues in corporate teams to ensure data availability, improved data accuracy and effective reporting.
- Support the preparation of performance reports for Care Group Performance Assessment Framework (PAF) meetings, ensuring any actions arising are followed up and reported on within agreed timeframes.
- Ensure accurate reporting of national & local targets that are pertinent to the Care Group, preparing routine and ad-hoc reports on behalf of the Care Group for internal purposes and external agencies.
- Ensure the Care Group, and services managed, analyses & triangulates available information to improve systems & processes, where appropriate identifying areas that require transformational change.

## **PLANNING/ORGANISATIONAL SKILLS**

- Formulate the long-term strategic plans for the services managed within the Care Group - 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 Care Group strategy ensuring the Trust vision, strategy and values are realised.
- Ensure services within the Care Group comply with the prescribed business planning process, delivering on-going service development and the Trust strategy and priorities.
- Working with Care Group Triumvirate & corporate teams, translate the Trust strategy and corporate objectives into action plans and budgets as part of the planning process.
- Support the Care Group to meet timelines for production of external – for example CQC, NHSE, ICB – reports.
- Support the Care Group to meet timelines for production of PAF reports and delivery of actions arising from PAF meetings.
- With the Associate Director, develop the Care Group winter (capacity) plan that supports the Trust plan, whole system working and smooth operational delivery across the period.
- Working with the Care Group Director, Associate Director and Heads of Care Groups, ensure the Care Group has robust, and tested, Business Continuity Plans that comply with national requirements and that take into account the needs of the organisation and its staff.
- Deliver outputs within agreed time frames.

## **PATIENT/CLIENT CARE**

- Ensure that the principles of patient, carer and public involvement are adhered to across the Care Group in line with Section 22 of the Health & Social Care Act 2001 and the relevant Trust Policies.
- The Care Group Associate Director will work with the relevant corporate teams to ensure the Care Group acts on feedback from patients, carers and service users.

## **POLICY/SERVICE DEVELOPMENT**

- Support the development of a culture within the Care Group where safety, quality and excellence are consistently delivered.
- Ensure the Care Group, and the multiple services managed, uses best practice and benchmarking – such as Model Hospital and GIRFT – to identify areas to improve quality of care and operational efficiency. Monitor action plans arising from service improvements ensuring targets are achieved.
- The post holder has Care Group responsibility for major policy implementation and policy or service development.
- Ensure the Care Group is able to access local & corporate resources and facilities to plan future evidence-based service developments and implementation of change.
- Oversee, ensuring pertinent and accurate data are included in, the development of business cases for service developments prior to presentation at Care Group Board, Operations Board(s) and Trust Delivery Group (TDG).

## **FINANCIAL/PHYSICAL RESOURCES**

- Responsible for the achievement of performance targets, leading through a culture of openness & transparency, ensuring that patients interests are at the heart of service delivery.
- Ensure the highest level of clinical engagement and involvement in the development, delivery and performance of clinical services.
- Ensure the delivery against key performance indicators and performance targets pertaining to services & specialties within the Care Group.
- Working with the Care Group Associate Director & corporate teams ensure there is a comprehensive data set and report available to the Care Group Performance Assessment Framework (PAF) meeting and that any action plans arising are monitored and reported against at future meetings.
- Accountable budget holder for a specified group of multiple services within the Care Group: budget ranging from £20m to £150m.
- Responsible for budget setting for a specified range of multiple services and specialities within the Care Group.
- Working with the Care Group Director & Associate Director ensure the Care Group leadership team manages its expenditure within allocated budget and delivers against DBV targets, monitoring remedial action plans where required.
- Operate within the Trust's Standing Orders, Standing Financial Instructions and Scheme of Delegation (delegated authority limit).

## **HUMAN RESOURCES**

- As Care Group General Manager be responsible for staff within a specified group of multiple services - whole time equivalents (wte) ranging from 500 to 2,000wte.
- Line management of varied staff groups, ranging from senior clinical and operational staff to more junior staff members across all staff groups.
- Provide clear and inclusive leadership, 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 Care Group, & services managed, to ensure it is run effectively and efficiency.
- Identify and nurture leadership potential and talent; supporting staff to participate in Trust talent management programmes.
- Provide strong, clear leadership to Care Group staff, ensuring that all staff within the group are managed in accordance with Trust Policy, they are developed, efficient, effective, engaged, motivated and aware of their personal responsibilities.
- 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(s).
- Provide strong leadership ensuring effective management and performance systems are in place and individuals & teams are aware of their service and personal responsibilities.
- Support the development of high performing teams within the specialties managed & the Care Group 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.
- Engage in the building of relationships with all internal and external stakeholders.
- Lead by example, role modelling compassionate and inclusive leadership behaviours, building connections across the Care Group and wider organisation, engender a culture that embodies the Trust's values.

## **INFORMATION RESOURCES**

- Work with the Contracting, Clinical Coding, Clinical Digital (EPIC) and BI Teams to ensure accurate data collection – modifying clinical & operational systems and processes where necessary - within the Care Group 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 produce reports and analyse operational performance.
- Direct the work of the Heads of Care Group(s) to ensure information resources are used to provide comprehensive reports to clinical & operational teams, PAF meetings and in response to internal and external requests.

## RESEARCH AND DEVELOPMENT

- At every opportunity ensure clinical and non-clinical staff to participate in Research and Development activities.
- Ensure outcomes of R&D are adopted into clinical & operational practice.

## PHYSICAL SKILLS

- Standard keyboard skills.
- Participate in the appropriate level on-call rota.
- Ability to travel between Trust sites, as the role of Care Group General Manager is Trust wide.
- Use of Microsoft applications.

## PHYSICAL EFFORT

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

## MENTAL EFFORT

- Frequent & prolonged 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 frequently, hourly, basis.
- Ability to concentrate for long periods of time.
- Analysis and interpretation of complex data sets to inform decision making.

## EMOTIONAL EFFORT

- Occasional exposure to distressing or 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(s).
- When required meet with patients & carers providing feedback on their experience.
- Represent the Care Group at patient & public involvement meetings.
- At any time during the working day, support staff who are experiencing work-based or personal challenges.

## WORKING CONDITIONS

- Regular travel between Trust sites.
- Prolonged use of computers on a daily basis.

## 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 yourself at all times in such a manner as to minimise the risk of healthcare associated infection

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

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

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

## **APPLICABLE TO MANAGERS ONLY**

Leading the 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

<b>Job Title</b>	Care Group General Manager
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Requirements	Essential	Desirable
<p><b>QUALIFICATION/ SPECIAL TRAINING</b></p> <p>Educated to Masters level and/or equivalent relevant professional (operational) experience.</p> <p>Evidence of management and leadership development geared towards senior posts.</p> <p>Evidence of continued professional and personal development.</p>	<p>✓</p> <p>✓</p> <p>✓</p>	
<p><b>KNOWLEDGE/SKILLS</b></p> <p>Evidence of experience of working at a senior level within the NHS.</p> <p>Extensive knowledge and application of performance management, risk management and governance frameworks.</p> <p>Demonstrable track record of successful change management achievements associated with business and service improvements.</p> <p>Strong analytical skills with the ability to analyse, disseminate and present complex information, written and verbal.</p> <p>Ability to prioritise conflicting agendas and maintain momentum.</p> <p>Knowledge and understanding of the context of healthcare within the South West and nationally.</p> <p>IT literate to a high standard with Microsoft products.</p> <p>Ability to articulate a clear sense of direction and developing operational plans to achieve success.</p> <p>Evidence of collaborative working with emphasis on empowerment and partnership working.</p> <p>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.</p> <p>Proven influencing and persuasion.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
<p><b>EXPERIENCE</b></p> <p>Proven experience and ability in managing operational performance and delivering high quality services within a complex financial environment.</p> <p>Experience of managing large resources and budgets, with a proven track record of delivering financial balance, sustainability and value for money.</p> <p>Evidence of setting, and achieving ambitious, attainable targets.</p> <p>Evidence of leading and implementing innovative solutions and complex change designed to improve quality and service within tight financial constraints.</p> <p>Evidence of implementing corporate strategies with a track record of success in delivering against national and local targets.</p> <p>Wide-ranging senior operational managerial and leadership experience within an acute healthcare setting.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

Experience of improvement measurement systems and understanding of the role of measurement in performance improvement.	✓	
Experience of managing large numbers of staff and multi-disciplinary teams.	✓	
<b>PERSONAL ATTRIBUTES</b>		
Excellent organisational and time management skills.	✓	
Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions and to articulate these to others.	✓	
The ability to cope with ambiguity and perform through uncertainty.	✓	
Political awareness.	✓	
The ability to build successful relationships between and within 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 care group with those of the Trust and wider system	✓	
High levels of personal resilience and tenacity.	✓	
<b>OTHER REQUIREMENTS</b>		
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.	✓	

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