

## JOB DESCRIPTION

JOB DETAILS	
Job Title	Operational Performance Manager
Reports to	Deputy Head of Business Intelligence
Band	Band 8a (subject to consistency checking)
Department/Directorate	Business Intelligence (Finance)

### JOB PURPOSE

This post is responsible for the management of the Divisional Performance team within Business Intelligence (BI). The Divisional Performance team is responsible for delivering a business intelligence service which provides high quality and timely information, analysis and decision support across the Royal Devon University Healthcare NHS Foundation Trust. This work will include contributing as the lead analyst to the HIP2 Our Future Hospital programme (OFH).

The post-holder will be responsible for monitoring, investigation, analysis and challenge of information to assist Clinical Divisions in the effective delivery and assurance of operational delivery, quality and patient safety.

For OFH the postholder will specifically contribute to the OBC and FBC as required for development of these outputs, in line with programme plan, and also deliver progress reports and presentations as and when required.

In order to deliver this, the post holder will:

- undertake data analysis and interpretation at both acute and system level
- collate external contractor modelling and verify using local data interpretation
- build system relationships to develop a view on how future services will impact population health management
- collaborate with staff across the business units
- work with the Trust's digital lead to identify opportunities to improve processes and strategies with technology solutions
- have a strong understanding of service processes and requirements

This will require the post holder to work with external advisors, eg commissioners, regional BI teams, and Healthcare Planners, to establish an agreed baseline of current demand and capacity that can be translated into activity or estate requirements.

### KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

The main duties and responsibilities of the post are to:

Provide management, guidance and direction to the Divisional Performance Team within the defined areas of responsibility, including direct line management responsibility;

Responsible for preparing the Trust's Operational response to National Performance targets alongside the divisional leads;

Lead in providing analysis for predicting demand and capacity by using relevant tools and techniques.

Formally deputise for the Head of Business Intelligence or the Deputy Head of Business Intelligence in senior level meetings and events as and when required;

Support the Head of Business Intelligence in prioritising and effectively delivering the BI work plan for the organisation and aiding future strategies and plans for the BI Team;

Proactively identify and implement improvements to the services delivered by BI;

Act as a key part of the early warning mechanism for the Trust on performance concerns and issues;

The post holder will be required to project manage complex programmes of analytical work and lead on the Divisional Performance function within BI, including contract, activity, performance and outcome reporting for areas such as planned and emergency care. They will provide senior analytical support both within BI and to the wider Trust, using expert knowledge and skills to inform critical business decisions;

Lead the design, development and maintenance of medium and long term activity planning models that describe the capacity required of all services across the Trust. These models are flexible and reflect strategic options and allow for comparison of possible strategies and scenarios. In the context of the OFH and clinical strategy, the post holder will be responsible for interpreting the models and results and proposing solutions from these models to senior managers and Trust Directors to influence and inform strategic decisions, which may be long-term.

To play a key role in the Demand and Capacity planning process yearly and through ad-hoc refresh cycles, covering both operational process and the work with external healthcare planners to support the OFH development. To engage with clinical and operational staff ensuring understanding, confidence and buy-in. To maintain an audit trail of changes supporting moves from SOC to OBC.

## KEY WORKING RELATIONSHIPS

Areas of Responsibility: (type of work undertaken)

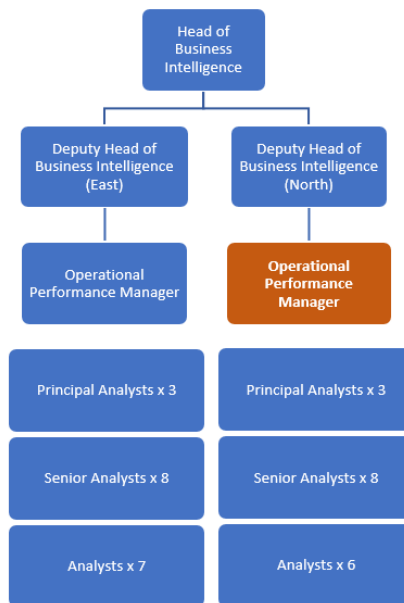
No. of Staff reporting to this role: (If applicable)

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

Of particular importance are working relationships with:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"><li>• Executive Directors</li><li>• Associate Director of Finance- Strategic planning</li><li>• Chief Information Officer (CIO) and Deputy Chief Information Officer (DCIO)</li><li>• Clinicians</li><li>• Divisional Directors, Business Manager &amp; Cluster Managers</li><li>• Business Intelligence Manager and Divisional Performance Team</li><li>• Principal and Senior, Contracting Information Analysts</li></ul>	<ul style="list-style-type: none"><li>• Devon ICB</li><li>• Devon STP</li><li>• NHS Digital</li><li>• NHS Improvement</li><li>• Other Health Organisations</li><li>• Epic Technical Experts</li><li>• Epic Application Experts</li></ul>

## ORGANISATIONAL CHART



## FREEDOM TO ACT

- To establish policies, standards and definitions in respect of data capture and manipulation.
- To follow national published guidance in developing and maintaining statutory and mandatory returns, and to interpret the guidance where it may be unclear or ambiguous.
- To provide expert advice relating to statutory and mandatory returns, and to internal and external reports as required.

## COMMUNICATION/RELATIONSHIP SKILLS

- The post holder will be required to provide and present and summarise highly complex information to members of staff at all levels within the organisation, including senior leaders, and the wider health community.
- The post holder will represent Business Intelligence on appropriate groups and committees as required, contributing proactively and positively to the Trust and system wide workstreams.
- To communicate with staff, external organisations and colleagues in a courteous, professional and timely manner at all times.
- To use negotiation and persuasion to agree new methods of data collection or changes to existing practice with operational teams, for example when national guidance changes or a new return is introduced and there may be barriers to understanding or strong resistance to change.
- To manage email communication in a timely way and in line with the RDUH's email best practice guide.
- To foster good, inter directorate / multi organisational relationships to meet business needs.
- To ensure that the information and performance service to Divisions will be delivered in line with their requirements, frequency and standards and act as the internal customer and advocate for the information needs of Divisions.
- To ensure that Divisional and Cluster Management Teams and other staff as appropriate, receive accurate and timely information on operational performance against key standards / measures.

## ANALYTICAL/JUDGEMENTAL SKILLS

- Analyse, investigate and resolve complex statistical and analytical queries, reviewing the range of possible solutions and analysis methods available ensuring that these are robust. Providing support to action planning to mitigate against performance shortfall and operational risk.

- Lead on the identification, development and implementation of new types of data analysis or adapt previously used analyses, to reflect the changing information requirements locally and nationally.
- Draw on experience and skills to make clear, evidenced judgements about current and future service usage and performance.
- Present information, analysis and reports to senior leaders to proactively influence decision making.
- To support and advise Divisional level planning, performance and project working groups within the Trust.

### **PLANNING/ORGANISATIONAL SKILLS**

- The post holder will be expected to plan and prioritise their own work and the work of their team, both short and long term, and manage delivery of a programme of work to a specified timetable, often needing to be flexible in dealing with priorities and adherence to challenging deadlines.
- Responsible for planning and managing Business Intelligence projects, and preparing long term plans and strategies for statistical/information requirements such as the development of new national data collections which impact across the organisation.
- Contribute to planning and formulation of strategies for the Business Intelligence service eg staffing deployment and working practices.
- Ensure scheduled reports and national returns are produced accurately, to nationally and locally agreed standards, and delivered to agreed and mandated timetables.
- Manage the effective delivery of ad-hoc reports, including negotiating delivery times as necessary.
- To initiate, maintain and publish reporting timescales to all appropriate personnel and co-ordinate the submissions and delivery of information.
- To ensure provision of information to support Payment by Results is in line with local and national requirements.
- To provide timely, accurate and relevant information to clinical and managerial staff and external agencies
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### **PATIENT/CLIENT CARE**

Very little direct patient interaction  
To aid patients and/or clients as required.

### **POLICY/SERVICE DEVELOPMENT**

- The post holder will be expected to take a lead role in identifying, communicating and following national and local policies and guidelines for their areas of responsibility, and respond to national guidance by proposing and agreeing changes and adjusting practice and procedure as required.
- Clearly communicate the impact of policy or service development changes to colleagues including senior management. This will impact beyond the Business Intelligence service and potentially affect staff across the organisation who collect and input data.
- To proactively improve data quality by means of liaising with all grades and disciplines of NHS staff, and system suppliers. Through Business Intelligence / Digital Training and Information Systems deliver an effective education and awareness program aimed at improving data quality.
- To participate in system procurement.
- To provide advice and support on information issues to meet the business needs of the client Trusts.
- To promote better use of information and information tools within the Trusts.
- To participate in Business Intelligence training for Trust staff
- To keep updated with NHS Information issues, and regularly review and improve procedures where appropriate.
- Any other duties as required by the Head of Operational Performance and Information
- Create an open environment which promotes innovation and a positive approach to service development

### **FINANCIAL/PHYSICAL RESOURCES**

- The post holder has no direct budgetary responsibilities but will be responsible to ensure value for

money is provided at all times during service delivery.

- The post holder will be required to authorise payroll requests in the absence of the Deputy Head of BI or Head of Operational Performance and Information.
- Ensuring the Trust is compliant with all relevant contracting and Payment By Results (PBR) standards to make sure that all contractual activity is correctly recorded and reported so that income can be recovered.
- Keep abreast of changes to NHS PBR mechanism and contractual arrangements.

### **HUMAN RESOURCES**

- To provide mentoring and support to new/junior members of the team.
- To provide line management to a group of employees within the team. This includes undertaking appraisals, managing absence, leading recruitment processes, disciplinary and grievance matters, in accordance with the relevant Trust policies.
- To foster good working relationships with managed staff.
- Delivering training as and when required.
- Responsible for reporting absence in a timely manner.
- Undertake staff performance reviews as per Trust agreed standards and policies.

### **INFORMATION RESOURCES**

- Act as a lead manager for Divisional and OFH Information requirements
- To set up and maintain, a library and log of data quality information reporting requirements including deadlines and department contacts taking advantage of the most appropriate information technology medium. This must take account of control access adhering to the Data Protection Act and Caldicott requirements.
- To be responsible for maintenance of local information management and data handling policies, procedures and standards consistent with national requirements including: NHS Data Standards, the Data Protection Act, Caldicott guidance, and also interest Trust policies and procedures.
- To ensure information delivery systems continually develop to meet changing requirements.
- Identify and recommend suitable data sources for new areas of reporting.
- To establish and maintain electronic and manual data flows for the above and facilitate automation where practicable consistent with the Trusts Datawarehouse and Information repositories
- To provide advice relating to national data standards and definitions.

### **RESEARCH AND DEVELOPMENT**

The post holder is required to keep themselves up to date with relevant national research and guidance.

To contribute to the NHS service improvement by participating fully in new projects and developments such as redesign work, proposing changes to working practices and procedures.

To carry out routine analysis of information as directed by line manager and carrying out research to support analysis of information.

To liaise with multidisciplinary staff to ensure the timely and accurate collection and retrieval of information is available to meet targets and provide professional advice on most appropriate methods.

### **PHYSICAL SKILLS**

Standard keyboard skills

### **PHYSICAL EFFORT**

A combination of sitting, standing and walking with little requirement for physical effort. May use a computer for large part of the working day; likely to attend meetings throughout the working week. Travel to other Trust sites will be required, therefore the postholder must have a full driving licence and access to a vehicle with appropriate insurance or be able to use public transport.

## **MENTAL EFFORT**

Frequent requirement for concentration, work pattern is unpredictable and is frequently affected by urgent external and internal data requests or need for rapid report development; occasional prolonged concentration. Concentration required when analysing statistical information, writing reports, interruptions to answer queries; requirement to concentrate for long periods on complex data analysis.

## **EMOTIONAL EFFORT**

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

## **WORKING CONDITIONS**

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

## **OTHER RESPONSIBILITIES**

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

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

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

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

## **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>	Operational Performance Manager
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b>		
<ul style="list-style-type: none"> <li>• Educated to master’s level or equivalent level of experience of working at a senior level in specialist Business Intelligence area</li> <li>• Membership of relevant professional body with evidence of continuing professional development.</li> <li>• Evidence of Continuing professional development</li> <li>• PRINCE2 Practitioner (or equivalent experience)</li> <li>• Epic Cogito Certification (must be willing to work towards certification within 6 months)</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>
<b>KNOWLEDGE/SKILLS</b>		
<ul style="list-style-type: none"> <li>• Highly developed communication skills in delivering key messages and Business Intelligence service issues to a wide range of internal and external staff, guiding them to a certain course of action.</li> <li>• Excellent influencing skills with the ability to affect change without direct management responsibility</li> <li>• Convey Business Intelligence concepts clearly.</li> <li>• Prepare plans for Business Intelligence aspects of service provision such as the development of new national returns, contribute to the development of Business Intelligence strategies eg staffing deployment and working practices.</li> <li>• Proven management and leadership skills.</li> <li>• Expert knowledge and understanding of the NHS Information agenda, including performance management framework and interpreting national policy.</li> <li>• Excellent communication/analytical skills to an advanced level, including programming skills in Microsoft Office applications.</li> <li>• Data modelling skills.</li> <li>• Expert knowledge of Microsoft Office and Proficient MS SQL Skills</li> <li>• Expert in field - analysing, interpreting and resolving highly complex Business Intelligence problems where there is no precedent and where other leading opinions may conflict, for example in the application of national guidance or where complex data is required for a new report.</li> <li>• Lead specialist in Information.</li> <li>• Project Management.</li> <li>• Knowledge of strategic developments in the Information arena.</li> <li>• Able to gain credibility with and influence fellow clinicians, managers and specialty leads.</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>
<b>EXPERIENCE</b>		
<ul style="list-style-type: none"> <li>• Excellent working knowledge of operational practice in an acute NHS setting.</li> <li>• Experience of working and influencing at senior level (including Trust Board) in a complex environment and leading a team or service senior managers within the NHS.</li> <li>• Experience of Project Management techniques and methodologies.</li> <li>• A good understanding of NHS services and the inter-relationship between different healthcare settings.</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	
<b>PERSONAL ATTRIBUTES</b>		



<ul style="list-style-type: none"> <li>• Excellent interpersonal and communication skills and able to act with discretion</li> <li>• Ability to sensitively inform others on emotional and complex issues such as patient pathway information, complaints, investigation and resolution.</li> <li>• Collaborative approach to working and be fully prepared to support other colleagues during periods of pressure.</li> <li>• Good attention to detail.</li> <li>• Ability to promote the benefits of service change and performance achievement to staff who may be less receptive to the principles and objectives involved.</li> <li>• Team player with collegial working style.</li> <li>• Ability to organise, plan, prioritise and manage tasks/projects to deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	
<b>OTHER REQUIRMENTS</b>		
<ul style="list-style-type: none"> <li>• Requirement for high levels of concentration to be sustained for long periods.</li> <li>• Ability to cope with long periods of VDU and keyboard usage.</li> <li>• Handling of sensitive information with appropriate discretion.</li> <li>• An ability to maintain confidentiality and trust</li> <li>• Professional, calm and efficient manner</li> <li>• Commitment to continuing professional development</li> <li>• Positive and flexible approach to work</li> <li>• Ability to travel to other Trust locations as required</li> <li>• The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.</li> <li>• Able to undertake on call requirements</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	

		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	N				
Exposure Prone Procedures	N				
Blood/body fluids	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/m <sup>3</sup> )	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s <sup>2</sup> )	N				
<b>Other General Hazards/ Risks</b>					
VDU use ( > 1 hour daily)	Y				Y
Heavy manual handling (>10kg)	N				
Driving	Y		Y		
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	N				
Mental Effort	Y				Y
Emotional Effort	Y		Y		
Working in isolation	Y		Y		
Challenging behaviour	Y			Y	