

JOB DESCRIPTION

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| **JOB DETAILS** | |
| **Job Title** | Divisional Business Manager |
| **Reports to** | Divisional Director |
| **Band** | 8b |
| **Department/Directorate** | Community Services |

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| **JOB PURPOSE** |
| The primary purpose of this role is to oversee in order to provide assurance to the Divisional Director on the achievement and maintenance of operational performance targets including efficiency, effectiveness, patient safety, quality, workforce, and the finances of services within the Division.   Working collaboratively in identifying, escalating and communicating areas of concern and agreeing action plans with Service Managers is essential. The post holder will take a divisional lead on key projects and initiatives as required, working closely as a key member of the central divisional leadership team, and will link in with peer DBM’s across other divisions.   The post-holder will, as appropriate, manage services and will deputise for the Divisional Director as required.  **K** |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| Lead on performance management processes and systems within the Division  Support the Divisional Director with the quarterly review process within the Division to ensure all Services/Clusters are monitoring and acting on key performance standards.  Where necessary work with key staff to improve/consolidate performance against these targets.  Deputise for the Divisional Director as required.  Take responsibility for Division wide projects as required.  Create and sustain an open environment which promotes innovation and a positive approach to Service Development.  Continuously develop the most efficient and cost-effective structure across the Division for the future delivery of specified localities with the involvement of clinicians, professionals, users and commissioners.  Ensure the efficient and effective day to day management within the Division.  Establish and maintain appropriate links with a range of professionals in the Health Care Community.  Plan and implement change (in conjunction with clinical staff) in order to improve the quality of the Division’s service in line with local needs and the wider NHS policy direction. |
| **KEY WORKING RELATIONSHIPS** |
| 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:  Divisional Director Community Services (North & East)  Medical/Site Directors  Chief Operating Officer  Divisional Business Manager  Divisional Support Managers  Assistant Directors for Health and Social Care Associate Director of Nursing Assistant Director of Therapy Deputy Assistant Director for Health and Social Care  Service Leads/Managers  Community Service Managers Clinical Matrons  Advanced Clinical Practitioners HR Business Partner Divisional Management Accountant Governance Team External Bodies: Network and Users |

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| **ORGANISATIONAL CHART** |
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| **FREEDOM TO ACT** |
| * Be aware of the Divisions’ place within the Trust and the responsibility each part has for the success of the whole. Ensure that effective action is taken to preserve the financial integrity of the Trust. * Assist the Divisional Director in organising the structure and work patterns of the Division in order to ensure well defined line management and efficient and appropriate use of staff. * Develop and document the Divisional business and strategic plans which will form the basis for the Trust documents. * Ensure that strategic and operational goals are planned effectively and funded appropriately before implementation and in conjunction with Management Accountant and Divisional Director and Senior Team. * Deputise for the Divisional Director as required. * Take responsibility for Division wide projects as required. * Participate in the Trust Management On-Call Rota. |
| **COMMUNICATION/RELATIONSHIP SKILLS** |
| * Establish effective communication channels to ensure all staff in the division are aware of the aims and business of the Division and Trust. * Create an environment which allows open communication at all levels amongst all staff.      * Develop effective channels of communication and working relationships with key external stakeholders e.g. CCG’s, other local acute Trusts and Networks. |
| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * Implementing, monitoring and proactively managing the assurance frameworks within the Division to ensure the efficient and effective day to day management of the underlying services, including the achievement of all National and Local standards and targets e.g. 18-week RTT etc.   To ensure compliance of all standards in the Access Policy are implemented, monitored and regularly audited.  Ensure the Division meets national and local performance standards and targets in all areas.  Monitor waiting times and related standards and take action to ensure that performance targets for quality and volume are met.  Provide the quarterly review Divisional report working with the Divisional Senior Team.   * Ensure risk assessment and COSHH assessments are undertaken across the Division as necessary by appropriate team members. |
| **PLANNING/ORGANISATIONAL SKILLS** |
| * Lead the Trusts discussion with Commissioners when either new service agreements or amendments are being negotiated in order to ensure the best outcome for patients and the Trust. * Work with the Divisional Director, Senior Team and Management Accountant to ensure that service agreements or amendments are being negotiated to ensure the best outcomes for patients and the Trust. * Work with the Senior Team and Finance Team ensure monitoring of service agreements and that appropriate income is received. |
| **PATIENT/CLIENT CARE** |
| No direct contact with patients to deliver care, but will be expected to spend time with teams and seek/engage service users for feedback into divisional reviews and plans. |
| **POLICY/SERVICE DEVELOPMENT** |
| * Lead the formulation and implementation of divisional policies and procedures as appropriate. * Develop and document the department business and strategic plans which will form the basis for the Trust documents. Ensure that strategic and operational goals are planned effectively and funded appropriately before implementation and in conjunction with the Management Accountant and Divisional Director. * Working with the Divisional Senior Team ensure that Division has a structure for debating, reviewing and implementing issues relating to its governance. * Ensure the implementation of the Trust’s Clinical Governance, Health and Safety and Risk Management policies and plans, and monitor implementation and compliance within the Division * Monitor and oversee, the Divisional Risk Register in conjunction with the Divisional processes * Oversee the co-ordination of risk management approaches across the Division. Where able, ensure that all staff are aware of Health and Safety implications and their own role and responsibilities |
| **FINANCIAL/PHYSICAL RESOURCES** |
| Plan and implement change involving all key stakeholders, in order to improve the quality of service in line with local needs and the Governance agenda.  To facilitate and challenge practice and processes and involve relevant staff in improving patient services and quality.  Formulate action responses internal or external audits, continuously improve the quality of the services provided by the Division.  Wherever possible and appropriate seek the involvement of users in service planning and monitoring.  Create an environment that promotes patient involvement in all levels.  Ensure verbal and written complaints to any locality are addressed in a timely, sympathetic and professional manner. |
| **HUMAN RESOURCES** |
| * Ensure that Trust policies are adhered to in relation to disciplinary and grievance procedures. * Act as a professional resource for the workforce in order to ensure a high-quality learning environment is achieved. Ensuring performance reviews are completed, personal development plans are in place and essential training compliance for the Division is within Trust agreed levels. * Lead on the effective implementation of good human resource management across the specified Division. * Lead on modernisation and workforce role redesign for the Division. * Develop a workforce plan in conjunction with the HR Business Partner. * Ensure that Trust HR policies are adhered to and that these link through. * Ensure effective systems for performance review are in place for all staff, link training and development plans to Trust’s Business Plans. * To take part in regular performance appraisal |
| **INFORMATION RESOURCES** |
| * To assist the Divisional Director and Senior Management Team in the successful financial management of the Division by managing within budgets, developing and delivering cost improvement programmes, maintaining/improving profitability, complying with all Trust financial rules, effectively managing charitable funds, recognising and balancing finance v quality/safety/efficiency. * Work with the Senior Team and Finance Teams to monitor delivery of service agreements and ensure that appropriate income is received. * Provide the Divisional Director with information about risks to key performance targets and propose mitigating actions to be agreed at Divisional level. * Take responsibility for the management of the financial and physical resources allocated to the Division as required. * Identify revenue shortfalls and provide and implement business solutions to address these after agreement with the Divisional Director. * Take a lead role in the planning and implementation of Capital Schemes within the Division. * This may involve holding meetings with clinical staff, architects, estates managers, building contractors and private sector managers within allocated resources. * Ensure the whole Division delivers services agreed with commissioners within the financial constraints, including efficiency programmes |
| **RESEARCH AND DEVELOPMENT** |
| * Act upon findings of internal or external audits or reviews to continuously improve the quality of the service. * Developing approaches for the utilisation of best practice and research evidence which supports and improves patient experience. * Ensure compliance with audits undertaken by external bodies such as Dr Foster, and CQC etc in a timely fashion. * Ensure compliance with Trust Research Governance policies. * Oversee the internal processes that ensure both verbal and written complaints are dealt with in a timely, sympathetic and professional manner. * Lead processes within the Divisional to ensure compliance with/evidence collection for Care Quality Commission regulations that Division is the designated Trust lead for. * To monitor the Divisional Risk Register reporting to the Divisional Director, key areas of concern and actions to mitigate. |
| **PHYSICAL EFFORT** |
| This is an office-based role, where the post holder is required to work in office conditions, using a computer the majority of the working day.  The post holder is required to travel across all sites within the organisation, particularly the community services division.  The post holder will require standard keyboard skills for VDU work. |
| **MENTAL EFFORT** |
| The post holder will require to exert frequent concentration, where there is a need to respond to urgent requests, prioritising multiple work streams in the context of responding to, on a daily basis, the unpredictable operational needs of the service. |
| **EMOTIONAL EFFORT** |
| Whilst the post holder is not in a clinical or direct patient facing role, the post holder will be exposed to emotional and distressing circumstances indirectly on a frequent basis. This will be through responding to service delivery requirements which have an impact on patient care, and in the capacity of a line manager to a group of clinical and non-clinical professionals. |
| **WORKING CONDITIONS** |
| As noted above, this is a role which requires 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.  Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust continue to develop our long standing partnership with a view to becoming a single integrated organisation across Eastern and Northern Devon. Working together gives us the opportunity to offer unique and varied careers across our services combining the RD&E’s track record of excellence in research, teaching and links to the university with NDHT’s innovation and adaptability.  T*his is* |

PERSON SPECIFICATION

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| **Job Title** | Divisional Business Manager |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING**  Post graduate level or equivalent academic or healthcare professional qualification.  Master’s degree, doctorate in management or equivalent management experience. Either completed or working towards.  Evidence of continuing professional development.  Project Management Qualification / experience | E  E  E | D |
| **KNOWLEDGE/SKILLS**  Innovative, able to problem solve and make decisions  Has good insight and the ability to respond well to constructive  criticism  Working knowledge of intricate healthcare service delivery issues  Ability to interpret and implement agenda for health and social care services arising from government policies  Ability to influence and negotiate across a broad range of  professional and/or organisations as appropriate  Ability to analyse/interpret a range of highly complex data in order to identify solutions to service delivery  Highly effective interpersonal, communication and people  management skills when dealing with high complex, or sensitive  information  Competent IT skills including Word, Excel, PowerPoint, databases and e-mail.  Ability to manage own time and meet deadlines  Detailed knowledge of performance management frameworks and methodologies  Sound understanding of operational budgetary management  Good report writing/written communication skills  Ability to translate contractual agreements into plans for service  delivery  Highly effective presentation skills and the ability to present well  reasoned and structured argument orally and in writing | E  E  E  E  E  E  E  E  E  E  E  E  E  E |  |
| **EXPERIENCE**  Experience of working at a senior operational management level  Proven experience of change management  Experience in demand and capacity planning  Project Management  Experience of leading and implementing change management,  including service improvement and redesign  Experience of significant budgetary responsibility  Experience of developing and advising other staff at a more senior level than the post holder  Experience and knowledge of business planning, financial  management and performance monitoring | E  E  E  E  E  E  E  E |  |
| **PERSONAL ATTRIBUTES**   * Compassionate * Ownership; personal responsibility and accountability – for delivering commitments * Highly effective interpersonal skills * Collaboration and involvement – with cross divisional teams/ across the trust * Highly effective negotiation skills * Inspirational leadership – credible, respected and knowledgeable * Emotional resilience * Gravitas and integrity – building confidence and assurance * Honest * Build purposeful working relationships and partnerships and command trust and confidence of key stakeholders and professional peers; * Manage, motivate and support staff not necessary under direct control and a large workforce across wide geographic base | E  E  E  E  E  E  E  E  E  E  E  E |  |
| **OTHER REQUIRMENTS**  The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.  Ability to travel to other locations as required. | E  E |  |

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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 |  | 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 |  |  |  | y |
| Heavy manual handling (>10kg) | Y | Y |  |  |  |
| Driving | Y |  |  | Y |  |
| Food handling | N |  |  |  |  |
| Night working | N |  |  |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort | Y |  | Y |  |  |
| Mental Effort | Y |  |  |  | Y |
| Emotional Effort | Y |  |  |  | Y |
| Working in isolation | Y |  | Y |  |  |
| Challenging behaviour | Y |  | y |  |  |