



## **JOB DESCRIPTION**

### **JOB DETAILS**

JOB TITLE: Business Manager

AREA/SPECIALITY: Private Practice

GRADE: **Band 6 – AFC Matched.**

RESPONSIBLE TO: MSK Unit General Manager

ACCOUNTABLE TO: MSK Unit General  
Manager

### **Job Summary**

The Business Manager (BM) is accountable to the MSK Unit General Manager (UGM) and is responsible for the delivery of the private patient service across the trust. This involves delivery against key performance indicators across the service.

Day to day services will be managed in accordance with agreed objectives, targets, quality standards, controls and resource constraints. The post holder will also be responsible in ensuring delivery of the highest level of support administration and organisation to the senior management team.

The role will also have delegated authority for service improvements.

A key expectation of the post-holder is the application of best practices to ensure consistency of operation across all administrative support areas.

- To manage the admission and patients' pathway for Private Patients at RJAH.
- To support the Managing Director for Planning and Strategy and Managing Director of MSK in developing current and new Private Patient services.
- To deliver and focus on operational and strategic decision making with respect to private patients with general administration and by compiling and analysing activity information.
- To improve and coordinate customer care for private patients.
- To ensure that all the relevant information on the private patient treatment is appropriately recorded clinically and for translation into an accurate invoice.
- To ensure that the necessary financial arrangements (guarantees, deposits and approvals) are in place to ensure that the invoices for these patients are paid.
- To line manage and support other members of the team.

### **Key Result Areas**

- Improved experience for private patients, parents, referrers and clinicians.
- Reduction in delayed and cancelled procedures for private patients.

- Improved use of capacity to accommodate increased volume of private patients.
- Improved communication to staff and to patients (and their parents) regarding the clinical treatment of private patients.
- Increased uptake of Consultants offering private practice at RJAH.
- Development of new private pathways and services
- Reporting of enquiry, referral, conversion and private activity

### **Key Relationships**

Internal Staff:

RJAH Consultants and Junior Medical Staff, Senior Nursing staff, Nursing Staff, Clinical Nurse Specialists, Allied Health Professionals, Administrative and Clerical Support Staff, Service Managers, Finance and Contracts Managers, Unit General Managers, MDs in particular Managing Director for Planning and Strategy and Managing Director of MSK

External:

Private Medical Insurers, Patients and relatives. Other private providers and external partners.

### **Duties and Responsibilities Operational**

#### **Performance Management**

- Ensure the delivery of outstanding customer service to all stakeholders and service users.
- Introduce and report KPIs to ensure all private services are delivered in line with agreed standards.
- Plan and oversee the day to day organisation of all administrative staff within the department, this will require working autonomously to understand and drive activity, operating targets, budget controls, and relevant HR management.
- Plan and organise the administrative service within the department, setting the goals of the administrative service in order to fit in with the demands of the consultant's timetables.
- Develop and adapt policies and standardised procedures within the private patient unit to clearly define the private patient pathway and ensure a consistent, effective approach to private patient work in the trust.. The impact of these policies will be not only support the Private Patient Unit in its efficient running but also will benefit other support units such as Theatres, Wards, Radiology etc. This will require involve liaison with other private providers to ensure best practice is adopted.
- Working with finance colleagues to develop and take ownership of the business plan that looks at growth within the department but at the same time manages resources efficiently and effectively.
- Ensure effective processes and procedures are in place to monitor and track performance against agreed activity within the service.
- Ensure that effective systems are in place to maintain service delivery in the event of staff absences
- Resolve day-to-day management issues within the service, organising and reallocating work where situations change due to variations to the work load and staffing availability. This may be due to a known absence but may also may be due to unanticipated absence meaning key roles such as reception areas need cover within the private patient area.

- Ensure that all staff adhere to the appropriate legislation when dealing with patient material and that suitable filing and booking systems are effectively managed.
- Develop with the information team data reports and manage the analysis of data so the senior management team have access to timely and accurate information on all key performance indicators on a regular basis.
- Develop a thorough understanding of all areas within the department including management of pathways and the use of clinical IT systems. Ensuring the private patient unit reduces reliance on physical paper and utilises the benefits of electronic systems available and trailblazes the use of systems that will support an increase in activity or better utilisation, customer care and customer satisfaction.
- Chair unit meetings, develop private patient forums, deputise for the UGM when required at departmental, internal trust and external meetings. Attend all senior meetings as the trust SME in Private work.
- Responsible for resolution of day-to-day performance issues.
- Manage day-to-day administrative tasks to support the clinical team, including leave management and rotas.
- Arrange and plan certain key meetings, taking accurate minutes when required.
- Support the senior management team by preparing presentations.
- Deal with telephone calls relating to the service, ensuring that patients and relatives are communicated with sensitively and effectively and issues are dealt with promptly and efficiently.
- Liaise with other departments and members of the Trust to support the smooth running and functioning of the department/service.
- This will include working with the theatre scheduling teams/allocation group to ensure private allocation is given in a visibly fair manner and at the same time reducing the peaks and troughs in allocation to ensure a smoother, more consistent allocation of private lists.
- Highlight opportunities and campaigns to raise the private practice profile of RJAH nationally
- Liaise with consultants to manage their expectations and gain their support in delivering the best service a patient can expect

### **Management and Leadership**

- Day to day managerial responsibility for all administrative and clerical staff supporting the service.
- Promote a culture of continuous improvement within RJAH Private Practice, identifying and developing opportunities for new services and improvements to stakeholder experience.
- Set objectives and review performance of administrative staff, identifying individual training and development needs and promote continued personal and professional development.
- Manage annual leave, sickness, disciplinary and performance issues in line with Trust policies and the effective delivery of service. Ensure any deviation of these process are dealt with quickly and consistently using own judgement to ensure fairness is applied.
- Ensure all staff comply with relevant Trust policies and procedures.

- Anticipate staff shortages and problem areas and take action to minimise the impact of these on service delivery.
- Recruit and locally induct staff in line with Trust policies and procedures.

### **Quality, Risk and Governance**

- Support the collection of patient, family and consultant feedback.
- Manage the implementation and overall management of office systems, control processes and risk management arrangements to ensure effective delivery of the administrative service.
- Support the monitoring of compliance with internal and external governance and best practice requirements with the medical secretarial services.
- Resolve conflict resolution from patients, staff, suppliers, other internal and external service providers and partner organisations in the Service.
- Delegated authority to undertake complaint investigation where appropriate.
- Delegated authority to resolve PALS issues and implement outcomes of root cause analyses, serious incident investigations and PALS issues.

### **Financial Management**

- Manage the performance of the administrative support teams to ensure that the service meets its financial and operating targets.
- Manage the private patient budget, ensuring that expenditure is within agreed limits and escalating issues to the UGM.
- Manage the invoicing process, ensuring pricing and tariffs remain competitive, that customer payments are made in a timely manner and escalating issues where appropriate.
- Lead delegated projects for the Service/Directorate to contribute to the achievement of cost improvement programmes.
- Ensure compliance with Trust standing financial instructions.

### **Strategy, change and service improvement**

- Responsible for the design and implementation of audits in collaboration with the UGM.
- Undertake specific service improvement actions under supervision of the UGM.
- Support the delivery of agreed change and service improvement projects and initiatives.
- Provide support in the development and implementation of R&D education and training programmes within the Service.

## **ADDITIONAL INFORMATION**

- To deal with a variety of queries from within and outside of the Trust.
- To carry out any other duties as designated by the Ward Manager or Unit General Manager as and when required.

## **RISK MANAGEMENT & NHSLA GOOD PRACTICE**

Risk Management involves all staff identifying circumstances and practices which put patients at risk of harm, and then acting to both prevent and control these risks.

Staff are required to improve the quality of care by identifying, reporting and analysing actual and potential adverse events through the trust's Clinical Incident Reporting system.

## **RISK MANAGEMENT, HEALTH AND SAFETY**

All employees of the Trust have a statutory duty of care for their own personal safety and that of others who may be affected by employee's acts or omissions. Employees are required to co-operate with management to enable the Trust to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Trust undertakings.

This requires the following:

- Compliance with the Health and Safety at Work etc Act 1974 and the Management of Health and Safety Regulations 1999 and any other relevant safety regulation.
- Being familiar with and following the provisions of the Trust's Health and Safety Policy and all other policies, procedures and safety rules of the Trust and your specific work place
- Co-operating with all measures the Trust takes to maintain a safe working environment. This includes using manual handling equipment, wearing personal protective equipment, etc.
- Compliance with all instruction and training given by members of the Trust relating to health and safety.
- Bringing to the attention of the Trust any situation considered to be a serious and imminent danger; also reporting any other perceived shortcoming in the Trust's health & safety arrangements.

## **INFECTION CONTROL**

It is the responsibility of all staff, in accordance with The Health Act 2006, to:

- Ensure high standards of hand hygiene and that good practices in infection control are promoted and maintained in their area of control
- Co-operate with all efforts to reduce and/or eliminate the risk of spread of undesirable/infectious organisms
- Adhere to the appropriate policies regarding screening, admission and transfer of potentially infectious patients
- Report to their Manager and Occupational Health all incidents of sharps injuries where the sharp is contaminated with blood or serum.
- Participate in any screening programmes initiated by the Director of Infection Prevention and Control
- Protect the health and safety of patients and other staff by informing their Manager and/or Occupational Health before reporting to work with transmissible harmful/potentially harmful conditions

## **INFECTION CONTROL**

Ward managers and departmental managers are accountable for managing compliance with Trust Infection Control Policies, Guidelines and Procedures, including hand hygiene, use of personal protective equipment and safe disposal of sharps. Infection Control is identified within the manager's appraisal and the appraisal of

team members as a clear objective to achieve ongoing improvements in clinical practice. This is supported by the ongoing process of the relevant audits to ensure standards are maintained.

### **CONFIDENTIALITY AND INFORMATION SECURITY**

As a Trust employee, you are required to uphold the confidentiality of all records held by the Trust, whether patient records or Trust information. This duty lasts indefinitely, and will continue after you leave the Trust employment. Please ensure that you are aware of, and adhere to, the standards described in the Trust's Confidentiality Policy as you are required to preserve the confidentiality of any information regarding patients, staff (in connection with their employment), and the practice business and this obligation shall continue indefinitely.

A breach of this requirement will be regarded as gross misconduct and as such will be grounds for dismissal, subject to the provision of the disciplinary procedure."

This does not affect your rights and obligations under the Trust's Openness Policy.

### **RECORDS MANAGEMENT**

As an employee of the Trust, you have a legal responsibility for all records (e.g. including patient records, financial, personal and administrative) that you create or use as part of your work within the Trust. The records may be paper, electronic, microfiche, audio, videotapes or x ray images etc. All such records are considered public records (under the Public Records Act 1958). You must consult your manager if you have any doubt as to the correct management of the records with which you work.

### **COMPETENCE**

You are responsible for limiting your actions to those which you feel competent to undertake. If you have any doubts about your competence during the course of your duties, you should immediately speak to your line manager/supervisor.

#### **General**

This job description does not attempt to describe all the tasks the post holder will undertake. It does indicate the degree of authority, range of duties covered and the flexibility required for the job.

This job description may be amended in consultation with the post holder as developments evolve, and as part of the appraisal process.

You have a responsibility for ensuring that you are committed to maintaining a high quality service to patients by continual development of practice in the light of research evidence, National Service Frameworks, NICE Guidance and Clinical Guidance and by audit against clinically relevant standards.

To suggest and implement improvements to services, exercising professional responsibility, including lifelong learning within an open "no-blame culture".

To promote equality and value diversity.

**Date Prepared: January 2024**

**Prepared By: Mark Lowe**

**Date Reviewed: Jo Banks**

**Reviewed By: January 2024**

# The Robert Jones and Agnes Hunt Orthopaedic Hospital



NHS Foundation Trust

## PERSON SPECIFICATION

### Business Manager

	ESSENTIAL	DESIRABLE	A/I
<b>Education and Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent knowledge, skills and experience.</li> <li>• Evidence of recent Continuing Professional Development.</li> </ul>		A/I
<b>Previous experience</b>	<ul style="list-style-type: none"> <li>• Evidence of leading successful projects and / or operational performance and improvement; including the development and monitoring of output and outcome measures.</li> <li>• Experience of delivering outstanding customer service</li> <li>• Operational experience in supporting specific services including design, development, implementation and management of change in a multi-professional environment.</li> <li>• Experience of administering budgets and demonstrable evidence of individual, team, financial, process and change management.</li> <li>• Experience of line managing teams, demonstrable evidence of managing difficult situations, using and understanding relevant policies and procedures to ensure a satisfactory outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the changing NHS environment.</li> <li>• Managing Consultants and junior doctors</li> <li>• Private healthcare experience and / or experience of private services in the NHS</li> </ul>	<p>A/I</p> <p>A/I</p> <p>A/I</p>

<b>Skills/ Knowledge/ Ability</b>	<ul style="list-style-type: none"> <li>• Effective people and project management skills.</li> <li>• Use analytical and judgement skills including understanding and application of complex statistical and numerical data. Including development of reports and delivery of these reports to senior managers.</li> <li>• Effective communication skills both written and verbal including</li> </ul>		I  A/I  A/I
	<p>formal presentation skills, influencing and negotiating.</p> <ul style="list-style-type: none"> <li>• The role requires frequent prolonged concentration on complex tasks with an unpredictable work pattern.</li> <li>• Organisational skills and the ability to prioritise, meet deadlines and delegate effectively.</li> <li>• Ability to find innovative ways of solving or pre-empting problems.</li> <li>• Excellent computer and keyboard skills, including competency in MS Office programmes and in particular in Excel. Daily user knowledge of key applications that support clinic and theatres utilisation, this will include Bookwise and Bluespier</li> </ul>		I  A/I  A/I  A/I



<b>Additional Information</b>	<ul style="list-style-type: none"> <li>• A commitment to partnership working, inclusion of a diverse workforce and service integration.</li> <li>• Comfortable working under pressure in a fast-paced, changing environment</li> <li>• Ability to have a flexible approach to the working day and having the ability to adjust behaviors to best suit the situation or to ensure the best outcome.</li> <li>• Committed to promoting a culture of continuous improvement, actively seeking opportunities for personal and service development</li> <li>• Readiness to take initiative and exercise a high degree of autonomy and accountability</li> <li>• Ability to carry out the physical requirements of the post, with any reasonable adjustment</li> </ul>	<p>A/I</p> <p>I</p> <p>A/I</p> <p>A/I</p> <p>I</p>
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**A=application**

**I=**interview