



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Cwm Taf Morgannwg  
University Health Board

**JOB DETAILS:**

<b>Job Title</b>	Directorate Manager
<b>Pay Band</b>	Band 8c
<b>Hours of Work and Nature of Contract</b>	37.5 hours/week
<b>Care Group</b>	
<b>Directorate</b>	

**ORGANISATIONAL ARRANGEMENTS:**

<b>Managerially Accountable to:</b>	Service Director
<b>Reports to: Name Line Manager</b>	tbc
<b>Professionally Responsible to:</b>	Service Director

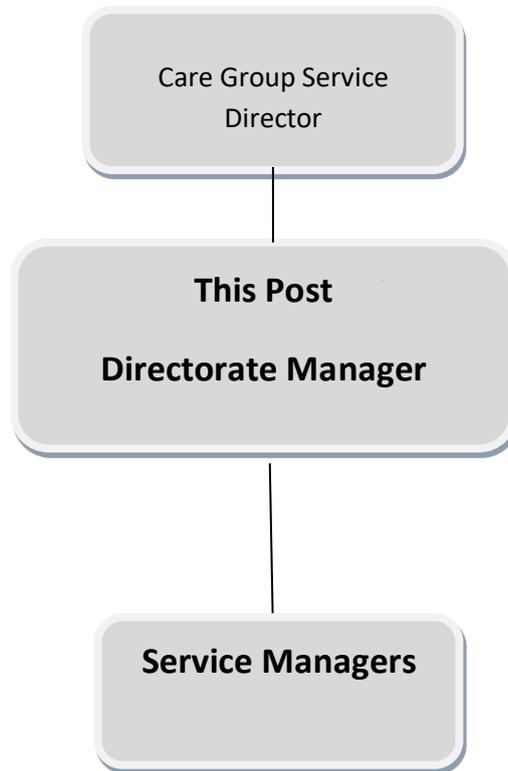
Our values and behaviours are fundamental to the way we do things at Cwm Taf Morgannwg University Health Board. They are everything we stand for and aspire to. That includes the way we behave, how we perform our roles and the way we recruit new talent. We look forward to exploring how your values align with ours. This is how we work:

*We listen, learn and improve*  
*We treat everyone with respect*  
*We all work together as one team*

**Job Summary/Job Purpose:**

- The Directorate Manager is responsible for operational and performance management, service quality and planning, resource use and modernisation. As such they are responsible, along with the Clinical Director and Head of Nursing for the leadership, direction and financial control of services. Contributing to and ensuring the delivery of strategic and operational service objectives set by the Board and the Health Board Executives.
- The post holder is required to work independently ensuring effective interpretation and implementation of national guidelines.
- Responsible for policy, service development, improvement and for the budget and physical resources for several services within the Care Group.
- Objectives include achievement of all national and local performance targets, local development plans and other national and local initiatives.
- The Directorate Manager has responsibility for the management teams. This will include the management of staff involving recruitment, appraisal, CPD and performance. They will also be responsible for the line management of all services/departments within their Directorate.
- Together with the Clinical Director and Head of Nursing, they will foster a culture which engages all staff in the development and delivery of the services.
- To deputise for the Service Director when required.
- Responsible for ensuring that their teams continually deliver improvements to patient services aligned to the principles of Values Based Healthcare. Ensuring a culture of continuous improvement is embedded throughout their area with improvement plans in place.

## Organisational Chart



## DUTIES/RESPONSIBILITIES:

### Operational/General Management

- Responsible for the efficient management of the Directorate, ensuring timely and appropriate decisions to deliver quality patient care within the resources available.
- Work closely with the Heads of Departments and consultant medical staff ensuring that their operational activities and service plans are consistent with corporate objectives and priorities.
- Develop and operate performance management systems for the effective and efficient use of resources in accordance with UHB policy.
- Ensure effective and timely communication with all staff throughout the Directorate.
- Set and encourage the achievement of standards of excellence in managerial practice and lead the promotion of a management ethos in which high standards of performance, improvement, innovation and quality are promoted; along with a culture within the service that is underpinned by open communication and team working across disciplines.
- Responsible for leading major organisational change and service delivery change across operational, profession and/or organisational boundaries, to include workforce modernisation and delivery / realisation of benefits
- Take the lead role in identifying, developing and establishing new roles through service redesign and improvement in order to drive high standards, directly modernise services and improve quality, patient safety and patient experience within the UHB. This includes the development of new innovated roles to support operational service.
- Ensure the establishment and maintenance of good relationships and communication throughout the Directorate and with the wider UHB, promoting a culture where clinical staff and non-clinical staff are actively involved in the decisions on how services are provided and targets delivered.
- To communicate with multi-professional groups any change which may be considered highly complex, extremely challenging or highly contentious where there may be resistance and barriers to such change.
- Promote positive and constructive working relationships between all staff groups within the team. Be an excellent professional role model and promote multi-disciplinary/multi-agency and partnership working across all areas within and outside the UHB.

- Where resistance exists to any service improvements or innovations required for the achievement of the target, the necessary motivational, negotiation and persuasive skills will be adopted to ensure a positive outcome.
- Responsible for providing opportunities to engage the public in service development and monitoring of patient satisfaction such as Patient Reported Experience Measures (PREMS) / Patient Reported Outcomes Measures (PROMS).
- Responsible for ensuring there are information systems in place within the service to appropriately manage all types of records (creation, appropriate access, storage/archiving, disposal of) as well as patient feedback mechanisms.

For Mental Health General Manager (only)

- Responsibility for ensuring that the requirements of the Mental Health Act, Mental Health Measure and DoLs are monitored and delivered.
- Responsibility for ensuring that continuing care placements are governed and meet financial expectations.

**Management of Services, Resources and Policy**

- Responsible for the delivery of all national and local targets relevant to the Directorate to ensure that the UHB meets its performance targets. This will involve analysis of highly complex facts which will require analysis and interpretation of a range of options, e.g. you will be required to analyse performance against targets which will involve consideration of a wide range of options to achieve the desired outcome.
- Responsible for the Directorate's budgets ensuring it operates within the budget and achieves effective use of resources to ensure the UHB delivers financial targets.
- Develop and maintain robust systems to ensure financial control throughout the Directorate, review and monitor financial performance and hold to account delegated budget holders and ensure that corrective actions are taken to deliver UHB financial targets.
- Responsible for ensuring staff within the service comply with Financial Instructions and respond to audit reports.
- Identify and implement cost improvements that will deliver the UHB's financial objectives and the realisation of their benefits.
- Contribute to the development of corporate and financial management systems reviewing and developing appropriate authorisation procedures for staff and non-staff resources.

- Regularly required to develop and create reports for the Clinical Directors and management and present a variety of data to teams and occasionally present to the Board on performance and service delivery.
- Responsible for the development, interpretation and implementation of all relevant national and UHB policies across the services within the Directorate to ensure policy translates into practice.
- Ensure that systems and processes are in place to manage and monitor performance of Teams and staff including performance against Healthcare Standards and overall compliance with legislation.

### **Planning**

- Responsible for the operational planning within the Directorate, reviewing and amending the plans as and when required in order to accommodate any operational changes.
- Take a lead role in service planning for the Directorate and develop and implement the Integrated Medium Term Plan (IMTP) for continued development of sustainable and financially viable services. Ensure that plans and service development take into account the broad range of issues and objectives within the service areas and the wider UHB strategic direction and adjusting the plans as necessary aligned to the principles of Value Based Healthcare.
- Development of business cases and benefits plans to support long term strategic service changes and development in accordance with national and local guidance.
- Support the monitoring, development and agreement of LTA and SLA activity within the service and Financial Frameworks with commissioners.

### **Research & Development / Service and Quality Improvements**

- Assist the Clinical Director in ensuring that the Directorate develops and delivers rolling audit clinical governance and research and development as part of the clinical governance agenda.
- Support the Clinical Director in leading clinical governance across the services within the Directorate, investigating accidents, complaints and untoward occurrences where appropriate. Initiate appropriate follow up action within the requirements of the UHB and other statutory requirements.
- Support the Clinical Director in ensuring the development and implementation of care pathways and evidence based practice involving clinical colleagues and external agencies where necessary.

- Support the organisations University Health Board Status aims by taking part in Innovation and R&D activities and ensuring opportunities exist for people within the area to be involved.

### **Responsibility for Human Resources**

- Responsible line manager for the all the services within the Directorate.
- Ensure compliance with employment legislation and regulation and adherence to UHB workforce policies and procedures, including addressing key workforce issues e.g. recruitment and retention, training and development, EWTD, Agenda for Change Terms and Conditions, flexible working arrangements.
- Ensure appropriate workforce planning and role redesign to meet multi agency service delivery models and appropriate safe achievement of financial targets.
- Be responsible for and lead the formulation and monitoring of annual workforce plans, ensuring integration with the business planning cycle, IMTP and the optimal deployment of the workforce.
- Support the Clinical Director in implementation of Consultant contract, ensuring that the Directorate develops and implements affordable performance based work plans.
- Promote positive employee relations within areas of responsibility and ensure appropriate contact is maintained with staff side representatives and throughout the Directorate.
- Ensure that adequate staffing/structures are in place to deliver the required service.
- Utilise the UHB's performance review process to ensure that staff are working to agreed objectives and have a clear understanding of the UHB's objectives and their contribution as part of a team in achieving these. Identify training and development needs and ensure that a record of individual training and development is maintained.
- Responsible for ensuring that the each of the services within the Directorate achieves WG and UHB sickness absence, PDR and mandatory training targets.
- Act as investigating officer or disciplinary officer where delegated as per UHB Policy.

### **Risk Management and Health and Safety**

- Support the Clinical Director and Head of Nursing in the maintenance of a robust culture of clinical governance and ensuring that there are systems for clinical and non-clinical risk management and the reporting of any untoward incidents.
- Ensure that individual professions work in a climate where their contribution is valued, developing roles across boundaries and working collaboratively in teams.
- Be responsible for the delivery of the Healthcare Standards across the Directorate.
- Fully contribute to the management of critical incidents, reporting systems, risk assessment and risk management.
- Support and encourage appropriate innovation in clinical practice and in the way services are perceived by patients, recognising the increasing choice exercised by patients over their treatment.
- Be responsible for the development and implementation of effective Health and Safety and Risk management systems within the Directorate in compliance with statutory standards and UHB policy.

### **On-Call**

Participate in the UHB on-call managers rota, supporting other team members in their fulfilment of their responsibilities in this area, where required.

## PERSON SPECIFICATION

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
<b>Qualifications and/or Knowledge</b>	<p>Educated to Masters Level or equivalent qualification, knowledge and/or experience.</p> <p>In depth professional knowledge in staff management, performance management and financial management.</p> <p>Understanding of NHS policy and practice.</p> <p>Detailed knowledge of performance management processes associated medical and other professional staff.</p> <p>Detailed knowledge of funding mechanisms and financial flows within the NHS.</p>		<p>Application form</p> <p>Pre-employment checks</p> <p>Interview</p> <p>References</p>
<b>Experience</b>	<p>Track record of achievement at senior management level.</p> <p>Evidence of significant experience in line management of staff.</p> <p>Significant experience of financial management, budget setting, monitoring and determining corrective action in the NHS.</p> <p>Proven success of managing highly complex organisational change whilst also developing and maintaining high quality standards of care.</p> <p>Experience of successful project management.</p> <p>Experience of managing performance and ensuring</p>		<p>Application form</p> <p>Interview</p>

	<p>targets and performance indicators are met.</p> <p>Experience of dealing with highly complex issues in a large organisation.</p>		
<b>Aptitude and Abilities Skills</b>	<p>Evidence of report writing skills, service planning and presentation skills.</p> <p>Ability to demonstrate high level leadership skill in a highly complex, politically sensitive and changing environment.</p> <p>Skills in analysing complex and highly specialised information from various sources.</p> <p>Ability to plan strategically in the medium and longer term for change and service improvement.</p> <p>Ability to establish partnership working with stakeholders – internal and external to the UHB.</p> <p>Excellent verbal and written skills.</p> <p>Excellent presentational and influencing skills to engage clinicians and colleagues and ability to establish credibility quickly.</p> <p>Full range of IT skills.</p>	The ability to speak or learn Welsh to a satisfactory level.	Interview
<b>Personal Qualities</b>	<p>High level of personal integrity.</p> <p>Self-motivated, innovative and proactive.</p> <p>Good team player with well-developed interpersonal skills.</p> <p>Flexible and adaptable.</p> <p>Able to plan and prioritise workload in order to meet deadlines and deal effectively with conflicting priorities.</p>		Application Form Interview References

	<p>Committed to developing self and team members.</p> <p>Enthusiastic, proactive and innovative.</p> <p>Show resilience, stamina and reliability under sustained pressure.</p>		
<b>Circumstances</b>	<p>Ability to travel throughout the UHB locality in a timely manner.</p> <p>Able to work hours flexibly.</p>		Application form Interview

## **GENERAL REQUIREMENTS**

- **Values:** All employees of the Health Board are required to demonstrate and embed the Values and Behaviour Statements in order for them to become an integral part of the post holder's working life and to embed the principles into the culture of the organisation.
- **Registered Health Professional:** All employees who are required to register with a professional body, to enable them to practice within their profession, are required to comply with their code of conduct and requirements of their professional registration.
- **Healthcare Support Workers:** Healthcare Support Workers make a valuable and important contribution to the delivery of high quality healthcare. The national Code of Conduct for NHS Wales describes the standards of conduct, behaviour and attitude required of all Healthcare Support Workers employed within NHS Wales. Health Care Support Workers are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in The Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.
- **Competence:** At no time should the post holder work outside their defined level of competence. If there are concerns regarding this, the post holder should immediately discuss them with their Manager/Supervisor. Employees have a responsibility to inform their Manager/Supervisor if they doubt their own competence to perform a duty.
- **Learning and Development:** All staff must undertake induction/orientation programmes at Corporate and Departmental level and must ensure that any statutory/mandatory training requirements are current and up to date. Where considered appropriate, staff are required to demonstrate evidence of continuing professional development.
- **Performance Appraisal:** We are committed to developing our staff and you are responsible for participating in an Annual Performance Development Review of the post.
- **Health & Safety:** All employees of the organisation have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. The post holder is required to co-operate with management to enable the organisation to meet its own legal duties and to report any hazardous situations or defective equipment. The post holder must adhere to the organisation's Risk Management, Health and Safety and associate policies.
- **Risk Management:** It is a standard element of the role and responsibility of all staff of the organisation that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.
- **Records Management:** As an employee of this organisation, the post holder is legally responsible for all records that they gather, create or use as part of their work within the organisation (including patient health, staff health or injury, financial, personal and administrative), whether paper based or on computer. All such records are considered public records and the post holder has a legal duty of confidence to service users (even after an employee has left the organisation). The post holder should consult their manager if they have any doubt as to the correct management of records with which they work.
- **Welsh Language:** In line with Welsh Language legislation and in compliance with the Welsh Standards, the health board must actively seek to employ staff with Welsh language skills to meet the needs of the Welsh speaking public. Please click [here](#) to assess whether a post requires staff to speak Welsh. Alternatively, prospective employees should be encouraged to learn Welsh to a satisfactory level if Welsh skills are deemed necessary to the job requirements. For further information on Welsh language skills requirements, please contact the health board's [Welsh Language Unit](#)
- **Confidentiality of Information:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users. The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the Data Protection Act 1998 and Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence,

which is liable to dismissal and / or prosecution under current statutory legislation (Data Protection Act) and the HB Disciplinary Policy.

- **Equality and Human Rights:** The Public Sector Equality Duty in Wales places a positive duty on the HB to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The HB is committed to ensuring that no job applicant or employee receives less favourable treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.
- **Dignity at Work:** The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect without bias. All staff are requested to report any form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the HB/Trust Disciplinary Policy.
- **Safeguarding Children and Vulnerable Adults:** The organisation is committed to safeguarding children and vulnerable adults. All staff must therefore attend Safeguarding Children training and be aware of their responsibility under the Adult Protection Policy.
- **Infection Control:** The organisation is committed to meet its obligations to minimise infections. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of the content of and consistently observing Health Board Infection Prevention & Control Policies and Procedures.
- **DBS Disclosure Check:** In this role you will have \* direct / indirect contact with\* patients / service users / children / vulnerable adults in the course of your normal duties. You will therefore be required to apply for a Criminal Record Bureau \*Standard / Enhance Disclosure Check as part of the Trust's pre-employment check procedure. \*Delete as appropriate. The post holder does not require a DBS Disclosure Check. \*Delete as appropriate.
- **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all Health Board sites, including buildings and grounds, are smoke free.
- **Flexibility Statement:** The duties of the post are outlined in this Job Description and Person Specification and may be changed by mutual agreement from time to time.

Signed: (Post Holder) \_\_\_\_\_ Date: \_\_\_\_\_

Signed: (Service Director) \_\_\_\_\_ Date: \_\_\_\_\_

Date Job Description compiled: \_\_\_\_\_

Date for Review: \_\_\_\_\_

**Supplementary Job Description Information**

Please complete information on Physical Effort, Mental Effort, Emotional Effort and Working Conditions in order to assist the Job Matching process.

**Physical Effort**

This factor measures the nature, frequency and duration of physical effort (sustained effort at a similar level or sudden explosive effort) required for the job.

Please ensure any circumstances that may affect the degree of effort required, such as working in an awkward position; lifting heavy weights etc. are detailed, such as:

‘Working in uncomfortable/unpleasant physical conditions; sitting in restricted positions; repetitive movements; lifting heavy weights; manipulating objects; kneeling, crouching, twisting; heavy duty cleaning; working at heights; using controlled restraint; driving as part of daily job - **N.B. Walking /driving to work is not included**’

Examples of Typical effort(s)	How often per day / week / month	For how long?	Additional Comments
Sitting in a restricted position for long periods using a computer when developing and creating reports.	Daily	Sustained periods of the day	
Travel throughout the UHB in a timely manner to attend meetings, deal with staff issues etc.	Daily	Up to 1 hour	

## Mental Effort

This factor measures the nature, level, frequency and duration of mental effort required for the job, for example, concentration, responding to unpredictable work patterns, interruptions and the need to meet deadlines.

Please identify the normal requirement to concentrate in the post and determine, how often and for how long it is required to concentrate during a shift / working day, e.g. :

'Carrying out formal student assessments; carrying out clinical/social care interventions; checking documents; taking detailed minutes at meetings; operating machinery/equipment; carrying out screening tests/microscope work; carrying out complex calculations; carrying out non-clinical fault finding; responding to emergency bleep; driving a vehicle; examining or assessing patients/clients.

Examples of Typical effort(s)	How often per day / week / month?	For how long?	Additional Comments
The duties of the post are complex and varied with the pattern of work unpredictable e.g. Changing tasks due to urgent problems arising.  There is a requirement for frequent concentration at times but the post-holder may be interrupted at any time with questions and queries.	<b>Daily</b>  <b>Daily</b>	<b>Varies</b>  <b>Varies</b>	

## Emotional Effort



This factor measures the nature, frequency and duration of demands on staff arising from inevitably adverse environmental conditions (such as inclement weather, extreme heat/cold, smells, noise and fumes) and hazards, which are unavoidable (**even with the strictest health and safety controls**), such as road traffic accidents, spills of harmful chemicals, aggressive behaviour of patients, clients, relatives, carers.

Please identify unpleasant working conditions or hazards which are encountered in the post holder's working environment and establish how often and for how long they are exposed to them during a working day / week / month.

Examples are – use of VDU more or less continuously; unpleasant substances/non-household waste; infectious material/foul linen; body fluids, faeces, vomit; dust/dirt; fleas/lice; humidity; contaminated equipment or work areas; driving/being driven in normal or emergency situations - **\*Driving to and from work is not included**

Examples of Typical Conditions	How often per week / month?	For how long?	Additional Comments
Use of VDU in office environment.	Daily	Majority of working day	
Dealing with performance issues; this will involve dealing with staff who can occasionally become upset or verbally aggressive.	Monthly	Up to 1 hour	