



York and Scarborough Teaching Hospitals

NHS Foundation Trust

JOB DESCRIPTION

Job Title:	Senior Operational Manager
Band:	Band 8a
Care Group:	Cancer, Specialist & Clinical Support Services
Reports to:	General Manager
Accountable to:	General Manager
Professionally Accountable to:	Associate Chief Operating Officer,
Responsible for:	
Main Base:	York or Scarborough
Contract Status:	Permanent
AfC Job Reference:	06.2019

JOB SUMMARY/ PURPOSE:

The Senior Operational Manager is responsible for the operational management of a group of designated specialties within a Care Group to ensure the delivery of high quality, effective and efficient care to patients.

The post holder will be an autonomous practitioner and will work in partnership with senior colleagues within the Care Group and the wider Trust, to ensure delivery of the portfolio of services and activities within a clinically and financially sustainable model.

The post holder will work with senior clinical and managerial colleagues, ensuring that operational performance and access targets for the group of designated specialties are met, and take the lead in developing effective systems within the departments to enable the sustained delivery of services organised around the needs of patients, carers and business.

The post holder will lead the redesign of services within their designated specialties ensuring the implementation of best practice models and innovative approaches to deliver the highest quality service to our patients.

The post holder will be responsible for the day to day line management of the Operational Service Managers within the Care Group giving clear leadership to all staff in their areas of responsibility.

The post holder will deputise for the General Manager / Associate Chief Operating Officer as required.

ORGANISATIONAL CHART:

See separate chart

KEY RELATIONSHIPS:

- Required to build effective working relationships that span operational and corporate teams and that cross organisational boundaries, and maintain these relationships at times of significant change and tension, for example with: :
 - Senior managers across the organisation;
 - Service clinical leads and clinicians;
 - Operational colleagues; colleagues throughout the organisation at all levels;
 - Works closely with the wider Care Group senior leadership team;
 - Other NHS organisations, e.g. CCG, GPs, other NHS Foundation Trusts;
 - Organisations outside of the NHS, e.g. local authorities.
- Have the personal presence, integrity, authority and operational understanding to speak as an equal, be listened to and to challenge assumptions at a senior level within the Care Group.
- Regularly communicate highly complex, sensitive and contentious information effectively in writing and verbally, with individuals and both small and large groups (i.e. complaint or incident investigations, management of service change).
- Works closely with:
 - Corporate Operations Team
 - Senior Managers
 - Clinicians
 - Non-clinical professional disciplines e.g. HR, Corporate Improvement, Informatics

KEY DUTIES:

- Ensure that resources are deployed effectively and that robust processes are in place to support the provision of efficient, high quality care to patients
- Responsible for the management of a group of specified services within a Care Group
- Create an environment that supports clinical and administrative staff to perform their roles to the highest possible level
- Manage the performance of a group of specified services within the Care Group to ensure the delivery of key targets and measures (for example maintaining effective flow or managing waiting times)
- Working with the Care Group senior leadership team, support the development and implementation of relevant capital programmes and manage associated budgets
- Ensure meaningful staff, patient & public engagement in service development
- Working with the Care Group business manager, undertake capacity and demand planning for the group of designated specialities, using the results to inform operational planning for service delivery
- Ensure that the clinical activities are appropriately recorded in order to deliver safe and effective care and ensure good governance
- Engage on behalf of the Care Group with internal and external stakeholders; promoting partnerships and co-operative working to improve the interface between services (both internally and with partners such as general practice and adult social care)
- Ensure business continuity and risk management arrangements are in place for the designated group of specialties
- Contribute to the agreement of Care Group objectives and take responsibility for the delivery of these within the designated group of specialties

- Deputise for the General Manager as required
- Participate in the senior manager's on-call rota for the Trust out of hours and at weekends / bank holidays

KEY RESPONSIBILITIES:

a) Leadership

- Lead service developments and transformation that cross services, the Care Group, corporate functions, different sites or organisations
- Employ effective communication, negotiation and influencing skills to enable internal clinical and managerial leaders to deliver Care Group and Trust objectives.
- Manage potentially aggressive and/or antagonistic conflicting situations with staff and stakeholders for successful outcomes (for example mediating between clinical leads with contradictory views on service transformation, working with partner agencies to resolve delays for patients within our care).
- Build effective partnerships with a range of stakeholders to ensure the delivery of transformation plans resulting in sustainable change for the local health economy, this will include the development of personal relationships with key internal and external contacts and using these relationships to build wider connections between teams
- Have an in-depth understanding of national policy and future strategy for the NHS and related areas of Health and Social Care, working with the Care Group Business Manager to translate and communicate this for teams within the designated group of specialties to ensure that staff are fully aware of the implications and opportunities that arise from this
- Provide operational management to groups of specified services within the Care Group, working through operational service managers and with clinical leads to ensure the delivery of high quality services to patients

b) Staff Management

- Accountable as the lead operational manager for a designated group of services within the Care Group, providing line management to administrative staff employed within the services.
- Be conversant with the Trust employment practices and policies and to be responsible for the recruitment of senior staff within the designated group of specialties and, working with the HR Business Partner, ensure the application of relevant policies to support staff to undertake their roles effectively
- Ensure there are effective systems to identify Care Group staff training needs, and identify how to meet these, working with the Learning & Development team
- Responsible for the implementation of corporate and mandatory training for all staff within the group of services, and ensure that appropriate monitoring and recording is undertaken
- Responsible for the implementation, delivery and monitoring of effective systems that ensure staff receive regular appraisal and personal development plans within the group of specialties
- Support the Associate Chief Operating Officer and / or the General Manager to undertake annual workforce planning for the care group

- Utilise Workforce information (for example recruitment and retention or sickness) to improve employment practice in the service and target interventions where these will have greatest impact on service delivery

c) Service Delivery

- Lead the operational delivery of services to ensure patient care is delivered to a consistently high standard. Work with the Associate Chief Operating Officer, General Manager, Care Group Director, Head of Nursing and Lead for Allied Health Professionals to develop the clinical strategy for the designated group services, using professional expertise to ensure that the strategy can be translated into practical operational delivery
- Responsible for the delivery of all activity and access targets within the designated group of specialties
- Act as the Trust and Care Group representative with partner organisations (CCG's, Local Authorities, Voluntary Agencies) to ensure collaborative working practices and to represent the Trust's interests at all levels.
- Support the Business Manager to develop a business plan for the group of designated specialties within the Care Group, plan yearly profile activity and identify adverse trends. Develop and monitor action plans as necessary to remedy problems, escalating within the Care Group where required
- Lead the implementation and evaluation of service improvements, modernisation and transformation within the designated group of specialties, working with the wider Care Group senior leadership team as required
- Support the Associate Chief Operating Officer, General Manager and Head of Nursing to ensure that quality standards, both those agreed locally and those dictated by national policy are achieved. Work within the established local quality standards, to improve patient care and service efficiency
- Support and lead on the specified elements of the Care Group implementation for the Trust's IM&T strategy, ensuring that agreed IT benefits are realised
- Be responsible for ensuring effective clinical governance structures and risk management strategies are implemented across the designated group of specialties, managing an active and current risk register
- Work with the Associate Chief Operating Officer, General Manager, Care Group Director, Head of Nursing and Lead for Allied Health Professionals for the investigation, reporting and action planning of complaints, litigation issues and adverse incidents within agreed timescales, this will include taking the lead on identified complaint or incident investigations
- Undertake research and gather information or commission such activities which will build intelligence, undertaking analysis of the results and the benchmarking of good practice to support the redesign of services and inform the Care Group strategy

d) Financial Management

- Responsible and accountable for specified service budgets (budget holder) within the Care Group, undertaking continuous trend analysis and implementation of remedial action to ensure budgets balance at the end of each financial year, providing appropriate financial and activity information to the Associate Chief Operating Officer

- Support the Associate Chief Operating Officer, Finance Manager and the Business Manager with the annual business planning process and subsequent reviews for the relevant elements of the Care Group
- Participate in and inform an annual budget setting exercise in conjunction with the Associate Chief Operating Officer, Business Manager and Finance Manager
- Ensure a scheme of delegation is in place for the designated group of specialties that is in line with Trust policy and that all staff understand their roles and responsibilities with regards to good financial management

e) Freedom to Act

- Is guided by health, organisational and broad occupational policies but will work autonomously to establish the way in which these should be interpreted and implemented in practice

f) Policy

- Responsible for policy implementation and development across the group of designated specialties. Responsible for service development across the group of designated specialties. Interprets national guidance and translates this into local delivery.

KEY VALUES:

The Trust expects all employees to demonstrate our values as part of their day to day working lives:

Kindness

Openness

Excellence

STANDARD GENERIC ITEMS

The post holder will uphold and support these values in accordance with the Personal Responsibility Framework. To this end, in our goal to promote and embed equality and diversity throughout the organisation, the post holder will ensure that everyone is treated as an individual, with dignity and respect. Further, the post holder will embrace the Trust's philosophy that as individuals we are all unique, and will acknowledge and value difference in order to treat everyone fairly.

The post holder will maintain the security of sensitive personal and other confidential information and will apply all relevant Information Governance policies reliably to working practice. Additionally they will be expected to follow secure operating procedures for handling information in all formats, including verbal, written and that held electronically. The post holder will support the Trust's internal audit service during regular reviews of financial and other systems across the organisation. The post holder will assist audit in these reviews and will provide information as required and without undue delay.

The post holder is responsible and accountable for their own practice in line with Trust Infection Prevention and Control policies that reflect evidence, best practice and legislative requirements.

The post holder will have the appropriate level of child protection and adult safe guarding knowledge, skills and practice required for the post and be aware of and comply with the Trust's child protection and adult safe guarding policies and procedures.

In addition to observing the departmental rules and procedures, which all staff are required to observe and follow, the post holder is also required to follow the Trust's general policies and procedures that apply to the employment relationship. Whilst the Trust recognises specific responsibilities fall upon management, it is also the duty of the post holder to accept personal responsibility for the practical application of these policies, procedure and standards. The post holder should familiarise themselves with these, and ensure they have an understanding of them, and adhere to them. Particular attention is drawn to:

- **Health & Safety:** Under the Health and Safety at Work etc. Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work, and that of others who may be affected by their acts at work. This includes co-operating with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks or potential hazards. The post-holder is required to undertake annual training in respect of Health and Safety and comply and adhere to all Trust Health and Safety Policies.
- **Fire:** The post-holder must adhere to the Trust's Fire Policy, including attendance at training.
- **Working Time Regulations:** The post holder must ensure that they do not work more than an average of 48 hours per week based on a 17-week period regardless of whether this is for the Trust as a secondary contract, as overtime, bank/casual, agency work or with another employer.

The Trust has a No Smoking Policy. All its premises are considered as non-smoking zones, other than designated smoking areas.

The Trust attaches great importance to sustainability and Corporate Social Responsibility. To achieve this it is the personal responsibility of all staff to ensure that the Trust's resources are used efficiently with minimum wastage throughout their daily activities. This will include (but is not exhaustive) - recycling, switching off lights, computers, monitors and equipment when not in use. Helping to reduce paper waste by minimising printing and copying. Minimising water usage and reporting any electrical faults, water leakage or other environmental concerns promptly. Minimising travel or if travel needed utilising low carbon travel options where possible. Where the role includes the ordering and use of supplies or equipment the post holder will consider the environmental impact on purchases.

In order to ensure the Trust's ability to respond to changes in the needs of the service, the Trust may make changes on a temporary or permanent basis, that are deemed reasonable in the circumstances, to the duties and responsibilities outlined in the job description. Any changes will be made with reasonable notice, taking into account the circumstances of the Trust and the post-holder. The job description will be reviewed annually as part of the Trust's Appraisal process.

JOB DESCRIPTION AGREEMENT:		
Job Holder [Print name]	Job Holder Signature	Date

Recruiting Manager [Print name]	Recruiting Manager Signature	Date

Person Specification

Care Group Senior Operational Manager Criteria

	Essential	Desirable
Education, Qualifications and Training	<p>Educated to degree level or equivalent qualification or experience</p> <p>Post graduate qualification / or equivalent experience.</p> <p>Evidence of continued professional development</p> <p>A willingness and aptitude to undertake further training as required to carry out the role</p>	<p>NHS Management experience at band 7 level or above or equivalent</p> <p>Recognised higher level qualification / masters (e.g. MBA, MA) / post graduate qualification in a relevant area or masters level equivalent experience.</p>
Experience & Knowledge	<p>Significant experience of the Acute or Community Health Provider sector with previous experience of working at senior management level</p> <p>Demonstrable record of management of complex health related performance management targets</p> <p>Experience of change management, policy development, organisational change, service development</p> <p>Experience in NHS complaints management</p> <p>Knowledge of a comprehensive range of Human Resource processes essential for staff management and service development</p> <p>Demonstrable experience of budgetary and financial management skills</p> <p>Evidence of an in-depth knowledge of NHS priorities, processes and operational issues</p> <p>Experience of managing or supervising of junior staff</p> <p>Involvement in / ability to lead and promote audit, research and understanding quality issues</p>	<p>Experience of report writing and presentation skills</p> <p>Understanding of corporate needs with regard to decision making and service developments</p> <p>Experience of significant service redesign</p> <p>Experience of user Involvement</p> <p>Counselling skills</p> <p>Evidence of personal accountability for cost improvement programme</p> <p>Ability to demonstrate skill at writing, defining and implementing business cases</p>

	<p>Ability to pass on skills / knowledge to others within both formal and informal environments</p> <p>Evidence of collaboration with other organizations</p> <p>Understand the implications of a cost improvement programme</p>	
Skills & Attributes	<p>Demonstrate excellent communications skills showing the ability to communicate with a wide range of staff with differing responsibility and professional backgrounds</p> <p>Ability to analyse highly complex information, requiring analysis, interpretation and comparison of a range of options to support managerial decision making.</p> <p>Full range of IT skills</p> <p>Ability to work collaboratively within diverse teams in a variety of settings</p> <p>Understand and uphold the legal responsibilities of the service</p> <p>Able to present information, written and orally, in a clear and logical manner</p> <p>Develop and monitor relevant service standards and policies</p> <p>Ability to comprehend and work within relevant Trust's policies such as Health and safety</p> <p>Promote and lead risk management / clinical governance and its implications to the relevant specialty</p> <p>Ability to cope working in a stressful environment and with emotional or aggressive patients, carers and staff</p>	<p>Presentation skills</p> <p>Critical appraisal skills</p> <p>Mediation</p>
Aptitude & Personal Qualities	<p>Able to work as a team member</p> <p>Assertiveness and confidence with the</p>	

	<p>ability to make independent decisions</p> <p>Motivational, forward thinking attitude and enthusiastic</p> <p>Flexible</p> <p>Approachable, empathetic and able to recognise potential in others</p> <p>Reliable</p> <p>Problem solving</p> <p>Able to maintain judgment under pressure</p> <p>Awareness of limitations of scope of practice</p> <p>Ability to take responsibility for appropriate workload</p> <p>Clear vision of role / commitment to specialty</p>	
Values, Drivers & Motivators	<p>Ability to demonstrate our organisational values and behaviours:</p> <p>Kindness</p> <p>Openness</p> <p>Excellence</p>	