

JOB DESCRIPTION

Job Title:	General Manager
Band	8c
Care Group	Care Group (Surgical/Medical/Specialties)
Directorate:	Care Group
Department:	Care Group
Location:	The post holder is expected to work across all three hospital sites (Royal Bournemouth Hospital, Poole Hospital, Christchurch Hospital)
Accountable to:	Group Director of Operations
Accountable for:	Clinical Director, Deputy General Manager
Main Purpose	<p>The General Manager is accountable to the Group Director of Operations for the delivery of all elements of the Operational Plan including quality, performance, finance, workforce and strategy for the Directorate for which they are responsible.</p> <p>This post will cover multiple clinical specialties, departments and services across all sites of University Hospitals Dorset.</p>

General Duties

- The purpose of this role is to lead the Directorate in ensuring the provision of high-quality patient services that are clinically safe, delivered cost effectively and meet the Trust's Values, priorities and performance targets.
- The post holder will lead the Directorate's Triumvirate to develop the Directorate Operational plan as part of the Care Group annual business planning process.
- The post holder will lead the Directorate's Triumvirate teams for the strategic and operational delivery of agreed quality, performance, workforce and financial plans, including a delegated Cost Improvement Programme.
- The post holder will contribute to ensuring that the corporate aims and vision of the Trust are achieved. To set the vision and determine the objectives of clinical services, monitor performance against these and take corrective action where appropriate.
- The post holder will be required to maintain a significant breadth of knowledge of all aspects of their portfolio, in order to influence and determine strategic direction, to achieve delivery of key performance targets and support the modernisation of efficient and cost effective services.

Communication and Working Relationship Skills

- To be a compassionate leader and act as an advocate of the Trust Values.
- The post holder will be required to autonomously make Strategic, business and operational decisions relating to the Directorate based on interpretation of highly complex data and

<p>communicate these to all members of the Directorate, Care Group Leadership team and wider Trust.</p> <ul style="list-style-type: none"> • The post holder will be presenting highly complex sensitive or contentious information to large groups of staff, including Executives, senior clinicians and all other staff groups both internally and externally, where there are barriers to understanding. • Provide regular updates to the senior Care Group Triumvirate regarding all elements of the Directorate portfolio and performance, with assurance that appropriate follow up action(s) will be completed. • Support effective two way communications networks and effectively present complex and sensitive information to large groups where there may be a hostile atmosphere regarding strategies within the Care Group. Leading by example and ensuring that staff at all levels feel communicated with, engaged and informed. • The post holder will be required to present complex and sensitive information to multiple teams either through PowerPoint presentations or other positive forms of communication. • Ensure effective communication externally as part of the Dorset ICS to ensure that services are integrated and patient needs are met. • Provide strong visible leadership within the Directorate and wider Care Group. • To be a member of the Care Group Board.
<p>Analytical and Judgemental Skills</p> <ul style="list-style-type: none"> • Ensuring that the performance required of the Directorate is consistent with Trust and external expectations and is in line with the Accountability Framework. • Analyse and interpret highly complex data, facts and situations to provide early warning, recovery plans, trajectories and exception reports where performance is below expectations, and includes developing a range of options. • Ensuring the reporting of information and business plans are accurate and timely. • To lead on the Directorate performance review process and internal Care Group processes to ensure Key Performance Indicators are achieved. • To ensure that action plans to rectify or improve performance are competent, agreed and delivered.
<p>Planning and Organisational Skills</p> <ul style="list-style-type: none"> • Oversee/lead on Directorate strategic business case development and projects as agreed, and manage the pipeline of future developments and plans. • Ability to concurrently manage a wide range activities and prioritise/adjust plans and activities in response to operational pressures or conflicting concurrent requests. • Plan and develop service bids and business cases in conjunction with multidisciplinary teams and submits these in line with the Trust/external requirements. • Identify cost improvement programmes in line with the Directorate and Care Group requirements, implement and monitor agreed plans. • Responsible for planning and delivering efficiency improvements focusing on the Model Hospital data and GIRFT reviews relating to the Directorate. • Ensure processes are in place to identify, describe, rate, mitigate and manage risks within the Directorate which complement and adhere to organisational and external requirements. • Actively promote and develop new ways of working through the use of Quality Improvement methodology to continually review services and work with colleagues to redesign services in order to meet the needs of the patient. • Lead on the development and delivery of Directorate Performance Reviews to the Care Group Triumvirate and Care Group Board.
<p>Responsibility for Patient/Client Care, Treatment and Therapy</p> <ul style="list-style-type: none"> • Accountable for ensuring that clinical guidelines and standards are implemented, delivered and maintained for the Directorate. • Ensuring improvements to care are delivered through building a culture of continuous improvement.

- The post holder may have incidental contact with patients or relatives where complaints need to be addressed on behalf of the Care Group.
- Monitor and report trends and variance in service activity compared to the Operational Plan.
- Participate in the Trust wide management on call duties, managing site capacity to provide leadership and ensure delivery of access performance targets.

Responsibility for Policy / Service Development

- Responsible for the implementation of National, Local and Trust Policy for the Directorate or service line that you are responsible for.
- Lead the Directorate Operating Planning process to ensure a robust Directorate Operating Plan is agreed that supports delivery of Trust and Care Group strategic priorities through measurable delivery objectives, triangulated with capacity, workforce and financial plans and that there is clear monitoring of impact through the year.
- Ensure robust demand and capacity planning is undertaken across the Directorate, supporting relevant stakeholders with the process, whilst driving the development of Directorate operating plans based on accurate demand, capacity and workforce information.
- Develop short, medium and long-term objectives which are turned into effective, affordable and achievable annual service plans (including workforce plans) for the Directorate and deliver these plans.
- To provide early warning recovery plans and trajectories and exception reports where performance is below expectations.
- Support and where required lead elements of the Trust Strategy and Transformation Agenda in line with the Clinical Services Review and other Dorset wide initiatives.
- Ensuring that the reporting of information is accurate and timely.
- To contribute to the performance review process and internal Care Group processes to ensure Key Performance Indicators are achieved.
- Ensure service improvement is expected and integral to everyday practice, supporting colleagues with the complexities of management of change.
- Be creative and innovative with regard to service models and delivery of care, keeping patients at the heart of decision making and service transformation.

Responsibility for Finance, Equipment and Other Resources

- Responsible for the delegated budget for the Directorate for which you are responsible.
- Working with the teams, develop and implement cross site policies and procedures which may impact on other services.
- Support in the identifying, agreeing, monitoring and managing of Directorate budgets in line with the Trust Financial Management Accountability Framework, whilst ensuring that service developments are considered, challenged and supported within the Care Group and across the organisation.
- Actively explore and implement opportunities for cost improvement and service developments and ensure delivery of plans.
- To play a key role in annual budget setting, identify all likely cost pressures to agree starting budget for each financial year.
- Plan specialist service bids and business cases in conjunction with multidisciplinary team and submit in line with the organisation/external requirements, maintaining a visible pipeline of future cases.
- Maintain a rolling programme of equipment replacement, upgrading and disposal, and ensure timely submission of bids for capital items.
- Ensure maintenance and supply contracts are reviewed to ensure value for money and quality of service provision.
- Review and authorise out of hours payments, agency staff usage and on call payments.
- Review Human Resources related Key Performance Indicators and where necessary develop and implement corrective action plans with the Directorate Head of Nursing and Quality and Clinical Director(s).

Responsibility for Human Resources, e.g. Supervision, Training, HR Advice and Management

- Act as line manager for senior reports in the Directorate, including the Deputy General Manager and Clinical Director(s).
- Ensure that the Key Performance Indicators for the Directorate in relation to HR are delivered, working in partnership with the Care Group HR Business Partner. Ensuring accurate workforce deliverables and succession planning are in place for the Directorate.
- To ensure the effective management, recruitment and training of any direct reports. This will involve managing sickness absence, disciplinary and grievance matters, the monitoring of staff performance and taking appropriate action where necessary.
- Ensure support in place for relevant managers and are trained and competent in dealing with first line HR issues.
- Ensure that managers are supported to, lead, motivate, develop and train staff.
- Ensure staff in the Care Group work within the requirements of the European Working Time Directive and employment legislation.
- Undertake HR functions, such as chairing panel hearing and leading investigations as and when required, in line with relevant HR procedure.
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Responsibility for Information Resources and Administrative Duties

- To be the Information Asset Owner (IAO) for any Information Assets that exists within the Directorate.
- Determine the information needs of the Directorate and ensure appropriate timely data collection mechanisms are established to support capacity and demand analysis.
- Work together with the Business Intelligence Directorate to introduce systems to ensure the collection and analysis of data for continuous performance management of services in the Directorate.

Responsibility for Research and Development

- To prepare full business cases to develop or sustain services in line with strategic plans for the Directorate. Undertake complex audits to support business cases where required.
- Identify opportunities from resources such as Model Hospital, GIRFT, NICE and other benchmarking tools that will improve or assist the development of clinical practice and which lead to improvements in quality or efficiency in the Directorate.
- Ensure the Directorate contributes towards the Trust's Research Strategy ensuring that opportunities for medical/clinical research and audit at specialty level are maximised to improve clinical outcomes and patient experience.
- Ensure that research and audit activity is conducted in line with Trust standards and results shared with other areas and the Trust R&D/QI teams as appropriate.
- Identify opportunities as part of the Trust's University Hospital status to develop and strengthen relationships and synergies with Bournemouth University.

Freedom to Act

- Ability to operate independently, autonomously manage the Directorate for which the post is responsible in line with Trust Policy and Procedures.
- To lead, manage and develop a culture and environment where safe and high quality patient care is consistently delivered across the Directorate.
- Ensure efficient management of the day to day operations, ensuring delivery of all services and access performance measures, delivery of quality measures and sound financial management.
- Expectation to work for the clinical success of the Directorate and to contribute to the corporate success of the Trust.
- As a lead manager providing leadership to the Directorate and develop a culture in which all staff are delivering high quality patient centred clinical services and through effective management and best practice, maximising performance.

Mental, Physical, and Emotional Effort

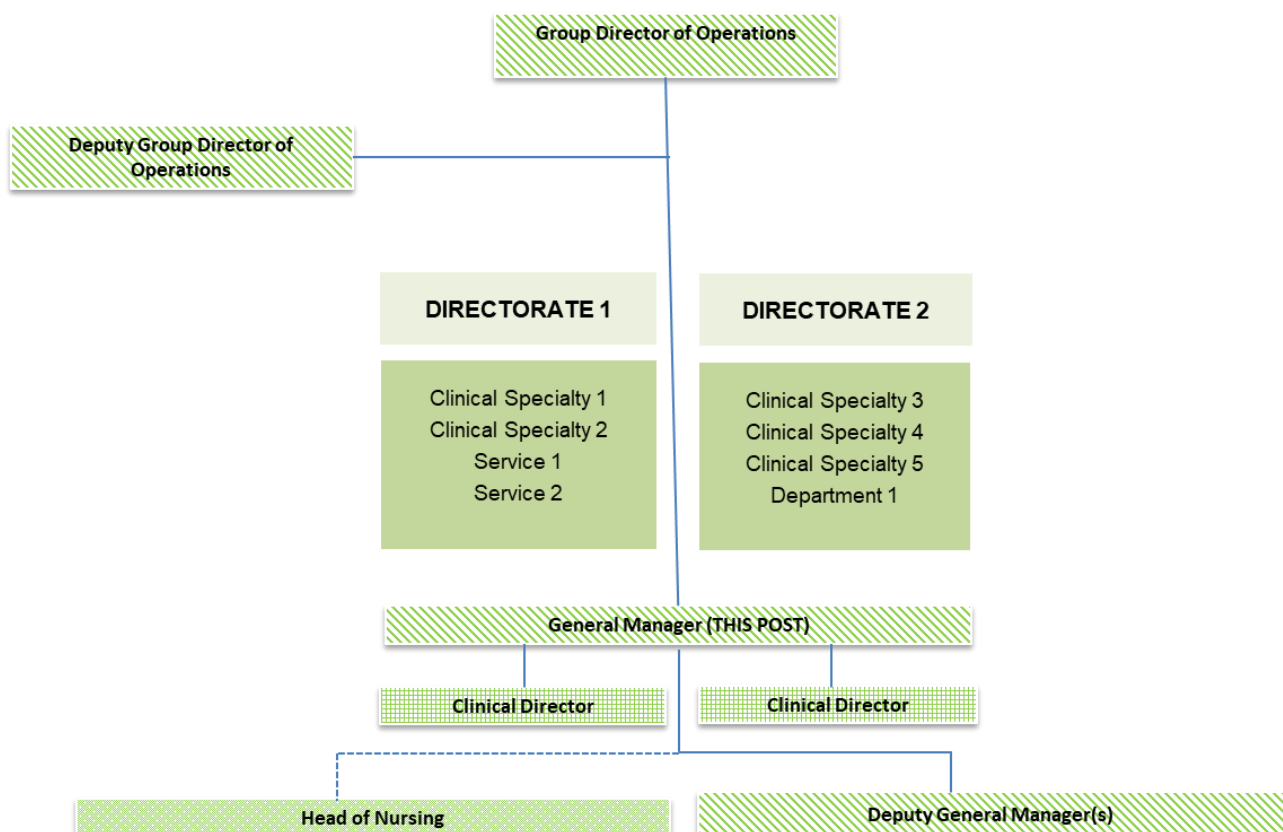
- Mental Effort – Frequent concentration, work pattern unpredictable e.g. concentration for analysis, writing reports, meetings, interruptions to deal with acute operational service issues.
- Physical Effort – effort required to carry out technical duties.
- Emotional Effort – deals with staff problems, patients complaints, conveys unwelcome news, point of escalation for emotional or challenging patients, relatives and staff.
- Frequent prolonged use of VDU.

Any Other Specific Tasks Required

- This post of General Manager is generic and therefore may be asked to move to manage other Directorates in consultation with the post holder.
- The post holder will be required to work across all University Hospital Dorset sites.
- All employees must abide by the guidance set out in the NHS Code of Conduct and Standard Business Conduct for NHS Staff (HSG 93/5) as amended or replaced from time to time. Managers must comply with the NHS Code of Conduct for Managers.
- To take part in the General Management Out of Hours On-Call Rota.

Organisational Structure of Department

Example – varies depending on Directorate



Transforming our Hospital Services in Dorset

This is a very exciting time to join our hospitals in Dorset. We are in line to receive a significant national investment of £147 million to help transform our services and redevelop Poole Hospital and the Royal Bournemouth and Christchurch Hospitals, now merged as University Hospitals Dorset. We have been able to access these national funds because we have such a good plan in Dorset.

Our vision is to join up our services so they can be delivered in a more integrated way. We have a great opportunity together to improve outcomes for patients, make better use of all our resources, and ensure our services can be provided on a sustainable basis.

For developing our workforce, the aim is to establish modern, well-equipped centres of excellence with sustainable roles for staff, standardisation of education and training so that we can attract and retain skilled clinical and non-clinical staff to Dorset. This is a great opportunity for you to be part of the transformation as our two hospital trusts also merge.

CONDITIONS OF SERVICE

As laid down by the University Hospitals Dorset NHS Foundation Trust.

Smoking

The Trust has a responsibility to provide a safe and healthy environment for everyone who is working, visiting or living on hospital premises. Smoking is NOT allowed on site except for within the designated smoking areas and shelters for staff and patients.

The Trust will not tolerate smoking in undesignated areas and there is a zero tolerance approach to all staff who continue to do so. We will continue to provide support to staff, patients and visitors who want to give up smoking.

In the interests of promoting responsible healthcare all staff should refrain from smoking when off-site in uniform or wearing an identifying NHS badge in any public place.

Data Protection

All staff are required to comply with the Data Protection Act and the Trust's Data Protection Policy. Staff are responsible for ensuring that any personal data which they hold is kept securely; that personal information is not disclosed either orally or in writing to any unauthorised third party; that personal data is only accessed where there is a legitimate business need and only where such processing is consistent with the purposes for which the data was collected.

Equality and Diversity

The Trust is positively committed to the promotion and management of diversity and equality of opportunity. Equality and diversity is related to the actions and responsibilities of everyone – users of services including patients, clients and carers; work colleagues; employees; people in other organisations; the public in general.

All employees have a responsibility to ensure that they act in ways that support equality and value diversity and must comply with the responsibilities placed upon them by employment legislation and the equality duties.

Health and Safety at Work

Everybody within the Trust has a legal responsibility for the health, safety and welfare of themselves and others at work. These duties are set out within the Health and Safety at Work etc. Act (HASAWA) 1974, the Management of Health and Safety at Work Regulations (MHSWR) 1999, and in other relevant regulations and guidance notes.

All Staff

In accordance with HASAWA and the Trust Health & Safety policy, all staff have legal responsibilities;

- to take reasonable care for themselves and others that may be affected by their acts/ omissions
- to co-operate with their manager/ supervisor to enable them to carry out their legal duties e.g.
 - shall report all hazards and defects to their line manager/ supervisor
 - shall report all accidents, incidents, near-miss events to their manager/ supervisor and via an adverse incident report (AIR) form (Trust policy)
- to use all work equipment, materials and substances in accordance with any training and instruction provided (e.g. medical devices, chemicals, mechanical aids, machinery, plants, vehicles, and personal protective equipment)
- to ensure they attend all annual mandatory training and attend health and safety training as required for the post.
- to comply with trust and department health, safety & risk policies and procedures
- not to interfere with or misuse anything provided to secure health and safety .e.g. wedge fire doors open, remove first aid equipment, break locks off systems

All Managers/ Heads of Department and Clinical Leaders

In accordance with the Trust's Risk Assessment policy and Risk management strategy, all managers/heads of department and Clinical Leaders are responsible for ensuring that they and their staff, comply with all Trust and department health and safety policies and procedures.

Safeguarding

The University Hospitals Dorset NHS Foundation Trust is fully committed to safeguarding the welfare of all children and young people, and vulnerable adults by taking all reasonable steps to protect them from harm. All staff will receive appropriate training and induction so that they understand their roles and responsibilities and are confident about carrying them out.

Infection prevention and control

The prevention and appropriate management of infection is of paramount importance in the quality and safety of the care of patients, and to the safety of visitors and members of staff. It is the responsibility of all staff to be aware of, assess and minimise these risks and comply fully with Infection Prevention and Control Policies.

The Health Act 2008 establishes a Code of Practice for the Prevention and Control of Health Care Associated Infections. It sets out criteria by which NHS managers ensure that patients are cared for in a clean environment, with a safe water supply, where the risk of Healthcare Associated Infections (HCAI) is kept as low as possible.

Managers, Heads of departments and Clinical Leaders are responsible for ensuring that:

- The necessary equipment and mechanisms are in place to support infection prevention
- health care workers are free of and are protected from exposure to communicable infections during the course of their work, and that all staff are suitably educated in the prevention and control of HCAI

Carbon sustainability

The Trust is committed to continual improvement in minimising the impact of its activities on the environment and expects all members of staff to play their part in achieving this goal and in particular to work towards a 28% reduction in carbon emissions by the end of 2020/21(based on a 2013 baseline).

DBS/Disclosure and Barring Service (CRB)

As part of our recruitment procedure this post will be subject to a Criminal Record Disclosure. A Disclosure is a document containing information held by the police and government departments. Disclosures provide

details of a person's criminal record including convictions, cautions, reprimands and warnings held on the Police National Computer. Where the position involves working with children, Disclosures will also contain details from lists held by the Department of Health and Social Care and the Department for Education and Skills (DfE) of those considered unsuitable for this type of work.

This post is subject to the policies, procedures and rules approved by the Trust and as varied from time to time. All staff are required to familiarise themselves with, and comply with the Trust's policies, procedures, rules or statements of practice. These can be accessed through the Intranet, your Department Manager, or through Human Resources.

Job Description Agreement

All job descriptions which are developed for job matching purposes must be signed by both the line manager and the staff member and the effective date of when the role changed entered. Please see re-grading and job evaluation policy.

Any job descriptions amended or updated through the results of a personal review should also be signed and dated by both the line manager and staff member and a copy retained on the personal file.

Signed..... Date.....Manager

Signed.....Date.....Employee

Review of this Job Description

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of changing service needs. This job description will be reviewed in conjunction with the post holder on an annual basis at appraisal.