

JOB DESCRIPTION

Job Title:	Centre Manager – Musculoskeletal [MSK]
Clinical Group:	Surgery, Anaesthetics and Cancer Division
Base:	Shrewsbury and Telford Hospital NHS Trust
Band:	8B
Reports to:	Divisional Director of Operations
Accountable to:	Divisional Director of Operations
Key Working Relationships:	Clinical Director, Operational Managers, Clinical, Nursing & AHP teams, Assistant COO, Deputy Chief Nurse, Head of Nursing, Assistant Managers, Matrons, Allied Health Professional, All other staff within the Centre, Corporate Services, Infection Control, PPI teams, Relevant external stakeholders.

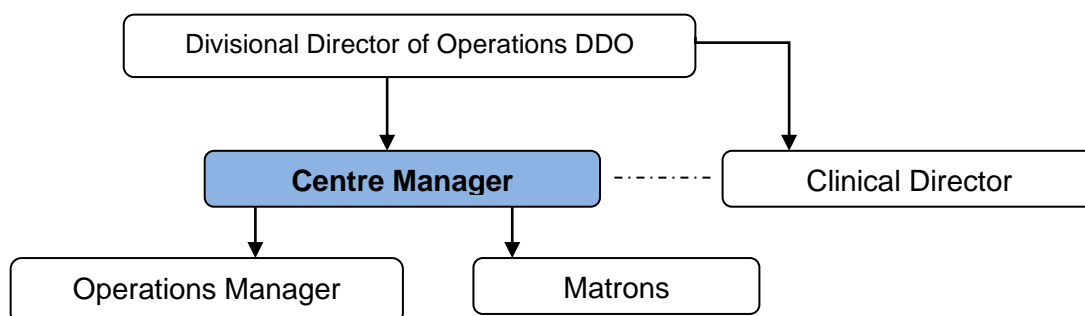
Role Summary

Accountable to the Divisional Director of Operations [DDO] /Assistant Chief Operating Officer the post holder has the responsibility for the business and performance management of the MSK Centre. Ensuring that performance targets and strategic objectives are met, including managing capacity and demand in order to achieve targets. Developing a strategic approach to service improvement and best clinical pathways the post holder will support process redesign and produce business plans/business cases to support development within the centre.

The post holder will be accountable for the delivery of all services of the MSK Centre.

The post holder will work with other centres and value stream leads as required to deliver the Trust's overall strategic objectives, ensuring that the patient experience is a key priority.

Organisation Chart



Main Duties and Responsibilities

Leadership

- To support the DDO in defining the strategic direction for the Care Group.
- To develop long term strategies to ensure the sustainability of the Centre.
- To act as ambassador for the Centre and to demonstrate through personal behaviours the core values of the Trust.
- To develop an appropriate managerial and professional infrastructure to enable the delivery of high quality patient services within the Centre.

- To ensure a regular physical presence within all areas of the Centre in order to provide appropriate leadership.

Service Delivery

- Ensure patient flow pathways and processes are designed to meet operational best practice and eliminate waste, inefficiency and delay.
- Ensure that designed pathways and processes are consistently applied in practice
- Ensure that teams/staff engaged in the pathways are achieving maximum productivity within their available time
- Responsible for benchmarking and identifying best practice in conjunction with clinical teams design the best practice pathway
- To develop and implement performance management systems to support delivery of the Centre's Operational Delivery Plan and Accountability Agreement.
- To design and maintain appropriate information systems to enable analysis and comparison of a wide range of information.
- Through the analysis and interpretation of a wide range of highly complex and sometimes conflicting information, to continuously monitor the clinical and financial performance of the Centre, prepare and present options for improvement and ensure that corrective action is taken promptly when progress against plan is not as expected.
- To ensure that all information relating to the activity of the Centre is recorded accurately and in a timely manner to enable performance to be continuously monitored.
- To work closely with colleagues in the Corporate Nursing, Finance, Performance Management and HR functions to ensure that relevant and accurate information regarding the Centre's activity and performance is available.
- To deliver all relevant national and trust Targets eg 4 hr target
- Responsible for a range of policy implementation throughout the centre and impacting beyond the centre.

Business Planning

- To formulate and implement the Business Plan for all services within the Centre, ensuring the active involvement of all clinical and professional staff in business planning and service development.
- To ensure that business plans are affordable, deliverable and consistent with Trust strategy, reflecting corporate and national policy and best clinical practice and taking account of the views of all stakeholders.
- To support the development of workforce transformation strategies and plans that reflect the changing needs of the service. To support the development of new roles that reflect modern healthcare delivery.
- To compile the Centre's annual workforce plan, ensuring the availability of appropriate skills and affordability.
- To lead negotiations with commissioners and key stakeholders, ensuring that business plans reflect their needs and can be delivered within the available resources.
- To lead negotiations with both internal and external service providers to ensure that the needs of the Centre are met.
- To develop and progress robust business cases that support the development and growth of modern high quality healthcare services where there are no obvious solutions or a range of options.

Governance and Risk

- Ensure that effective systems and operational protocols are in place to ensure patient safety and compliance with health service legislation, other statutory requirements and NHS policy in an environment which presents significant clinical risk.
- To ensure that these systems and protocols are adhered to.
- To ensure that clinical and non-clinical risk is reported, monitored and managed effectively.
- To escalate actual and potential risks to appropriate stakeholders and ensure that remedial action is taken promptly where unacceptable risks are identified.
- To manage health and safety risks within the working environment.

Quality and Service Improvement

- Through the analysis and interpretation of trends and benchmark data, to support the development of improvement strategies.
- To support quality and service improvement within the Centre and work with other Centres to ensure effective patient care and use of all Trust resources.

Workforce

- To directly manage the Operational Managers and Assistant Business Managers, including recruitment, induction, appraisal, disciplinary, grievance and sickness management.
- To support the development of new roles that reflects modern healthcare delivery.
- To analyse and interpret staff satisfaction survey results and monitor key performance indicators in relation to workforce and support strategies for improvement.
- To communicate highly contentious and sensitive and sometimes highly distressing information, for example regarding disciplinary matters, significant changes or closures of services etc., to large groups in a manner that is understandable and likely to achieve engagement.

Finance

- To have operational responsibility for the budget for all services within the Centre, ensuring that services are delivered within agreed financial plans and budgets, including any agreed cost efficiency improvements.
- To lead budget negotiations to agree the annual budget for each service area and the Centre as a whole and to devolve this to ward/department level.
- To ensure that the Centre's assets and resources are used efficiently and economically.
- To ensure that efficiency improvement initiatives and plans are achieved.
- To be responsible for taking corrective action in a timely manner where it becomes apparent that progress against plan is not as expected.
- To develop long term strategies to ensure the financial sustainability of the Centre.
- To ensure that all business is carried out in accordance with the Trust's Standing Orders and Standing Financial Instructions, ensuring that all individuals within the Centre with responsibility for financial resources understand their obligations.

Representing the Centre and the Trust

- To establish effective working relationships with GPs, commissioners of services and patient representatives
- To foster good working relationships with colleagues within the Centre and other centres.
- To represent the Centre within the Trust and externally as required.
- To network with other Trusts to identify and share areas of good practice.

Special projects

- To undertake special projects as required within the Centre.
- To support other centres and value stream leads as required in delivering on projects.

On-call

- To participate in the Trust's senior manager on-call rota.

Range of Authority

The post holder is responsible for the day to day management of services as outlined on the organisation chart.

The post holder will make a significant contribution to all major decisions affecting the Centre such as contracting, budgetary, business planning and risk management. The post holder is guided by corporate and national policies but in most situations will need to establish the way these should be interpreted. S/he will also be required to analyse and compare a range of complex and conflicting information to support the decision-making process.

Examples of areas in which the post holder is expected to act autonomously or with only occasional reference with their line manager prior to action include:

- Initiating action to correct performance issues.
- Contract and Service Level Agreement negotiation within defined parameters.

Examples of issues that the post holder is required to discuss with their line manager prior to action include:

- Sign-off of contracts and budgets.

Equipment and systems

- To use normal office equipment.
- To use a range of electronic information systems and tools.

Physical, Mental and Emotional Demands of the Post

- To analyse and interpret a range of highly complex and sometimes conflicting information in order to understand the Centre's clinical and financial performance and to prepare and present options for improvement.
- To undertake complex and sometimes highly contentious and sensitive consultation and negotiation, requiring the highest level of interpersonal and communication skills to deal with hostility and antagonism.
- To undertake presentations to large groups and to senior managers as required.
- To handle emotive and challenging situations, using influential negotiating and motivational skills to achieve desired outcomes.
- To cope with frequent interruptions whilst in periods of concentration ensuring high degree of accuracy.

Working Conditions

- To work in normal office conditions, including regular VDU work.
- To travel regularly between all Trust sites.

Additional Information:

Health & Safety

As an employee of the Trust you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work; and
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to; and
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. As an employee of the Trust you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and
- be aware of infection prevention and control policies, practices and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and staff; and
- maintain an up to date knowledge of infection prevention and control, policies, practices and procedures through attendance at annual mandatory updates and on-going continuing professional development; and
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

Information Governance

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently and effectively. You are required to comply with the Trust's Information Governance policies and standards. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- **Confidentiality and Security** - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business

information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.

- **Disclosure of Information** - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face legal action.
- **Information Quality and Records Management** - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

Professional Standards and Performance Review

As an employee of the Trust you have a responsibility to:

- participate in statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates; and
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

Safeguarding Children and Vulnerable Adults

- We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.
- As an employee of the Trust you have a responsibility to ensure that:
 - you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
 - you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

Social Responsibility

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

Continuous Improvement

The Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower staff at all levels to have the confidence, capability, passion and knowledge, to test changes and make improvements at the Trust and the communities we serve. Following a successful five-year partnership with the Virginia Mason Institute in the USA, the Trust continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation. You will be supported by an Improvement Hub, which will provide the necessary expertise to support you to make improvements, whilst also providing training at various stages of your time at the organisation, as part of your continuing professional development.

Quality Assurance

As an employee of the Shrewsbury and Telford Hospital NHS Trust you are a member of an organisation that endeavours to provide the highest quality of service to our patients. You are an ambassador of the organisation and, as such, are required to ensure that high standards are maintained at all times.

Equal Opportunities

As an employee you have a responsibility to ensure that all people that you have contact with during the course of your employment, including patients, relatives and staff are treated equally in line with the Trust's Equal Opportunities Policy.

Risk Management

You have a responsibility for the identification of all risk which have a potential adverse effect on the Trust's ability to maintain quality of care and the safety of patients, staff and visitors, and for the taking of positive action to eliminate or reduce these.

Smoking in the Workplace

The Trust operates a no-smoking policy and as such the post holder will be required to refrain from smoking on the Trust premises.

Review

This job description is an outline of the principal areas of responsibility and may be subject to periodic change. The job title is not restrictive and the job holder may at any time be required to undertake other duties within their competence beyond the confines of this job description.

The post may change over time to reflect the developing needs of the Trust and its services, as well as the personal development of the job holder. All changes will be discussed with the post holder.

Job Description Agreement

Manager Name

Post holder

Signature

Signature

Date

Date