Partnering Ambitious Caring Trusted

NHS
The Shrewsbury and Telford Hospital
NHS Trust

Job Description

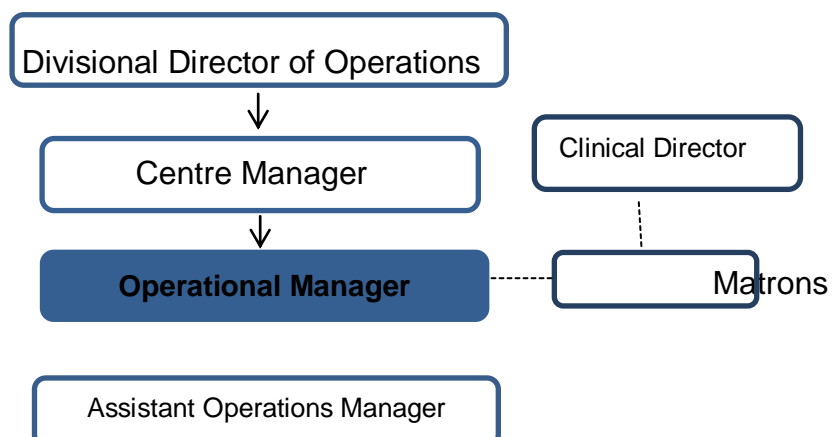|	
Job Title:	**Operations Manager**
Division:	Unscheduled Care – Emergency Centre
Base:	The Shrewsbury and Telford Hospital NHS Trust
Band:	Band 8A
Reports To:	Centre Manager
Accountable To:	Centre Manager
Key Working Relationships:	Clinical Director, Centre Manager, Matron, Divisional Director of Nursing, Divisional Director of Operations, Service Leads, Assistant Managers, all other staff within the Centre Corporate Services & other support teams.

Job Purpose

Providing professional leadership and operational management support to the Centre Manager, the post holder is accountable for the delivery of a range of services within the Centre, ensuring efficient and effective management of all resources in order to deliver safe, high quality and effective patient care in an environment of continuous improvement.

Working with the Clinical Director, Centre Manager, Matron, the post holder is responsible for formulating and implementing service delivery plans to achieve the operational and strategic objectives of the Centre in line with the Centre Accountability Agreement.

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

Organisational Position

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          ┌──────────────────────────────────────┐
          │  Divisional Director of Operations   │
          └──────────────────────────────────────┘
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          ┌───────────────────────┐      ┌────────────────────┐
          │    Centre Manager     │      │  Clinical Director │
          └───────────────────────┘      └────────────────────┘
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                            ↓                       ┊
          ┌───────────────────────┐      ┌────────────────────┐
          │  Operational Manager  │┈┈┈┈┈┈│      Matrons       │
          └───────────────────────┘      └────────────────────┘

          ┌───────────────────────────────┐
          │ Assistant Operations Manager  │
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Main Duties and Responsibilities

Leadership

- To provide professional leadership to ensure the delivery of safe, high quality and effective patient services within the Centre.
- To support the Centre Manager in defining the strategic direction for the Centre to ensure the sustainability of the Centre and assist in the determination and implementation of policy and strategy.
- To drive transformational change and innovation.
- To act as ambassador for the Centre and to demonstrate through personal behaviours the core values of the Trust.
- To ensure that an appropriate managerial and professional infrastructure is in place to support the delivery of high quality services within the Centre.
- To ensure a regular physical presence within all areas of the Centre in order to provide appropriate leadership.
- To deputise in the absence of the Centre Manager.

Service Delivery

- To have overall responsibility for the effective management of the clinical service delivery areas within the areas of responsibility to ensure delivery of all aspects of the Operational Delivery Plan, Accountability Agreement and performance targets.
- To take overall responsibility for the efficient and effective management of all available resources within the clinical service delivery areas.
- To ensure appropriate systems and work processes and protocols are in place to enable the delivery of high quality, safe patient services in line with contemporary evidence based practice and within available resources.
- To be responsible for the development and implementation of service redesign initiatives.
- To take specific responsibility for ensuring that robust and effective contingency plans are in place within the area of responsibility.
- To maintain systems within the area of responsibility for the accurate and timely recording and monitoring of all activity.
- To analyse and interpret a range of complex information in order to understand the clinical and financial performance of the area of responsibility and to prepare and present options for improvement.

Business Planning

- To work with the Centre Manager to formulate and implement the Business Plan for the area of responsibility, ensuring that account is taken of professional, national and local standards, evidence based practice, capacity and capability issues and the views of all stakeholders in the process.
- To develop robust business cases in order to deliver short and long term business strategies.

Governance and Risk

- To work with the Divisional Director of Nursing and Matron to ensure that effective systems and operational and professional protocols are in place to ensure patient safety and compliance with health service legislation, other statutory requirements and NHS policy.
- To ensure that these systems and protocols are adhered to.
- To ensure that effective systems are in place to report, monitor and manage clinical and non-clinical risk.
- To alert the Matron to actual and potential risks 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

- To provide professional leadership and be responsible for the clinical effectiveness of the nursing and non-clinical medical functions within the area of responsibility through the development of evidence-based practice.
- Working closely with colleagues in other Centres, to take a significant role in the design and establishment of effective patient care pathways to ensure safe and effective services and optimum use of all available resource.
- To drive process and service quality improvement and innovation for the benefit of patients and the general public across the area of responsibility in partnership with clinical and non-clinical colleagues, service users and other stakeholders.
- To establish clinical and non-clinical performance and quality standards and to ensure that systems are in place to regularly monitor and evaluate these. To take appropriate remedial action when performance and quality standards are not as expected.
- To put in place protocols and policies to support delivery of high quality patient care within the area of responsibility.
- To ensure active participation by teams in surveys, audit and research in support of service improvement within the Centre.
- To ensure patient complaints and concerns and any untoward incidents are dealt with in accordance with Trust procedures and that appropriate remedial action is taken promptly.

Workforce
- To ensure all staff within the area of responsibility have clear roles, objectives, responsibilities and development plans.
- To ensure appropriate deployment of all staff within the area of responsibility to deliver safe and effective patient care within the resources available.
- To ensure the effective performance of all staff within the area of responsibility, including having in place systems for regular appraisals and the development of Personal Development Plans.
- To ensure that all staff are managed effectively within the HR policy framework.
- To develop 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 promote a culture of learning and continuous improvement, ensuring sufficient capacity and capability of individuals to enable them to deliver high quality care and contribute to service transformation.

- To facilitate opportunities for education, development, teaching and supervision of nursing and other staff and students.
- To ensure effective working relationships with the medical workforce.
- To establish and operate effective systems for staff involvement, engagement and communications within the area of responsibility and to support wider communications within the Centre and the Trust as a whole.
- To put in place effective strategies to enhance the experience and satisfaction of the workforce.
- To communicate highly complex and sometimes highly contentious information to large groups in a manner that is understandable and likely to achieve engagement.
- To ensure compliance with Health and Safety legislation, policies and procedures within the area of responsibility.

Financial Management

- To be accountable for the effective financial management of services within the area of responsibility, ensuring that they are delivered within agreed financial plans and budgets, including any agreed cost efficiency improvements.
- To ensure that the Centre's assets and resources are used efficiently and economically.
- To contribute to efficiency improvement initiatives and plans.
- To contribute to the budget setting process.
- To be responsible for taking corrective action in a timely manner where it becomes apparent that progress against plan is not as expected.
- To ensure compliance with the Trust's Standing Orders and Standing Financial Instructions

Representing the Centre and the Trust

• To work with the Centre Manager 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 projects as required within the Centre.
• 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 patient safety, service quality, people management, contracting, budgetary management, 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:

- Prioritising the use of all resources within the area of responsibility.
- Decisions regarding staffing levels and skill mix within budgeted establishment.
- Staffing issues and performance of staff in accordance with Trust policy.
- Development and establishment of standards, policies and protocols within the area of responsibility
- Service redesign within area of responsibility.
- 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 budgets.
- Changes to staffing levels or skill mix that impact significantly on quality of patient care or exceed budgeted establishment
- Termination of employee contracts.
- Significant changes to service delivery.
- Development of standards, policies and protocols impacting on other Centres and on the medical team within the Centre.

Equipment and systems

- To ensure that all clinical and non-clinical equipment within the Centre is fit for use, maintained and used appropriately and efficiently.
- To recommend the purchase of equipment that is cost effective and will enhance efficiency and the patient experience.
- To be competent in the use of a range of electronic information systems and tools.

Physical, Mental and Emotional Demands of the Post

- To analyse and interpret a range of complex information in order to understand the Centre's clinical and financial performance and to prepare and present options for improvement.

- To undertake presentations to large groups and to senior managers as required.
- To handle emotive and challenging situations relating to patients, service users and staff, using influential negotiating and motivational skills to achieve desired outcomes.
- To cope with frequent interruptions whilst in periods of concentration.
- To regularly deal with a wide range of complex patient complaints and staff problems.

Working Conditions

- To maintain a strong presence within the patient environment.
- 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:
  o you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
  o 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
- Continuous improvement is a key aspect of daily work to be evidenced by personal commitment to contributing to the implementation of the Transforming Care Production System (TPCS) including the development and use of standard work.
- The Trust commitment to one continuous improvement method TPCS should be reflected in individual's continuing professional development plans (CPD) and all SaTH leaders are required to complete the lean for leaders training.
- As an employee you should be able to demonstrate how you continuously use the TCPS to improve patient care and staff experience supporting the Trust to deliver its organisation strategy

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.

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.

This job description is not exhaustive and is seen as a guide only. It may be reviewed and changed in discussion with the post holder.

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

I have read and understood the duties that are expected of me.

Job Description Agreement

Manager Name	**Post holder**
Signature	Signature
Date	Date