

## Job Description

<b>Job Title</b>	<b>Operational Manager</b>
<b>Clinical Group</b>	Capacity
<b>Base</b>	Stretton House, The Royal Shrewsbury Hospital
<b>Band:</b> evaluation	Band 8A - Subject to confirmation of Agenda Change
<b>Reports to</b>	Lead Nurse for Site Safety
<b>Accountable to</b>	Deputy Chief Operating Officer
<b>Key Working Relationships:</b>	Lead Nurse for Site Safety Complex Discharge Nurses Discharge Administrators

### Role Summary:

This is a key operational role within the Shropshire system leading the Trust's patient discharge processes to support the delivery of sustainable, high quality care for our patients.

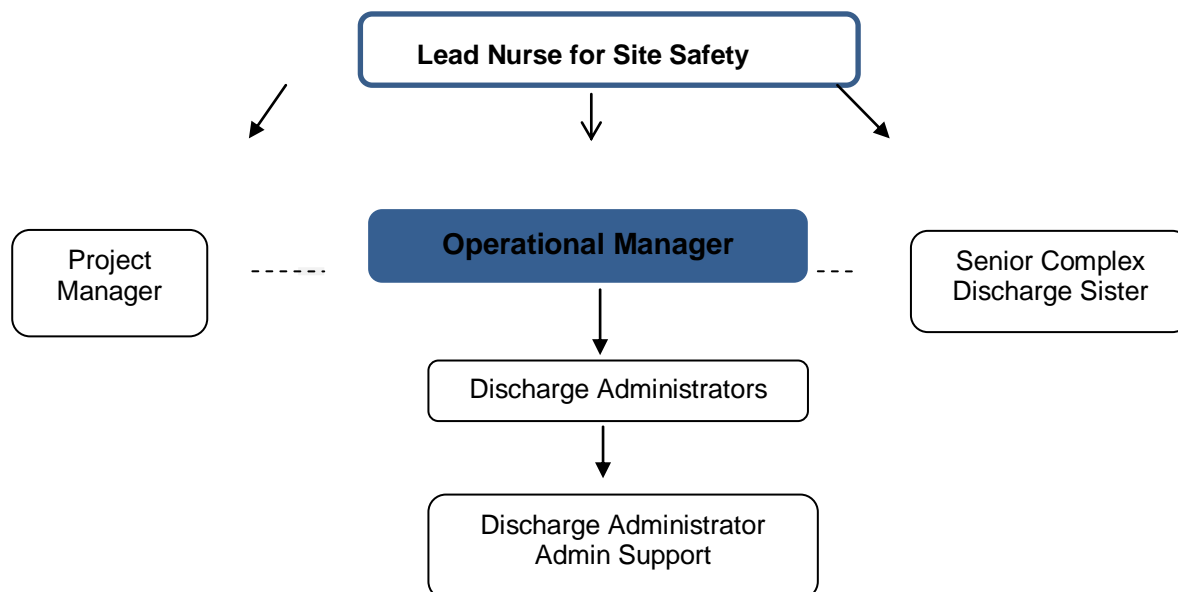
The post holder will be required through strong leadership to ensure that a high quality and responsive service is provided to clinical and operational colleagues to support the timely and safe discharge of patients who no longer require acute care.

The role is a key member of the Trust's complex discharge management team and will work closely with clinical and operational colleagues to support the delivery of our strategic and operational objectives.

The post holder will:

- Support the Lead Nurse for Site Safety and maintain excellent working relationships with stakeholders such as health economy partners and regulators.
- Support the Lead Nurse for Site Safety collaborative working practices across the Shropshire system to ensure a system-wide view of discharge processes across acute and community settings.
- Lead the Trust discharge planning team ensuring delayed transfers of care are minimised and all patients have appropriate plans in place for discharge.
- Contribute to and lead the formulation, implementation and evaluation of a wide range of national and local initiatives related to safe and effective patient discharge
- Participate in the Senior Manager On Call rota as per Trust policy.

## Organisational Position



## Main Duties and Responsibilities

### Performance

- To ensure that operational performance is effectively managed across the Trust in relation to complex discharge, reduction in length of stay and reduction in delayed discharges.
- Central to this process will be complex analysis of data and assessing performance against national and local performance benchmarks. The post holder will be responsible for monitoring performance and where performance is below target work with the Lead Nurse for Site Safety, Heads of Nursing and operational managers to identify plans to address this.
- To work in partnership with the independent sector to oversee safe patient flow and discharges, escalating any issues to the Lead Nurse for Site Safety.

### Service Delivery

- To ensure the delivery of key performance targets for designated areas within the sub-group, escalating any variances and providing action plan as required. Providing management support to the Capacity Centre and take responsibility for the delivery of key performance indicators/targets
- To advise the Lead Nurse for Site Safety on specific allocated tasks in the specialty/service areas of the sub-group.
- With the Lead Nurse for Site Safety and Complex Discharge Senior Sister, develop and sustain a departmental structure that provides an appropriate process of operational and budgeting responsibility.
- To support the development of productive collaborative working relationships between care groups and across all support service departments.
- To set up and manage specific projects as defined in line with service priorities
- To provide day to day management support within the specialty/service areas, ensuring staff are able to contribute effectively to the achievement of objectives and targets

- To monitor and analyse highly complex data as required ensuring that the Lead Nurse for Site Safety have access to timely and accurate information on all relevant key performance indicators with the appropriate formulation of data for reports.

## **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 manage staff and income and expenditure budgets where required to support the Lead Nurse for Site Safety, ensuring that activity is managed in line with service agreements.
- To develop cost improvement schemes and deliver efficient saving and/or income generation.
- To develop services and work with Lead Nurse for Site Safety and other sub-group managers to support the delivery of the Care Group Business plan.
- To ensure that the Centre's assets and resources are used efficiently and economically.
- 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.

## **Business / Policy / Planning**

- To support the Lead Nurse for Site Safety working with the senior Care Group teams and other key personnel within the Care Group to undertake strategic review of services and action planning for identified areas of improvement e.g. improved capacity planning in relation to bed utilisation, board rounds, and ward rounds.
- To work in collaboration with the Service Improvement Team to ensure delivery of the Back-door (Discharge) work-stream.
- To be responsible for the production of business cases / briefing documents and papers, for submission to the relevant senior Groups and Trust Board,
- To establish good working relationships with key strategic partners in the wider local health economy. This will involve attending regular meetings with their representatives concerning specific projects.
- To support in the review and update of policies / procedures and working practices across the specialities / departments
- Ensure the Patient Choice Policy is regularly reviewed, applied and reflects best practice.
- To ensure all Trust policies are adhered to within area of management.

## **Workforce**

To manage staff in the Care Group as delegated by the Lead Nurse for Site Safety, in accordance with the Trust human resource policies and procedures, e.g. sickness absence, disciplinary, appraisal etc.

The post holder will be expected to be fully committed to and act as a role model for the Trust's Corporate Values.

To be responsible for the day to day management of all non-medical staff within the area of responsibility, including recruitment, induction, appraisal, disciplinary, grievance and sickness management.

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 review of Personal Development Plans.

To ensure that all staff are managed effectively within the human resource policy framework.

To develop workforce transformation strategies and plans that reflects the changing needs of the service. To support the development of new roles that reflects 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.

To participate in the Trust 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 support the development of IT discharge strategies across the trust, ensuring that training requirements are identified and met and ensure that agreed IT benefits are realised.

### **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:
  - 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**

- 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 TPCS 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.

### **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.

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