

JOB DESCRIPTION

TITLE: General Manager
DEPARTMENT: National Spinal Injuries Centre & Private and Overseas patients
TRUSTS: Buckinghamshire Hospitals NHS Trust
HOURS: 37.5 per week
GRADE:
ACCOUNTABLE TO: Director of Operations
WORK BASE: Wycombe/Stoke Mandeville/Amersham

MAIN PURPOSE OF THE POST:

The General Manager is responsible to the Director of Operations of the Trust. The key functions of the post are to:

- Support the role of the Executive Directors in strategic development of the service and Trust
- Ensure that services within the Division are developed in accordance with the priorities set out nationally and locally, are of the highest quality and provide best value to the Trust and its population
- Lead on programmes addressing performance and service issues
- Lead and co-ordinate operational delivery of the Division
- Lead the development of strategic business cases and the business plan for the directorate
- Support the development and implementation of Trust wide service strategy
- Network with all key stakeholders in the development of services for Spinal Cord Injury on a Local, National and International level
- Develop Private and Overseas income for the Trust
- Be a corporate resource in times of need fulfilling roles outside the normal function of the post.

RESPONSIBILITIES AND DUTIES OF THE POST:

Leadership

1. Provide a visible, accessible and authoritative presence within the areas of responsibility across the 4 sites of the Trust.
2. Lead on the implementation of the strategic development plans for the directorate in collaboration with the Director of Operations.
3. Provide leadership and direction for the Heads of Service within the Division, ensuring clear communication of policy, business objectives and agreed targets.
4. Lead on the establishment and development of effective service networks, to take forward the modernisation agenda through dynamic MDT working on a project management basis, encouraging creativity and innovation in service delivery.
5. Demonstrate effective leadership through effective people management, contributing to the vision and strategy of the directorate and the Trust's overall strategic direction.

Operational management

1. Lead and co-ordinate the operational management of the Division, working closely with the Clinical Director and Service Heads within the clinical directorate structure.

2. Be responsible for the management of performance across the Division, ensuring that staff understand their role in the delivery of sustained high quality performance and the delivery of patient care.
3. To ensure the implementation of HR and Governance strategies within the Division.
4. To ensure that the Division has key systems and procedures in place including clear lines of reporting and accountability to enable the Trust to function effectively and efficiently.
5. Take responsibility for adjusting plans when needs or requirements change and encourage others to adapt including partner organisations.
6. Take responsibility for managing and resolving any situations that may emerge due to unplanned events, thereby minimising risk to the Trust.
7. To establish mechanisms that facilitates open discussion across complex matrix structures within the Trust, and portfolio of responsibility.
8. Responsible for the development and implementation of the Divisional business plans and operational policies.
9. Responsible for the delivery of agreed national and local targets within the Division, ensuring that effective processes are in place for monitoring and measuring progress and achievement.
10. Represent the Directorate and Trust in meetings with Specialist Commissioners, South of England Spinal Consortium Board, Primary Care Trust, Ambulance Services, Social Services, Thames Valley Strategic Health Authority and others.
11. Attendance at all appropriate business meetings.

Performance management

1. Instil a culture of performance management and appraisal as both a responsibility and a right for management and staff within the Division.
2. Responsible for service-planning within the Division, identifying areas for growth, responding to and pre-empting both internal and external initiatives.
3. Responsible for effective and pro-active workforce planning that supports service delivery and service plan changes.
4. To promote, support and assist the development of strategies that cross traditional organisational boundaries, encouraging a seamless health system from a patient perspective.
5. Responsible for compiling the balanced score-card for the Directorate's quarterly review.
6. In collaboration with the Clinical Director, ensure that both National and Local Clinical Audits are carried out within the Division and that resulting action plans and recommendations are implemented and monitored for sustainability.
7. In collaboration with the Clinical Director, lead the development and dissemination of patient care within the Division.
8. Explore best practice using National and International networks.

Organisational development

1. To provide the impetus for service innovation through challenging the status quo using patients as the reference point in all aspects of service change.
2. To develop and maintain effective arrangements to ensure that the recommendations and requirements of the NHS Plan, NSF's and other national policy initiatives are implemented within the Division, working closely with partner organisations within and outside the NHS.
3. To promote an open, honest, collaborative, blame free and "can do" culture.
4. To enhance the performance and motivation of staff in the Division, ensuring the effective use of skills and flexibility by promoting professional and personal development.

5. To undertake appraisal of the Service Heads, working within the principles of Agenda for change and promoting development through the Knowledge and Skills Framework.
6. To work with the Human Resources Department to ensure that organisational change is effectively sensitivity handled.
7. To ensure that effective communications are in place within the Division and that all staff has an opportunity to contribute to the development of the Trust's and Division's strategic and operational policies.
8. To support the development of the Divisional Management Team.
9. To audit effectiveness and improvements in service delivery in collaboration with internal and external stakeholders.

Financial management

1. Responsible for the Division's budget of £7 million and income of £17 million.
2. To ensure the service operates within the financial envelope and to prepare robust plans to achieve financial savings as required.
3. Responsible for developing private income streams for the Trust in close collaboration with Trust Finance and external Private Insurance Companies e.g. BUPA and AXA PPP.
4. Ensure Private Patients/Private Insurance Companies are invoiced in accordance with Trust SFIs.
5. Accountable for the financial balance, incorporating income and expenditure of the Division, and ensuring that the Trust's financial systems are applied.
6. Develop approaches to ensure that proposals for service development are identified, considered and prioritised against available resources.
7. Ensure that staff comply with the Trust's Standing Financial Instructions, that control measures are implemented and adhered to, and resource utilisation is optimal.

Marketing and communication

1. Provides and receives highly complex, sensitive or contentious information. This can sometimes mean working in a difficult environment where difficulties and barriers need to be overcome.
2. Use motivational skills to facilitate and encourage collaborative working to improve services/performance where there may be resistance to change.
3. Where conflicts arise then the post holder should reconcile conflicting views.
4. Develop and deliver and sustain regular marketing publications summarising performance, services and developments to staff, patients and all stakeholders within the National and International context of Spinal Cord Injury including:
 - Annual report to compliment Trust Annual Report
 - Dedicated Web Site for the National Spinal Injuries Centre
 - Quarterly Newsletter 'SCI News'
5. Develop and support patients and relatives involvement in all aspects of the Division's management and strategic development.
6. Ensure appropriate membership to committees and forums exist where patients and relatives can provide the patients perspective on the services they receive.
7. Provide regular patient forums for patients and relatives to meet with senior staff at the Centre.
8. Provide and formal Service User Committee to work strategically with NSIC management.
9. Ensure patient representation on Directorate Committee and Governance Committee.

Information and analysis

1. Responsible for leading work on benchmarking services for quality and cost effectiveness against NSF's and services provided by other NHS or international organisations, (e.g. CARF* Accreditation) in order to achieve identified improvements in use of resources in line with "best value". (*Commission for accreditation of rehabilitation facilities)
2. Responsible for monitoring performance data and capacity and demand data in the assessments of projects and developments.
3. Responsible for the analysis of highly complex facts and/or the review of situations in order to make appropriate business decisions, this will involve leading the analysis, interpretation and comparison of a range of options regarding service delivery.
4. Use information to engineer opportunities to expand income base for the Trust from specialist commissioning in close liaison with Head of Commissioning for the Trust.

Risk management

1. Ensure that risk management is a key component of planning and operational management.
2. Promote Clinical Governance Policies throughout the Trust.
3. Ensure that the Division's risk register is populated and utilised at Division and local levels.
4. Ensure that the Director of Operations, Director of Nursing and Clinical Directors are informed of all areas of risk, strategic and operational, relating to the management of the Division.
5. To be familiar with, and follow provisions of the Trust's Health and Safety Policy and all other policies, procedures and safety rules of the Trust and of the specific work place. To comply with the Health and Safety at Work Act 1974 and the Management of Health and Safety Regulations 1992 and other safety regulations.

General

1. Participate in the senior management on-call rota.

Areas of responsibility

The General Manager National Spinal Injuries Centre and Private and Overseas Patients Income is responsible for management of the following:

1. National Spinal Injuries Centre including 6 inpatients wards: (18 acute beds, 24 readmission beds, 60 adult rehabilitation beds, 4 dedicated child rehabilitation beds, dedicated medical records function, dedicated outpatient and outreach service, dedicated discharge co-ordination service).
2. Developing Private and Overseas Patient income – Trust wide through developing contracts with BUPA, AXAPPP and other Health Insurance.
3. Provision of invoicing function for private and overseas patients in accordance with SFI's
4. Responsible for staffing establishment of 250 WTE
5. Trust representatives at South of England Spinal Consortium Board
6. Trust representative at Standards sub-group of the Spinal Consortium Board
7. Spinal Consortium Board lead on looking at National IM&T options for centres dealing with spinal cord injury.
8. Member of the Research Board for the NSIC

ADDITIONAL INFORMATION

Health and Safety at Work Act

The post holder is required to take responsible care for the health and safety of him/herself and other persons who may be affected by his/her acts or omissions at work. The post holder is also required to cooperate with the Trust to ensure that statutory and departmental safety regulations are adhered to.

Confidentiality

The post holder has a responsibility to comply with the data Protection Act 1998 and Code of Practice on Confidentiality and Data Protection.

Equal Opportunities

The Trust welcomes all persons without regard to age, ethnic or national origin, gender or sexual orientation, religion, lifestyle, presenting illness, marital or parental status or disability. We aim to provide a non-judgemental service at all times.

Other Duties

The post holder will be required to undertake any other duties according to the needs of the service. This job description is not intended to be an exhaustive list of activities, but rather an outline of the main areas of responsibility. Any reasonable changes will be discussed and agreed with the post holder before any variations to the job descriptions are made.

Travel to other sites

You may be required to travel to other Trust locations. Please complete the travel expenses form; details of allowances can be obtained from the Human Resources Department.

Smoking statements

The Trust discourages smoking in all areas of the building and premises. There are areas where smoking is not permitted – please observe and comply with any notices seen in or around the Trust premises.

Organisational chart

See attached

**PERSON SPECIFICATION
(& SHORTLISTING FORM)**

Job Title: _____ Name of Applicant: _____ REF NO: _____

WEIGHTING – Criteria in each section are ranked in order of importance 3 – 1, with 3 being the most important.

HOW ASSESSED – This should include assessments such as ‘application form’, ‘interview’, ‘exercise tests’

CATEGORY	CRITERIA	Weight (a)	Score (b)	Total (a x b)	HOW ASSESSED
EDUCATION, QUALIFICATIONS & TRAINING e.g. Education, professional qualifications	First Degree or equivalent professional academic qualification.	3			
	Masters Degree or equivalent managerial experience.	3			
	Post Graduate Management Qualification.	2			
	Nursing or other relevant Clinical registration.	2			
EXPERIENCE e.g. Breadth of occupational experience	Previous NHS experience of at least 5 years at management level.	3			
	Considerable practical experience of managing complex and diverse portfolio, including exposure to solving a range of operational and strategic problems involving HR and Finance.	3			
	Experience of redesign and change management.	3			
	Experience of conducting negotiations relating to complex matters of critical organisational importance.	3			
	Experience of designing and implementing policy at organisational level.	3			
	Experience of preparing reports for consideration of the operational/Trust Board and external agencies.	3			
SKILLS, ABILITIES & KNOWLEDGE e.g. Communication skills, excellent organisation skills, keyboard skills, high motivation, Special knowledge requirements e.g. NMC Code of Conduct, regulations etc.	Able to work effectively across organisational boundaries.	3			
	Ability to communicate effectively demonstrating sensitivity/understanding to a wide range of different people/organisations.	3			
	Ability to construct a reasoned and convincing case demonstrating thinking and application.	3			
	Ability to write and present reports to a wide audience at all levels of the organisation.	3			
	Ability to effectively persuade senior managers and senior medical staff of the	3			

	<p>need to pursue a particular course of action.</p> <p>Ability to resolve conflict in an effective but non-aggressive manner.</p> <p>Ability to motivate and inspire staff.</p> <p>Able to act as catalyst for change, encouraging innovation and creativity in service redesign.</p> <p>Ability to use Microsoft Word, Excel and Powerpoint.</p> <p>Ability to lead change in the face of resistance.</p> <p>Awareness of strategic management processes and their application re: fiscal planning, workforce planning and information.</p> <p>Understanding of IT systems and appreciation of their application and management in order to ensure effective service delivery.</p> <p>Demonstrates a knowledge and awareness of good HR practice, including a working knowledge of contract/employment law.</p> <p>Knowledge of external environment including national and regional strategies.</p>	<p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p> <p>3</p>			
<p>SKILLS, ABILITIES & KNOWLEDGE e.g. Communication skills, excellent organisation skills, keyboard skills, high motivation, Special knowledge requirements e.g. NMC Code of Conduct, regulations etc.</p>	<p>Sound knowledge of the clinical and corporate governance agendas.</p> <p>Knowledge of governance issues arising from recent investigations into the provision of health services.</p> <p>Knowledge of regulatory role of Healthcare Commission.</p> <p>Extensive knowledge and expertise across a range of business and/or clinical disciplines to enable problem solving at both operational and strategic level.</p> <p>Knowledge of the business planning process and its application in service delivery.</p> <p>Knowledge and understanding of marketing and commercial strategies.</p> <p>Understanding of the impact of organisational culture on effective service delivery.</p> <p>Ability to work under pressure and to meet deadlines whilst maintaining a high quality of work.</p> <p>Ability to prioritise and quickly identify the</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>			

	<p>core issues in a situation.</p> <p>Ability to quickly grasp new ideas and concepts.</p> <p>Willing to challenge traditional practices and win support from peers to new initiatives by reconciling conflicts and applying rational thinking.</p> <p>Ability to set high standards for self and others to deliver service priorities.</p> <p>Ability to maintain credibility amongst all levels of staff.</p> <p>Intellectual capacity to provide the vision, strategy and direction to develop services and opportunities.</p> <p>Ability to work flexibly (hours of work and duties) both as an individual and with other colleagues in the relevant management areas.</p> <p>Commitment to own personal development.</p> <p>Emotionally resilient to competing demands within the organisation and local health economy.</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>			
SPECIAL CIRCUMSTANCES e.g. Ability to travel to other sites. Ability to work internal rotation.	<p>Ability to travel to other sites.</p> <p>Driving Licence.</p>	<p>3</p> <p>3</p>			
	<p>Experience of preparing response for consideration of the operational/Trust Board and external agencies.</p> <p>Proven track record of delivering against set objectives and achieving key organisational targets, demonstrating continuous and quality improvements.</p> <p>Experience of incorporating patient/ser views into the provision of hospital services.</p>	<p>3</p> <p>3</p> <p>2</p>			