

JOB DESCRIPTION

1. JOB DETAILS

Job Title:	General Manager
Directorate:	Trauma and Orthopaedics
Location:	East Kent Hospitals University NHS Foundation Trust Site, Kent
Grade:	Band 8c
Responsible to:	Clinical Director
Accountable to:	Chief Operating Officer

2. JOB PURPOSE

To support the Clinical Director for Trauma and Orthopaedics in developing, managing and delivering a range of high quality, responsive and cost effective services within the Trust's strategic and operational framework and in relation to major reconfiguration of acute services in East Kent. This will include ensuring the quality and continuity of services within the transition to Foundation Status and beyond. The post holder will be responsible for the day to day and strategic development of the elective and emergency orthopaedic services including achievement of all financial, quality, and access targets. The post holder will ensure effective staff management in line with Human Resource key performance indicators.

The postholder will also play a key role in the development and implementation of new clinical management arrangements within the Directorate.

3. DIMENSIONS

The Directorate for Trauma and Orthopaedics comprises of both inpatient emergency/ elective care and outpatient services

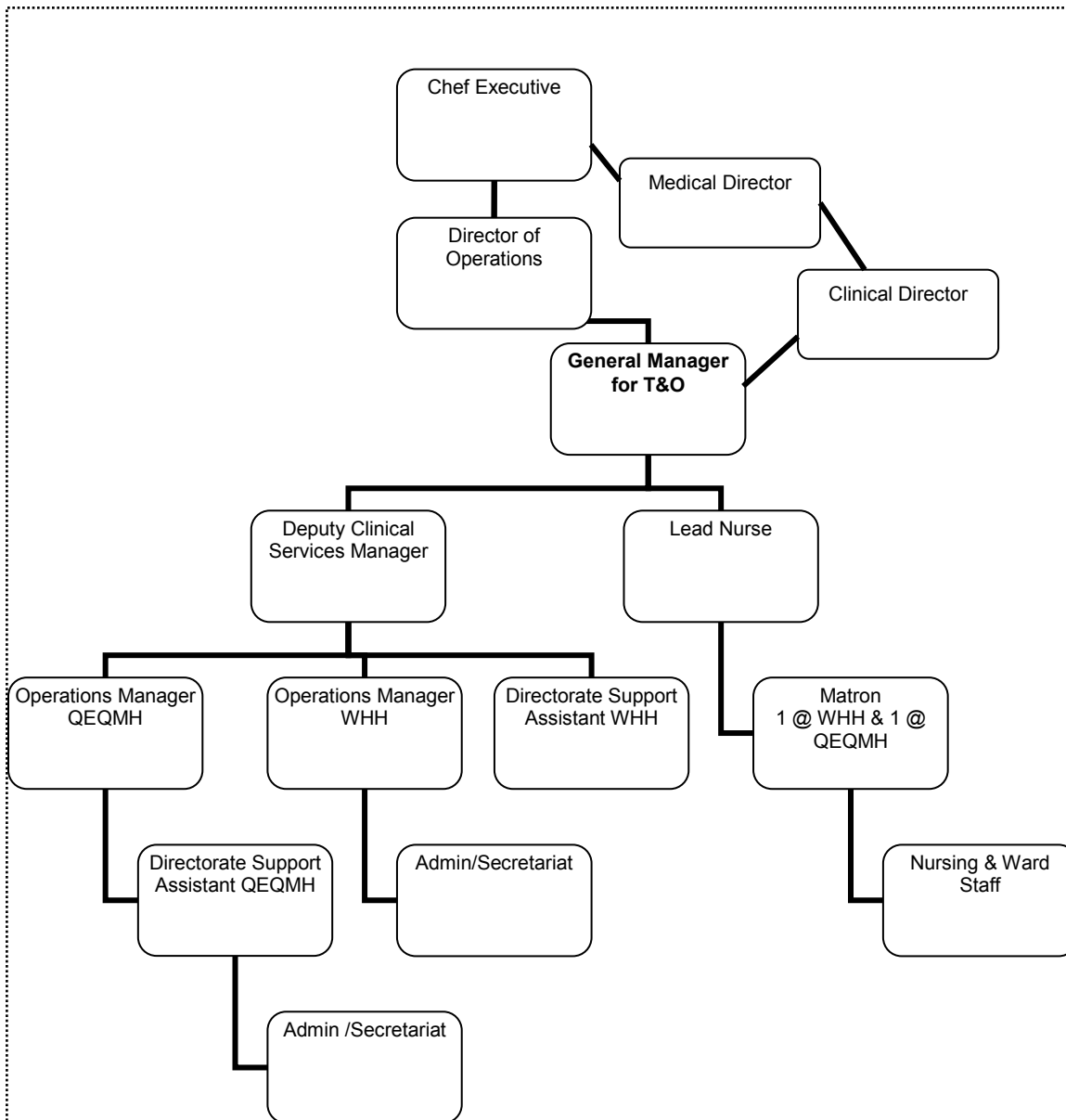
Inpatient elective orthopaedic and trauma surgery is carried out on 2 sites, the William Harvey Hospital, Ashford (WHH) and the Queen Elizabeth the Queen Mother Hospital, Margate (QEQM)

Day case surgery is performed at the 2 above sites and at Kent & Canterbury Hospital, Canterbury.(KCH)

Outpatient clinics are held on all the above sites and at the cottage hospitals at Folkestone, Herne Bay and Deal.

There are approximately 265 wte staff employed within the Directorate. The Clinical Services Manager will be responsible for budgets in the region of £14.8 million.

4. ORGANISATION REPORTING ARRANGEMENTS



5. QUALIFICATIONS, KNOWLEDGE, SKILLS AND EXPERIENCE

QUALIFICATIONS

Essential Degree level or equivalent professional qualification

Preferred Masters degree or equivalent level qualification

EXPERIENCE

At least 3-5 years of recent senior management experience with a proven track record of managing a relevant complex health care service.

Recent experience of working at a senior level in a multi-agency environment.

Extensive experience of managing high level projects, delivering to target, within constraints and on time.

Proven experience of management leadership exercised through/alongside senior clinical staff.

A demonstrable record of major organisational change management with proven ability of managing resources – people, finance and materials

Experience of Business planning and business case development

Proven experience of implementing Clinical Governance and patient safety initiatives

KNOWLEDGE

Considerable knowledge of NHS and social care changes and their impact on service delivery

SKILLS

Strategic thinker being able to translate that thinking into operational practice

Highly developed interpersonal skills - able to influence effective team working

Able to demonstrate credibility with staff at all levels both within and outside own organisation.

Ability to demonstrate a “completer/finisher” approach to work

Demonstrable financial management skills being able to manipulate complex financial information

Intellectual capacity to analyse large amounts of relevant information to assist with decision making

Persuasive negotiator, being able to put together convincing, well supported arguments

Ability to present information logically and concisely and with impact, both verbally and in writing

Computing skills using word processing and spreadsheet packages

6. KEY RESULT AREAS

STRATEGIC MANAGEMENT

Develop and monitor the Directorate’s service and HR strategies in line with the Trust’s overall strategic direction and within agreed acute services reconfiguration in East Kent and national strategies. A example of this is the development of care pathways across the health economy.

OPERATIONAL MANAGEMENT

Agree the level of delegated management responsibility/authority with the Clinical Director in order to fulfil the management requirements of the Directorate

Work with the Clinical Director to provide an innovative approach to service delivery, encouraging all members of staff to contribute towards improvements in patient care.

Formulate the annual service plan for the Directorate in conjunction with the Directorate Management Team and take responsibility for implementing the plan and monitoring progress.

Ensure that services provided are patient–focused, being responsive to the needs of purchasers and users.

Proactively manage activity to ensure the directorate meets all patient access targets and is able to respond effectively to meet market demands and opportunities while fulfilling its obligations for patient activity.

Effectively manage the Directorate’s financial performance developing and agreeing remedial action plans if required.

QUALITY AND CLINICAL GOVERNANCE

Develop and co-ordinate with the Clinical Director the Directorate's service and quality improvement programme, meeting and exceeding the quality targets required nationally and locally. Be proactive in devising innovative ways of achieving and monitoring the quality of the services so that a consistent level of quality is achieved across the Directorate.

Implement procedures for ensuring the Directorate is able to deliver the Trust's Clinical Governance /Patient Safety agenda. This will include establishing systems to introduce and monitor clinical audit and clinical standards, ensuring that evidence based practice is commonplace, initiating clinical supervision, and involving patients and their relatives in developing existing and new services.

Effectively manage the complaints procedure ensuring response targets are met and maintain the services risk and change register as part of the Directorates governance framework.

MANAGEMENT AND EDUCATION OF STAFF

Develop a robust workforce plan and implement ensuring high levels of motivation and productivity by maximising multi-disciplinary teamwork and supported devolution of responsibility to front line staff. This will demand the developing and sustaining of effective two-way communication.

Ensure there are robust systems across all disciplines for managing individual performance and ensure performance systems are closely aligned with Directorate operational and strategic objectives.

Foster the culture of life long learning to include the adequacy of post registration education and continuing professional education of staff within the Directorate. This will include ensuring that all members of staff have an up to date and relevant Personal Development Plan which reflects the core training requirements of the post in addition to CPD requirements.

Work with the Clinical Director to ensure all Consultants job plans are reviewed annually and all requirements for mandatory training and CPD are met and appropriately recorded.

Ensure all staff in the Directorate attend the corporate induction programme and receive a comprehensive induction to the workplace and their job responsibilities.

RISK MANAGEMENT

Enhance the development of Clinical Services so that they are achieved in a planned, safe and effective way and managing the organisational changes required.

Ensure the Directorate meets the Trust's NHSLA and Health and Safety Standards

The postholder will participate in the management on-call roster.

In accepting this position, it should be recognised that it is possible for the Chief Operating Officer to relocate the postholder to an equivalent management position in an alternative area/directorate after due discussion.

7. COMMUNICATION AND WORKING RELATIONSHIPS

INTERNAL

Executive Directors
Site Medical Directors
Directorate Clinical Director
Assistant Directors (HR, Finance and Planning)
Heads of Nursing
Other Clinical Services Managers and senior managers in the trust
Staff within the Directorate

EXTERNAL

PCTs and commissioners
GPs
Patients
Other NHS Trusts, both acute and community
Social Services

8. MOST CHALLENGING PART OF THE JOB

Achieving success through others

Balancing the requirements of the Directorate within the overall operational and strategic direction of the Trust.

Job Description Clauses

Confidentiality - The Post holder must maintain the confidentiality of information about patients, staff and other health service business in accordance with Trust Policy.

Risk Management - The post holder will ensure compliance with the Trust's risk management policies and procedures. These describe the Trust's commitment to risk management, the recognition that our aim is to protect patients, staff and visitors from harm, and stress that all staff have a responsibility to minimise risk.

Infection Control - In accordance with the Health Act (2006) all staff are expected to comply with National and local Infection Control policies and procedures and any other related infection prevention policies or procedures. In addition all staff who's normal duties are directly or indirectly concerned with patient care should ensure they have received annual mandatory training (including hand hygiene).

Equal Opportunities - The post holder will treat all colleagues, service users and members of the public with respect and dignity regardless of their gender, age, race, colour, religious beliefs, religion, nationality, ethnic origin, social background, sexual orientation, marital status, disability, real or suspected HIV/Aids status, criminal background and Trade Union status. The Trust has Policy for Equality and it is the responsibility of all staff to ensure that this is implemented.

Health & Safety

All staff must be aware of the responsibilities placed on them by the Health & Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe condition for employees, patients and visitors.

Professional and NHS Codes of Conduct

You are required to act at all times in accordance with the relevant professional Codes of Conduct and Accountability (including, where applicable, those for Board Members). In addition, all management staff must comply with the 'Code of Conduct for NHS Managers' and 'Standards of Business Conduct for NHS staff'.

Financial Management and Control of Resources

All staff are responsible for the security and the property of the Trust, avoiding loss or damage, and being economical and efficient in the use of resources.

Staff are required to act in accordance with the rules and regulations as described in the Trust's 'Policy Relating to the Financial Management and Control of Resources'.

Customer Care

It is the aim of the hospital to provide patients and clients with the best possible care. All staff are required to put the patient / client first and do their utmost to meet requests and needs courteously and efficiently.

Personal/Professional Development Planning / Mandatory Training

All staff should have a personal development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities. All staff are required to attend mandatory training as designated by the Trust.

No Smoking

East Kent Hospitals NHS Trust has a no smoking policy. Staff are not permitted to smoke within or on Trust premises

For posts at band 8a and above (excluding matrons)

The post holder will participate in the management on-call roster.