

**JOB DESCRIPTION FOR CLINICAL PROGRAMME GROUP GENERAL
MANAGER**

JOB TITLE: General Manager
ACCOUNTABLE TO: Head of Operations
BAND: 8c

1.0 OVERVIEW AND JOB PURPOSE

Imperial College Healthcare NHS Trust is the UK's first Academic Health Sciences Centre with a mission to become top 5 in the world for clinical, research and teaching outcomes. This will bring the benefits of world class healthcare to patients locally and make available the latest treatments for those who will benefit from them.

Imperial College Healthcare is also the largest hospital Trust in the country, with a staff of **10 000**, a turnover of over **£800m** and over **1 million** patient contacts a year. The Trust comprises two of London's best-known teaching hospitals and is consistently rated in the top 5 Dr Foster Good Hospitals guide, treating the most complex patients and achieving amongst the best clinical outcomes. The hospitals are at the forefront of medical progress, driven by basic and translational research with a reputation for innovation nationally and internationally.

We provide a full range of hospital services for our local communities in Hammersmith and Fulham, Westminster, Kensington and Chelsea, Ealing, Hounslow and Brent, the Trust provides specialist services for patients from further a field, including cancer, cardiothoracic, children's, musculoskeletal, neurosciences and renal services.

As major research and teaching hospitals, Charing Cross, Hammersmith, Queen Charlottes, St. Marys and the Western Eye work closely with our major academic partner, Imperial College London. The Trust is closely involved in the research and development of tomorrow's medicine today. It is also involved in the education and training of tomorrow's doctors, nurses and other health professionals.

The Clinical Programme Group's (CPG) run as strategic business units. Each CPG has their own Board chaired and led by the CPG Director. The CPG Board and specifically the CPG Director is accountable to the Trust Board through the Managing Director for the delivery of world class clinical, research and teaching outcomes, clinical efficiency and profitability.

Each Clinical Programme Group is comprised of a number of clinical directorates, led by the General Manager and Chief of Service who are responsible to the Head of Operations and Clinical Programme Group Director for the operation, development and delivery of agreed service objectives.

The day to day management of clinical directorates is supported by service managers, lead nurses/midwives (modern matrons) and heads of department. Each are responsible to the General Manager. All consultant staff (irrespective of professional background) are accountable to the Chief of Service and professionally accountable to the lead for their profession.

Exceptionally, Directorate General Managers have a role which either requires professional expertise or leadership for clinical services across Clinical Programme Groups and the health economy.

2.0 KEY RESPONSIBILITIES –CLINICAL PROGRAMME GROUP GENERAL MANAGER

2.1. Performance Management

Manage the delivery of all agreed outputs for the directorate, as set out in the business plan by:

- Delivery of agreed performance indicators in relation to clinical outcomes, clinical efficiency and service line reporting
- Exercising delegated authority on behalf of the Head of Operations to resolve day-to-day management issues within the directorate;
- Holding Lead Clinicians, Lead Nurses and Service Managers to account for delivery of their objectives through regular performance review meetings;
- Ensuring sufficient data availability within the directorate to monitor and track performance and to satisfy reporting requirements;
- Providing appropriate input and challenge to clinical and business corrective action plans, where necessary.

2.2 Risk & Clinical Governance

- Manage the implementation of systems, control processes and risk management arrangements to support monitoring of compliance with clinical governance standards, other Trust-wide policies and processes and best practice requirements;
- Manage the resolution of complaints, conflicts and issues from patients, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner in line with Trust policy, procedures and service delivery values and priorities;
- Support, alongside the Lead Nurse and other clinical staff, root cause analyses and trend analyses of all complaints and adverse incidents.

2.3 Staff Management

- Monitor compliance within the directorate with Trust-wide staff management policies and procedures and take remedial action with accountable managers where shortfalls occur;
- Line manage, coach and develop Lead Clinicians, Lead Nurses and Service Managers and conduct their annual performance appraisal in conjunction with, respectively, the Chief of Service and the Head Midwife and Head Nurse;

2.4 Financial Management

- Be responsible for a budget spanning two Divisions circa £32m;
- Act as an authorising signatory for capital and revenue budgets within limits agreed with the directorate;
- Ensure that all directorate staff comply with the Trust's Standing Financial Instructions;
- Manage reporting on budget positions across the directorate to support the Clinical Programme Group Director and Head of Operations to discharge their accountability for ensuring internal and external financial targets, as specified in the business plan, are achieved, including CAPEX, I&E and EBITDA targets;
- Manage resource utilisation and expenditure against control totals.

2.5 Strategy and Service Improvement

- Support the Chief of Service in identifying both new opportunities for the individual services within the directorate, arising from changes in the external environment or internal innovation and potential threats and ways to respond to them;
- Manage service improvement projects within the directorate and directorate contribution to Trust-wide and CPG-wide service improvement projects within agreed timeframes and financial targets.

2.6 R&D, Teaching & Training

- Manage the development and implementation of R&D, teaching and training programmes within the directorate.

2.7 Policy Development

- Responsible for policy implementation and development for the services under their responsibility

Scope and Purpose of Job Description

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder. The post holder is expected to develop good working relationships with key members of staff internally and externally.

CLINICAL PROGRAMME GROUP GENERAL MANAGER

Person Specification

Essential qualifications and experience:
<ul style="list-style-type: none">• Masters level, equivalent professional qualification or suitable experience;• 3-5 years experience and demonstrable capability and capacity for clinical service management at a senior level in a large, complex acute hospital environment, including track record of staff management, financial management, performance management and change management.
Delivering the service:
<ul style="list-style-type: none">• Demonstrable success in delivering change and performance with and through your management and clinical teams, by engaging them in the strategic direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback;• Ability to analyse complex problems and to develop practical and workable solutions to address them;• Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands;• Ability to manage and deliver to deadlines and within resources;• A strong sense of personal and team accountability coupled to a clear understanding of the boundaries around delegated authority, responsibility and accountability;• Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working;• A good understanding of the changing NHS environment.
Setting direction:
<ul style="list-style-type: none">• Highly developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams, and have them understand the Trust's and your performance expectations;• Ability to be intellectually flexible and to look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative service delivery and partnerships;• Sound political judgement and astuteness in understanding and working with complex policy, and diverse interest groups, and common sense in knowing when to brief "up the line";• A commitment to improving patient services through an ability to sustain a clear performance focus on achieving demanding goals.
Personal qualities:
<ul style="list-style-type: none">• Excellent inter-personal and communications skills, with a track record in writing complex business cases and policies;• High level of work organisation, self-motivation, drive for performance and improvement, and flexibility in approach and attitude;• Strong sense of commitment to openness, honesty and integrity in undertaking the role;• Excellent IT and financial skills including the ability to create and handle large document using word processing skills, producing spreadsheets and analysis for presentation at meetings, presentations and Board level events

- Can do!

Competencies:

- Delivering Results – Maintaining a high level of commitment to personally getting things done;
- Business acumen – Understanding general business and financial concepts, understanding the company's business, and using both general and specific knowledge to be effective;
- Managing others – Directing and leading others to accomplish organisational goals and objectives;
- Customer focus – Anticipating customers' needs and designing, promoting or supporting the delivery of products and services that exceed customer expectations;
- Planning and organising – Effectively organizing and planning work according to organisational needs by defining objectives and anticipating needs and priorities;
- In depth problem solving – Solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences;
- Decisive judgement – Making good decisions in a timely and confident manner;
- Teamwork and collaboration – Effectively working and collaborating with others toward a common goal.

