

ST. GEORGE'S HEALTHCARE NHS TRUST

JOB DESCRIPTION

JOB TITLE:	General Manager (Gateway to Leadership)
PAY BAND:	8c
RESPONSIBLE TO:	Divisional Director of Operations (DDO)
ACCOUNTABLE TO:	Divisional Director of Operations

This post provides senior management to a designated medical Directorate, comprising a number of Care Groups.

JOB PURPOSE AND SUMMARY:

The General Manager is responsible with the Clinical Director for the effective strategic and operational management of the Directorate, ensuring the delivery of high quality patient services within the resources available. The post-holder is responsible for the management of all non-clinical staff in the Directorate ensuring staff are managed in line with the Trust's employment policies. The Head of Nursing and Care Group Leads report to the General Manager for the management components of their roles, but are professionally responsible to their respective clinical managers.

The General Manager will provide leadership and direction to the service, taking the lead with the Clinical Directors for developing the strategy for the Directorate in line with the Trust's overall strategy and transformation programme. This will include playing a key role in identifying opportunities for clinical innovation and modernisation, the delivery of all operational performance targets, waiting list and financial management, bed utilisation and management. The General Manager is responsible for continually improving the quality of services to patients and redesigning services to meet best practice standards, improving efficiency and effectiveness within available resources.

The post-holder will be a leading change agent in the Trust's transformation programme and will be responsible securing the commitment of all staff in the Directorate to organisational change and continuous improvement.

Key working relationships:

- DDO
- Clinical Director
- Care Group Leads/Consultants
- Head of Nursing/Matrons
- Divisional Director of Nursing
- General Managers
- Service Managers

- Finance
- Human Resources
- Information/IT

Key Responsibilities

Strategic Responsibility

- Provide leadership to the Directorate, working with clinical colleagues to manage the design and delivery of clinical / non - clinical services within the Directorate.
- Lead the development of the strategic direction for the Directorate in line with the Division and Trust's overall strategy and transformation programme, ensuring that all strategic plans are incorporated into service plans and objectives for all staff.
- Develop a culture within the Directorate in which all staff are delivering high quality patient-centred clinical and support services.
- Develop short, medium and long-term objectives, which are turned into effective, affordable and achievable annual service plans for the Directorate, and deliver these plans within the financial resources available.
- Responsible and accountable for the formulation of new service development and initiatives, preparing bids ensuring business cases are produced for services developments, taking into account activity and income projections.
- Continually review services and work with colleagues to redesign services in order to meet the needs of patients and enable the Directorate to achieve key performance indicators.
- Lead the planning of future capital developments for the Directorate to deliver improved facilities for patients in line with the Trust's Strategic Outline Case, ensuring that capital developments are designed around the service.
- Develop robust mechanisms to ensure clear communication of service plans, objectives and service changes within the Directorate ensuring that staff are engaged directly in any review and the development of services.

Performance Management

- Develop effective processes for monitoring and managing elective and emergency activity, including the efficient management of bed capacity (admissions / discharges /transfers) and OP capacity, identifying when performance falls below set standards and taking corrective action, ensuring that all national and Trust performance targets are achieved.
- Analyse and interpret a range of options in highly complex situations, making judgements and deciding upon corrective action to ensure performance targets are achieved.
- Determine the information needs of the Directorate and ensure appropriate timely data collection mechanisms are established to support capacity and demand analysis. Ensure that waiting list information is captured appropriately in order to identify the effective use of resources.
- Responsible for the Directorate Performance Review process ensuring that all Key Performance Indicators (KPIs) are met; where they are not met, establish appropriate action plans to meet the standard.
- Oversee the Directorate's implementation of iCLIP.

Financial Management

- Accountable with the Clinical Director for the delivery of a balanced budget for the Directorate and developing a financial strategy which ensures financial viability, and that systems are in place to maximise income, control expenditure and deliver cost improvements, achieving synergies between the component elements of the Directorate and, where appropriate, the Division. This includes budget setting, monitoring and determining corrective action for multiple departments/services.
- Lead on the planning and implementation of cost reduction programmes for the Directorate in line with corporate objectives.
- Ensure that the Directorate adheres to the Trust Standing Orders, Standing Financial Instructions, and works within the Trust's policy framework.
- Ensure all budget holders in the Directorate have the skills to manage budgets effectively and provided support to budget holders by regularly reviewing budget statements.

Staff Management

- Manage all non-clinical staff within the Directorate in line with the Trust's employment policies providing effective, professional, managerial leadership and co-ordination for all staff within the Directorate, including identifying solutions to problems and carrying forward changes.
- Monitor key workforce indicators (sickness absence, turnover etc.) that affect productivity and work with line managers and the Divisional HR Manager to address issues of concern.
- Develop mechanisms for ensuring the performance appraisal and continuous professional development of all non-medical staff, including KSF outlines,

management of staff and the KSF gateways. Ensure that appropriate mechanisms are in place to identify and meet education and training needs of all staff.

- Promote a high performance culture by holding people to account within the Directorate.
- Analyse current and future service activity and establish the workforce required to ensure the appropriate staffing skill-mix for the delivery of service plans, producing an annual workforce plan. Utilising any opportunities for benefits realisation from Agenda for Change i.e. role redesign.
- In conjunction with the Clinical Director, ensure a review of Consultant job plans and appraisals are carried out on an annual basis, and that all job plans are consistent with service delivery and recorded on the electronic database.
- In conjunction with consultants, ensure that all rotas for doctors in training are European Working Time compliant, diary carding exercises take place and where necessary steps are taken to adjust the rota so it remains compliant. Establish and implement an action plan to make all rotas EWTD 2009 compliant.
- Ensure that all managers within the Directorate have clearly defined responsibilities and are working within agreed objectives and service plans.
- Develop plans in conjunction with the Human Resources team, which enable the Directorate to successfully implement the Trust's Human Resources Strategy, ensuring innovative and patient focused working practices and continuous development of staff.
- Design and implement change within the Directorate, acting as a change agent and role model to gain commitment from colleagues and motivating the workforce so that barriers to improve the effectiveness of the departments are overcome.

Clinical Governance

- Responsible along with the Clinical Director for developing and implementing the clinical and corporate governance strategy for the Directorate within the Trust's framework.
- Improve the effectiveness of clinical services by working with the Clinical Director to ensure that Clinical Standards, Education, Audit and Research & Development are pursued in line with Trust strategy, and that ongoing clinical practice is evidence based. Also to ensure that relevant national policy guidance/targets in relation to Clinical Governance are implemented, and adhered to.
- Develop and co-ordinate within the Directorate effective methods for determining user views on services provided, encouraging the service users to participate in user strategy.
- Take overall responsibility for the Directorate's response to complaints, in line with Trust policy, ensuring a thorough investigation is undertaken, replies are produced to required standards in relation to timeframes and quality and ensure that they are sensitive to the needs of the patients and their families. Ensure lessons are learnt and corrective action is taken.

- Develop and monitor effective risk management strategies thus improving patient and staff safety and reducing unnecessary costs and financial liabilities to the Trust.
- Undertake research and benchmarking work to identify areas of best practice in order to ensure continuous improvement and innovation.
- To represent the Directorate when required by actively participating on Trust-wide strategic and operational working groups.
- To participate in the Trust on-call arrangements for senior managers including Major Incident Trust wide response co-ordination.

GENERAL

- To undertake any other duties that may be required and are consistent with the responsibility and grade of this post
- To have responsibility for the Health, Safety and Welfare of self and others and to comply at all times with the requirement of the Health and Safety Regulations.
- To ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act and its amendments.
- To work in accordance with the Trust's policy to eliminate unlawful discrimination and promote good race relations and diversity in the workplace. To positively promote at all times equality of opportunity in service delivery and employment for patients and staff in accordance with the Trust's policies, to ensure that no person receives less favourable treatment than another on the grounds of sex, marital status, race, religion, creed, colour, nationality, ethnic or national origin, sexual orientation or disability.
- To be trained in and demonstrate fair employment practices, in line with trust policies.
- To comply with St. George's Healthcare No Smoking Policies.
- This job description is not intended to be exhaustive and is provided to assist you in the performance of your contract. Changes may be required from time to time in response to service requirements. These will be discussed with you as part of the Individual Personal Review process

PERSON SPECIFICATION

Job Title	General Manager	
JOB REQUIREMENTS	ESSENTIAL	DESIRABLE
Attainments/Qualifications	<ul style="list-style-type: none"> • Degree or equivalent professional qualification • Post graduate management qualification or equivalent knowledge gained through experience • Evidence of continuing professional development 	
Experience	<p>A minimum of 5 years management experience in a complex system such as the NHS of which:</p> <ul style="list-style-type: none"> • 3 years+ experience of directly managing staff and non-pay budgets at a middle management level • Experience of providing services to a high quality with restricted resources • Experience of implementing change management projects to develop or improve services • Experience of business case preparation, presentation and implementation • Experience of strategic planning • Managing a range of staff groups 	<ul style="list-style-type: none"> • NHS experience • Capital development from planning to commissioning • Business management at a directorate level

<p>Skills/abilities</p>	<ul style="list-style-type: none"> • Proven conceptual and analytical skills • Able to make and take decisions after analysis of options and implications • Highly developed communication skills (written, oral, presentational and interpersonal) • Able to influence and engage people in different settings • Able to secure commitment from others for change programmes • Ability to work as team member • Ability to provide strategic direction and leadership within the directorate without adopting a dictatorial style • Able to take difficult decisions when needed. • Able to multi-task and continue to function to a high standard when under pressure • Able to build effective working relationships at all levels within and outside the trust. • Able to use Microsoft Word & IT Literate to produce reports 	
<p>Knowledge</p>	<ul style="list-style-type: none"> • Service quality and quality management • Change management theory • Payment by Results system 	<ul style="list-style-type: none"> • Current changes and developments within the NHS.
<p>Other requirements</p>	<ul style="list-style-type: none"> • Commitment to equal opportunities • Commitment to providing improvement to services for patients • Able to relate and adapt to the perspective of others • Professionally credible. Confident in dealing with both clinicians and senior management staff. • Calm and rational approach to situations where conflict is likely • Clarity of thought and articulate in presenting ideas 	

