

Plymouth Hospitals NHS Trust

JOB DESCRIPTION

Job Title:	Directorate Manager
Reports To:	Chief Operating Officer, Clinical Director?
Accountable To:	Chief Operating Officer

Job Purpose:	<p>The post holder is responsible for the safety, quality and efficiency of clinical services and will lead the planning and delivery of the service to achieve its operational performance standards and its financial obligations through effective leadership and service improvement.</p> <p>The postholder will lead the strategic development and modernisation of the directorate both locally and for the tertiary population.</p> <p>The postholder will also contribute to the wider management of the Trust as agreed with the Chief Operating Officer.</p>
Dimensions	<p>Manages approximately 150-300 wte staff Responsible for an average budget of £17-30 million</p>

Strategic & Business Planning

1. Ensure there are clear service visions and strategic plans in place
2. Develop the annual Directorate Business Plan in conjunction with the Directorate team
3. Ensuring that the Directorate's Senior Management team focuses on the most critical areas; these include the development of key staff groups, processes to facilitate the ongoing achievement of access targets (including the RTT target), and efficiency improvements to enable the Directorate to achieve its financial obligations

Operational Management

1. Lead responsibility for the implementation of the Business Plan and monitoring progress.
2. Responsible for all aspects of the operational management of the Directorate.
3. Ensure the delivery of all performance targets including waiting lists, finance and Standards for Better Health, contained in the Business Plan.
4. Lead service improvement projects across the Directorate to deliver improvements in the efficiency and effectiveness of services.

5. Ensure that clinical and support processes are mapped, bottlenecks are identified and solutions to these are implemented in order to maximise opportunities for service improvement.
6. Ensure the efficient and effective utilisation of staff

Planning & Performance Management

1. Plan the development of services, liaising as appropriate with all staff, other Directorates, PCT's and the SHA
2. Co-ordinate the Directorate LDP and capital planning process including the production of Business Cases to address cost and service pressures, capacity plans and developments
3. Ensure that capacity plans for the Directorate reflect the capacity required to meet demand and deliver operational targets
4. Ensure that waiting list best practice, policies and procedures are in place and are adhered to
5. Contribute to the identification of performance objectives and operationally manage their delivery within the Directorate.

Quality, Governance & Risk

1. Promote a culture where governance and risk management are seen to be everyone's responsibility
2. In conjunction with the Clinical Director ensure the Directorate has a robust Clinical Governance programme
3. Design strategies to ensure that the risk of healthcare associated infection is kept as low as possible within the Directorate and enable the Trust to meet infection reduction targets. Produce action plans in response to the regular Directorate surveillance and audit reports.
4. Ensure that clinical services are of sufficiently high quality that the Directorate becomes the provider of choice for patients, GPs and PCTs
5. Ensure that the Directorate has effective systems to identify and manage both clinical and non clinical risks
6. Lead responsibility for Health & Safety issues
7. Ensure that all staff are appropriately trained and updated
8. Ensure appropriate systems are in place for audit, research and patient involvement
9. Ensure that complaints are addressed within Trust deadlines
10. Ensure that Adverse Incidents are addressed within Trust deadlines
11. Ensure that NICE guidance, National Service Frameworks, Confidential Enquiries and any other National Guidance are addressed within Trust deadlines

Staff Management

1. Line management responsibility for all staff (with the exception of Consultant medical staff) in the Directorate
2. Develop integrated workforce plans (medical and non-medical) which are in line with the Directorate's Business Plan and which address the recruitment, retention, and modernising workforce agendas
3. Ensure that staff have objectives set, their performance appraised and development needs reviewed on at least an annual basis
4. Ensure appropriate arrangements are in place to manage sickness absence in accordance with Trust Policy

5. Develop recruitment and retention initiatives to enable opportunities for new role development, improve career structures and to ensure the Directorate is appropriately staffed

Communications

1. Ensure effective arrangements are in place to communicate both operational and strategic issues with all staff
2. Involve all staff in the planning, implementation and evaluation of services
3. Develop amongst clinical staff an understanding and appreciation of the Trust's targets and business objectives.

Finance & Resource Management

1. Manage the pay and non-pay budgets within allocated resources and according to Trust Standing Financial Instructions to ensure financial targets are achieved.
2. Seek ways to make the most efficient use of all resources and control expenditure
3. Lead responsibility for the development and implementation of income generation initiatives
4. Lead the delivery of the Directorate cost improvement programme
5. In conjunction with the Peninsula Purchasing Alliance, ensure that the budget for non-pay provides best value for money
6. Lead responsibility for the development and implementation of the Directorate capital programme

Corporate Responsibilities

1. Contribute to the achievement of Trust objectives
2. Undertake specific projects at the request of the Directors of Operations or Chief Operating Officer
3. Participate in the senior managers on-call arrangements
4. Act up for Director of Operations as required

Communications and Working Relationships

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| ▪ Clinical Director | ▪ Directorate Teams / Clinical Staff |
| ▪ Chief Operating Officer | ▪ Other Directorate Managers |
| ▪ Directors of Operations | ▪ Other Trust Managers and Support Staff |
| ▪ Executive Directors | ▪ Local & Specialist Commissioners |

Vision and Values

Through consultation with its staff, the Trust has developed a clear vision for the organisation and a set of core values:

Vision

‘To be recognised as the best in everything we do, providing leading-edge, high quality health services, safely delivered with courtesy and respect.’

Core Values

- To put patients first
- To take ownership
- To respect others
- To be positive

Review

This job description outlines the main responsibilities related to the post and is not intended to be totally comprehensive. It will be subject to periodic review, in consultation with the postholder, in order to meet the changing requirements of the Trust.

Signed (Post Holder):

Date:

Signed (Manager):

Date:

PERSON SPECIFICATION

Directorate Manager – Oncology & Blood

ESSENTIAL	DESIRABLE
QUALIFICATIONS	
<ul style="list-style-type: none"> ▪ Educated to Degree level or equivalent ▪ Evidence of continuing management development to masters level or equivalent ▪ Highly developed knowledge and evidence based experience in delivering against a range of performance targets 	<ul style="list-style-type: none"> ▪ MBA or equivalent
KNOWLEDGE & EXPERIENCE	
<ul style="list-style-type: none"> ▪ Experience of operational management within a complex organisation ▪ Proven management skills including effective people management ▪ Significant experience of change management including service redesign techniques ▪ Demonstrable track record of delivering targets and improving services 	
<u>SKILLS / ABILITIES</u>	
<ul style="list-style-type: none"> ▪ Excellent communication skills ▪ Ability to present written information in a concise format. ▪ Ability to understand, interpret and present complex data ▪ Good analytical and reasoning skills ▪ Effective negotiating and influencing skills ▪ Good IT skills ▪ Ability to interpret corporate strategic objectives within Directorate setting ▪ Ability to understand and drive service redesign 	<ul style="list-style-type: none"> ▪ Project management experience
<u>PERSONAL QUALITIES</u>	
<ul style="list-style-type: none"> ▪ Personal credibility, with the ability to quickly gain the confidence of others including clinicians, managers, staff and users of services ▪ Inspires others and leads by example ▪ Ability to work with lead and develop large and complex teams 	

<ul style="list-style-type: none">▪ Able to work under pressure and to tight deadlines▪ Self motivated▪ Initiative & ability to work with minimum supervision.▪ Exemplary personal standards of conduct and behaviour▪ Able to facilitate change and make things happen	
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