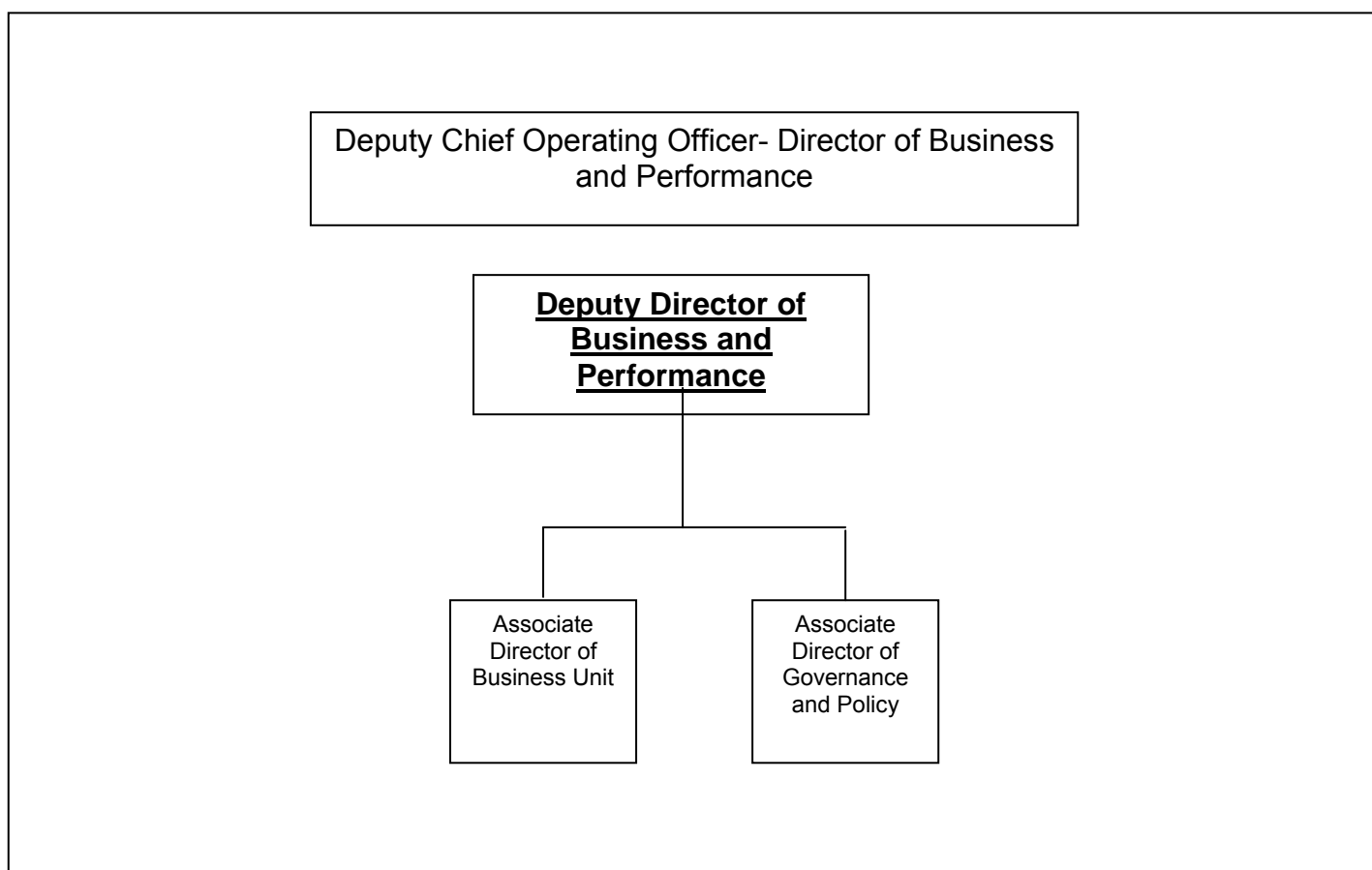


Job Description

Person Specification

Please find below an organisational chart showing this job and the jobs two levels above and two levels below (where possible) by job title only. This job is indicated by **bold** text and underlining.



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Agenda for Change
Human Resources
Salford Primary Care Trust
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Salford
M6 5FW

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J O B D E S C R I P T I O N

Job Title:	Deputy Director of Business and Performance
Band:	8C (subject to agenda for change)
Responsible to:	Deputy Chief Operating Officer Salford Community Health (SCH), Director of Business and Performance
Base/Department	Sandringham House
Main purpose of job:	<p>This is an exciting new senior role in Salford Community Health (SCH). The post holder will join an existing team of the business, performance and governance directorate. Working to the Director, this senior position will be expected to deliver on the portfolio of Business and Performance and to deputise as appropriate.</p> <p>This role will take the lead in business and performance supported by the Business Unit and working with the Heads of Services from the Operational Team. The three key elements are:</p> <ol style="list-style-type: none">1. To lead the Business Planning process for SCH. The post holder will be responsible for leading the business planning process for the organisation with a focus on bring all the key stakeholders together including the Independent Members, Leadership and the service development elements of the integrated business plan for the organisation .2. To lead the business development function for SCH. New business needs to fit with the strategic vision of the organisation as well as match the organisations values. To co-ordinate the tendering process, working with all senior managers and clinical leads of SCH to develop innovative clinical models to meet the needs of commissioning requirements.3. To proactively work with the Heads of Services for Adults , Children's and Intermediate Care services to understand SCH Performance . As the accountable officer for performance, to ensure process currently in place support timely and accurate performance monitoring and reporting in line with the production of the monthly performance report to the SCH and NHS Salford Boards, Commissioning Board and sub-committees. To work with the senior operational management team to develop appropriate mitigation

and exception reporting to ensure reporting improvement.

The post holder will be a key member of the Finance and Performance Committee, which reports to the SCH Board where re assurances on activity needs and SCH performance will to be presented and actions followed through.

Main tasks/overview of responsibilities

- Responsibility for Patient Care (including monitoring, diagnostics + investigations)

Working with NHS Salford Information Department as part of the Service Level Agreement , the post holder will ensure in full implementation of SCH IM&T Strategy which will ensure the capture of all data to fulfil both clinical and business reporting.

SCH has robust processes in place, which ensure compliance with all monitoring for performance reporting including, 18 weeks, access, diagnostic and activity targets both national and locally set by Commissioners. SCH has a fully embedded performance management framework which ensure accurate data collection to support both clinical and business requirements. As the lead for performance and business the potholder has the responsibility ensure that these systems and process used are robust to ensure accurate reporting, monitoring for clinical users and for the business reporting for SCH.

To direct and lead the business unit in working with the Clinical divisional within SCH to ensure that systems are in place for accurate capture of all data information relating to patient care, compliances with the IM&T Strategy and supports accurate monitoring and reporting. This needs to ensure it meets the national drivers for the productivity assessment, quality framework and supports the needs of all clinical services.

Working with Heads of Service for Adults, Children's and Intermediate Care the post holder will be responsible ensuring this data is the basis for performance management monitoring reporting. To ensure that all service and clinical leads have ownership of exception reporting and mitigating actions, and to have the responsibility for follow through to ensure service and reporting improvement providing reassurances to the director and to SCH Board.

As Deputy for the Deputy Chief Operating Officer, during times of absence there will be an expectation for the post holder to investigate or be required to investigate highly sensitive and complex complaints or situations working with the Director of Operations and Quality.

The post holder will work with the Director Of Operations and Quality, the Quality Manager and the Service Improvement is the lead for implementing systems as directed by the Quality Team to implement and deliver the Quality and Outcomes Strategy. Responsible for the compliance of the KPI's and Quality Framework agreed annually with Commissioners, ensure the sharing of all relevant evidence in support CQUIN compliance for quality improvement.

Working to the Director of Business and Performance to interpret emerging national policy and guidance in respect of the performance, efficiency and overall business

issues and to work with Heads of Service to proposal changes as outcomes of new or changing guidance and policy.

Responsibilities for Human Resources

The post holder will have line management responsibility for two Associate Directors, Associate Director Business and Associate Director of Governance and Policy who have responsibilities for each of these two separate teams. Support and guidance will be required to support the Associate Directors in the development and evolving requirements of these two teams.. To monitor all staff within the Business and Governance teams to ensure compliance with e-KSF Objective JDR Reviews and PDP for monthly reporting to the Senior Management Board. To undertake these HR functions for the two Associate Directors, as part of line management responsibility.

To co-ordinate with the senior operations managers through the Heads of Service to identify the training requirements for the operational teams for development in business and governance requirements and develop a work programme for this implemented across SCH.

To provide support, guidance and leadership from a business prospective to all Senior Operations team in the management of human resources. Especially with the development of new business, business planning, performance of individual services sickness performance and where exception reporting is required . To work through SCH business planning process to ensure that the appropriate workforce is included ensuring a first class workforce across Salford Community Health.

The Business and Governance Team are responsible for the implementation of SCH productivity strategy which encompasses the national guidance in addressing and increasing productivity and best value with community services.

Leading and Directing the Associate Director of Business and the business unit to revisit all capacity plans across all services, ensuring appropriate workforce and skill mix to deliver improved productivity, cost effective services yet delivering the service specifications of the Public Health and commissioners.

To be a member of the Human resources sub committee representing the business and governance team. To ensure the business unit supports Clinical Leads. Service leads and General managers in support the impact of change in their workforce and skill mix.

To work with the Finance Director on the financial evaluation of all services and to report back progress through SCH Best Value programme.

To develop and implement a framework in line with SCH policies for managing poor performance, recruitment and selection, taking disciplinary action where necessary, managing sickness absence and handling grievance etc.

- **Responsibilities for physical and financial resources**

To lead the business unit in the joint assessment of all new business opportunities with the implementation of the marketing process for all services. This assessment will evaluate each initiative, service redesign etc to ensure that this fits with the strategy, vision and values of SCH. SCH currently has partnership arrangements in place with partner organisation and as part of the initial assessment, their will require

the evaluation whether this service will be a joint venture through the partnership arrangements which exist with SCH and a venture solely for SCH.

The post holder will be responsible for this completion and for the preparation of case of need. This will be presented by the Director to SCH Board together with an outlined of the Project Plan. If agreed the post holder will lead the tendering process for the new or re provisions of the service. The post holder will ensure the business units supports the operational management in the development of the clinical model and co-ordinate the submission SCH bid process. The Associate Director of Business will project lead the process ensuring the appropriate skills and experience work together for the final bid to be signed off by SCH Leadership team

For all business cases, the post holder needs to undertake an assessment of physical resources required to deliver the service from. This will ensure high quality services are delivered from safe and clean premises providing access to its users. The post holder will work with the Finance Director to ensure all services physical resources included in the business case are part of the Estate Strategy for SCH. Post implementation working with the Finance Director to ensure operational and facilities management which provides clear areas of accountability for SCH and the Commissioner organisation. This will include the identification of capital funding for any new business/re commissioned services.

For all tenders/marketing opportunities to ensure that the appropriate workforce and skill mix is included in the final submission. As part of the initial project plan to identify the financial resources required, and the service/operations leads who is responsible for the development of the service/clinical model.

Policy and Service Development

The Business and Governance teams are responsible for the implementation of Clinical Service reviews. The post holder working with the Associate Director of Governance and Policy together with SCH Service Improvement Lead team to develop a Clinical Service review in line with the Quality Strategy for SCH. This process will ensure full accountability by the General Manager and the Clinical Service lead. This process will ensure the capture of the existing Governance reporting toolkit but expanded to report to the appropriate audience a full review incorporating:

- Clinical exception reporting
- Deliver of CQUIN/ quality compliance
- Financial management
- Progress against business plans
- Performance reporting
- Workforce and hr issues including e-KSF, JDR reviews

The programme will require initial presentation to SCH Board..

To ensure the effective engagement of operational services and the service development team in the Transforming Community Service programme(TCS). To be the lead for all services currently provided by an outside organisation e.g NHS Salford. To work with the director to ensure overall compliance to service level agreements (SLA's) to ensure that SCH has the appropriate service support to provide, report and monitor clinical and business services. Overtime to undertake reviews to develop options appraisal in line with TCS programme on the appropriate requirements to support SCGH going forward as an Directly Provider organisation.

To translate emergent national, local and sector specific policy and guidelines into an organisation wide-work plan, paying due regard to performance and delivery of national targets, key deliverables and vital signs.

For all service, developments to ensure that all services SCH has considered all impact of change developing a check list which encompasses

- activity profile- incorporating data capture, impact on external reporting via CDS
- impact on local and national targets
- impact on capacity plans, skills mix
- governance profile , risk and governance report , corporate ownership of service divisional reporting.
- .IT implications for data capture, reporting, users and support mobile devices and working.
- To work with Chief operating Officer re and impact on communications strategy including external and internal communications, impact on web development. Intranet and director of services. To lead the discussions with the IMT department in the capture of activity and reporting internally as part of the performance management process.

- **Communications and Leadership**

SCH success will require co-ordinated working between the business and governance team and the Senior operations team . Working with the three Heads of Clinical Services to ensure excellent communications process exist across SCH to bring together clinical and business elements to support the organisation. Outcomes to include exception reporting and mitigation for under performance with the production of monthly reports on service performance and developments through verbal and written presentations.

To be responsible for all business cases presentation working with Service Leads and General Managers , which will include presentations to a range of audiences on complex, sensitive data and issues.

To lead annual negotiations with Commissioners on all contracts including:

- Community contracts
- AHP contracts
- Others

To lead the business process for agreeing all capacity plans with Commissioners, KPI's and Quality framework. To lead the process for agreeing activity levels for all contracted activity to maximise income for SCH. To work with the finance team on the collection of activity to support reference costing, development of local tariffs and tariffs as appropriate.

To provide Leadership in all aspects of the job to the Businesses and Governance team accountable to the Director, deputising f the Director as appropriate as part of individual development .This will include the chairing and managing meetings in line with this position.

To lead the annual objective setting for SCH. To ensure these reflect the integrated business plan, SCH values and to work across the organisation to agree milestone and key deliverables to meet the strategic objectives. To ensure that SCH meet all its

key performance targets and statutory performance objectives. To link with Associate Director of Governance to implement the monitoring and reporting of objective for submission on a monthly basis to SCH Board.

Working with the Heads of clinical services to ensure smooth communications., effective monitoring and reporting systems are in place as a senior operational management level which supports the leadership team of the organisation and supports and provide guidance to the teams and operational management across the organisation. To be responsible for ensuring that effective communication systems with stakeholders, relevant Groups/Agencies, and the citizens of Salford are established and maintained.

- **Planning and organising**

To work with the Director of Business and Performance on the annual business planning process in line with the Integrated Business plan, To ensure all clinical services produces business plans that reflect clinical and business priorities .To ensure SCH has a robust monitoring process in place to monitor compliance with all its strategic objectives which is report to SCH and NHS Salford.

As part of the development, implementation and constant annual review of its Integrated Business plan to work with the leadership team to ensure compliance with all the strategies, to work to the director where review is required.

- **Partnership working**

To act as an ambassador in representing services and service developments in national and local initiatives. To deputise in the partnership arrangements for the Director which are all in place.

To develop as the main contact in contract negotiations with NHS Salford, attending the Commissioning Board to report back to the Director. With this responsibility to develop effective working relationships with partner organisations to ensure the maximum integration, both of services, and where appropriate, organisational structures.

Work with external partners, as appropriate, to determine appropriate mechanisms for embedding the performance into all partnership activities (including community and secondary care, PCT clusters, local authority and voluntary organisations)

To collaborate with partners in the independent sector, voluntary, secondary and social care to promote a spirit of innovation, especially in greater integration of primary and community services.

Enable and empower staff to develop a culture of devolved decision-making both with the business and governance team but working with Heads of Service. Develop and maintain effective working relationships with colleagues.

To work in collaboration with service users, carers, communities, and their representatives to ensure the development of fully inclusive services as outlined in the integrated business case.

To liaise and work with other projects and service developments in partner organisations to ensure a co-ordinated approach to the development, implementation and on-going management of all clinical services.

- **Analysis and data management**

Working with the Director of Business and Performance and supported by the Business Unit:

- To ensure that strategic objectives are delivered across all services
- To ensure optimum use of available health information data (including local systems, regional, national and international benchmarking) to drive, and monitor, ongoing quality improvement.
- To ensure full integration between performance metrics and quality improvement initiatives.
- To identify priority areas for improvement.
- To develop new Quality Metrics, as appropriate.
- To drive increased use of data, across the organisation, and with partners to inform and support clinical decision-making.

Develop, implement and monitor arrangements for conducting Quality Improvement audits and assessments across the three key dimensions of patient safety, clinical effectiveness and patient experience; analysing results and developing options for achieving improved outcomes.

To be responsible for ensuring that targets and activity are regularly monitored and reported in accordance with locally agreed policies and service level agreements.

To be responsible for ensuring that services are underpinned by robust clinical and activity data collection and reporting systems.

To analyse, interpret and report highly complex data from a variety of sources in order to performance manage clinical services. Based on the interpretation of this data and benchmarking against local and national services.

To work with the Director of Business and Performance in the Implementation of the National IT Programme. To use relevant IT system(s) to accurately record activity / data as appropriate for job role within an agreed period.

To work with Finance Director for all Provider-to-Provider financial arrangements and to lead negotiations with all organisations to ensure that value for money is delivered.

- **Research, Development and Audit**

For all research activity to ensure accurate data capture and reporting. Responsible for ensuring systems are in place to support the evaluation and audit of all clinical services providing support and guidance to other senior staff.

Actively seek opportunities to show case examples of best practice at local, regional and national level To lead on activity collection for all clinical trial activity as part of R&D activity working across SCH to ensure that activite R&D activity is undertaken and reported and monitored.

- **Equality and Diversity**

To work with Commissioners and public Health to reduce health inequalities in the population of Salford.

To work with the HR Directorate to encourage the development of a workforce this reflects the composition of the local community.

To carry out your duties in a way that supports equality and values diversity. This responsibility includes your actions in relation to service users, carers, work colleagues, people in other organisations and members of the public.

To promote and support equality and value diversity ensuring the service you provide meets the needs of all service users. This may involve the development and monitoring of policies and procedures to ensure the services you provide are inclusive to all.

To be responsible for ensuring the PCT develops a culture that promotes equality and values diversity. This responsibility includes services and functions the PCT provides and commissions, service users, carers, the workforce, partners in other organisations, and members of the public.

- **Health & Safety**

To ensure that Health and safety legislation is adhered to within each part of the service. To ensure that the Health and Safety Officer within SCH has appropriate programme for the assessment of national and local process. To ensure SLAs are in place for joint responsibility with NHS Salford.

To maintain and promote a safe working environment, adhering to PCT policies and procedures

In compliance with the Health and Safety at Work Act 1974 and subsequent legislation the post holder is required to undertake a proactive role in the management of risks in all their actions. This includes:

- Undertaking risk assessments in line with the PCT risk assessment process
- Reporting all incidents, near misses and hazards in line with the PCT significant event reporting system
- Undertaking a statutory duty of care for your own personal safety and that of others
- Attend statutory health and safety training in the PCT

In addition, there is a requirement to attend all mandatory and any other health and safety training appropriate to the role as identified through the KSF level post outline(s) and personal development plan.

- **Freedom to Act**

Guided by national, regional and local NHS strategy and policy the post holder will be required to act independently and provide expert advice and guidance on the interpretation of such policy relating to SCH agenda and senior managers in the

SCH. Such advice and guidance will inform/shape the new organisation model for SCH in Salford.

The post holder has significant freedom/discretion within the board framework to take this agenda forward.

- **Other**

To promote the Trust's vision and public health priorities e.g. the reduction of smoking.

Will be required to take part in the senior management on call rota.

Due to the Trust's commitment to continuous improvement, it is likely that the post will evolve over time. These duties will be subject to regular / appraisal and any amendments will be made in consultation and agreement with the post holder.

Signature of Post holder _____ Date _____

Print Name _____

Signature of Manager _____ Date _____

Print Name _____

Signature of 'Grand Parent' _____
Date _____

Print Name _____

NB.

'Grand Parent' is the managers' manager or head of service

COPIES

- one copy to Post holder
- one copy to Line manager
- third copy to HR Recruitment, St James's House.

HR Use Only

Date Received _____

Signature of _____

AfC Administrator

Person Specification

Deputy Director of Business and Performance

Please refer to this document carefully when completing your application form and preparing for your interview. You must demonstrate how you meet the criteria marked 'A' on your application form.

Criteria	Method of Assessment Interview (I) Presentation (P) Test (T) Application form (A)	Interview Weighting High (H) Medium (M) or Low (L)
<p>Essential Professional Registration</p> <p>None</p>		
<p>Essential Qualifications</p> <p>Masters degree /equivalent or significant experience in a related field demonstrating highly developed specialist knowledge.</p> <p>Management qualification or equivalent level of experience</p>	<p align="center">A</p> <p align="center">A</p>	<p align="center">H</p>
<p>Desirable qualification</p> <p>Prince 2 or equivalent project management experience.</p>	<p align="center">A</p>	<p align="center">M</p>
<p>Essential Skills, Knowledge and Experience</p> <p>Significant years experience at a senior manager level within a complex public sector organisation or similar function for a number of years health or social care public organisation and in a similar function for a number of years (service modernisation, service development provider function, procurement)</p> <p>Experience of management in the NHS.</p> <p>Significant experience and track record of managing a large number of complex business processes. High-level communication skills with the ability to influence, persuade, motivate and lead key stakeholders at all levels within and across all organisations, including key clinicians, chief executives, lead directors, practice based commissioners and senior commissioners.</p> <p>Experience of successful change management/service redesign and delivering projects.</p>	<p align="center">A</p> <p align="center">A/I</p> <p align="center">A/I</p> <p align="center">A/I</p> <p align="center">A/I</p>	<p align="center">H</p> <p align="center">H</p> <p align="center">H</p> <p align="center">H</p> <p align="center">H</p>

Significant relevant experience of involvement within clinical services including the development and operational management of these.	A/I	H
Experience of setting and monitoring budgets and service level agreement, and putting in place and achieving financial recovery plans	A/I	H
Ability to plan strategically and implement policies.	A/I	H
Experience of working across public sector organisations, and with the independent health sector.	A/I	H
Up to date knowledge of the operating context for the NHS – in particular the emergent approach following publication of High Quality of Care for All. Productivity in Community Services.	A/I	H
.	A/I	H
Highly skilled at managing time and prioritising workload effectively.	A	
Experience and knowledge of audit and service evaluation.	A/I	H
Experience of managing staff across multidisciplinary teams and organisations.	A/I	H
Proven track record in developing positive working relationships, with individuals, teams and across independent contractors.	A/I	H
Knowledge and understanding of strategic workforce development.		
Knowledge and experience of NHS information systems, data capture and reporting.		
Desirable Skills, Knowledge & Experience		
Knowledge and understanding of health information systems (UK and International) and the use of information sources across the NHS.	A/I	M
Knowledge of statistics, performance management and Healthcare Commission standards, and use of improvement tools and techniques.	A/I	M
Experience of commissioning and contracting with a public sector organisation.	A/I	M
Experience of working at National level leading on strategy and participating in research.	A	

Experience of speaking and presenting in public.	A	
Essential Physical & Mental Requirements		
Drive for results – displays a strong commitment to delivering improvements and achieving positive outcomes for patients.	A/I	H
Leading change – communicates the vision of Salford Community Health and engages others to help drive the agenda.	A/I	H
To demonstrate an awareness and understanding of the factors that contribute to good health and the importance of promoting these in line with the Trust’s public health aims especially concerning the cessation of smoking.		
Mental effort – frequent requirement for prolonged concentration required when analysing data, writing reports etc, Interruptions can be minimised.		
Analytical Skills – Literacy & numeracy. Emotional effort – may occasionally be required to impart highly distressing or emotional news to staff, patients or to public regarding service changes.	A/I	H
Empowers others – encourages and nurtures capability within a team and enables others to play a role in achieving targets.		
Physical effort – using a VDU for the majority of the day and sitting in a restricted position		
Working conditions – Frequent requirement to use road transportation		
Standard keyboard skills – required to use computer, software regularly (excel, word, PowerPoint)		
Regular travel across Salford and beyond.		
Required to attend and chair meetings at appropriate times including evening and weekends as required.		
Required to take part in the senior management on call rota for the PCT		

Where stated ‘Car owner/driver essential’ is subject to the provisions of the Disability Discrimination Act (1995)