

PERSON SPECIFICATION

Job Title: Business Manager, Ealing SDU	Department/Division: Ealing SDU
Authority: West London Mental Health Trust	Post Reference No:

KEY CRITERIA	ESSENTIAL	DESIRABLE
Qualifications and Training	<ul style="list-style-type: none"> Educated to Masters level / degree level /Management/Business Qualification 	Project Management Qualification
Experience	<ul style="list-style-type: none"> At least 3 years experience of working in the NHS, either in a Trust or Provider organisation. At least 2 years experience working within a senior management team. Experience of managing team related budgets and monitoring expenditure and particularly experience of managing overspends. Experience of in depth knowledge of contracting for health services To have experience of carrying out investigations, and implement disciplinary procedures in line with both sets of policies. 	<ul style="list-style-type: none"> Experience in mental health
Knowledge	<ul style="list-style-type: none"> Knowledge of Health Service and Social Care Legislation A commitment to the Council's and Trust's Equalities policies and their implementation across mental health services Knowledge of the New Model contract An understanding of the systems needed to provide effective management information Understanding of risk management systems Performance Management to include: <ul style="list-style-type: none"> (i) experience of developing performance management systems (ii) experience in working with more than one information system 	
Skills	<ul style="list-style-type: none"> Ability to interpret complex financial and other information to support negotiations High level analytical ability which can carry out analysis from a range of raw data Ability that is able to draw sound conclusions from analysis whether financial or activity related, which can be then linked to terms and conditions for example within the model contract, which will be beneficial within contract negotiations. Excellent ability to communicate clearly, particularly in situations described above, both verbally and through written reports High level computer skills, with ability to use a range of packages The ability to provide effective individual supervision as well as being able to ensure that 	

KEY CRITERIA	ESSENTIAL	DESIRABLE
	<p>supervision is in place across a multi-disciplinary team</p> <ul style="list-style-type: none"> • The ability to set and monitor service standards at a local level • To manage areas of conflict • The ability to work autonomously and make complex decisions in difficult circumstances. • An ability to develop policy and procedures in support of the various Service functions • An ability to contribute to service planning for the various service functions and across a multidisciplinary service. • An ability to develop and maintain team relationships with statutory agencies and voluntary organisations. • The ability to make complex decisions in accordance with Council and Trust policies and priorities 	
Other requirements	<ul style="list-style-type: none"> • Committed to maintaining professional standards and to quality service delivery • Willing to respond to requests, open to new ideas and capacity for innovation • Customer focused • Tact, diplomacy, and patience. • Keeping up to date with current developments affecting local government and the provision of personal services and health services • Able to keep up to date and effectively disseminate information to other staff in relation to new developments in professional practice 	<ul style="list-style-type: none"> •

Date: February 2009
Review January 2010

West London Mental Health Trust Ealing Service Delivery Unit

Job Description

Job Title:	Senior Business Manager, Ealing Service Delivery Unit
Band:	8B
Accountable to:	Director, Ealing Service Delivery Unit
Responsible for:	All Aspects of Business Management, Non Clinical Risk, Emergency planning for Ealing Service Delivery Unit
Key Relationships:	Trust Level: Members of the Trust Executive; Finance, Information, Information Technology SDU level: Clinical Leads, Service Managers, Professional Leads, Team Managers, Multidisciplinary Teams External level: Commissioners from a wide range of PCTs, as well as Ealing PCT, Partners in the integrated service and the voluntary sector, users and Carers.

Job Purpose

The post holder will cover the four care groups in Ealing. These include adults, older people, CAMHS and IAPT in relation to the following areas:

In addition the post holder will lead on all aspects of Business Planning including the development of the Strategic plan to the yearly business plan

The post holder will lead on all aspects of performance management in conjunction with operational managers and others, as well as overall responsibility for IT

The post holder in conjunction with operational managers will be responsible for all aspects of financial management for the SDU, as well as contracting:

- The management of non clinical risk as well as the maintenance of the risk register
- All aspects of Emergency Planning.
- An overall responsibility for the management of capital projects

1. Main Duties and Responsibilities

- 1.1 To Work with the SDU management team to take a key role in the production of the Service Development Plan, as well as the yearly business plan. To ensure that objectives within the business plan are measurable and achievable. To market the SDP across the SDU so that it is well communicated to the workforce. To work with operational managers to monitor progress against yearly business plan objectives in the form of quarterly reports.
- 1.2 In conjunction with the SDU management team and any external partners, to generate ideas in relation to the creation of new business and/or income generation. In this regard to work up sound and well thought through business cases to be presented to Executive Directors.
- 1.3 To work closely with the information department to deliver accurate and timely activity information. To have a responsibility for all aspects of the Health IT infrastructure and lead as necessary where change is occurring for example, the implementation of RIO version 5. To work with key partners to ensure the IT infrastructure is in place where appropriate.
- 1.4 To ensure that robust and detailed performance management reports are in place and are based on the need to produce the following;
 - Evidence against key performance indicators
 - Evidence against the need for measuring Quality Improvement
 - Clinical information required by clinical teams
- 1.5 In ensuring that the above reports are developed, to have robust systems in place, working with managers across the care groups that continuously check on the data quality, so that reports that are submitted both internally and externally are accurate. To work with and support clinical teams and administration staff in ensuring that information is entered into the appropriate systems.
- 1.6 To work closely with operational managers and colleagues in the information department to develop procedures, as and when the need arises, to be put in place, to increase performance against particular performance indicators. Such exercise may need to be put in place on a short term or sustained basis.
- 1.7 To work with and support clinical teams and administration staff in ensuring that information is entered into the appropriate systems.
- 1.8 To work with the SDU management team, as well as local managers on financial management. This is with the overall aim of achieving financial balance/surplus, as well as the development of plans for cost improvements. Where there are areas of overspend, to work with managers to put in place action plans to address these with regular progress reports against those plans and to work with managers to generate ideas for cost improvements and support the delivery against the timescale expected. Where necessary, to work with managers to achieve targets set in the medium term financial strategy.

- 1.9 Develop and ensure a culture of sound financial management which demonstrates a good understanding of income and expenditure
- 1.10 To ensure that all possible income is billed for and income targets achieved, with a concentration on out of area patients. To ensure that the necessary systems are in place to be able to work closely with clinical colleagues to make this happen.
- 1.11 To ensure appropriate, accurate and timely invoices are raised and to actively pursue outstanding debtors.
- 1.12 Responsible for non clinical budgets, planning resources and delivering the CIP associated with your area of responsibility.
- 1.13 Deliver effective and efficient services within the allocated resources, identifying cost efficiencies to meet financial targets and ensuring financial stability within the context of positive service change and development.
- 1.14 To take a lead with relevant members of the SDU management team (where appropriate) in the contracting process in relation to all of the Service Level Agreements for the SDU.
- 1.15 Responsible for monitoring and ensuring that agreed contracts with PCTs, SLA activity and access targets are understood, met and where necessary delivery plans are adjusted to reflect the achievement of national and local targets.
- 1.16 Promote a positive image with external agencies and commissioners.

Risk Management

- 1.17 To take responsibility for all aspects of non clinical risk in particular environmental risk and Health and Safety, (although there may be areas of overlap). This will involve taking a lead working closely with managers across the care groups to achieve the following;
- 1.18 The chairing of a health and safety group which will report into the SDU management team and to the Trust risk management committee.
- 1.19 To have in place environmental and other risk assessments across the care groups in the SDU.
 - To have remedial plans in place where necessary to address risks identified.
 - To have operational policies in place for buildings across the SDU
 - To have fire policies in place for those buildings
 - To ensure that there are good links with the Trust Fire Officer and that staff are supported where there is a need for visits/assessments to take place
 - To work with managers to ensure there are plans in place for staff to receive mandatory training
 - To ensure that the SDU risk register is in place and quarterly updated in relation to clinical and non clinical risk.

- 1.20 Ensure effective governance processes operate in order to deliver financial and organisational quality and improvement.
- 1.21 Investigate complaints and provide reports and action plans in line with Trust policy and work proactively with the Complaints Team to assist in the speedy resolution of complaints within set timeframes.
- 1.22 To take responsibility for all aspects of Emergency Planning in conjunction with managers from all care groups as well as external partners to achieve the following;
 - To have an up to date business continuity plan this meets requirements within the Trust, as well as LBE.
 - To have an up to date Flu Plan, which complies with the national guidance for mental health services and has been agreed internally and with external partners i.e. PCT and LBE.
 - To ensure that plans have been tested and staff have received relevant training.
- 1.23 To take responsibility for capital projects. This includes the need for forward planning within the business planning, putting together costed plans for submission within the trust capital programme. It also includes working with Trust capital project managers where they are allocated to take forward projects, as well as the setting up of steering groups to see through the life of the project to completion.
- 1.24 To work with the SDU management team, where there is any change management planned. For example, there are significant changes planned to adult and older peoples' service in the next two years. In preparation for this, there will be a need to work closely with members of the management team on costing's for new service areas to be developed; there will be a need for needs assessment activity to be prepared etc.

2. Organisational Effectiveness

- 2.1 The post holder will ensure that any staffs who are direct reports receive supervision as per Trust policy, which all staff are appraised and have a personal development plan which considers training and development needs. In addition, the post holder will ensure that staff receives mandatory training.

Managing People

- 2.2 Recruit, train and manage the administrative support to the SDU and Borough Management Team.

Define objectives and complete personal development plans for staff managed.

Monitor and review roles and performance, as required in order to develop and retain high quality staff.

Managing Systems

- 2.3 Be specifically responsible for leading and establishing effective administration systems and processes that support operational management and the strategic direction of the SDU.

Develop a culture within the service area which positively welcomes diversity and change, using an approach which promotes staff involvement and encourages individual, team and cross functional learning.

Identify training needs in order to develop and equip staff with the required skills in relation to core tasks and responsibilities.

Promote and ensure effective communication and working relationships both with the SDU, across the Trust, across the borough and with other external partners and stakeholders.

In relation to administrative systems and services to patients, ensure there is clear public and user involvement by working closely with the Trust PALS Service.

3. Strategic Development and Modernisation

- 3.1 The post holder will take a lead on knowledge about the model contract and work with senior managers to ensure that this knowledge informs & benefits the negotiation of the major SDU contracts.

To lead the annual business planning process and to monitor performance against the plan in the SDU

Lead the SLA process to successful and timely sign off by all parties, ensuring resolution is reached on issues of dispute, and maintaining a sufficient and comprehensive audit trail of correspondence to support the Trust position if arbitration is required.

To build strong working relationships with internal and external stakeholders in order to identify business and development opportunities.

To oversee the development of capacity and demand plans designed to ensure effective delivery of all performance targets within the division.

To ensure that systems are in place to produce timely and accurate information that is used to manage performance and plan the deployment of resources.

Prepare and develop business cases and lead projects through to completion and evaluation.

To actively participate in and contribute to all appropriate Trust wide service development and improvement projects.

To oversee the application of best national practice locally, ensuring that service improvement principles such as '10 High Impact Changes' are used to identify areas for intervention.

To proactively respond to tenders for services issued by PCTs in the defined managerial areas of the SDU.

4. Other

4.1 There will be a need for the post holder to represent the SDU outside of the Trust (some already mentioned) in a variety of settings.

Date February 2009
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