

PERSON SPECIFICATION

Post Title: Divisional General Manager

ATTRIBUTES	ESSENTIAL	METHOD OF ASSESSMENT	DESIRABLE	METHOD OF ASSESSMENT
SKILLS	<ul style="list-style-type: none"> • To balance complex priorities in a demanding environment to achieve results • To work effectively in collaboration and partnership with other professional groups and organisations • To lead multi-professional teams to achieve challenging objectives • To effectively manage and resolve conflict • To make informed and timely decisions • To evaluate and learn from outcomes with a clear commitment to innovation, learning and improvement • To effectively manage financial and human resources • Effective communication, analytical and presentation skills • Outstanding leadership, influencing and negotiating skills • 	<ul style="list-style-type: none"> • Interview • Application • Application • Interview • Interview • Interview • Application • Application & Interview • Interview 	<ul style="list-style-type: none"> • Conflict management course 	<ul style="list-style-type: none"> • Application
PHYSICAL & MENTAL ABILITIES	<ul style="list-style-type: none"> • To influence management decisions at Executive Board level • Emotionally resilient • Stamina, energy and enthusiasm • Able to work effectively under pressure • Able to analyse complex issues, to think and plan to achieve both tactical and 	<ul style="list-style-type: none"> • Application • Interview • Interview • Interview • Interview 		

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	<p>strategic objectives</p> <ul style="list-style-type: none"> • Able to exercise sound judgement in the face of conflicting pressures • The breadth of outlook and political skill necessary to establish effective working relationships with staff at all levels within and outside the organisation • Able to identify, define, communicate and achieve clear organisational values and goals and effective management processes • Able to fulfil the requirements of the Senior Management on-call rota 	<ul style="list-style-type: none"> • Interview • Application & Interview • Interview • Application 		
<p>EXPERIENCE</p>	<ul style="list-style-type: none"> • Significant experience as the overall manager of a multi-disciplinary and multi-service acute hospital unit of at least 300 staff, taking responsibility for operational service delivery and strategic direction and ability to manage c1000 staff. Such experience would normally but not exclusively be gained over a period of approximately 5 years in such a role. • Successful management of significant budget (over £15m) and ability to manage a budget of the same/similar value. • Previous experience of multi-disciplinary multi-service planning, project and change management at a high level. • Proven track record of leadership in an environment of significant change • Experience of analysing the business 	<ul style="list-style-type: none"> • Application • Application • Application • Application & Interview • Application & 		

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	environment and of developing strategies to meet changing organisational needs	Interview		
ATTITUDE	<ul style="list-style-type: none"> • Self starter able to manage workload and use judgement to make decisions • A collaborative management style, which recognises and values personal contributions and encourages team working • Able to work in partnership with lead clinicians and healthcare professionals within and outside the Trust • A leader with personal and professional credibility and authority • Passion for quality patient care • Able to command respect from clinicians 	<ul style="list-style-type: none"> • Application & Interview • Application & Interview • Application & Interview • Application & Interview • Interview • Application & Interview 		
KNOWLEDGE	<ul style="list-style-type: none"> • Educated to degree level or equivalent professional qualification • Advanced theoretical and practical knowledge at the highest level evidenced by experience at least equivalent to masters level qualification, including knowledge of:- <ul style="list-style-type: none"> - Current issues facing the NHS - The modernisation agenda - The changing nature of healthcare - NHS national and local targets and developments and their relevant application to service delivery - Issues affecting professional staff within 	<ul style="list-style-type: none"> • Application • Application and Interview 	<ul style="list-style-type: none"> • IRM Certificate in Risk Management • Masters level management qualification e.g. MBA 	<ul style="list-style-type: none"> • Application • Application

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	<p>sphere of responsibility</p> <ul style="list-style-type: none"> - Waiting list management - Clinical governance and risk structures and processes - Corporate and statutory duties of the Trust • Risk management and clinical governance • Highest level of specialist knowledge (or the ability to gain this) of a wide range of specialist services within the remit of the post • Extensive knowledge and expertise in areas such as finance, HR and clinical service management, enabling the postholder to function at the highest level. • Evidence of continuing professional development and management education or equivalent experience 	<ul style="list-style-type: none"> • Application & Interview • Application & Interview • Application & Interview • Application 		
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Job Title: Divisional General Manager
Division: Surgery/Medicine/Family Care/Clinical Support
Grade: 8d
Current Designated Base: Sunderland Royal Hospital
Managerially Responsible To: Divisional Director
Professionally Accountable To: Divisional Director

Overall Job Purpose:

- To be responsible and accountable to the Divisional Director for the corporate and financial management of a complex and diverse Clinical Directorate(s) and/or Department(s) organised within a divisional management structure.
- To contribute to the strategic direction and policy setting process of the Trust.
- To liaise with commissioners about service developments and clinical care pathways.
- To be responsible for the efficient and effective management of the total resources of the Division in order to deliver quality services and to work to continually improve quality of care within the budget available.
- To ensure that each Directorate delivers against specific performance targets and to discharge this accountability to Clinical Directors and Service Delivery Managers.
- To provide strategic leadership whilst maintaining a close focus on the operational detail.
- To work in close partnership with the Clinical Director to ensure professional performance and clinical activity is effectively managed and services are developed appropriately.

Key Duties and Responsibilities:

Clinical Professional and/or Technical Responsibilities

- To be responsible for the performance of the Division including meeting national standards and requirements and access to services.
- To be responsible for policy setting, development and implementation of a range of policies in the Division, including those related to national directives.
- To participate in and inform the work of the Executive Management team, focusing on strategic and corporate affairs, as well as directing and taking overall responsibility for operational matters with the Division.
- To directly manage the performance of the Divisional teams, Service Delivery Managers and Heads of Department attached to the Division including setting objectives, appraising progress and identifying development needs.
- To interpret organisational policies within the Division and ensure consistency and compliance with Trust policy.
- To ensure that clinical and management opinions are considered by the Executive Management team in policy deliberations.
- To be accountable for financial balance and probity in the Division and deliver the Divisional financial targets
- To establish the annual budget proposals and redistribute resources within the Divisions as appropriate in line with financial targets and Service Line Reporting to maximise efficiency across the Directorate. .
- Work with Commissioners to prioritise service developments and agree service outcomes within strategic financial and service frameworks.
- To understand and ensure the financial viability of clinical services related to PbR and maximise opportunities for income generation.
- To actively explore opportunities to improve staff utilisation and cost effectiveness

- including pursuing reorganisations within and across divisional boundaries.
- To hold capital equipment allocation for the Division and determine Directorate allocations.
 - To take overall responsibility for management of the Division's budget including appropriate expenditure controls.
 - To monitor and review the management of Divisional budgets to ensure performance is within agreed financial limits and to take corrective action as appropriate where budgets are not maintained within agreed limits.
 - To ensure the programme of work to deliver cost improvements and achieve financial balance is effectively monitored and that where there are exceptions, appropriate mitigating action is taken.
 - To identify key areas for service redesign to improve patient experience.
 - To devise strategies to ensure appropriate service delivery to meet the changing agenda and policy.
 - To lead and operationalise the modernisation of service delivery, which may include the transfer of services, change of service delivery models and the encouragement of staff to work in different ways.
 - To undertake option appraisals and make recommendations in business cases and advise on the development and delivery of services.
 - To work with Directorate teams to ensure consistency between corporate and local health agendas in the delivery of service.
 - To co-ordinate the development and production of the Division's Business Plan in support of the Trust's strategic aims and Local Delivery Plan.
 - To agree service and financial objectives for the Division.
 - To develop workforce plans in line with capacity plans to determine workforce requirements for current and future service delivery.
 - To monitor the performance of the Division against agreed objectives and to take appropriate action where performance is not in accordance with objectives.
 - To develop service agreements with internal and external service providers as appropriate.
 - To ensure that Directorates contribute to the development of the Trust's long-term service strategy through a continuous market driven review of the portfolio of services they provide to drive a culture of continuous improvement.
 - To be responsible for achieving productive services that deliver value for money through a continuous process of service redesign and transformation.
 - To ensure the effective development and use of management information systems to support the efficient and effective management of all resources.
 - To ensure effective development and use of clinical information systems to support the delivery of safe, high quality clinical care.
 - To provide accurate and meaningful information to enable effective performance management of the activities of the Division.

Communication

- To liaise with managers at all levels including Executive Directors.
- To develop and maintain effective communication systems, written and verbal, formal and informal, within the Division to ensure all staff are kept informed in a timely and appropriate manner.
- To ensure information in respect of the Division is disseminated as appropriate throughout the organisation and that corporate information is disseminated as appropriate within the Division.

- To present written and verbal reports when required to the Executive Board, senior management teams and managers throughout the organisation in relation to operational and corporate Divisional activities.
- To ensure that confidentiality is maintained at all times in accordance with the Trust Policy.
- To enable staff of all disciplines to contribute to the direction of the Division.

Management

- To ensure that an appropriate managerial and professional infrastructure is in place to support the delivery of services and functional requirements within the Division in line with corporate objectives.
- To co-ordinate the activities of the Division to ensure corporate objectives are achieved.
- To effectively manage the performance of the Directorate Managers and other direct reports.
- To undertake annual appraisals, ensuring on-going high standards of performance and personal development, by:
 - Setting, monitoring and reviewing individual objectives
 - Identifying learning and development needs
 - Agreeing Personal Development Plans
- To facilitate communication and co-operation between Divisions and external organisations.
- To ensure the recruitment and retention of appropriate staff.
- To promote appropriate skills mix, the development of new roles and multi/cross-disciplinary working
- To manage the Divisional Teams, including Directorate Managers and Heads of Department.
- To determine Consultant job plans in line with service requirements.
- To ensure that the Division delivers HR targets e.g. Working Time Directive and embeds HR best practice across all areas.
- To develop a Divisional strategic workforce plan covering all professions taking into account retirements, succession planning and role redesign.
- To ensure that effective systems for performance management of all staff are in place.
- To develop the managerial capability within the Division to ensure strategic and operational objectives are achieved.
- To promote IWL standards within the Division and ensure that principles of good employment practice are adhered to.

Health, Safety and Security

- To report any incidents/accidents and near misses in accordance with the Trust's incident procedure.
- To maintain safe clinical practice in diagnosis and treatment (clinical staff only).
- To ensure own safety and the safety of all others who may be affected by the Trust's business.
- To comply with all Trust policies and procedures in order to protect the health, safety and welfare of anyone affected by the Trust's business.
- To comply with the Trust's Risk Management Strategy and Directorate/Department clinical and health and safety policies and procedures.
- To ensure that equipment provided for the protection of safety and health is maintained and utilised appropriately.
- To comply with emergency procedures e.g. resuscitation, evacuation and fire precaution procedures appertaining to your particular Directorate/Department.
- To attend all Mandatory Training with regard to fire, health and safety, manual handling and control of infection.

Quality/Clinical Governance

- To be accountable for setting a framework within the Division to deliver the requirements of "Standards for Better Health", to ensure the provision of safe, effective and quality patient care.
- To ensure your Directorate complies with all of the Trust's infection control policies, be cognisant of the high impact interventions applicable to your Directorate, incorporate the saving lives nine key challenges and actions to reduce healthcare associated infections and be aware of and implement any new measures deemed necessary.
- To ensure that patient and staff risk is minimised and managed through controls assurance processes.
- To set goals and standards to deliver the expected outcomes related to the NHS Plan and associated strategy documents including National Standard Frameworks, policy guidelines and specific service strategies.
- To work with commissioners to resolve difficult, emotional and complex patient/carer issues ensuring lessons are learnt and good practice is disseminated throughout the Trust.
- To ensure that all services meet relevant statutory requirements in all aspects of their operation.
- To work with the Divisional Director, Clinical Directors and Directorate Managers to ensure an effective framework is in place for clinical governance and risk management.
- To develop and implement divisional clinical governance plans, which ensure services are 'learning', developing and enhancing clinical and managerial processes.
- To develop a formal programme of continual risk assessment and action planning in relation to Health & Safety, clinical risk and other areas of risk management in line with corporate and national frameworks and strategies.
- To co-ordinate annual clinical and organisational audit programmes and develop quality improvement strategies. To ensure effective systems of communication are in place and highlight areas of concern in line with corporate frameworks and protocols.
- To take overall responsibility for the handling of complaints relating to services within the Division, personally supervising investigations as appropriate.
- To work with clinical staff in developing appropriate changes in clinical practice within

the Division in line with Trust strategy.

- To participate in organisational development initiatives within the Trust in line with the needs of the Division.
- To develop, implement and review Trust policies and procedures as appropriate.
- To ensure Controls Assurance and NHSLA standards are achieved.
- To establish systems for assessing service-users' views on the quality of services provided and for involving patients, relatives and their representatives in the planning and development of services.
- To ensure that an open, reporting and learning culture exists for staff to report incidents and near misses and any remedial action taken to prevent further recurrence.
- To have sound knowledge of the principles of clinical governance and understand what the benefits for patients and staff are.
- To understand the clinical governance structure within the organisation and how you may be involved.
- To participate in clinical governance activities within the Trust, and where applicable across organisational boundaries.
- To ensure patient confidentiality is maintained at all times and that, where relevant you do not access patient related information (either electronic or paper based), which you do not need during the course of your work.
- To comply with the procedure for handling any requests under the Freedom Of Information Act thereby ensuring that they are dealt with in a timely, specific and confidential manner.

General

- To act in accordance with the Code of Conduct for NHS managers.
- To undertake corporate and Division specific projects as required.
- To provide services in a manner, which enables all members of the community to access them, irrespective of race, ethnic origin, physical or mental disability, and access appropriate services to their age and gender
- To undertake training to meet the requirements of your role.
- To behave in a manner, which respects the differing needs and cultures of other staff
- To actively participate in an Annual Appraisal (Development Review) and provide evidence to demonstrate achievements towards your Knowledge and Skills Framework.
- To demonstrate the Trust's core behaviours in delivering a quality service to both internal and external customers.
- To identify your development needs within the Annual Appraisal to ensure that any CPD requirements are achieved and demonstrated in practice.

This Job Description provides a guide to the duties and responsibilities of the post and is not an exhaustive list. The postholder may be asked to undertake any other relevant duties appropriate to the post. The Job Description may be amended over time, in consultation with the postholder to meet the needs of the service.

Date Job Description Reviewed	October 2009
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