

Job Description

Title: Deputy Director – Trust Flow and Operations

Band: Band 8D

Executive Accountability: Chief Operating Officer

Divisional Accountability: Divisional Operations Director & Nursing Director – Medicine and Urgent Care

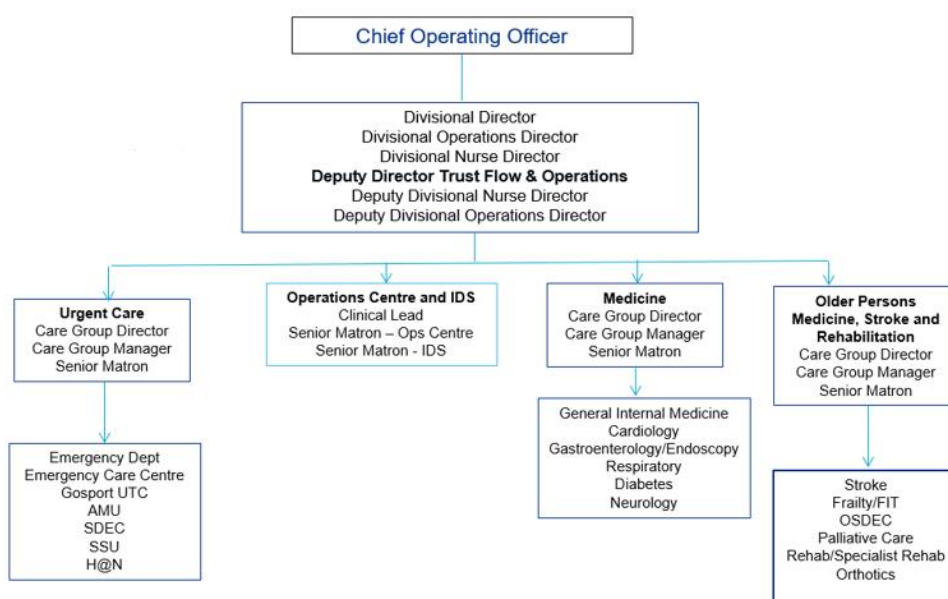
Job Purpose:

The post holder is responsible for strategic and operational leadership of site management and flow. Reporting to the Divisional Operations and Nursing Directors, the Deputy Director of Trust Flow and Operations is responsible for ensuring Trust capacity is used to maximum efficiency whilst maintaining safety and quality at all times. The post holder will be the lead for the site and patient flow across Queen Alexandra Hospital. This will include both Emergency and Elective flows and ensuring strong oversight of discharge plans on a daily basis.

Deputy Director of Trust Flow and Operations will work collaboratively with Divisional teams, departments and external partners to provide assurance that robust systems for site and patient flows are in place and that high quality patient-led services are delivered consistently. In collaboration with Divisional teams the post holder will ensure Trust wide operational/clinical priorities are identified and delivered on a daily basis with robust plans for both in hours and out of hours management

This is a crucial role working closely with teams both internally and externally to delivery key Trust objectives in meeting patient access standards and safe discharge to the community with partners. Deputy Director of Trust Flow and Operations will contribute and at time lead the Trust wide patient flow improvement programmes, identifying opportunities for improving patient flow and discharge systems and leading on the delivery of improvement work streams. The Deputy Director of Trust Flow and Operations will identify opportunities to develop proposals to improve ways of working including new models of care and service development proposals.

Divisional Structure



Key Responsibilities

In addition to the expectations details in the shared core functions, the post holder should ensure the following:

Managerial and Operational Leadership

1. Manage Trust wide bed occupancy to facilitate sufficient capacity for admissions on a 24:7 basis, monitoring the associated trigger factors and implementing the Trust's escalation plans.
2. Ensure operational systems in place for managing safe patient flow across the hospital including escalation areas.
3. Communicate with internal staff and external agencies with partner agencies to ensure compliance with performance targets and strategic objectives.
4. Lead the development of strong and effective teams, clearly defining individual and corporate responsibilities and accountabilities.
5. Ensure the service patients receive are appropriate, accessible and delivered in a manner that respects their privacy, dignity and individuality and embodies the service standards.
6. Create an environment where staff feel valued and able to practice with confidence across the clinical areas. Lead work on the extended scope of practice and multi-disciplinary working.
7. Act as an effective role model in demonstrating the behaviours expected from all the staff with regard to displaying excellent interpersonal skills and high degree of professionalism, upholding the Trusts values.
8. Support the delivery of quality targets, ensuring that staff understand their importance to patient care and quality and that Trust objectives are achieved.
9. Lead on involving and collaborating with patients and the public in the development and review of site and patient flow services particularly with access to emergency care and discharge from the Trust.
10. Ensure effective design of the discharge process across the Trust initiated from admission supporting the SAFER process across all clinical areas.
11. The post holder will contribute to the redesign of the site management function and bed management services and lead on the implementation of any new service developments.
12. Work in partnership with both internal and external key stakeholders to ensure patient pathways into and within the trust are optimised and consistent with known best practice.
13. Work with divisional triumvirates to understand daily speciality demands for beds to allow consistent planning.
14. Work with divisional triumvirates to ensure IT systems are up to date and as 'real time' as possible.
15. Performance management
16. Play a lead role in patient flow to achieve timely access in emergency pathways.
17. Provide a brokerage service between divisions regarding the throughput of patients and the usage of the Trust bed capacity.
18. Ensure the discharge team lead on outflows and actively support the ward areas with managing timely discharges with external partners.
19. In partnership with the Divisions and Care Group leads, support the implementation of initiatives to measure the quality of services provided.
20. Benchmark best practice within the Site and Patient Flows adopting practice to suit the patients' and service needs.
21. Ensure objectives against which the service can be monitored and measured are fully embedded within the site and patient flow team.
22. Ensure effective performance management of staff where practice does not meet the required and expected standard.
23. Participate in the collection and analysis of information relating to safety and quality standards. This includes meeting the agreed timelines of situation report submissions to the sector/NHS Improvement/NHS England through the Trust Informatics team who will support the process.
24. To ensure all team members are appropriately briefed on key objectives and performance indicators for Trust and given the opportunity to influence and participate in this as appropriate.
25. To provided management support and accountability for the division when the Divisional Nurse and Operations Director are unavailable

Service Transformation and Change

1. Work with the Executive Team, the Divisional triumvirate and service managers, in the preparation of business plans, taking into account service needs, workforce planning, estate issues, financial constraints, commissioners' priorities and quality targets.
2. Represent the needs of the Site and patient flow service in the business and service planning cycle.
3. Recognise the need for change and be proactive in delivering service improvements.

4. Identify opportunities for improving patient flow and discharge systems, develop and implement effective audit and processes.
5. To contribute to the development of proposals to improve ways of working including new models of care and service development proposals.
6. Lead and deliver service improvement initiatives within agreed timescales, building in flexibility to deal with unforeseen demands of time and resources.
7. Undertake strategic development of the service which may include presenting service improvement plans and reports to the divisional management board and other forums.
8. To attend on behalf of the Trust meeting with the ICB and NHS England
9. The post holder will be providing and receiving highly complex, highly sensitive or highly contentious information where there are significant barriers to acceptance which need to be overcome using the highest level of interpersonal and communication skills, such as would be required when communicating in a hostile, antagonistic or highly emotive atmosphere.

Professional

1. To maintain a high level of knowledge and competence within the field of site operations, flow and discharge.
2. Ensure clinical staff are fit to practice and that regular professional updates are in place via appropriate professional leads
3. Lead and participate in the review of relevant Trust wide nursing standards
4. Ensure the team actively participates in Trust senior nurse forums
5. Participate in the 7/7 working rota and the on-call rota for the Trust and be available for weekend working when required

Personal Development

1. Ensure personal development objectives are agreed and reviewed annually with the Divisional Operations and Nursing Director.
2. Ensure continuing professional development is undertaken as agreed with the Divisional Operations and Nursing Director.

Other

Job Holders are required to:

1. Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
2. Always keep requirements in mind and seek out to improve, including achieving customer service performance targets.
3. Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities, and No Smoking.
4. Act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.
5. Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect and conform to the requirements of the Data Protection

Trust Organisational Expectations

The post holder will:

1. Proactively and positively contribute to the successful overall performance of the Trust.
2. Deliver excellent levels of customer service to all patients/visitors and staff at the Trust.
3. Develop effective ways of working and create strong partnerships and relationships with all stakeholders to support the implementation of the Government's policies on Health.
4. Develop an organisational culture that fosters collaborative working among all staff groups, to ensure a focused commitment to delivering quality services and outcomes.
5. Act as an advocate for the Trust & its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.
6. Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.

7. Support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes, which support the Government's policies on public health
 8. If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
 9. In compliance with the Trust's practices and procedures associated with the control of infection, you are required to:
 - Adhere to Trust Infection Control Policies assuring compliance with all defined infection control standards at all times.
 - Conduct hand hygiene in accordance with Trust policy, challenging those around you that do not.
 - Challenge poor practice that could lead to the transmission of infection.
 - Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.
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Shared Core Functions

1. Proactively and positively contribute to the achievement of deliverables through individual and team effort. Manage the production of the required deliverables and control risks,
2. Support team members to deliver on their functionally relevant objectives through offering advice, guidance and support as appropriate.
3. Ensure that approved budgets are spent effectively and in accordance with agreed procedures
4. Will have budget responsibility and accountability for the division.
5. Liaison with Senior Professionals and related functions to ensure that work is neither overlooked nor duplicated
6. Build and sustain effective communications with other roles involved in the shared services as required
7. Maintain and continuously improve specialist knowledge in an aspect of Health Service which significantly contributes to the Trust's stated objectives & aims
8. Establish and maintain strategic links with a range of external partners/stakeholders or manage the links made through the team. Engage with external partners/stakeholders to gain their necessary level of contribution & commitment to the successful delivery of your work.
9. Undertake proactive horizon scanning for either developments relating to Trust work or opportunities for Trust involvement around health issues
10. Increase the level of knowledge & skills within the Trust through documenting key learning and supporting others to develop their professional abilities.
11. Dissemination of knowledge through engagement in report writing, and reviewing, taking full responsibility for technical accuracy and reliability and being sensitive to the wider implications of that dissemination.
12. Ensure that expertise is seen as a resource within and outside the Trust and form working partnerships with government departments, national agencies and key stakeholders.
13. Develop structures, systems, ways of working and personal values that will support the Trusts sustainable development objectives with regard to issues such as carbon reduction and waste minimisation; and to encourage all stakeholders of the Trust to act as enthusiastic agents.

Person Specification

Qualifications

Essential

- Professional knowledge acquired through degree, supplemented by specialist training to doctorate or equivalent level
- Premier post graduate qualification e.g. Master of Business Administration (MBA) or the equivalent applied post-graduation management learning relating to a number of disciplines in Business Management, Finance, Accountancy, Marketing, Information Systems or People Management.
- Evidence of continuing professional development.

Experience

Essential

- Extensive senior management experience within the NHS.
- Significant experience working on both strategic, operational matters and modern best practice across the NHS
- Significant NHS/Public sector experience and knowledge and understanding of the NHS system reform policy and other key policy drivers.
- Previous successful management experience, at a senior level with demonstrable success in building, leading, motivating and developing multi-disciplinary teams as highly effective people manager.
- Proven experience of effective performance and budgetary management and control including achieving annual targets on a regular basis for a large group of clinical specialties and managing operating budgets and delivering financial surplus.

Desirable

- Senior level experience of working within an urgent care environment

Skills and Knowledge

Essential

- Proven success in business planning and in the development of business cases and developing and translating business strategy into operational delivery;
- A successful track record of leading, delivering and embedding highly complex operational and strategic change in a challenging and pressurised environment while also developing and maintaining high standards of quality.
- Strong and effective leadership and people management skills including influencing, persuasion and negotiating skills
- Highly developed verbal and written communication and presentation skills suitable for a range of audiences, including chairing of meetings
- Ability to ensure patient safety by assessing and managing risks associated with service developments
- Ability to work with and through others
- Ability to perform well under pressure and manage unpredictable workload with conflicting priorities
- Quality focused with an innovative approach and ability to solve complex problems
- Ability to develop effect networks and work collaboratively with internal external partners
- Ability to critically analyse complex financial and clinical data sets
- Well-developed IT skills to manage and report on complex performance management information
- Personal Resilience
- Able to participate in on-call rota as required.

Personal Qualities

- Tenacity: demonstrates high levels of self-belief, drive, enthusiasm and stamina to achieve goals and see things through.

- Ability to motivate, inspire and provide innovative solutions.
- Excellent judgement.
- Ability to achieve consistently good results in an inclusive and collaborative manner.
- Ability to work effectively in a complex and changing environment.
- Ability to work under pressure to demanding timetables.
- Understands the need to deliver short-term priorities and achieve long-term goals (sense of balance).
- High degree of political awareness.
- Displays innovative and lateral thinking.
- Prepared to work totally flexibly.
- High degree of self-awareness.
- Ability to maintain confidence, at all times.
- High levels of personal integrity and loyalty.
- Intellectual flexibility that enables the reasoned assessment of a situation and the ability to draw pragmatic conclusions.
- Ability to 'broad scan' to keep abreast of developments in the Health Care sector.
- Ability to deal with confidential issues in a professional and sensitive manner.

Working Together For Patients with Compassion as One Team Always Improving

Strategic approach (clarity on objectives, clear on expectations)

Relationship building (communicate effectively, be open and willing to help, courtesy, nurtures partnerships)

Personal credibility (visibility, approachable, back bone, courage, resilience, confidence, role model, challenge bad behaviour, manage poor performance, act with honesty and integrity)

Passion to succeed (patient centred, positive attitude, take action, take pride, take responsibility, aspire for excellence)

Harness performance through teams (champion positive change, develop staff, create a culture without fear of retribution, actively listen and value contribution, feedback and empower staff , respect diversity)

Job holders are required to act in such a way that at all times the health and well being of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.

Print Name:

Date:

Signature: