

JOB DESCRIPTION

POST TITLE: General Manager for Theatres, Anaesthetics and Critical Care

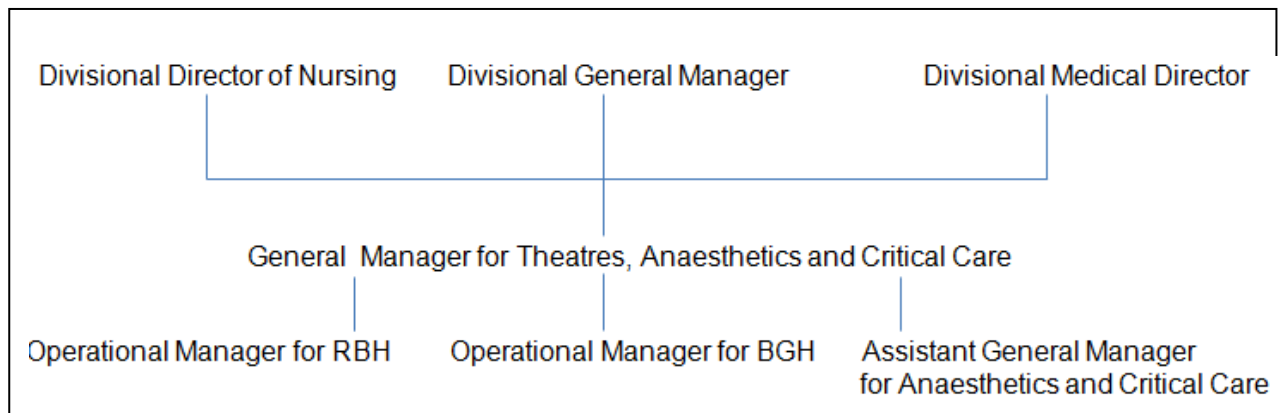
BAND: 8C

DIVISION: Surgery and Anaesthetics

BASE: East Lancashire Hospitals

REPORTS To: Divisional General Manager for Surgical and Anaesthetic Division

ORGANISATION CHART



JOB SUMMARY

This is a challenging role in which the post holder will be the managerial focal point for all services within the scope of responsibility; this includes Theatres across both Royal Blackburn Hospital (RBH) and Burnley General Hospital (BGH) site, Anaesthetic Services across both hospital sites and Critical Care based at the RBH site. This is an exciting and diverse role as it crosses multi-specialities and gives the post holder a breadth of knowledge of numerous surgical specialities.

The post holder will work as part of the Directorate Senior Management Team to provide operational, staffing and budget management. The post holder will be responsible for the efficient and effective day-to-day running of a number of specified services in the delivery of operational performance targets (finance, activity, workforce and quality/safety), the achievement of service objectives and local and national standards relevant to the service areas. Support the clinical, managerial and operational leadership of the Directorate, delivering a range of outcomes, ensuring that fundamental and underlying activities to organisational success are achieved.

The three Directorates (Theatres, Anaesthetics and Critical Care) provide essential clinical support services to the Clinical Directorates across the Trust. The Directorates also cover Elective Admissions, Pre-operative Assessment and the Acute Care Team.

The post involves a high degree of both strategic and operational planning in a rapidly changing work environment, driven by the rapidly changing NHS agenda. The role is highly demanding with the requirement to meet strict deadlines within a limited time. Impacting on this demand is the

unpredictability of the daily workload and the need to flex services at short notice. Constant interruptions occur during the routine day with the need to deal with many varied issues without prior notice.

MAIN DUTIES

1. Accountable for the delivery of Theatres across RBH and BGH sites, Anaesthetics and Critical Care.
2. Lead the Divisional Theatre Efficiency programme with key performance metrics and measures in place to monitor performance and delivery.
3. The Trust's Lead for Theatre Efficiency Programme across the ICS attending regional meetings as required.
4. Engage the Directorate Managers and Clinical Directors in the Theatre Efficiency Programme and hold Directorates to account on performance.
5. Responsible for the Elective Admissions department and ensuring clear processes are in place between the Directorates, Pre-operative Assessment and Theatres.
6. Engage clinical and non-clinical staff in the business of the Directorates, building processes and systems around patient needs, ensuring delivery of excellent healthcare.
7. Maintain Directorate focus on and commitment to performance targets, patient safety and quality targets at all times.
8. Analyse, compare and interpret clinical and other relevant data to inform appropriate service development in line with Corporate and National strategic business planning.
9. Hold specific responsibilities to the Divisional General Manager for ensuring that cross-Divisional working is managed proactively, including design and delivery of care pathways, and the Services are fully involved and engaged in a Trust wide system of working, policy and practice.
10. Ensure that decisions taken are fully informed and properly balanced, taking account of collective as well as individual need, and the requirement to live within available resources.
11. Lead and Manage projects to successful outcomes.
12. Embed a service improvement philosophy into everyday practice and ensure this is devolved across the Directorates.
13. Engender and maintain a culture of financial control and recurrent financial awareness amongst both clinical and non-clinical staff.
14. Accountable for the Directorate budgets, ensuring spend is in line with agreed budgets and any pressures and overspend are managed.
15. Develop Directorate budgets in support of the delivery of the Directorate business plan.
16. Lead on the Waste Reduction Programme (WRP) ensuring the Directorate has a clear work plan in place. This includes a strong relationship with procurement.
17. Responsible for developing strategies to cope with in year service pressures.
18. Lead on workforce planning and ensure that rota's are in line with service requirements.
19. Lead on procurement initiatives across all Directorates to ensure the best use of resources.
20. Lead on the implementation and robust use of the Trust's Theatre Inventory System and ensure there are robust reporting mechanisms to monitor data outputs.
21. Hold staff within the Directorate to account for their actions through a performance management approach based on effective appraisal.
22. Ensuring that cross-Directorate working is managed as proactively as intra-Directorate working, including management of care pathways.
23. Work closely with clinicians in order to achieve optimal decisions for overall patient care.
24. Promote effective leadership for professional staff by empowering individuals to take appropriate decisions and supporting a teamwork approach across the Trust.

25. Build processes around patients and work with patients as partners in the delivery of excellent healthcare.
26. Ensure that decisions taken are fully informed and properly balanced, taking account of collective as well as individual need, and the requirement to live within available resources.
27. Seek to set higher local targets for delivery of healthcare that are prescribed nationally.
28. Support, involve and develop staff, whilst requiring delivery and performance to high standards.
29. Genuinely promote and support delivery of national and local performance targets as one of the ways of raising healthcare standards.
30. Compare with high performing organisations utilising GIRFT, Model Hospital and Dr Foster information to ensure continuous learning from others.
31. Support, involve and develop staff, whilst requiring delivery and performance to high standards.
32. Contribute to and build relationships with the Critical Care Network ensuring ELHT are working in line with national and regional agenda.
33. As requested, link into the ICS with key pieces of strategic development across the Lancashire and South Region.
34. Undertake a full range of management activities in an acute trust setting, both operationally focused and strategically directed, ensuring quality of services to patients, visitors and staff, including:
 - 34.1. Management of quality, patient safety and risk
 - 34.2. Maximising operational and performance management standards
 - 34.3. Optimising resource management
 - 34.4. Planning, marketing and developing services
35. Lead on capacity and operational planning across all three Directorates.
36. Minimise boundaries between services, both within and outside the Directorate.
37. Deputise for the Divisional General Manager or Deputy General Manager if required.

COMMUNICATION

Effective communication both internal and external to the organisation are key to the role to facilitate the effective delivery of the services which are integrated into the whole health economy.

Key relationships include:

Trust Executive Management Team
 Trust Board – Executive and Non Executive Directors
 Commissioning teams
 Divisional Management Board
 Clinical Directors
 Consultants
 Matrons and Lead Nurses
 Finance
 Procurement
 Human Resources
 Senior Managers
 Patients, carers and public
 Other NHS Trusts
 NWAS
 Training & Professional Bodies and Associations.

SERVICE DEVELOPMENT

1. Lead innovations of service, planning and formulating appropriate strategies in line with both Corporate and National agendas.
2. Formulate business cases and service agreements in line with national and local priorities, presenting relevant data in appropriate format ie graphs, tables, drawings etc.
3. In conjunction with the Divisional General Manager / Clinical Director(s) ensure that projects identified are effectively implemented.
4. Lead and encourage redesign of services, and embed new ways of working which support patient care aims.
5. Maintain active involvement in planning and marketing of services.
6. Ensure patient involvement in the evaluation and redesign of services.
7. Establish links with external agencies that will ensure the continued development of new ways of working and collaboration on key tasks within the health economy.
8. Responsible for developing meaningful dialogue with clinical colleagues to drive service improvement and integrated working.
9. In conjunction with the Governance Lead take a lead responsibility for ensuring that systems for Governance are in place with appropriate mechanisms for their continued effectiveness.

PATIENT SAFETY AND QUALITY

1. Ensure that national quality and environmental standards are achieved.
2. Ensure high standards of cleanliness and infection control.
3. Maintain and develop strong systems for patient safety and quality.
4. Comply with the Trust's incident reporting and risk assessment policies.
5. Ensure the quality of data provision within the Directorates at all times and promote the use of new information technology.

POLICY DEVELOPMENT

1. Responsible for policy implementation across the Directorate.
2. Responsible for policy and service developments across all service areas.

HUMAN RESOURCES, TRAINING AND DEVELOPMENT

1. Develop workforce and training plans for the Directorates including succession planning.
2. Monitor sickness, absence and annual leave ensuring adequate cover at all times.
3. Lead on the development of strategies to achieve sickness and absence targets set for the Directorate.
4. Provide an efficient and effective service by the recruitment and retention of staff with appropriate skills and qualities and by the most effective deployment of staff and develop strategies to enhance recruitment and retention
5. Ensure all staff has annual appraisal, objectives and personal development plans.
6. Promote the implementation of key HR initiatives / targets such as Agenda for Change and HR policies / practices.
7. Utilizing the relevant HR policies and guidance manage performance of all Directorate staff
8. Ensure staff are supported, working in line with the Trusts Health and Wellbeing Strategy.

LEADERSHIP RESPONSIBILITIES

1. Lead, manage and motivate staff within the Directorate, ensuring that appropriate management structures, policies and practices are in place to achieve high levels of performance.
2. Lead in the planning, establishment and development of effective clinical management practices and usage of resources.
3. Lead on the preparation and submission of business plans, service developments and Business Cases.
4. Lead in financial and operational management.
5. Ensure that Directorate aims are delivered within the resources available.
6. Control and review usage of resources against planned performance.
7. Hold managerial accountability for budgets delegated to other staff within the Directorates.
8. Ensure delivery of standards and targets for operational performance on activity, productivity, quality and risk management.
9. Hold responsibility for implementing principles of customer care within the Directorate and ensure early resolution of complaints.

CORPORATE RESPONSIBILITIES

1. Ensure that Directorate business planning is consistent with the Divisional strategy and assist in the determination of Trust policy and strategy.
2. Manage the resources of the Directorates and improve quality and productivity, working with other Directorates to achieve more effective use of resources or enhanced quality as appropriate.
3. Work constantly with other Directorate Managers across Directorate boundaries, in order to facilitate effective working between services and evidenced based patient pathways.
4. Lead Trust-wide initiatives and projects, as required, determined by the Divisional General Manager.
5. Participate in Trust-wide senior manager on-call duties, including absence cover.

ORGANISATION

The post holder is required to work unsupervised working between sites as necessary. The daily planning requirement is very varied and requires much discretion in order to ensure the necessary service provision in order to meet the objectives of the Directorate and the Trust. There is a significant degree of unpredictability in this post with a regular need to instigate changes to current plans without prior notice. This is further compounded by the necessity to manage arising priorities across a very complex and very busy Health Economy.

EMPLOYMENT ACTS AND CODES OF PRACTICE

All employees are required to comply with employment legislation and codes of good practice.

Equality and Diversity

We are an Equal Opportunities employer and will do all we can to make sure that job applicants and employees do not receive less favourable treatment because of their age, sex, marital status, faith, race, disability or sexual orientation, or for any other reason that is not justified.

Health and Safety

In accordance with the Health and Safety at Work Act 1974, and other supplementary legislation, all employees are required to follow Trust Health and Safety policies and safe working procedures, take reasonable care to avoid injury during the course of their work, and co-operate with the Trust and others in meeting statutory requirements.

Infection Control

All employees must comply with Prevention and Control of Infection policies and attend any related mandatory training.

Sustainability and Corporate Social Responsibility

The Trust attaches great importance to Sustainability and Corporate Social Responsibility. It is the responsibility of all members of staff to ensure that the Trust's resources are used efficiently with minimum wastage throughout their daily activities

Risk Management

Employees are required to report every incident where the health and safety of self or others has been jeopardised (including near misses) and to carry out or participate in investigations into such incidents as required.

Safeguarding

All employees have a responsibility for safeguarding and promoting the welfare of children and adults. Further guidance can be sought from your Line Manager.

Data Protection Act

All members of staff are bound by the requirements of the Data Protection Act 1998.

Rules, Regulations, Policies, Standing Orders and Financial Instructions

All employees are required to comply with the rules, regulations, policies, standing orders and financial instructions of the Trust.

Research and Development Projects

Whenever you decide to undertake a piece of research, either as a Principal Investigator or Local Researcher, or Assistant Researcher, you must comply with the principles of Clinical Governance and the Research Governance Framework.

Development Review

Key performance objectives, development needs and compilation of a Personal Development Plan will be discussed and agreed at Annual Development Review meetings.

Training

Post holders are required to attend any relevant and mandatory training for the post.

Outside Employment / Outside Interests

Any other work or outside interests must not conflict with the duties and responsibilities of your attendance for work as an employee of East Lancashire Hospitals Trust. In accordance with legislation

on working time, it is a condition of employment that all staff must inform their line manager before taking up any private practice, work for outside agencies or other employers, other work for this Trust (including bank work) and / or voluntary work. This is to ensure there is no conflict of interest with your NHS duties.

Review of Job Description

This is not intended to be a comprehensive description of the duties of the post. Due to the Trusts commitment to continuous improvement it is likely that the post will develop over time. These duties will be subject to regular review and any amendments to this job description will be made in consultation and agreement with the post holder

STANDARDS OF CONDUCT

Conduct duties with regard to values underpinning the Trust's Vision "*to be widely recognised for providing safe, personal and effective care*":-

Values:-

- Respecting the individual
- Putting patients and customers first
- Promoting positive change
- Acting with integrity
- Serving the community

Underpinning the Trust's vision and values are the following key operating principles that influence the way in which the Trust does business:-

- Understand the world we live in and deal with it
- We are clinically led and management supported
- Support departments support the front line
- Everything is delivered by and through Divisions
- Compliance with standards and targets are a given. They are the things we do to help secure our independence and influence
- Quality is our organising principle – driving quality up and cost down is not mutually exclusive
- We deliver what we say we need to

Post holders are expected to work flexibly within their pay band. They should only be expected to carry our activities for which they are competent. Alternatively they may carry out the additional duties if they are receiving support or training in order to obtain the recognised level of competence.

The Trust operates a Tobacco Control Policy.

ACCEPTANCE OF JOB DESCRIPTION

I confirm I accept the duties contained in the above job description.

NAME:
(PRINT)

SIGNED:

DATE:

Factor	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Masters level qualification or equivalent 	<ul style="list-style-type: none"> • Management qualification at masters level eg MBA • Relevant professional qualification
Experience	<ul style="list-style-type: none"> • Substantial Acute hospital experience • Experience of operational management • Leading change in a complex environment • Proven capability to manage at a senior level (eg management of resources, priorities, personnel, problems) • Business planning and development of business cases • Experience in achieving a range of complex performance and financial targets • Proven ability to lead / manage a large number of staff including clinicians • Significant financial management experience including delivery of saving programmes and managing large complex budgets. 	<ul style="list-style-type: none"> • Involvement in NHS service development and configuration • Leading on capacity planning • Working in a clinically lead organisation
Knowledge	<ul style="list-style-type: none"> • Evidence of structured and professional and managerial career development. • Demonstrable understanding of NHS policy in relation to performance management, capacity planning, finance etc. 	
Skills and Aptitudes	<ul style="list-style-type: none"> • Project management skills. • Demonstrable leadership skills • Ability to lead and motivate a large team of staff. • IT skills • Good interpersonal skills • Proven ability to use own initiative of judgement and prioritise work accordingly • Ability to persuade and negotiate successfully. • Able to maintain composure in challenging, distressing and emotional situations. • Able to multi-task effectively • Proven ability to manage priorities under pressure. • Presentation and interpretive skills both in written and numerical form. • Ability to prioritise work to competing timescales and targets. • An ability to manage complex issues through a range of approaches to communication. • Ability to deal with difficult and sensitive 	<ul style="list-style-type: none"> • Advanced IT skills. • Ability to exercise political judgement.

	<p>situations including decision making on competing pressures.</p> <ul style="list-style-type: none"> • Ability to influence others in a positive and assertive way to achieve results. • Ability to work to precise timescales. • Strong written/verbal communication skills • Political awareness • Ability to write effective business cases to enable decision making 	
Personal Attributes	<ul style="list-style-type: none"> • Demonstrable drive, commitment and self-motivation. • Enthusiasm for the role and Divisional success • Ambitious • Resilient – able to deal effectively with stressful working environment without affecting performance 	
Other requirements	<ul style="list-style-type: none"> • Able to participate in ‘on-call’ duties. • Able to attend meetings/events out of hours as required • Access to private transport for work purposes 	

EFFORT FACTORS

PHYSICAL EFFORT

What physical effort is required for the job?	How Often?	For How Long?	What weight is involved?	Any mechanical Aids?
Ability to walk across all sites at regular intervals throughout the day	All day	Intermittently throughout the shift		

Is the job holder expected to sit / stand in a restricted position?	How Often?	For How Long?	What activity is involved?
Yes	Every shift	More than 20 mins On each occasion	Computer work Meetings

MENTAL EFFORT

Are there any duties requiring particular concentration?	How Often?	For How Long?
Yes – data analysis, report writing	Every day	Up to 3 hours
Are there any duties of an unpredictable nature?	How Often?	For How Long?
Yes – dealing with patients and families to support the handling of difficult issues	Unpredictable	

EMOTIONAL EFFORT

Does the job involve dealing with any distressing or emotional circumstances?	Direct / Indirect Exposure	How Often?
Yes – performance management of staff. Potentially dealing with distressed or angry patients and families.	Direct and indirect	unpredictable

WORKING CONDITIONS

Does the job involve exposure to unpleasant working conditions?	How Often?
Office conditions	

