

EAST MIDLANDS AMBULANCE SERVICE NHS TRUST

Role Description

Job Title	Head of Operations (Band 8B)
Accountability	Divisional Director
Review Date	This job description is subject to periodic revision following discussion with the post holder

Job Purpose:

The Head of Operations (HoO) is accountable for the day-to-day delivery of standards across the range of activities and operational measures for a defined geographical area. The HoO is primarily responsible for delivering high quality services, which meet both national and local / contractual Key Performance Indicators (KPIs) through the effective and efficient management of defined resources. They ensure delivery of services and standards through the management and leadership of the area team, staff and resources.

The HoO is accountable for the leadership and management of both Station Managers and Divisional Senior Clinical Leaders as well as a link to the Divisional Senior Managers (see appendix 1) to support portfolio delivery in their areas. They will also be part of an on duty and on call command team and be expected to undertake the necessary training and continued professional development.

The post-holder is accountable to the Divisional Director for the delivery of the service by providing expert knowledge, skill and leadership in their geographical area. Operationally the role will work across 5 days and provide senior manager on call cover as part of our overall command structure (see appendix 2), to ensure consistent delivery of services across the 7 days and 24hr period. Specifically, the core responsibilities for their defined geographical area are:

1. To ensure delivery of performance and response trajectories, in line with contractual targets, ensuring optimal productivity and efficient use of resources.
2. To oversee the appropriate management of resources including the effective planning of people, vehicles and equipment to deliver the A&E service requirements, in conjunction with the Divisional Senior Manager (Planning).
3. To ensure services are delivered with agreed budgets and financial control delivered through the Service Line Management arrangements. This will include the requirement to identify and deliver the required cost improvement plans (CIP).
4. To develop and oversee the delivery of transformation programmes designed to improve the quality of care delivered both locally and regionally.
5. To oversee the consistent delivery of quality standards including the development and oversight of quality improvement plans as required. This will

- require close working with the Divisional Senior Manager (Quality), central clinical / quality teams as well as the local area / Divisional leadership team.
6. To participate / plan and liaise with the Workforce Directorate to meet the education, training and development needs of the local area and Division. This includes identifying system challenges and the scope for partnership delivery of the system workforce agenda.
 7. To be accountable for internal and external stakeholder relationships, engagement and involvement for their area.

Main responsibilities:

Leadership

1. To be identified as the key EMAS senior leader for a defined geographical area, promoting the vision, values and goals of the organisation at all times. This include leading by example and acting as an ambassador for the organisation throughout the execution of the role.
2. Embrace high standards of employment practice and leadership in accordance with the NHS Managers Code of Conduct and the Trusts Leadership and Capability Framework.
3. To provide first line management and supervision to the Station Managers and Divisional Senior Clinical Leaders within their area, including setting objectives, appraisal and personal development.
4. Take ownership for their own professional leadership development as well as that of their defined leadership teams.
5. Responsible for managing and engaging staff within their area in accordance with all relevant policies and procedures.
6. To provide appropriate command where the incident requires it to be implemented such as multi-casualty incident, multi-agency incident or one which involves and elevated risk to responders and patients.
7. In line with the Trust Command and Control policy, operate as senior member of the organisation at scene, or in remote command, in charge of all their resources within an agreed sphere of command.
8. To form key professional relationships within the Divisional Senior Leadership Team, including those with HoO peers and Divisional Senior Managers, to provide a collaborative leadership approach.

Command

The principal focus for this post holder is the tactical command elements. The core areas are:

1. Assurance that any initial assessment of an incident brought to your attention has been assessed and has identified if any escalation including command and control is required or not.
2. Overall command of pre-planned and/or single service incidents where tactical command is required. This may be taking over from the initial scene management undertaken by those first to take command both on scene and remotely if the incident requires it.

3. Where suitably trained, the Head of Operations could undertake the specialist *Tactical Command* role(s), alongside other Commanders within a specific, large scale and/or complex command structure *i.e. NILO*.
4. Also referred to as functional roles in the larger, more complex incidents such as a major incident. The tactically trained commander would undertake such *Operational Command* role(s) as requested by the relevant, assigned EMAS *Tactical Commander* for the incident.
5. If called upon represent the Trust at a Tactical Coordinating Group (TCG), and/or Strategic Coordination Group (SCG) as a *Liaison Officer* on behalf of the designated Trust *Tactical and/or Strategic Commander*.

Governance

1. Undertakes the preparation, presentation and analysis of local data, reports and projects as required, ensuring compliance with current information governance requirements.
2. Ensure appropriate Divisional governance arrangements are implemented and adhered to within their area.
3. Contribute to the development, implementation and audit of corporate policy and decision-making activity.
4. Develop and implement operational policies that impact across the Trust, in order to ensure that there is consistency in service delivery and that Divisions and areas meet the required target levels.
5. Maintain high quality and robust corporate and clinical governance arrangements including risk management.
6. Accountable for the recording, monitoring and mitigation plans of area risks, ensuring these are included within the Divisional risk register (in conjunction with the Divisional Senior Manager [Quality] who has a coordinating role on behalf of the Division). This includes internal and broader "system" risk oversight and management.
7. Responsible for their Divisional coordination, oversight and response to investigations (SI, HL, FC) in their area of management.
8. Accountable for their areas audit compliance.
9. Accountable for the areas IR1 / untoward incident process compliance.

Financial Management

1. Accountable for monitoring and delivery of a delegated area budget, ensuring the effective utilisation of financial resources throughout their area, in line with Service Line Management principles and corporate Standing Financial Instructions.
2. Responsible for the identification and delivery of associated Cost Improvement Programmes (CIPs).
3. Ensure that all expenditure represent value for money and can withstand public scrutiny.
4. Authorised signatory for pay and non-pay items within own area of responsibility.

Performance Management

1. Responsible for the delivery of all performance and response targets ensuring optimum productivity and efficiency of all resources. Provide performance

- information giving account for performance and corrective action through the Divisional Performance Management Reviews when required.
2. In conjunction with peers and the Divisional Senior Manager (Planning), ensures the appropriate resources are in place which includes the profile of people, vehicles and equipment to deliver the A&E service. This will take into account all aspects of demand and capacity management principle.
3. Ensures area and Divisional establishments are maintained and monitored to agreed levels. Ensures recruitment and education requirements needed to maintain establishment are built in to the Divisional Business Plan.
4. Determine the education, training and development needs of the area workforce, supporting the development of Divisional Workforce and Education Plans.
5. Develop new ways of working to improve efficiency and effectiveness and report progress through the Divisional Performance Management Reviews.
6. Interprets a range of management information in support of sustainable performance and quality improvement.

People and Workforce Profile

1. Within the Trust's frameworks, support the Divisional Director to promote a supportive culture underpinned by staff involvement, empowerment and motivation.
2. Works actively with the Workforce Directorate to ensure staff and leadership development is high on the Divisional agenda, ensuring robust and consistent succession planning which supports the Trust's development.
3. To provide area management of or participate in any relevant grievance or disciplinary case in line with the Trusts Disciplinary Procedure and Trusts Grievance Policy, including panel membership and the commissioning of investigations.
4. In conjunction with the Divisional Senior Manager (Planning) and HR teams, accountable for their areas management (through the Station Manager teams) on the effective management of sickness in line with Trust policy and Human Resource guidance.
5. Support effective and collaborative working practices to ensure of the delivery of high quality services which underpin the local system priorities.
6. In conjunction with the HR Business Partner, responsible for case management oversight for their area, including the commissioning of investigations and allocation of investigating manager (e.g. SM, DSCL).
7. Accountable for their areas PDR / appraisal compliance.

Communication and Stakeholder Involvement

1. To be a highly effective senior leader that both engages and involves internal and external stakeholder groups in a consistent and equitable manner, supporting the delivery of high quality services.
2. Ensures all aspects of staff engagement and involvement are delivered in line with the Trust engagement strategy and key initiatives such as staff surveys.
3. Works in partnership with key internal and external stakeholders to ensure the organisation is informed of any developments and changes that are likely to impact in service delivery and patient expectations.
4. Ensures that effective two-way communication is established and maintained through their area, the Division and Trust overall.

5. To play a lead role in communication and media activities within their defined area or on behalf of the Division and Trust as appropriate, working closely with the central Communications Team.
6. Use negotiating and influencing skills to communicate information that can be contentious and to which there may be significant barriers to acceptance for example during disciplinary, grievances, communicating with staff regarding transformational change.

Freedom to Act

1. Works autonomously under own initiative within agreed objectives set by the Divisional Director.
2. Deputises for the Divisional Director when appropriate.
3. Acts on own initiative, making decisions on behalf of the Trust when meeting external stakeholders with referral to Divisional Director when appropriate.

Risk, Health & Safety

1. Promotes the health, safety and welfare of staff and makes recommendations on areas of improvement required.
2. Ensure risk assessments are conducted and appropriate remedial action is implemented, supporting overarching risk management and monitoring.

Analytical and Judgement Skills

1. Responsible for effective decision-making, both clinical and operational, against constantly changing circumstances involving a range of options.
2. Reprioritising workload as appropriate to ensure service delivery against local and national response targets.
3. Required to undertake analysis and make judgements on the resources, capability and deployment of resources within specific area on an ongoing basis, making complex decisions in respect to allocation of the resources available.

Physical, Mental and Emotional Demands of the Job

1. In their command role, may be exposed to distressing incidents and events e.g. large Road Traffic Collisions.
2. Mental requirements of the post holder include the ability to be able to concentrate for prolonged periods of time. With the ability to digest, analyse, distil and communicate large amounts of complex and sometimes sensitive information.
3. The post holder will operate as part of an on-call rota across the geographical outline of the Division and Trust.
4. Will be required to drive between multiple locations as part of their role, including when acting as an Ambulance Incident Commander.
5. May be required to support other Ambulance Trusts as part of the National Mutual aid plan.

The duties and responsibilities of the post will be undertaken in accordance with the policies, procedures and practices of the Trust, which may be amended from time to time.

Patient Safety is a key priority for the Trust. It is your responsibility to ensure that you are fully compliant with EMAS policies and procedures in respect of patient safety, for example Risk Management, Infection Prevention and Control, Safeguarding children and vulnerable adults.

This job description is not intended to be an exhaustive list of duties and responsibilities, but to give an indication of the main areas of activity and involvement.

Communications and Working Relationships:

Internal

- Senior Leadership Team(s)
- Divisional Leadership Team including co-opted members of Divisional SLTs
- Heads of Operations
- Divisional Senior Managers
- Station Managers and Divisional Senior Clinical Leaders
- Divisional Command Teams
- Trade Unions
- Human Resources Team
- Enabling Services
- Operational staff

External

- External stakeholders including NHS and Local Authority partner organisations, including key system delivery and governance groups
- Category 1 and Category 2 Responders, including other emergency services
- Patients, advocates and patient groups
- Media representatives

Job Description Agreement:

Job Holder's Signature:

Date:

Line Manager's Signature:

Date:

Job Title:

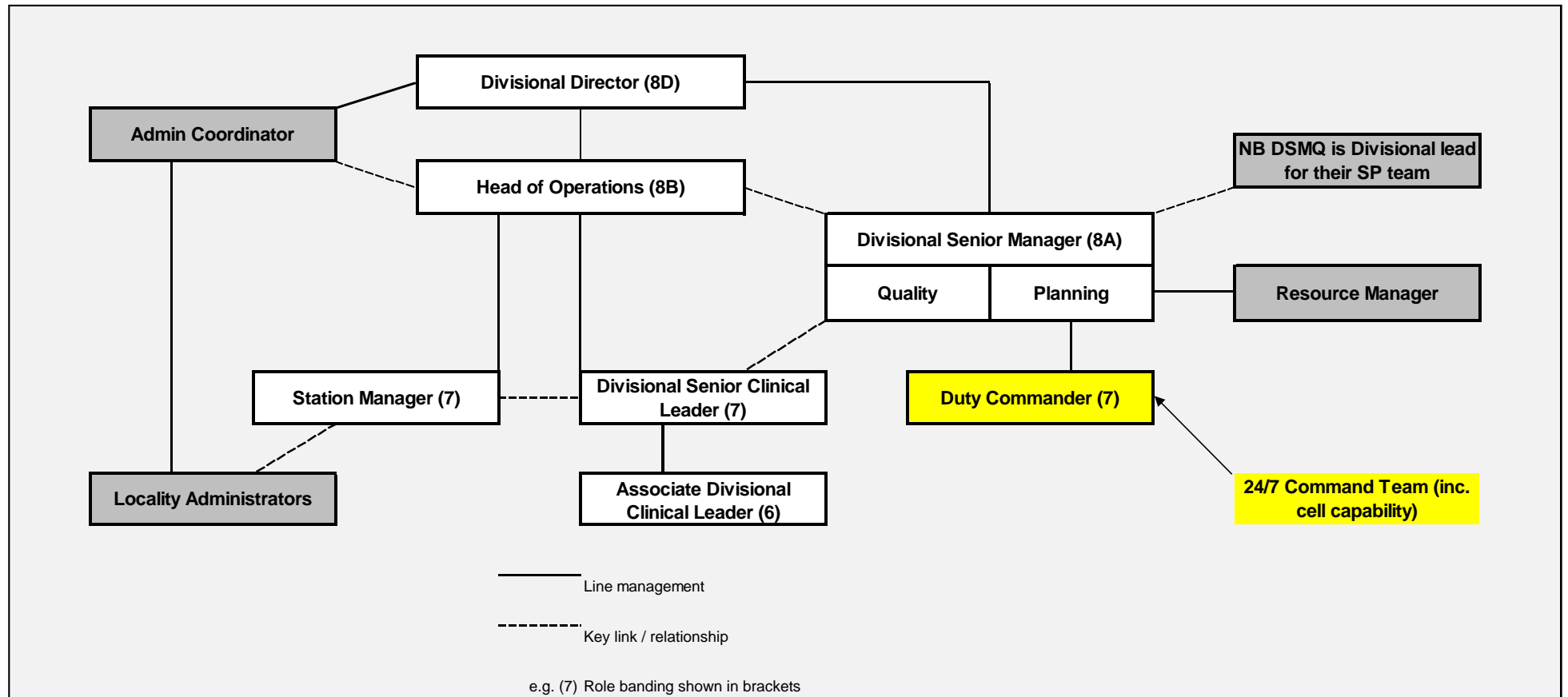
Person Specification

<p>Qualifications</p> <p>Professional</p> <p>Development</p>	<p>Essential</p> <p>Degree level management - qualification (or studying for) or equivalent experience</p> <p>Knowledge of health service management, including change management and workforce re-design, acquired through training and experience to Masters' or equivalent level</p> <p>Evidence of recent change management and/or project management</p> <p>Evidence of recent ongoing personal development action, as well as activity</p> <p>Evidence of recent leadership development/education</p> <p>Current broad knowledge of the national NHS agenda</p> <p>Knowledge of the challenges facing ambulance, health and social care</p> <p>Project Management skills / qualification</p> <p>Full driving licence</p>	<p>Desirable</p> <p>On call experience or command training* to appropriate level e.g. NARU or MAGIC</p> <p>*Requirement to undertake specialist command training e.g. NILO</p>
<p>Experience</p>	<p>Track record of achievement in strategic service delivery gained over at least three years, including the management of people, estate and resource assets</p> <p>Experience of leading a clinical / quality agenda with patient-focussed outcomes</p> <p>Experience of financial service line reporting and management, including individual budget holding responsibilities</p> <p>Experience of people management issues in relation to</p>	<p>Ambulance sector experience</p> <p>Experience of on call working and senior decision making</p> <p>Effective working with Trade Unions and professional bodies</p>

	<p>managing attendance, performance and conduct</p> <p>Leading operationally focused teams and the leaders within them</p> <p>Understanding of the CQC core standards and their application</p> <p>Understanding of the responsibilities of Divisional leadership (operational, clinical, command) teams</p> <p>Demonstrates a good understanding of the NHS national and ambulance sector agenda</p>	
Knowledge and Skills	<p>Able to translate strategic goals into effective and achievable operational plans and capable of monitoring their progress and outcomes</p> <p>Effective problem-solving skills</p> <p>Evidence of effective performance management and achieving goals / outcomes through people leadership</p> <p>Able to plan and organise a broad range of complex activities or programmes, some of which are ongoing, which require the formulation and adjustment of plans or strategies</p> <p>Able to handle detail within strategic plans and make informed decisions and judgements involving complex facts or situations requiring analysis or comparison of a range of options</p> <p>Well-developed resource planning skills</p> <p>Can demonstrate a working knowledge of current employment legislation</p> <p>Have strong analytic, and critical reasoning skills</p>	<p>Pre-hospital care clinician or related sector</p> <p>Health sector experience</p>

	<p>Effective negotiating and influencing skills</p> <p>Well- developed communication skills, both verbal and written (including writing reports)</p> <p>Able to drive to locations and visit stations/attend meetings across the area, Division and Trust</p>	
Personal Attributes	<p>Can demonstrate self a visible and inclusive leader</p> <p>Encourages innovative thinking in self and others</p> <p>Demonstrates resilience, confidence and self-belief when under pressure</p> <p>Demonstrates self-awareness, which includes awareness of impact on others</p> <p>Ability to work under pressure and meet deadlines</p> <p>Ability to work on own initiative</p> <p>Has personal integrity and can demonstrate commitment to the values and principles of EMAS / NHS</p> <p>Committed to promoting diversity and equal opportunities</p> <p>Able to be flexible on working hours / working across EMAS geography</p>	

Appendix 1 – Divisional Structure (updated May 2023)



Appendix 2 – EMAS Command Structure (updated May 2023)

