

JOB DESCRIPTION

JOB DETAILS:

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|------------------|--|
| Job Title: | Senior Operational Manager |
| Band: | Band 7 |
| Service Group: | Medicine Services Group |
| Department: | Respiratory |
| Base: | Trust wide |
| Responsible for: | Operational management of a clinical specialty |
| Responsible to: | Service Manager (SM) |
| JD updated: | July 2023 |

Department Core Purpose

To provide countywide operational and managerial leadership to teams with responsibility for named specialties within the Medicine Services Group, with secondary knowledge of other specialties to allow for generic working and cross cover.

Provision of support to Service Managers (SM) as required.

Job Purpose

As the responsible senior management lead for the specialty area, actively promote a culture of care which reflects Somerset NHS Foundation Trust values and leadership behaviours.

The Senior Operational Manager will be responsible for operational leadership and performance of services to continually improve service delivery. Responsibility includes supporting high quality patient care and achieving the most efficient and cost-effective use of resources. This includes the development and implementation of business plans, projects and service improvement changes.

The Senior Operational Manager will lead and manage a number of supporting staff and will support the Service Manager in preparation of Service Group plans which will contribute to the Service Group strategy. To work collaboratively with others to identify and implement potential service improvements or developments. The Senior Operational Manager will support specific services within the Service Group including service development, review and implement policies and procedures.

To work closely with the Service Director, Service Managers, other Managers, Clinical Directors, Specialty Leads, Associate Directors of Patient Care, Matrons, and Lead Specialist Nurses/Clinical Service Leads to implement the agreed business and service plans.



Duties and Responsibilities

Communication and Key Working Relationships

The post involves communication/working with a wide range of people in person, face to face, telephone and through written and electronic means.

Contacts include:

- Medical Staff at all levels (Service Group and Trust wide)
- Staff from various multidisciplinary teams
- Service Group and Trust wide Management
- Patients
- Relatives
- External contacts. ie Integrated Care Boards (ICB), other hospitals, GPs, dentists, local colleges, Informatics and digital suppliers
- Job enquires and applications

Ensure the service group receives feedback from wider Trust and service group meetings, and the service group's team views are communicated back to the service group / Trust.

Develop and foster good relationships with clinical colleagues to ensure that business plans, activity, performance and quality targets are achieved, having regard to Trust policies and procedures and to develop action plans to manage any variances.

Demonstrate flexibility and possess strong interpersonal skills with the ability to build effective working relationships across a variety of stakeholders, both internal and external.

Collaborate with and support staff on regular feedback/communication with our service users and their carers to test the effectiveness of new initiatives, current provision and opportunities for improving the experience for service users in treatment.

Promote the service group through communications and media internally.

Dealing with distressed and upset patients & relatives in response to patient complaints if the issue is around managerial/administrative processes. This will involve the sharing/dissemination of learning to sub-speciality teams and the change of processes if required.

Good negotiation and influencing skills including establishing and maintaining positive working relationships with colleagues at all levels of the organisation to enable quality improvements to services to be made.

Conveying unwelcome and contentious news regarding allocation of resources (human and financial) and service changes.

To use and understand complex information and multi-factorial strands of communication both inside and external to the Trust to ensure the effective management within the Service Group.

Verbal and written communication on complex data, business cases and reports.

Formal presentations to teams and groups on service developments, training, evaluation of current services etc.



Planning and Organisation

Responsible for leading and delivering the performance of the service on a day-to-day basis. This will include leading speciality/performance review meetings, including with external parties such as the Integrated Care Board (ICB), and having arrangements within the specialties that are consistent with the Trust wide approach.

Lead the annual planning round for the specialty and agree delivery of the plan alongside the Service Manager /Clinical Director. For example, review capacity and demand of the service and look to create efficiencies so staff have adequate capacity to deliver the service. Develop and implement medium and long term plans to ensure that the service continuously improves.

To monitor closely contracts and targets to enable proactive and timely actions, liaising with the Service Manager as appropriate

Support in the delivery of services, involving meeting national service delivery and accreditation standards.

Investigate and respond to complaints and incidents relating to the service in accordance with Trust policy.

Analytics

Use of internal and external reporting systems and be able to interpret and report on complex data. For example, using performance data, create trajectories to forecast when performance is likely to be achieved.

To analyse staffing resources, to identify potential workforce improvements and to put forward a business case demonstrating efficiencies and cost savings.

To analyse demand capacity by monitoring activity to meet service needs and in a way that complies with National, Regional or local standards and targets to improve patient care and experience. Reporting findings to the Service Manager and taking action to improve processes to mitigate breaches.

Critically and objectively investigate incidents and complaints using a wide variety of information and evidence gathering to reach conclusions and recommendations.

In liaison with the Service Manager, interpret and circulate information regarding the performance of the Service Group against plans and, where necessary, prepare and manage corrective action by teams.

Responsibility for Patient / Client Care, Treatment & Therapy

The post holder is responsible for running systems within the clinical specialty, in line with the Trust policies, procedures and ethos to ensure that acceptable standards of safety and quality are maintained and improved, alongside running sound arrangements for clinical governance.

Using experience and acquired knowledge to advise clinical colleagues of standard speciality practice to avoid delay in patient care.

Provide general non-clinical advice, information directly to patients/relatives or carers.



Investigate and respond to patients related incidents/PALS/complaints in a timely fashion. Overseeing arrangements for all aspects of:

- risk management and monitoring against quality and other standards.
- patient experience, including monitoring this and leading improvement work, as well as ensuring complaints are handled in line with Trust procedures.
- Commitment and active leadership of service improvement is an important part of the role.
- Responsible for delivering on specific objectives within the service group's quality improvement agenda.

To promote a culture whereby complaints are managed in an open and constructive manner in line with Trust Policy. To maintain excellent links with PALS and complaints manager.

To promote patient/client involvement and that of significant others and participate in the patient's journey and develop systems which promote active patient/client and relative feedback.

Deliver a management approach that puts quality of care at the heart of what the team does across the specialty areas, demonstrating a commitment to improving patient care and experience, and delivering an efficient service by getting things right first time.

Policy, Service, Research & Development Responsibility

To develop and empower the team to resolve clinical and staffing issues providing an environment in which learning and service development can take place.

To have an active role in redesigning pathways and service improvement, particularly in the analysis of existing pathways to enable baselines to be set and key performance indicators (KPIs) developed for monitoring of new pathways. Establish data collection mechanisms for measuring KPIs and sustaining performance against national or local targets.

Use quality improvement methodologies to improve the delivery of services.

Develop and implement policies, such as Standard Operating Procedures, to ensure consistency and standardisation of processes and the delivery of services.

Ensure robust, transparent and auditable governance processes for reporting and learning from patient safety incidents and complaints.

Ensure compliance with the trust research governance policies and audits undertaken by external bodies in a timely fashion.

Responsibility for Finance, Equipment & Other Resources

The post holder will have delegated responsibility for a budget within this financial envelope, under the supervision/direction of the Service Manager who has overall accountability. The post holder will monitor, control and report on activity against expenditure, working with clinical colleagues and delegated budget holders to ensure the delivery of balanced budgets.

Lead arrangements to ensure that staff within the specialty follow the Trust's financial processes and procedures.

Lead the annual financial planning for the specialty including having accountability and ownership for cost improvement plans as agreed.



Authorise orders using Trust financial systems.

Contribute to prudent stock control/maintenance.

Authority to sign expenses, timesheets, outsourcing invoices and bank/overtime payments.

Identify and implement cost saving initiatives (CIP) in collaboration with the Service Manager.

To be responsible for the review and purchase of new equipment as required and within budget.

Responsibility for Supervision, Leadership & Management

Line management responsibility for teams in the speciality, including the supervision, recruitment, appraisal, performance and the utilisation, delivery and adherence to Trust policies and procedures to completion.

Undertake investigations, grievances, disciplinary where necessary for staff under line management arrangements. Support the Service Group/other investigating officers for wider investigations across the Service Group/Trust.

Oversee arrangements to make sure that staff performance reviews (appraisals), mandatory training and other requirements are delivered.

Lead work around staff engagement and motivation and be able to demonstrate how this is measured, monitored, and improved.

With the Clinical Service Lead and Matrons, lead the strategic workforce planning for their area as part of the overall trust approach. Ensure staffing configuration/ratio/hours continuously meets the needs of the Service Group and patients, including managing annual leave, study leave and sick leave, as well as management of any bank staff.

Line management responsibilities for the teams, coach and develop members of the team, including, nursing, AHP and administration staff. Managing conflict resolution with direct reports.

Work with staff across the clinical specialties to ensure that essential equipment and staffing levels are in place to enable service delivery of the highest quality.

As part of the specialty and wider service group ensure that staff are recruited and equipped with the right skills to provide the service as required.

To manage distressing/emotional scenarios, when dealing with staff problems, patient complaints and imparting bad news to staff.

Work with the teams to improve working relations and consistency in practice and with other departments across the Trust, advocating communication and team working.

Support training and development requirements for the team and ensure mandatory training profiles are maintained for all team members.

Conduct return to work interviews as appropriate and manage members of the team with high sickness absence levels. Communicate with Occupational Health, refer staff for appointments and advice, attend case conferences, carry out sickness review meetings and monitoring



To ensure that changes to workforce policies are implemented across the area and that this is done consistently.

To support a culture in which individuals feel able to report incidents and that learning takes place from all incidents and complaints.

Support the Service Manager with any additional appropriate line management as required.

Provide cross cover for colleagues during periods of absence, acting up and down when required.

Support with welcoming, inducting, training, mentoring of new staff into the team as required – including those helping the team on a short-term basis.

Act as a positive role model and lead by example

Information Resources & Administrative Duties

Maintain specialised databases: involves input, updating and retrieval of statistics.

Provide data as required.

Have a comprehensive understanding of Trust information systems/speciality systems.

Any Other Specific Tasks Required

To regularly chair meetings with multi-professionals.

Attending meetings as appropriate.

To work flexibly and able to travel to other areas as and when required



Review of this Job Description

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of changing service needs. This job description is to be reviewed in conjunction with the post holder on an annual basis.

General Information

At all times promote and maintain the safety of children by working according to the Trust's Child Protection Policy and supporting guidance. Being pro-active and responsive to child protection concerns by early reporting, recording and referral of issues according to Trust arrangements. Attending child protection training that is appropriate to your role.

Confidentiality

The post holder will maintain appropriate confidentiality of information relating to commercially sensitive matters in regard to Trust business, and also to personal information relating to members of staff and patients. The post holder will be expected to comply with all aspects of the Data Protection Act (2018), the Staff Code of Confidentiality and the IT Security and Acceptable Use Policy.

Equality & Diversity

Somerset NHS Foundation Trust is committed to achieving equality of opportunity for all staff and for those who access services. You must work in accordance with equal opportunity policies/procedures and promote the equality and diversity agenda of the Trust.

Safeguarding

All employees have a duty for safeguarding and promoting the welfare of children and vulnerable adults. Staff must be aware of the Trust's procedure for raising concerns about the welfare of anyone with whom they have contact.

Risk Management / Health and Safety

Employees must be aware of the responsibilities placed on them for ensuring the safety of our patients, service users, visitors and colleagues under the Trust's Risk Management Strategy and policy and under the Health & Safety at Work Act 1974. All employees are expected to be familiar with and comply with the Trust's risk and health and safety policies and procedures and all other policies and procedures relevant to their role

Records Management

The post holder has responsibility for the timely and accurate creation, maintenance and storage of records in accordance with Trust policy, including email documents and with regard to the Data Protection Act, The Freedom of Information Act and any other relevant statutory requirements.

Clinical Governance

The post holder will be expected to participate in clinical governance activities to assist the Trust to provide high quality services.



Prevention and Control of Healthcare Associated Infection

The post holder is expected to comply with Trust Infection Control Policies and conduct themselves at all times in such a manner as to minimise the risk of healthcare associated infection.

Policies & Procedures

Trust employees are expected to follow Trust policies, procedures and guidance as well as professional standards and guidelines. Copies of Trust policies can be accessed via the staff intranet or external website or via your manager.

Sustainability Clause

Somerset NHS Foundation Trust is committed to creating a sustainable business. Staff employed by the Trust, are required to think about their actions in the course of their work and make positive steps to reducing, reusing and recycling wherever and whenever possible.

Review of Job Description

This job description is not an exhaustive list of duties, but is intended to give a general indication of the range of work undertaken within this new role. Work will vary in detail in the light of changing demands and priorities, and therefore the duties identified will be subject to periodic change/review, in consultation with the post holder. All employees have a responsibility to abide by all Trust Policies.

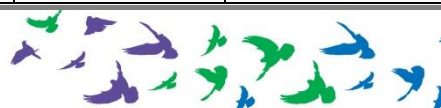


Person Specification

| Requirement | Essential / Desirable | How Assessed |
|---|----------------------------|------------------------------|
| <u>QUALIFICATIONS & TRAINING</u> <u>Evidence of Qualifications required</u> <ul style="list-style-type: none"> • Educated to degree level or have equivalent qualifications/experience in operational service delivery and business management. • Post graduate diploma in health service management/equivalent experience. • Commitment to ongoing professional development | <p>E</p> <p>E</p> <p>E</p> | Interview & Application form |
| <u>KNOWLEDGE, SKILLS & ABILITIES</u> <ul style="list-style-type: none"> • Ability to build highly effective relationships with a wide range of stakeholders • Ability to collaborate constructively with internal and external partners to create conditions for successful partnership working • Ability to analyse complex problems and to develop practical and workable solutions to address them • Ability to be intellectually flexible and to look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative service delivery and partnerships • Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands – remains calm • Ability to manage and deliver to deadlines and within resources, including budgets • Highly developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams and have them understand the Trust's and your performance expectations • Excellent inter-personal and written/ verbal communications skills, including presentations and with a track record in writing complex business cases and policies • Ability to review and investigate clinical and operational incidents and concerns • Proven ability to manage and work effectively as part of a multidisciplinary team • Takes responsibilities for own actions and demonstrates insight into strengths & weaknesses • Highest standards of personal integrity and adherence to the Trust's values | All essential | |



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| EXPERIENCE <ul style="list-style-type: none"> • Significant operational management experience within a complex organisation, working across organisational boundaries • Demonstrable success in creating clear plans that can be flexible to the needs of the organisation, delivering change and performance through management and clinical teams • Evidence of engaging clinical teams in strategic discussions, establishing priorities and delivery plans, effective delegation, coaching, monitoring performance and giving feedback • Experience of project management and managing budgets • Significant experience and knowledge of using Microsoft Office. • Have good general knowledge and understanding of all HR policies and practices, promoting compliance with all workforce policies. • Experience of working with patients and/or the public | E E E D D E D | |
| SKILLS & ABILITIES | | |
| COMMUNICATION SKILLS <ul style="list-style-type: none"> • Evidence of a good standard of Literacy / English language skills • Ability to provide and receive highly complex, contentious or sensitive information • Communicate sensitive information about performance and change • Communicates with internal staff and external agencies to ensure compliance with national performance targets and department objectives | E E E E | |
| PLANNING & ORGANISING SKILLS <ul style="list-style-type: none"> • Ability to work under pressure • Ability to manage conflicting priorities • Plan and organise a broad range of complex activity • Take part in medium to long term planning • Support with delivery and evaluating projects or initiatives • Capacity and demand analysis • Excellent time management | E E E E E D E | |
| PHYSICAL SKILLS <ul style="list-style-type: none"> • Post is office based but requires visiting staff in other departments across the Trust on daily basis • Able to cope in a busy working environment. • Keyboard skills • Frequent requirement for VDU use and concentration, sitting for extended periods of time and with frequent periods of continuous | E E E E | |



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| concentration | | |
| OTHER <ul style="list-style-type: none"> • Flexible approach to work • Always demonstrate respect for confidentiality • Proven experience of successfully working in team environment • Show initiative but also able to follow instruction as required • Willingness to use technology to improve standards of care and support to our patients | All essential | |
| SUPPORTING BEHAVIOURS To carry out this role successfully the post holder needs to be fully aware of and adhere to Trust values. <ul style="list-style-type: none"> • Kindness • Respect • Teamwork | | |



SUPPLEMENTARY INFORMATION

| Physical Effort | Yes | No | If yes – Specify details here - including duration and frequency |
|---|-----|----|--|
| Working in uncomfortable / unpleasant physical conditions | | N | |
| Working in physically cramped conditions | | N | |
| Lifting weights, equipment or patients with mechanical aids | | N | |
| Lifting or weights / equipment without mechanical aids | | N | |
| Moving patients without mechanical aids | | N | |
| Making repetitive movements | Y | | Use of PC, keyboard, mouse |
| Climbing or crawling | | N | |
| Manipulating objects | | N | |
| Manual digging | | N | |
| Running | | N | |
| Standing / sitting with limited scope for movements for long periods of time | | N | |
| Kneeling, crouching, twisting, bending or stretching | | N | |
| Standing / walking for substantial periods of time | | N | |
| Heavy duty cleaning | | N | |
| Pushing / pulling trolleys or similar | | N | |
| Working at heights | | N | |
| Restraint ie: jobs requiring training / certification in physical interventions | | N | |
| Mental Effort | Yes | No | If yes - Specify details here - including duration and frequency |
| Interruptions and the requirement to change from one task to another (give examples) | Y | | Frequent interruptions to manage day to day operational issues |
| Carry out formal student / trainee assessments | Y | | Potentially if service has apprenticeships |



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|--|------------|-----------|--|
| Carry out clinical / social care interventions | | N | |
| Analyse statistics | Y | | Performance data, Power BI reports, Audit data |
| Operate equipment / machinery | Y | | IT hardware, photocopiers |
| Give evidence in a court / tribunal / formal hearings | | N | |
| Attend meetings (describe role) | Y | | The Senior Operational Manager is a senior member of the Trust's management team and will be expected to contribute as a member of that team in any way required commensurate with the role |
| Carry out screening tests / microscope work | | N | |
| Prepare detailed reports | Y | | Reports for department meetings, business cases, monthly performance reports |
| Check documents | Y | | Data reports produced by Information Services |
| Drive a vehicle | Y | | To attend external meetings |
| Carry out calculations | Y | | Review data and compare service capacity & demand |
| Carry out clinical diagnosis | | N | |
| Carry out non-clinical fault finding | Y | | Investigation of incidents |
| Emotional Effort | Yes | No | If yes - Specify details here - including duration and frequency |
| Processing (eg: typing / transmitting) news of highly distressing events | Y | | Dealing with distressed staff/patient complaints |
| Giving unwelcome news to patients / clients / carers / staff | Y | | Communication with staff involving work place changes and on occasions personal information impacting on a team. Managing difficult conversations with staff and patients in relation to PALS/Complaints |
| Caring for the terminally ill | | N | |
| Dealing with difficult situations / circumstances | Y | | Conflict between staff/teams, staff shortages. Dealing with PALS/Complaints |
| Designated to provide emotional support to front line staff | Y | | Manager for services |
| Communicating life changing events | | N | |
| Dealing with people with challenging behaviour | Y | | Staff and patients |
| Arriving at the scene of a serious incident | | N | |
| Working conditions – does this post involve | Yes | No | |



| working in any of the following: | | | If yes - Specify details here - including duration and frequency |
|---|---|---|--|
| Inclement weather | | N | |
| Excessive temperatures | | N | |
| Unpleasant smells or odours | | N | |
| Noxious fumes | | N | |
| Excessive noise &/or vibration | | N | |
| Use of VDU more or less continuously | Y | | Required for role |
| Unpleasant substances / non household waste | | N | |
| Infectious Material / Foul linen | | N | |
| Body fluids, faeces, vomit | | N | |
| Dust / Dirt | | N | |
| Humidity | | N | |
| Contaminated equipment or work areas | | N | |
| Driving / being driven in Normal situations | Y | | Across Trust sites and external meetings |
| Driving / being driven in Emergency situations | | N | |
| Fleas or Lice | | N | |
| Exposure to dangerous chemicals / substances in / not in containers | | N | |
| Exposure to Aggressive Verbal behaviour | Y | | Occasionally angry staff/patients |
| Exposure to Aggressive Physical behaviour | | N | |



Department Organisational Chart

