

JOB DESCRIPTION

JOB TITLE:	Urgent and Emergency Care Performance Manager
GRADE:	Band 8a
ACCOUNTABLE TO:	Divisional Operations Director
REPORTING TO:	General Manager, EMRS
BASE:	The Homerton University Hospital NHS Trust

Job Summary:

Provide leadership, management and operational support to the departments and clinical services within the Division of Emergency Care, Medicine and Rehabilitation Services (EMRS) with specific responsibility for the Emergency Department (ED), the Acute Care Unit (ACU), the Medical Day Unit (MDU) and Same Day Emergency Care (SDEC). Responsibility for developing and leading these services will require liaison with the clinical teams, wards and departments, contracting team, 18-week team and other hospital departments, e.g. outpatients department.

The role is to ensure the clinical and business success of the EMRS Division, support the General Manager in ensuring the departments is managed effectively and contribute to the corporate success of the Trust. This will include participation in business planning, development of corporate policies and strategic plans, service improvement and initiating changes in line with Clinical Board decisions to local services. The post holder will have budgetary responsibility for their areas.

The post holder will undertake relevant projects in conjunction with the Quality Improvement, Prevention and Productivity programme to improve the quality of service to patients.

They will provide overall support for the General Manager, deputising as required.

Key Working Relationships:

The Urgent and Emergency Care Performance Manager will work closely with the General Manager, Head of Nursing, Clinical Leads, other Operations and Service Managers, members of the Executive Team and other Divisional staff. External to the Trust, the Operations Manager will develop appropriate working relations with GPs, Commissioners and CCG managers and other agencies.

1. Communication

- Provide and receive highly complex, highly sensitive and highly contentious information where a wide range of skills including persuasion, motivation, negotiation, empathy and



reassurance are required e.g., cost improvement plan requiring redeployment of staff, modernising services, implementing change, disciplinary and capability procedures.

- Communicate with a wide range of stakeholders at Trust, Local and National Levels including patients and carers, clinicians, senior management.
- Lead on their area in the production of the monthly Divisional report for business meetings.

2. Human Resources

- Responsible for manpower monitoring, review skill mix, redeployment, job roles etc. in line with service needs
- Line manager for Service Manager
- Conduct staff appraisals of all staff they are responsible for
- To be involved in investigations and the development and presentation of management cases
- Performance management of staff; sickness and absence management
- With relevant clinicians, to lead on the workforce planning of medical staff at all grades.
- Recruitment and selection
- Contribute to the formulation of trust and divisional policies.
- Provide training and support to junior colleagues.

3. Management and Organisation

- Ensure delivery of high-quality clinical services in line with the Trust's service strategy, financial plan and Divisional Strategic Objectives.
- Ensuring the delivery of 18-week target for General Medicine, working with the service improvement team and 18 week lead, supporting and delivering change as required
- Ensuring delivery of the A&E 4-hour target together the 5 clinical quality indicators.
- To plan delivery of services against key quality standards for example London Quality Standards.
- Ensure delivery of all other key operational targets.



- Manage staff, income and expenditure budgets for ED, ACU and Medical Secretaries within the Division ensuring that activity is managed in line with service agreements.
- To write clear, accurate and concise briefing papers on service proposals
- To carry out demand and capacity analyses in order to plan robustly for service delivery in line with agreed performance and contractual obligations.
- Assist the Quality and Risk Manager and Senior Nurses in the implementation of the Division's clinical governance framework including supporting the delivery of appropriate risk management and complaints management arrangements.
- Oversee management of the Acute Medicine Consultant Rota.
- Attend and update the monthly Divisional Board meeting.

4. Strategy, Service Improvement and Planning

- Deliver specific modernisation projects according to the priorities of the Division.
- Contribute to and promote the delivery of the Trust's 3 strategic priorities of Quality, Growth and Integration.
- To deliver services in line with the Care Quality Commission's standards and expectations.
- Develop care pathways integrating community health and local authority services.
- Reduce waiting times for services to improve access.
- Work with relevant clinicians on the development and establishment of new services.
- Work with external partners collaboratively to support all relevant national and local initiatives ensuring that the Trust's strategic aims are achieved.
- Develop in conjunction with the relevant clinical leads and external organisations service improvement plans in line with National priorities and initiatives.
- In conjunction with the General Manager and Clinical Leads, develop policies to address service pressures and constraints.
- Write business cases for service developments and investment proposals.
- Work and negotiate with the CCG on relevant work programmes including through the



Urgent Care Programme Board and leading on delivering new initiatives arising from this.

- Support the development of the Division's annual business planning process including designing and delivering Divisional Strategic Objectives

5. Financial Management

- Ensure that the ED, ACU, MDU and SDEC budgets (pay and non-pay) are managed within the Trust's Standing Orders and Standing Financial Instructions and also in line with the annual financial plan.
- Ensure activity and income is delivered in line with planned levels.
- Support the identification of cost improvement schemes through improved clinical and operational efficiency and productivity.
- Deliver the annual efficiency requirement (CIP) for their area.

6. Performance Management

- Take the lead for performance management in their areas of the Division.
- Assist the General Manager in preparing for the monthly performance meetings.
- Present information at monthly performance meetings.
- Ensure service and business delivery against key performance metrics, being able to advise and deliver improvements in performance.
- Where performance deviates from the expected standard, produce action plans for recovery and maintenance of the required level.
- Analyse all business proposals ensuring financial viability for the Division, making recommendations and implementing outcomes as appropriate.
- To analyse performance data and activity trends in order to effectively manage performance targets to a high standard; to present and report on this analysis.
- To act as the lead representative for performance discussions with the CCG, the CSU and NHS England regarding Urgent Care.

7. Risk and clinical governance

- Support the implementation of systems, control processes and risk management arrangements to support monitoring of compliance with clinical governance standards,



other Trust-wide policies and best practice requirements.

- Identify and assess risks in relevant services and produce and implement plans to mitigate.
- Support a specialty-based clinical governance process reporting into the Divisional Board.

8.0 Staff Management and Organisational Development

- Manage non-clinical staff in designated areas of the Division in accordance with the Trust's HR policies and Procedures. This includes recruitment and selection, performance management including appraisal and development planning, dealing with disciplinary and grievance issues.
- Assist the General Manager with the development of clear short- and medium-term workforce plans to ensure appropriate delivery of service plans including the integration of medical and non-medical workforce plans.
- Assist the General Manager to communicate the Trust and Division's objectives, future plans, current progress against plans to all staff within the Division.
- Ensure their own personal development plan is up to date.
- Deputise for the General Manager as required.
- Effectively induct new staff into the Trust/department in accordance with the Trust's induction program.
- Facilitate the personal and professional development of staff. This involves identifying training and development needs, providing suitable development opportunities and evaluating development actions in accordance with the Trust's appraisal and training procedures.
- Monitor the level and standard of work undertaken by your staff and to guide, coach and advise them as appropriate.

GENERAL:

Demonstrate a detailed knowledge of the Health and Social Care Act and the requirements pertaining to own Division. Ensure that all services are compliant with the Act and that resources are available to support this.

This job description outlines the current main responsibilities of the post. However, the duties of the post may change and develop over time and this job description may, therefore be amended in consultation with the postholder.

Equality, Diversity and Inclusion





Homerton Healthcare
NHS Foundation Trust

We are committed to achieving [equality and inclusion for all our people at Homerton Healthcare NHS Foundation Trust](#) and we respect and value the diversity and differences of our patients and our people, ensuring everyone is enabled to thrive, feels a sense of belonging, and is able to be their authentic self.

We are proud to be in one of the most diverse locations in the country, with nearly 90 different languages spoken as a main language, and we champion equality, diversity and inclusion in all aspects of our employment practices and service delivery. Every member of our staff is expected to understand, commit to, and champion equality, diversity and inclusion throughout their work.

We offer a range of flexible working options that enable you to balance your work and personal life, including part-time, compressed hours, remote working and job-shares.

If you are interested in joining our team, please let us know your preferred working pattern in your application, and we will consider all requests for flexible working and try to accommodate them wherever possible

Standards of English

All employees are required to have the appropriate level of English competence to enable them to effectively carry out their role, deliver safe care and enhance the patient experience. This is a requirement of the Immigration Act 2016 (Part 7), and the Person Specification will clearly define the required level of competence for the role.

Health and Safety

Employees, in line with the Trust's commitment to the Health and Social Care Act 2008 (Previously known as the 'Hygiene Code'), improving infection control and health and safety are individually required to ensure that they make every effort to contribute to making the Trust a clean and safe environment within which to work and receive care.

All staff have a responsibility to prevent and control infection within Homerton Healthcare. This includes ensuring personal and team compliance with the Hygiene Code (Health and Social Care Act 2008) and all relevant policies including Hand Hygiene, Homerton Dress Code, MRSA screening and Infection Control.

Trust Policies

All employees of the Trust are required to observe legislation, Trust policies, standards and guidelines relating to risk management, equal opportunities, data protection and standards of business conduct.

Safeguarding

It is the responsibility of each member of staff to be aware of, and work in accordance with, the Trust's safeguarding children and adults policies and procedures. This includes ensuring that they undertake statutory and mandatory safeguarding children and adult training appropriate for their role. In addition to acquiring safeguarding knowledge and skills, each member of staff must be competent and maintain their knowledge and skills in clinical practice to safeguard the health and wellbeing of children and adults.





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Sustainability

It is the responsibility of leaders of the Trust to demonstrate and foster the Trust's commitment to environmental sustainability and corporate social responsibility by acting as a role model and enabling others. It is the responsibility of all staff to minimise the Trust's environmental impact by recycling wherever possible, switching off lights, computers, monitors and equipment when not in use, minimising water wastage and reporting faults promptly.

Smoke-Free

Homerton Healthcare NHS Foundation Trust is smoke free. Smoking by staff is not permitted on Homerton premises.





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Living Our Values – How We Work at Homerton Healthcare

At Homerton Healthcare we consider all our people as leaders and we expect everyone to demonstrate our leadership behaviours in their work:

- Be compassionate and kind
- Have a growth mindset
- Demonstrate professionalism
- Practice gratitude
- Champion equality and inclusion
- Advocate Just Culture

Our five values, Personal, Safe, Respectful, Inclusive, and Responsibility, underpin our leadership behaviours and set out how we show this in practice

Personal

We will give compassionate care that addresses individual needs and is responsive to our patients, service users, their families and carers, and our people.

We will:

- ensure that relationships with patients and service users are founded on compassion, empathy, and kindness
- appreciate each person as an individual and address their specific needs to ensure we deliver equitable care
- actively listen to and involve patients and service users in decisions about their care
- provide continuity of care through good communication and teamwork

Safe

We will do everything we can to make our services as safe as possible and constantly seek to learn and improve.

We will:

- be open and honest when we get things wrong, and do all we can to correct and learn from our mistakes
- listen to our staff, patients, service users and their families and carers and use their feedback to improve services
- ensure that we have the right staff, in the right numbers, with the right skills, in the right place, at the right time
- constantly monitor standards of care and respond quickly if there are concerns

Respectful

We will treat others as we would expect ourselves or our families to be treated and cared for.

We will:

- treat everyone with dignity and respect
- listen to others and value their contribution
- provide services that meet the diverse needs of our communities
- value and support the health and wellbeing of all our staff



Inclusive

We will respect and value the diversity of our patients and people so everyone can thrive, feel a sense of belonging and can be their authentic self.

We will:

- celebrate and value everyone's uniqueness and difference
- create psychologically safe spaces that enable people to bring their whole, authentic selves to work
- foster a sense of belonging
- have an anti-racist approach and tackle all forms of discrimination

Responsibility

We will take responsibility for our actions and any problems that we come across – we lead by example.

We will do this by:

- being open and transparent about our performance and setting challenging improvement targets
- thinking differently and looking for new and innovative ways of working
- ensuring our care is evidence based and follows best practice
- doing the right thing, even when it is difficult



PERSON SPECIFICATION

POST: Urgent and Emergency Care Performance Manager

Band: 8a

Department: EMRS Management Team

	ESSENTIAL	DESIRABLE	MEANS OF ASSESSMENT
Education Qualifications	Degree level qualification or equivalent experience	Membership of Professional Body in healthcare management Educated to master's level or equivalent professional qualification	AF/I
Skills/ Abilities	<p>Excellent communication and presentation skills, written and verbal with a track record in writing business cases and policies.</p> <p>Ability to communicate effectively, demonstrating sensitivity to a range of people and organisations.</p> <p>Good persuasive skills and able to influence others.</p> <p>Able to collaborate constructively with internal and external partners.</p> <p>Able to analyse business cases and financial information making recommendation to others.</p> <p>Numerate and financially aware.</p> <p>Confident with the use of word, excel and power point.</p> <p>Project management skills. Service improvement skills</p>		AF/I



Experience	<p>Senior management experience.</p> <p>Experience of business and or service planning.</p> <p>Managing change in a multidisciplinary environment.</p> <p>Budgetary and staff management experience.</p>	Senior management experience within ED	AF/I
	<p>Experience of working across a range of organisations to achieve service change.</p> <p>Experience of working towards and meeting performance targets and strategic objectives</p> <p>Experience of reporting of service performance.</p> <p>Experience of developing and implementing strategy to ensure business objectives are achieved.</p>		
Knowledge	<p><i>Knowledge/understanding of confidentiality issues.</i></p> <p>Knowledge of health service management</p> <p>Clear understanding of the NHS agenda</p> <p>Insight into government and local performance indicators and standards</p> <p>Knowledge and understanding of national policies / guidance relating NHS business arrangements and financial flows</p>		AF/I





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Other Requirements	<p><i>Commitment and adherence to the Equality Act</i></p> <p><i>Understanding of the Trust values</i></p> <p>Excellent interpersonal skills. Ability to work on own initiative. Motivation of self and others</p> <p>Leadership and team building qualities.</p> <p>Demonstrate a commitment to continuous self-development.</p>	<p>Innovative Approach</p>	<p>AF/I</p>
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Means of Assessment include application form (AF), Interview (I), Test (T), Presentation (P)

