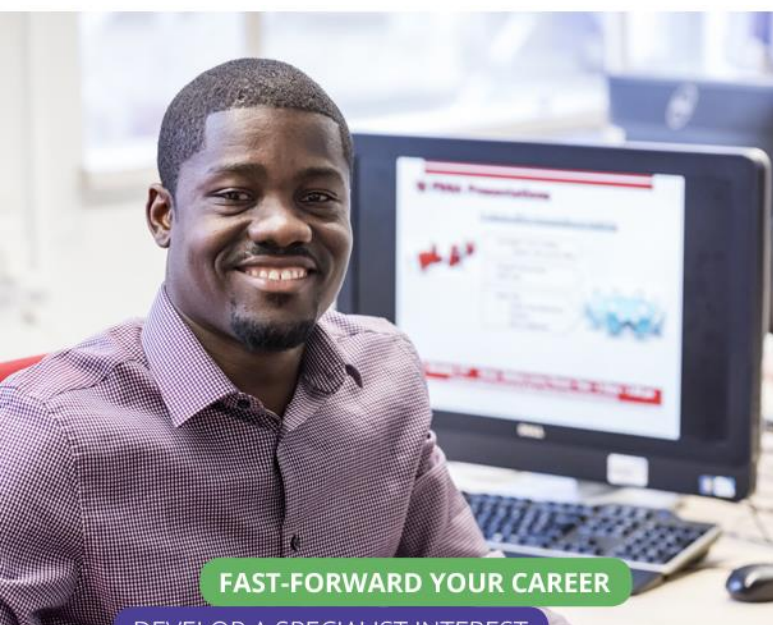


Recruitment information pack



FAST-FORWARD YOUR CAREER

DEVELOP A SPECIALIST INTEREST

BE PART OF A SUPPORTIVE TEAM



STRUCTURED CAREER PROGRESSION

LEADERSHIP COURSES

SCOPE TO DEVELOP NEW SKILLS

WHO WE ARE

Join Imperial College Healthcare and become part of a community of 12,000 staff working with a wide range of partners to offer 'better health, for life'.

Formed in 2007, we are one of the largest NHS trusts in the country – providing acute and specialist care to over a million patients each year in central and north London and beyond.

With a global reputation for ground-breaking research and innovation as well as excellence in education, we offer huge expertise across a wide range of clinical specialities.

Alongside our five hospitals – Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and the Western Eye – we have a growing number of community and digital services, reflecting our commitment to developing more integrated care with our partners. We also provide private healthcare at all of our hospitals (in dedicated facilities).

Together with Imperial College London and two other NHS trusts, we form one of six academic health science centres in the UK – focussed on translating research into better patient care. We also host one of 20 National Institute for Health Research biomedical research centres in partnership with Imperial College London.

Our mission is to be a key partner in our local health system and to drive health and healthcare innovation, delivering outstanding care, education and research with local, national and worldwide impact.

OUR VALUES AND BEHAVIOURS

With our staff and partners, we have developed a clear and ambitious vision as well as a set of core values that shape everything we do. Together they guide our organisational strategy and our behaviours framework:

- **Kind:** We are considerate and thoughtful so everyone feels valued, respected and included
- **Collaborative:** We actively seek others' views and ideas so we can achieve more together
- **Expert:** We draw on diverse skills, knowledge and experience so we provide the best possible care
- **Aspirational:** We are receptive and responsive to new thinking, so we never stop learning, discovering and improving

OUR HOSPITALS

Our hospitals and services

We have five hospitals on four sites, as well as a growing number of community and digital services across central and west London:

Charing Cross Hospital, Hammersmith.

Charing Cross Hospital offers outstanding day surgery and cancer care, award-winning dementia services and medicine for the elderly, and is a renowned tertiary centre for

Reach your potential in hospitals that make history
Charing Cross | Hammersmith | St Mary's |
Queen Charlotte's & Chelsea | Western Eye

neurosurgery with a hyper-acute stroke unit. It is also a hub for integrated care in partnership with local GPs and community providers.

Hammersmith Hospital, Acton

Hammersmith Hospital is a specialist hospital renowned for its strong research connections, and haematology service. It is home to a dedicated heart attack centre and Europe's largest renal transplant centre.

Queen Charlotte's & Chelsea Hospital, Acton

Queen Charlotte's & Chelsea Hospital is a maternity, women's and neonatal care hospital. It is a tertiary referral centre and looks after women with high-risk, complicated pregnancies, as providing a midwife-led birth centre.

St Mary's Hospital, Paddington

St Mary's Hospital is a large, acute hospital and hosts one of the four major trauma centres in London, alongside a 24-hour A&E department. With one of the most renowned paediatric services in the country, St Mary's is also home to Imperial Private Healthcare's Lindo Wing.

Western Eye

Text to come

WHY JOIN US?

Reach your potential through outstanding learning and development opportunities

Every year we welcome hundreds of doctors, nurses and other healthcare professionals to train with us. We support staff to pursue formal education, conduct research and take part in courses, seminars and training programmes – including giving study leave. Wherever you are in your career, we offer opportunities for continuing professional development (CPD). If you are starting in an entry-level role, we also offer NVQ level two and level three qualifications. We also have a number of leadership development programmes to support you as you progress, alongside cross-specialty and cross-profession clinical education.

Experience the rich heritage of hospitals that have made history

Some of our clinicians' achievements continue to transform healthcare practice and make a lasting impact on the world. In 1928, Alexander Fleming discovered the antibiotic penicillin at St Mary's revolutionising medicine and earning himself a Nobel prize – this is just one in a long line of many discoveries and developments that have put us on the map as at the forefront of innovation.

Draw on huge expertise as part of a strong international community

Get ready to work with colleagues from all over the world with a sense of community, wellbeing and shared endeavour. We look after children, adolescents and adults – caring for tiny babies through to patients who need end of life care. We have a global reputation for our expertise in areas like: cardiology, haematology, renal and transplantation, infectious diseases, neurology

Reach your potential in hospitals that make history

Charing Cross | Hammersmith | St Mary's |
Queen Charlotte's & Chelsea | Western Eye

and trauma care – to name just a few. We are part of the prestigious [Shelford Group](#) – the top ten NHS multi-specialty academic healthcare organisations dedicated to excellence in research, education and patient care.

Feel supported by a positive culture

You can expect leadership and the chance to do your best in an open, respectful working environment supported by a shared set of values. Our leadership team ensure they are accessible – meeting staff at monthly CEO sessions and on ward walk rounds. Every employee has an annual personal development review to discuss their progress and development needs. We have a number of thriving staff networks at the Trust for you to join including: the leadership network; the women's network, the LGBT+ network and the nursing and midwifery BAME network.

Recognition and career progression

We value our staff and recognise the unique contributions they make to their patients and colleagues with our [Make a Difference](#) recognition scheme and annual awards ceremony. We encourage patients, members of the public, visitors, carers as well as colleagues to nominate our staff when they go the extra mile and celebrate the dedication of long-serving staff. Every year you'll have a personal development review where you'll identify objectives and development needs for the next year. Together you and your manager will establish a plan to help you fast-forward your career and gain the experience and skill you need to progress to the next level.

Conduct research here

Our clinicians work alongside biomedical scientists, chemists, physicists and engineers from Imperial College London to develop new ways of diagnosing, treating and preventing disease. As part of an academic health science centre, we aim to apply research discoveries to healthcare as quickly as possible so we can improve the lives of NHS patients and populations around the world. Our culture is about identifying research opportunities and supporting our staff to pursue them. One of our goals is to encourage many more healthcare professionals outside of medicine to pursue academic careers by providing research skills training sessions, grant-writing support and access to fellowship opportunities. As of 2018/19 we have 600 active research projects.

Access brilliant benefits and enjoy a new social life

Join the NHS pension scheme – one of the most generous schemes in the UK. Have the opportunity to work flexibly. Benefit from on-site accommodation and employee travel. Voluntary benefits include: season ticket loan, on-site nurseries, childcare vouchers, cycle to work scheme, fitness facilities and well-being initiatives including yoga and meditation classes. Join the Trust's choir or orchestra, running club or football club, or become a member of the Charity's Arts Club to receive exclusive access to free exhibitions at the Tate Modern and shows. You can even enter the Royal Albert Hall ballot and win tickets to music events! Experience the best that London can offer on your doorstep – benefit from generous London weighting supplements that will help you make the most of it!

JOB DESCRIPTION

Job Title	Business Manager – Virtual Wards
Band	Band 8a
Directorate/ Department	Integrated Care
Division	Medicine & Integrated Care Division
Location of work	SMH
Hours	Full-time
Reports to	General Manager for Medicine and Integrated Care
Accountable to	Divisional Director/SRO

1. Job purpose

The Business Manager will report to the General Manager and provide appropriate support to the, General Manager, Head of Specialties and the Clinical Director in the delivery of all operational functions of the directorate. This will include overseeing the administrative functions within the department, ensuring all key performance targets are met and Standard Operating Procedures are adhered to. The Business Manager will be responsible for ensuring that the appropriate data is available, analysed and presented to support business decision making, forging the gap between financial and business management. The post holder will provide an increased focus on the delivery of streamlined, efficient services which are managed and benchmarked nationally and internationally. These roles will lead on the project management of the cost reduction programmes and organisational change.

2. Key stakeholders

- Divisional Director
- Divisional Director of Operations
- General Manager
- Clinical Lead
- Heads of Specialty
- Deputy Divisional Director of Nursing
- Finance Business Partner
- HR Business Partner
- Performance team
- Business Intelligence team
- Contracting and SLA teams
- Consultants and clinical managers
- ICB Virtual Wards Programme Lead

- NWL Virtual Wards Hospital Lead

3. Key areas of responsibility

- Delivery of key performance targets
- Staff management and development
- Service planning and development
- Financial management
- Data analysis, aggregation and presentation
- Business and contract planning and management
- Management and delivery of cost reduction plans
- Communications
- Stakeholder engagement and management
- Policy development

4. General Responsibilities

4.1. Operational Management

- Responsible for overall operational management of the service, aligned to divisional and Trust strategic objectives and relevant business plans.
- Responsible for supporting clinical leads and operational teams to ensure services are delivered within the clinical governance framework.
- Responsible for the delivery of internal and external performance targets relevant to each speciality and to support the GM in achieving in any relevant service changes to achieve service change as appropriate.
- Develop business corrective action plans, where necessary in liaison with the GM.
- Work with clinical teams to ensure key service and Trust objectives are communicated on a regular basis.
- Support the GM and Lead Clinicians in all aspects of service delivery and to develop speciality specific scorecards and performance targets.
- Ensure processes and procedures are in place to achieve national standards in relevant specialities (e.g. National Service Frameworks, best practice guidance).
- Lead on the implementation, monitoring and analysis of processes, liaising with other service areas and external agencies and making changes and improvements as required. Participate in the rolling division and Trust conference calls and communicate outcomes to peers and senior divisional staff.
- Investigate and respond to complaints and incidents in line with Trust policy and take appropriate action. To monitor access targets and service/s breaches and report to programme SRO.
- To participate in monitoring and maintaining compliance with relevant CQC standards.
- Ensure that Trust policies are followed and adhered to.
- Ensure confidentiality is maintained at all times.

4.2. Service planning and improvement

- Identify opportunities and execute plans for service development, improvement and redesign, including new pathways, with the GM and CD, utilising project management improvement techniques in line with the Trust corporate strategy.
- To take a lead role in relevant internal and external meetings and other service working groups in the development of policies and service developments, leading on specified areas.
- Participate appropriately in the development and implementation of the division's annual business plans which supports the overall strategy of the Trust.
- Develop business plans and corrective action plans, where necessary in liaison with the GM, ensuring these process contribute to Trust strategy. Undertake data analysis to forecast trends and changes that affect service delivery, reporting to the Division Performance Board.
- To ensure the regular collection and monitoring of patient experience across the service, and incorporate this into service improvement plans.
- Contribute to internal and external evaluations of the service locally and across North West London.
- To prepare and deliver presentations on services to internal stakeholders.
- Responsible for ensuring accurate service data and information is captured in a timely manner and is available for mandatory internal and external reporting.
- Participate in negotiations of service level agreements, as required.
- Action plan negotiation, construction and monitoring where necessary.
- Utilise service improvement techniques to develop best models of care.
- Ensure risk management and health and safety requirements are implemented.

4.3. Business and contract planning and management

- Demand and capacity planning and management.
- Responsible for monitoring performance against target / service level agreement (SLA) and reporting this to the General Manager (GM) and Clinical Lead (CL) through the directorate business meeting.
- Responsible for delivery of performance targets as delegated by the, GM and CD.
- Responsible for the delivery of internal and external performance targets relevant to each speciality and to support the DGM in achieving service change as appropriate.
- To provide comprehensive activity and financial reports on a monthly basis incorporating relevant SLR and SLA performance for all pathways in liaison with the performance team
- To support performance in relation to national targets.
- To report on performance against all standards for health performance indicators, including complex directorate business marketing and performance information.
- Responsible for the performance monitoring of activity on a daily basis, to support the achievement of the Trust's targets and monitor subsequent actions required.
- To set up effective arrangements for monitoring performance regularly and take appropriate corrective action.
- Responsible for analysis of trends in activity, income and market share, escalating by exception and ensuring productivity and accuracy.
- Develop and provide robust information for monitoring purposes.
- Writing and developing full business cases to support service expansion and/or redesign.
- Support the GM and CD to benchmark services internally, nationally and internationally by sourcing and analysing data and presenting this as appropriate.

- Monitor and ensure services provided by external providers meet SLAs and contractual agreements.

4.4. Financial management

- Monitor financial activity against service level agreements.
- Ensure financial activity contributes to achievement of service line targets and objectives, taking corrective action as necessary.
- Identify cash releasing efficiency gains and income generation programmes in order to contribute to the financial targets.
- Ensure that assets (i.e. equipment) are utilised efficiently and effectively, working with relevant stakeholders.
- Work cross-divisionally to monitor spend across the programme.
- Take responsibility for delivering cost reduction programmes in discussion with of the finance business partner.
- Delegated responsibility for service level budget and to ensure budgetary management is appropriately delegated, that all relevant staff are trained and aware of their financial responsibilities, and that financial targets are met.
- To authorise timesheets, expenses, invoices and financial requisitions within sphere of responsibility.
- Comply with the Trust's Standing Financial Instructions.
- Provide summary monthly exception reports to the DGM on budget positions across the speciality to support the DGM to discharge their accountability for ensuring internal and external financial targets.

4.5. Data analysis, aggregation and presentation

- Responsible for ensuring data is provided regularly in a standard format which can be used without additional analysis for all elements of the business (e.g. routine business decision making, monthly performance reviews, business planning, strategic planning, etc).Presentation of data, both written and in power point format to internal stakeholders (e.g. performance board).
- Regularly report to relevant external stakeholders at programme governance meetings.
- Analyse activity and income data trends to ensure each is accurate and reflects the actual business undertaken.
- Responsible for working with the Coding Team to ensure coding is accurately coded and clinicians are actively involved in final analysis of coding outcomes.
- Undertake audit work as directed by the GM and CD, compile and analyse the data and present results, improvement plans and monitor actions (e.g. ward rounds).

4.6. Leadership and Staff management and development

- Provide effective leadership, motivation, performance management and development of processes to achieve the required results.
- Line manage, coach and develop staff.
- Participate in and encourage developments designed to enhance individual and team capacity and capability.

- In conjunction with service leaders and clinicians delivering virtual ward services, promote a positive culture of learning, development and professionalism within the services, including the provision of training activities.
- Comply with Trust-wide staff management policies and procedures
- Ensure staff have annual appraisals and Personal Development Plans
- Ensure that staff are deployed in a cost effective way and that controls are in place to meet key workforce performance indicators on bank and agency, sickness absence reduction, turnover, etc.
- Assist in developing strategies and plans which enable services to implement the Trust's HR policies, in order to ensure the effective recruitment, retention and development and training of staff, including a staff experience improvement strategy.
- Assist the CD in the management of medical staffing (e.g. consultant leave, EWTD compliance).

4.7. Communications

- Maintain effective communication arrangements exist within and across Divisions to meet operational requirements and support effective team working.
- Develop Trust communications with the Internal Communications team to support the delivery of the Virtual Wards Programme.

4.8. Cost reduction plan management and delivery

- Responsible for the day-to-day running and administration of the cost reduction programmes.
- Work with division to ensure monthly cost reduction targets are achieved.
- Close partnership working with the wider divisional team to ensure effective support is in place for all cost reduction plans.
- Interpret data available within the directorate to monitor and track cost reduction performance and to satisfy reporting requirements.
- Write and implement clinical and business corrective action plans, where necessary.
- Manage reporting on cost reduction positions across the directorate to support the Divisional Director of Operations and GM's to discharge their accountability for ensuring internal and external financial targets, as specified in the business plan, are achieved.

4.9. Policy development

- Act as the lead for the development of new policies, processes/procedures, protocols and guidelines.
- Responsible for policy implementation related to own areas of service development
- Participate in division wide policy development.
- Ensure dissemination of and compliance with new and updated policies in areas of control.

4.10. Other Duties

- Provide management cover of other specialties within the division where necessary
- Deputise for the DGM as appropriate.

- Coordinate the resolution of complaints, conflicts and issues from patients, staff, in a timely manner in line with Trust policies.
- To work with clinical and governance colleagues to undertake root cause analyses and trend analyses of complaints and serious incidents.
- To support compliance with infection control.

5. Scope and Purpose of Job Description

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the postholder.

PERSON SPECIFICATION

Job Title	Business Manager
Banding	Band 8a
Directorate/ Department	Integrated Care (Virtual Wards)
Line Manager	General Manager

Criteria Relevant to the Role	Essential	Desirable
Education/ Qualifications	Relevant first degree Recognised management qualification at postgraduate level and/or experience	Completion of project management skills course (e.g. PRINCE2)
Experience	Experience of operational and staff management in the NHS Track record of success in delivering change and project management Experience of managing and deciding on complex employment issues including handling grievances and disciplinary issues Budget management experience Experience of dealing with conflict and working with colleagues to agree remedial action as required Experience of writing complex business and project plans with evidence of delivery Experience of cost reduction delivery	Experience of virtual wards
Skills/Knowledge/ Abilities	Ability to analyse and effectively present performance data and identify areas for improvement Ability to problem solve and to develop solutions to issues	

	<p>Excellent organisational skills and time management skills</p> <p>Excellent written and verbal communication skills</p> <p>Ability to co-ordinate and investigate complaints, including experience of dealing with distressed patients / relatives / staff</p> <p>Ability to influence and negotiate at a senior level within the division and wider trust</p> <p>Comfortable with relevant IT software packages</p> <p>Knowledge of NHS contracting processes</p> <p>Knowledge of national NHS policy</p>	
Values and Behaviours	<p>Be able to role model the trust's values and behaviours</p> <p>Strong sense of commitment to openness, honesty and integrity in undertaking the role</p> <p>Be an excellent role model for the trust</p>	
Other Requirements	<p>Ability to organise and prioritise own workload for both self and others</p> <p>Ability to enthuse, motivate and involve staff to meet challenging targets by providing direction, reviewing performance, and motivating others</p> <p>Ability to work under pressure and to deadlines</p> <p>Delivery focused, self-motivated and proactive</p>	

Additional information

1. Health and safety

All staff are required to make positive efforts to maintain their own personal safety and that of others by taking reasonable care, carrying out requirements of the law whilst following recognised codes of practice and Trust policies on health and safety.

2. Medical Examinations

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract.

3. Equal Opportunities

The Trust aims to promote equal opportunities. A copy of our Equality Opportunities Policy is available from the Human Resources department. Members of staff must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager.

4. Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role.

5. Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

6. Professional Registration

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

7. Work Visa/ Permits/Leave to Remain

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

8. Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

9. Infection control

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

Clinical staff – on entering and leaving clinical areas, and between contacts with patients, staff should ensure that they apply alcohol gel to their hands and wash their hands frequently with soap and water. In addition, staff should ensure the appropriate use of personal protective clothing and the appropriate administration of antibiotic therapy. Staffs are required to communicate any infection risks to the infection control team and, upon receipt of their advice, report hospital-acquired infections in line with the Trust's Incident Reporting Policy.

Non clinical staff and sub-contracted staff – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.

Flu vaccination – the Trust's expectation is that all patient-facing staff have an annual flu vaccination, provided free of charge by the Trust. Staffs have a responsibility to encourage adherence with policy amongst colleagues, visitors and patients and should challenge those who do not comply. You are also required to keep up to date with the latest infection control guidance via the documents library section on the intranet.

10. No Smoking

The Trust operates a smoke free policy.

11. Professional Association/Trade Union Membership

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.