

Agenda for Change	Version 10
Author: Claire Ackerman	Date: July 2016

## Job Description

<b>Job Title:</b>	<b>Medical Director</b>
<b>Existing Grade:</b>	VSM
<b>Care Group:</b>	Clinical Support Services
<b>Service Line:</b>	Chief Executive Summary
<b>Department:</b>	<b>Medical Director</b>
<b>Location:</b>	<b>Derriford Hospital</b>
<b>Appraiser:</b>	<b>CEO</b>
<b>Accountable to:</b>	<b>CEO</b>
<b>Position Number:</b>	35393866
<b>Date:</b>	

### Job Purpose:

The Medical Director is responsible for providing clear leadership and direction in respect of clinical and medical quality, safety and improvement at University Hospitals Plymouth NHS Trust (UHP) thereby ensuring excellent patient care. The individual will play an active role in the determination and implementation of clinical, corporate and improvement strategies and plans. He/she will be a full member of the Board of Directors and be expected to play a significant role in the corporate affairs of the organisation as an Executive Director.

- ☐ The Medical Director provides effective professional leadership for all medical staff and is the Responsible Officer for revalidation of medical staff in accordance with Department of Health legislation ensuring that systems of clinical governance and appraisal are effective and appropriate for revalidation.
- ☐ The Medical Director will contribute to the development and delivery of the wider organisation agenda, including implementation of the UHP strategic vision providing active support to the other members of the executive team.
- ☐ In common with all members of our team, the Medical Director is expected to advocate, exemplify and consistently act as a role model by championing our UHP Vision and living the behaviours that underpin our values, including providing constructive challenge to behaviours at all levels that do not reflect our values.
- ☐ The Medical Director will be an advocate and implementer of our People First Improvement approach across all aspects of UHP vision, strategy and delivery.
- ☐ The Medical Director will demonstrate and act as a system leader to deliver best care and sustainable services for the future needs of the population UHP serves.

### Key duties and responsibilities:

- 1 - Take responsibility with other executive directors for the safety, quality of service and care provided to patients, leadership of the workforce, the safety, strategic direction of the organisation, the delivery of performance and financial sustainability, and relationships with external partners
- 2 - Drive an ambitious service agenda within the organisation and across health and care systems to:

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- ☐ Secure Outstanding against CQC compliance
  - ☐ Inform a new build to serve our Peninsula population
  - ☐ Appropriately establish and repatriate tertiary and specialists services as part of the overall clinical strategy
- 3 - Take corporate responsibility for the management of the medical director's office and Research and Development ensuring the delivery of efficient and effective services across UHP
- 4 - Fulfil statutory responsibilities as a Board member so that UHP adheres to national policy and practise in all of the post holder's key areas of responsibility
- 5 - Continually ensure effective communication of UHP vision, safety, objectives and plans whilst supporting an active agenda of workforce engagement and patient involvement
- 6 - Contribute to the corporate development of the organisation through the leadership of key areas of work agreed with the Board of Directors
- 7 - Provide professional advice to the Chief Executive and Board of Directors on key service and medical workforce issues

#### **Key working relationships:**

Executive Directors  
Chairman and Non-Executive Directors  
Care Group Clinical Director  
Direct line management reports\*  
South Western Ambulance Service (SWAST)  
Primary Care Networks  
University Plymouth  
Local Clinical Commissioning Groups  
University Exeter  
STP and ICS  
Patients, Carers and families  
Other health and social care system partners  
Voluntary and third sector partners  
Research partners

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7 - Provide professional advice to the Chief Executive and Board of Directors on key service and medical workforce issues

### **Medical workforce**

8 - Provide effective visible leadership for medical staff on both professional and managerial issues, through the clinical leadership structure (divisional chiefs, chiefs of service, service directors)

9 - Ensure regular communication and meetings with medical staff, in conjunction with senior colleagues, ensuring they are engaged with the development and implementation of service plans and policies

10 - Lead on the development and implementation of medical workforce plans

11 - In line with national requirements, ensure arrangements are in place for appraisal, job planning, continuing professional development, re-licensing and revalidation of doctors where UHP is the prescribed body

12 - Appraise Consultants and Doctors personally as required, and ensure a robust and transparent approach to job planning which takes into consideration the needs of the services.

13 - Lead on resolving issues relating to concerns about the performance of medical staff and the implementation of misconduct procedures.

14 - Manage and oversee the work of the Director of Medical Education, ensuring that UHP fulfils its role as a provider of high quality medical education

### **Professional leadership**

15 - Promote an organisational culture committed to learning from complaints, incidents, audit, research and development.

16 - Promote an organisational culture that facilitates teamwork in the design, management and delivery of clinical services, ensuring medical staff are both cognisant of and active in ensuring holistic models of care

17 - Ensure there is a system to work with the Chief Pharmacist on the development and implementation of prescribing policies for services that are clinically and cost effective

18 - Lead on Clinical Governance in support of the of the organisation's overriding and ultimate focus on Quality and Safety, delivering strategies, systems and processes and ensuring the active participation of all medical staff.

19 - Build UHP's credibility in respect of research and development and enhance and encourage research based activity.

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20 - Provide input and advice on any relevant initiatives that require a medical perspective for example implementation of recommendations from NICE, National Inquiries, external investigations etc.

### **Statutory and corporate roles**

21 - Be the Responsible Officer for revalidation of medical staff in accordance with Department of Health legislation ensuring that systems of clinical governance and appraisal are working and are appropriate for revalidation

22 - Carry out the legislative requirements of The Medical Profession (Responsible Officer) Regulations 2010 by ensuring that robust clinical governance systems are in place and to ensure the active participation of all staff in order to secure high standards of patient care.

23 - Lead on Mortality, using benchmark data to drive learning and action to manage and reduce patient mortality.

24 - Act as the hospital's Accountable Officer for Controlled Drugs.

### **Service transformation and change management**

25 - Actively promote and use UHP's People First Improvement methodology to transform sustainable, outstanding and where appropriate fully integrated care

26 - With executive colleagues, lead the reconfiguration of clinical and corporate services to deliver the strategic objectives and operational plan

27 - With executive colleagues promote a positive change management and transformation culture across the organisation, driving forward change and innovation

### **Communications and relationships**

28 - Maintain effective communications and relationships with executive and non-executive colleagues and other UHP senior leaders to ensure a corporate approach to the delivery services and all other aspects of the portfolio, as appropriate

29 - Develop constructive relationships with relevant external partners in the local community and health and social care system, including GPs, health organisations, interest groups and patient reference groups

30 - Offer statements to the media on relevant issues to portfolio as appropriate and develop positive relations with local media, enhancing public education where appropriate.

### **People management and development**

31 - Provide leadership and direction to relevant directorate teams and ensure their effective contribution to the organisation's vision, objectives and operational plan

32 - Demonstrate leadership skills and provide support to teams and individuals to realise their full potential, providing coaching, guidance and mentoring as required

33 - Provide support, through effective appraisal, feedback and performance management mechanisms, to all direct reports

34 - Take responsibility for own personal and professional development, engaging in agreed plans to improve capacity, capability and performance

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## **Other**

35 - Assist in the ongoing development of the organisation's leadership and management arrangements. The role may be extended to include responsibility for other functions and services at Board level

36 - This job description is not intended to be restrictive, and will be regularly reviewed. It may be amended in the light of changing circumstances following consultation with the post holder. It does not form part of the contract of employment

37 - The post holder will be a member of the Director On-Call rota

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#### **All Job Holders are required to...**

- Work to the Trust values - Put patients first, Take ownership, Respect others, Be positive, Listen, learn and improve.
- Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities etc.
- Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
- Attend statutory, essential and mandatory training.
- Respect the confidentiality of all matters relating to their employment and other members of staff. All members of staff are required to comply with the requirements of the UK Data Protection Act 2018/UK General Data Protection Regulation (UK GDPR) or Data Protection legislation.
- Comply with the Corporate Governance structure in keeping with the principles and standards set out by the Trust.
- Comply with the codes of professional conduct set out by the professional body of which registration is required for the post.
- Ensure they are familiar with the Risk Management Framework, follow policies, procedures and safe systems of work, make known any hazards or risks that they identify and take all necessary actions to reduce risk.
- Ensure the welfare and safety of children within their care. This includes staff who come into contact with children and families in the course of their work as well as those staff who have a specific role with children and families.
- Ensure they attend Child Protection training at the appropriate level within the specified time frame.
- Staff must comply with Safeguarding Policies and Procedures in order to promote safeguarding and prevent abuse to vulnerable people using Trust services.
- Maintain the prevention and control of infection and fully comply with all current Trust Infection Control policies and procedures.
- Take responsibility for any records that they create or use in the course of their duties, in line with the Public Records Act and be aware that any records created by an employee of the NHS are public records and may be subject to both legal and professional obligations.

#### **All Managers are responsible for...**

- Assessing risks and implementing the necessary actions to minimise these risks within their sphere of responsibility. They must also enable staff to attend the relevant statutory and essential training.
- Managing attendance in accordance with the Trusts Attendance Management Policy.

#### **All Heads of Departments are responsible for...**

- Ensuring all necessary risk assessments are carried out within their division, Service Line or department in liaison with relevant sources of specialist support and expertise within the Trust. They must also ensure that the risk management process is completed appropriately.

#### **Note**

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This job description is neither definitive nor exhaustive and is not intended to be totally comprehensive. It may be reviewed in the light of changing circumstances following consultation with the post holder. This job description is to be read in conjunction with all current Plymouth Hospitals NHS Trust policies, procedures & guidelines.

### **Service Line Managers Budget Responsibility**

Service Line Managers are required to confirm the details of their delegated Budget Holders who are responsible for setting budgets for each cost centre. These are the individuals who will be the primary point of contact for exchange of information on the budgets to be set, be involved in setting their budgets and who will sign off their budgets as a correct record of the budget discussions.

A list of all Budget Holders will be maintained by the Finance Department, based on information presented by Service Line Managers. Service Line Managers will take responsibility for the budget setting process, but Budget Holders are responsible for setting the budgets for their cost centres.

Service Line Managers' key responsibilities in relation to budgets are to:

- ensure, and confirm themselves, the formal confirmation of the final budgets by the Budget Holder in the Budget Holder Monthly Checklist;
- deliver the required level of services within the budgets set;
- take action where required and work with their Budget Holders to ensure the above, agreeing budget changes as appropriate;
- represent Budget Holders at Performance Reviews and be able to explain variances to budget and planned corrective actions; and
- ensure that any financial problems or concerns are escalated to the appropriate level for discussion and action.

### **Budget Holder Responsibilities**

The Trust has a devolved management structure, guided by Responsibility Accounting principles, whereby financial duties are delegated from the Accountable Officer (the Chief Executive) to Executive and Clinical Directors, then to Service Line Managers/Heads of Department and then to nominated Budget Holders. Each Budget Holder's areas of responsibility are defined by the cost centres assigned to them.

Service Line Managers are required to take responsibility for the budget setting process and confirm the details of the Delegated Budget Holders who are responsible for setting budgets for each cost centre. Budget Holders will be the primary point of contact for exchange of information on the budgets to be set, be involved in setting their budgets, taking into account any financial restraints or targets, and sign off their budgets as a correct record of the budget discussions. A list of all Budget Holders will be maintained by the Finance Department.

### **Budget Holders' key responsibilities in relation to budgets are to:**

- confirm formal agreement of their final budget in the Budget Holder Monthly Checklist;
- deliver the required level of services within the budget; and
- take action where required and work with their Service Line Manager to ensure the above, agreeing budget changes as appropriate.

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## PERSON SPECIFICATION TEMPLATE

ATTRIBUTES	ESSENTIAL	DESIRABLE
<b>KNOWLEDGE &amp; EXPERIENCE</b>	<ul style="list-style-type: none"> <li>• Extensive demonstrable experience gained as a Consultant</li> <li>• Significant clinical and managerial leadership demonstrable experience</li> <li>• Proven knowledge and demonstrable experience of clinical governance</li> <li>• Demonstrable experience of service innovation and development</li> <li>• Proven knowledge of revalidation</li> <li>• Demonstrable leadership experience of research and development activity</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of cross professional working</li> <li>• Demonstrable strategic and business planning experience</li> <li>• Demonstrable experience of managing budgets</li> <li>• Demonstrable experience of implementing national and statutory requirements.</li> </ul>
<b>QUALIFICATIONS</b>	<ul style="list-style-type: none"> <li>• Unblemished registration with GMC.</li> <li>• Qualified Medical professional</li> <li>• Membership of the GMC Specialist Register</li> </ul>	<ul style="list-style-type: none"> <li>• Further evidence of management training</li> </ul>
<b>APTITUDE &amp; ABILITIES</b>	<ul style="list-style-type: none"> <li>• Ability to think conceptually and communicate concepts effectively</li> <li>• Strong decision making skills with the ability to take decisions and make recommendations upon analysis of opinions</li> <li>• Able to engage and involve senior staff across disciplines in the development of strategic issues</li> <li>• Articulate a clear personal vision of what needs to be achieved</li> <li>• Working within STPs/ICSs to transform care</li> </ul>	



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	<p><b>Strategic Partnerships</b></p> <ul style="list-style-type: none"> <li>• Understands the different perspectives of stakeholders</li> <li>• Can build effective relationships with key partners</li> <li>• Can deal in a balanced and open way with conflict</li> <li>• Can develop strong networks within and outside of UHP</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Strong persuasive and influencing skills with the ability to present ideas and proposals effectively at Board level</li> <li>• Excellent written communication skills and the ability to produce reports on complex issues</li> <li>• Clear analytical skills to allow explanation, evaluation and interpretation of information and opinions</li> </ul> <p><b>Disposition</b></p> <ul style="list-style-type: none"> <li>• Inspires others and leads by example</li> <li>• Flexibility</li> <li>• Ability to mediate/negotiate between different interest groups</li> <li>• Exemplary personal standards of conduct and behaviour and embodiment of UHP values</li> </ul>	
<b>OTHER FACTORS</b>	<ul style="list-style-type: none"> <li>• Meets the 'fit and proper person' requirements as specified by the Care Quality Commission</li> </ul>	

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