

Associate Director of Operations

Surgery and Critical Care

April 2024



modern • integrated • outstanding

patient at heart • everyday excellence • creative collaboration

Welcome

Dear Applicant,

I am writing to you as the Divisional Director for Surgery and Critical Care at the Princess Alexandra Hospital NHS Trust. Our organisation is on the cusp of a transformative journey, and we are seeking an exceptional individual to join us in shaping the future of healthcare delivery.

Our vision and values: At the Princess Alexandra Hospital NHS Trust, our vision is clear: to provide exceptional healthcare, personally delivered. We are committed to achieving excellent clinical outcomes while ensuring a positive experience for every patient who walks through our doors. Our values—patient at heart, everyday excellence and creative collaboration—guide our actions and decisions as we strive to improve the health and well-being of our community.

PAHT 2030: Our Roadmap for Excellence: Our organisational roadmap, **PAHT 2030**, outlines our ambitious goals for the next decade. As we move forward, we aim to deliver **modern, integrated, and outstanding** care that meets the needs of our growing and aging population. This includes building a brand-new hospital, embracing scientific and clinical innovations, and working collaboratively with local, regional, and national partners.

Your role and development opportunities: As the Associate Director of Operations for Surgery and Critical Care, you will play a pivotal role in our journey toward excellence. This includes:

- 1. Leadership and innovation:** You will work closely with our management team, including the Divisional Associate Director of Nursing, to lead the development and implementation of our division's strategy. We encourage innovative thinking and the exploration of new models of care delivery.
- 2. Personal and professional growth:** We are dedicated to your growth. Whether it's leadership training, skill enhancement, or exposure to innovative technologies, we'll be there to support you at every stage of your journey.
- 3. Elective Hub development:** We are actively developing an elective hub in collaboration with our Integrated Care System (ICS). This hub will streamline elective procedures, enhance patient pathways, and improve overall efficiency.
- 4. Robotics in Healthcare:** Our commitment to innovation extends to robotics within surgery and healthcare. We are exploring advanced robotic-assisted procedures to improve patient outcomes and enhance surgical precision.

If you are an ambitious and enthusiastic leader who shares our vision, values, and commitment to excellence, we invite you to be part of our team. Together, we can shape the future of healthcare delivery and make a lasting impact on our community.

Best wishes

Jonathan Refson

Divisional Director

Consultant general & vascular surgeon



About the Princess Alexandra Hospital NHS Trust (PAHT)

PAHT provides a full range of general acute, outpatient and diagnostic services at The Princess Alexandra Hospital in Harlow, the Herts and Essex Hospital in Bishop's Stortford, and St Margaret's Hospital in Epping.

PAHT employs 3,700 staff and serve a local population of around 350,000 people living in west Essex and east Hertfordshire, centred on the M11 corridor and the towns of Harlow, Bishop's Stortford and Epping. The extended catchment area incorporates a population of up to 500,000 and includes the areas of Hoddesdon, Cheshunt and Broxbourne in Hertfordshire.

In October 2019, the Government announced that PAHT are to receive funding to rebuild a new hospital in Harlow for patients, the local community and people.

The details around the funding and the timeframe are currently being finalised. PAHT are continuing to develop the essential business case plans to take this amazing change forward.

Our objectives

Our patients

We will continue to improve the quality of care, outcomes and experiences that we provide our patients, integrating care with our partners and reducing health inequity in our local population.

Our people

We will continue to improve the quality of care, outcomes and experiences that we provide our patients, integrating care with our partners and reducing health inequity in our local population.

Our performance

We will meet and achieve our performance targets, covering national and local operational, quality and workforce indicators.

Our places

We will maintain the safety of and improve the quality and look of our places and will work with our partners to develop an outline business case (OBC) for a new hospital, aligned with the further development of our local

Integrated Care Partnership.

Our pounds

We will manage our pounds effectively to ensure that high quality care is provided in a financially sustainable way.



Our vision

To be modern

Always using up to date treatments, technology and facilities.

To be integrated

Working as one to provide joined up healthcare that always puts patients first.

To be outstanding

Delivering healthcare that our patients deserve and that makes us proud.



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Our priorities

<p>Transforming our care</p> <p>The most up to date and expert care designed to meet the individual needs of the patient, where and when they need it.</p> <p>We will:</p> <p>Work with health system partners to empower patients to take more control over their care and in monitoring their health.</p> <p>Enable our people to work in connected, streamlined ways to deliver the right care, at the right time, in the right place.</p> <p>Drive continuous improvement using real time data to enable PAHT to be a truly learning organisation</p>	<p>Our Culture</p> <p>Fostering and nurturing an inclusive environment that champions diversity and equality, and where our people are engaged, supported and helped to learn and grow.</p> <p>We will:</p> <p>Foster a healthy workplace where wellbeing is paramount and staff feel valued, supported and safe to speak up</p> <p>Create new and enhanced ways of working, with a focus on greater collaboration as well as individual professional development</p> <p>Offer great career and development opportunities and be a model for diversity and inclusion</p>	<p>Digital health</p> <p>Harnessing new technology and digital solutions to transform patient care and improve how we work.</p> <p>We will:</p> <p>Use innovative technologies to capture, share and learn from the latest patient and clinical data</p> <p>Create a digitally enabled hospital that will increase efficiency and improve staff experience and patient outcomes Rollout our new Electronic Patient Record.</p>	<p>Corporate transformation</p> <p>Modernising our corporate services to support our clinical teams in providing outstanding care.</p> <p>We will:</p> <p>Modernise our systems and services to support better care delivery making the Trust an amazing place to work and thrive</p> <p>Collaborate with the Integrated Care System and Integrated Care Partnership for greater service integration</p> <p>Build high quality working environments for greater efficiency and cross departmental working.</p>	<p>Our new hospital</p> <p>A world-class hospital for the future, providing first-rate care for our patients and the best place to work for our people.</p> <p>We will:</p> <p>Improve outcomes for patients and future-proof our service delivery through smart, flexible building design</p> <p>Become more sustainable across everything we do, achieving our target of net zero carbon</p> <p>Exploit our greenfield location as a place of wellness not illness, for the benefit of staff and patients and local biodiversity.</p>
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Our future PAHT

We are on the verge of a defining moment in PAHT's history. What lies ahead is a journey of transformation and improvement that will lead us successfully into the future, enabling us to deliver modern, integrated and outstanding care that keeps our growing and ageing population healthier.

Against a backdrop of NHS and system transformation, the relentless pace of scientific, technical and clinical innovation, and our amazing opportunity to build a brand-new hospital, we need a strategy that is big, bold and ambitious.

This is PAHT 2030, our organisational roadmap for the next ten years. It is designed to inspire and challenge us, to guide and unite us in working smarter and better to achieve our vision.

We have already made great progress, but there is much more to do. Now, more than ever, we need to come together as one team, working with our local, regional and national partners, our patients and our communities to make PAHT the centre of excellence we know it can be.

We hope you are excited by the strategy, and eager to embrace the challenges ahead.

Best wishes

Lance McCarthy
Chief executive

Our priorities

Our five priorities provide the focus to achieving that vision over the next 10 years which will be **transforming our care**, **our culture**, **digital health**, **corporate transformation** and **our new hospital**.

Our objectives

Our five core objectives, **patients**, **people**, **performance**, **places and pounds**, hold us to account, keeping us grounded in reality and challenging us to keep improving the experience for our patients, visitors and people.

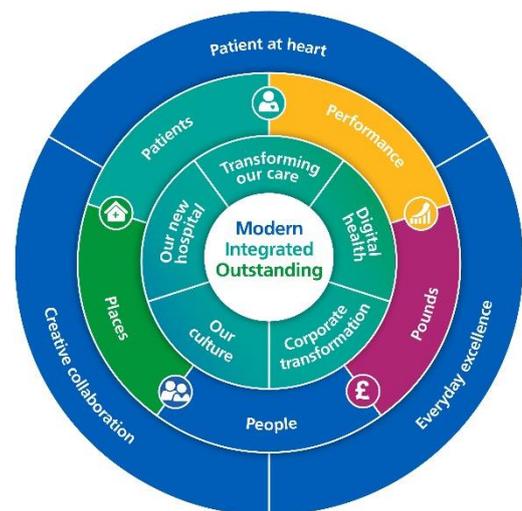
Our values

Throughout everything we do, we are guided at all times by our values: **patient at heart**, **everyday excellence** and **creative collaboration**.



PAHT2030

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About the role

Job title	Associate Director of Operations – Surgery and Critical Care
Remuneration	Band 8d
Reporting to	Divisional Director
Accountable to	Chief Operating Officer
Tenure	Substantive

Role purpose

Reporting to the divisional director, the associate director of operations will be responsible and accountable for the delivery of services, within budget (Income & Expenditure) for an agreed level of activity at an expected level of service and clinical quality.

The Associate Director of Operations is expected to ensure all the activities undertaken within the Division are subject to best practice governance arrangements, and meet national and local standards, policies, and guidance. The Divisional Management team will provide leadership and direction for the division, ensuring that this supports the fulfilment of the Trust's objectives and patient safety requirements.

The Associate Director of Operations will have responsibility for the operational management of the division, ensuring the effective implementation of both national and local strategies and the achievement of service objectives within available resources.

The key responsibilities of the Associate Director of Operations are:

- Assuring high quality care and compliance with associated standards
- Meeting contractual and national performance requirements
- Managing resources efficiently and within budget
- Promoting a positive organisational culture which supports and develops staff and protects patients.
- Contributing to the longer-term strategic planning, risk management and sustainability of the Trust and its services
- Proactively manage the relationships with commissioners and partners including those at Place, and in the Integrated Care System.

Duties and responsibilities

- Lead the development and establishment of the West Essex Health and Care Partnership (HCP), ensuring that the HCP achieves its strategic outcomes.
- Provide leadership, support, and direction, working collaboratively internally and across system partners, setting clear objectives to ensure services and working arrangements are designed to deliver integrated patient focussed care and enable delivery of the Trust strategy.
- Lead, develop and motivate the senior staff to deliver innovative high quality, patient centred performance; ensuring that effective appraisal, development, and succession planning arrangements are in place.



- Ensure clinical services and clinical management is responsive to the needs of patients, visitors, and staff and that there is a culture of innovation and continuous improvement.
- Deliver all the mandated performance targets in service delivery within the agreed resources, in line with the agreed annual business plan, and Trust strategies and policies.
- Make and foster connections between divisions to enhance integrated working and care pathway approaches.
- To show a commitment to working in ways that demonstrate our values in all we do.
- To translate the Trust corporate strategy into a clinical service strategy for the Division ensuring national/regional best practice is leveraged and there is alignment across other Divisional and Trust-wide plans.
- To engage and collaborate with peers, stakeholders, and staff to develop a robust service improvement programme to deliver the expected patient safety and financial outcomes/benefits.
- To show a commitment to working in ways that demonstrate our values in all we do.
- To be responsible and accountable for the leadership and development of the Division's overall service provision ensuring the delivery of safe and efficient patient care within the financial resources allocated.
- To engage and collaborate with peers, stakeholders, and staff to develop a robust service improvement programme to deliver the expected patient safety and financial outcomes/benefits.
- To create the environment and way of working which consistently applies the agreed management system, engages all staff in the continuous improvement of patient services and proactively manages performance over-achievement/shortfall.
- To demonstrate leadership in and understanding of transformational change projects and programmes.
- To be an active member of the Divisional Board providing support to colleagues within the board and across the Trust.
- To abide by the terms and conditions of the Trust's standing orders, standing financial instructions and scheme of delegation.
- To lead, manage, motivate, and develop staff to maintain the highest level of staff morale and to create a climate within the division which embodies the Trust's values.
- To undertake appraisal for own direct reports and ensure an effective staff appraisal process is implemented throughout the division and ensure that training and development needs are met appropriately.
- To ensure that staff management arrangements are consistent with HR policies and procedures within the Trust and to ensure that good practice in recruitment, appraisal, performance management and other policies are maintained.
- To update and monitor the operational policies of the division and take account of risk management needs.
- To have delegated responsibility and accountability with the Divisional Management Team, from the Board, for health and safety performance, ensuring appropriate risk management systems to escalate issues and ensure action is taken to mitigate risk.



- To ensure all national audits are complied with and local performance is compared with national performance and actions taken to improve performance to the upper quartile level.
- To sustain effective working relationships with the Chief Operating Officer and other executive colleagues, lead clinicians, consultant medical staff and other senior management post-holders ensuring that the operational requirements of the division are effectively managed and coordinated.
- To participate in the silver on-call rota.
- Actively promote Equality and Diversity and implement and support a zero-tolerance approach to bullying and harassment in all forms.
- To take corporate lead responsibility for Trust-wide projects as required by the Chief Operating Officer.

This job description may be subject to change according to the varying needs of the service. Such changes will be made after discussion between the post holder and the manager. All duties must be carried out under supervision or within Trust policy and procedure.



Essential criteria	Measured by	
	Application form	Interview/ assessment
Qualification		
Educated to master's level or significant management experience.	✓	
Previous experience at Senior Manager level	✓	✓
Evidence of CPD plus postgraduate qualification or equivalent experience	✓	
Appropriate professional management qualification	✓	
Participation in Continuing Professional Development to improve and update specialist knowledge.	✓	✓
Experience		
Significant demonstrable experience of senior operational management in the NHS.	✓	✓
Experience of managing complex services and teams.	✓	✓
Detailed understanding and experience of operational management of an acute hospital service.	✓	✓
Proven ability to manage change, service activity and development within complex organisations.	✓	✓
Ability to interpret national and local policy drivers that are relevant to the acute Trust, sub economy.	✓	✓
Experience of planning and implementing long-term strategy.	✓	✓
Experience in managing budgets.	✓	✓
Experience in successful project management.	✓	✓
Successful identification and delivery of cost improvement programmes.	✓	✓
Detailed knowledge of Clinical Governance and Risk Management	✓	✓
Skills, knowledge and abilities		
Excellent communication skills, both written and oral	✓	✓
Ability to balance strategic and operational management.	✓	✓
Effective decision making and evidence of 'getting things done'.	✓	✓
Ability to relate to and work with a wide range of stakeholders.	✓	✓
Sound knowledge of IT systems including data interpretation and CQC standards etc.	✓	✓
Excellent presentation skills	✓	✓
Project management skills including the ability to manage short term objectives with individual outside immediate managerial responsibility	✓	✓
Special aptitudes		

Role model positive system leadership behaviours including compassion, integrity, and transparency.	✓	✓
Live and role model our core trust values.	✓	✓
Ability to act as an ambassador for the partnership in external forums, groups, and meetings as appropriate.	✓	✓
Ability to articulate and persuade others up, down and across the NHS organisations and represent/act as an ambassador to the trust.	✓	✓
Invests sustained effort in making a significant impact on improvement within the organisation and across the whole healthcare community.	✓	✓
Coaches others, challenging and asking questions to help them work out answers for themselves.	✓	✓
Requires a fit and proper person test.		