University Hospitals Bristol **NHS**

NHS Foundation Trust

JOB DESCRIPTION

Deputy Chief Operating Officer

Post Title:	Deputy Chief Operating Officer
Division:	Trust Services
Department:	COO Office
Accountable To:	Chief Operating Officer
Key Relationships:	Executive Directors, Divisional Clinical Chairs, Divisional Directors, Service Commissioners, Clinical Directors, Head of Performance Assurance, Heads of Nursing, Divisional Finance Managers, HR Business Partners, Divisional Management Teams, External Partners,

JOB PURPOSE

The Deputy Chief Operating Officer will contribute to delivery of the Trust's strategic plan, by working in partnership with the Divisional teams and external organisations and commissioners, to achieve the Trust's corporate objectives and to make a positive contribution to the provision of health services across the local health economy.

The post holder will deputise for the Chief Operating Officer and work closely with the Divisional teams to ensure the safe and effective day to day operations of the organisation are maintained.

The postholder will be expected to act independently, taking timely and at times, significant decisions to ensure the operational delivery for the organisation, driving change and improvement by supporting and influencing both the clinical directorates and corporate teams.

The post will be responsible for the troubleshooting and leading the planning for delivery of key performance indicators including the 4-hour Accident and Emergency waiting time standard, referral to treatment times and cancer waiting times. They will lead major strategic projects for the Chief Operating Officer across the organisation and the wider health economy.

The post holder will lead service developments and policy reviews in areas impacted by key performance issues.

The role will also oversee the delivery of the on-going agenda of private patients, resilience and emergency planning, performance management and cancer services. They will manage the staff associated with the services.

The management of the COO budget and delivery against cost saving plans in each of the COO areas will be required.

KEY REPONSIBLITIES

The Deputy Chief Operating Officer will be specifically responsible for the delivery of quality services and sustaining of professional standards, in the following areas:

LEADERSHIP

Alongside the Chief Operating Officer and Divisional Directors;

- Ensure that the corporate aims, vision and values of the Trust are achieved.

- Support delivery of the vision and objectives of the Trust to achieve continuous improvement of service delivery, monitor performance against these and take corrective action on poor performance.

- Help to develop a culture and environment where safe and high quality patient care is consistently delivered across the organisation.

- Develop and implement long term service strategies and policies for the organisation that fully reflect the direction and service needs of the Trust. Undertake this in collaboration with other NHS organisations, working across organisational boundaries and within complex and changing strategic environment.

- Represent the Trust in discussions with partner agencies.

- Translate corporate, local and national strategies into clear objectives and action plans and lead the implementation of these plans.

- Ensure the Trust is able to meet all national and local performance targets and work closely with Divisional teams to ensure standards are met and support Divisions in taking corrective action where necessary.

SERVICE AND BUSINESS PLANNING AND DELIVERY

- Management of the Chief Operating Officer's business plan ensuring delivery against key objectives for the department and liaising with other Directors and leads within the COO Directorate.

- Lead operational management from a corporate perspective, acting as a mediator – and where necessary, decision-maker - between Divisions on trust wide issues with cross-divisional implications, and ensuring timely and effective resolution of such cross-Divisional issues.

- With the Chief Operating Officer and other Executive Directors, support the development of robust Divisional operating plans.

- Help to oversee delivery of Divisional operating plans, by designing and operating robust performance management and reporting processes, and intervening personally where necessary to ensure operational performance risks are anticipated and addressed.

- Interpret and implement broad clinical and professional policies and NHS guidance across the organisation, providing advice to the Chief Operating Officer/Medical Director and other Executives / Divisional teams as necessary and developing services in line with them.

- Support service planning for the organisation, develop and implement long-term strategic plans for continued development of sustainable and financially viable services. Provide expertise and support to Divisional teams in the development of business cases in support of strategic plans, within the framework of Trust annual business planning.

- Regularly monitor and review plans and identify areas that require adjustment for changes in local need and in response to changes in national policy guidance.

- Lead on the implementation of the Trust's Bed model, based on strategic plans for efficiencies and improvements in patient flow.

- Take the lead for high profile trust wide projects on behalf of the Chief Operating Officer.

- Responsible for the achievement of national and local performance targets across the Trust.

- Advise the Chief Operating Officer on new practice/developments required to achieve corporate and Divisional objectives, implementing these as appropriate.

- Responsible for delivery of corporate projects with implications for the wider health/social care community, as required by the Chief Operating Officer.

DELIVERY OF HIGH QUALITY PATIENT CARE

- Ensure consistently high quality patient care through the development of a culture of effective teamwork and patient focus, and through the empowerment of Clinical Directors, Heads of Service, Heads of Nursing, Matrons, Specialist Nurses and other professionals.

- Embedding a culture and performance management system which ensures that all staff comply with the Trust's policies on infection, prevention and control.

- Trust-wide responsibility for the effective service delivery of the Senior Manager on-call rota including development of standard operating procedures and training for on-call directors and managers.

- Manage monitoring systems to ensure compliance with NHS standards. In particular:

Elective and Emergency Waiting Times

- Ensure that consistent and robust waiting list systems and processes are in place across the Trust, and that waiting lists and times are actively and appropriately managed.
- Ensure that robust capacity planning takes place in Divisions and that proactive capacity management is in place.

- Oversee referral to treatment time performance meetings, ensuring picking patterns and booking practices are being adhered to.

- Develop and monitor delivery of referral to treatment time and Last Minute Cancellations action plans to achieve national standards within contract.

- Co-ordinate bank holiday and winter planning on behalf of the Trust.

- Ensure the Escalation Policy and supporting processes are reviewed and updated regularly and ensure briefings to all staff on any changes to operational practice as a result of updates to the policy.

- Chair the Emergency Access Steering Group.

- Work closely with the Clinical Site Management Team and Hospital Discharge Team to resolve day to day operational issues that impact on flow (e.g. repatriation of patients to other providers).

- Manage the Performance Improvement Manager and Validation team.

- Ensure all access policies are compliant and updated in line with national guidance and that training is provided to all staff on a regular basis.

Cancer Standards

- Line manage the Trust's Cancer Manager, providing the necessary leadership and support to ensure smooth running of the Trust's Cancer management, including the achievement of national cancer waiting times standard, the implementation of the Trust's Cancer Strategy and the annual peer review cycle.

- In conjunction with the Cancer Manager and Divisional teams, develop action plans to address areas of under-performance.

- Lead implementation of remedial action plans using quarterly breach analysis.

- Ensure the Trust is planning appropriately to meet known changes in cancer service demand (e.g. National Cancer awareness campaigns).

Performance Management

- Implementation of the performance framework and monthly operational and finance performance meetings.

- Deputise for the Chief Operating Officer at the monthly operational and finance meetings and quarterly reviews.

- Oversee development and delivery of action plans, working closely with the Divisional Director and Clinical Chairs.

- Work with the Divisional teams to ensure action plans are fit for purpose and are being implemented in a timely way.

EMERGENCY PLANNING AND ON-CALL ARRANGEMENTS

- Lead the delivery of the Trust's Emergency Planning and Resilience Response, ensuring that all the necessary steps are undertaken to maintain operational delivery across the Trust in all areas.

- Develop a programme of support and development for the on-call managers and on-call directors to ensure they are fully equipped to manage operational risks and contingency plans.

- Manage the Emergency Resilience Manager

- Work with the Chief Operating Officer's Management Assistant to ensure a robust on-call plan for the Trust is maintained

- Work with external agencies, such as the Ambulance Trust, CCGs, other Acute Trusts and Community providers to ensure the Trust response to emergency planning is robust and where possible, consensus across organisations is reached on how to respond to incidents

- Ensure business continuity plans for the organisation are robust, monitored and escalated as appropriate and take account of the specific needs of high risk clinical environments and equipment in the Trust.

PRIVATE PATIENTS CARE

- Manage the Trust's Private and Overseas Patient Manager to ensure all Divisions are implementing the Trust's private / overseas patient policy.

- Work with appropriate Executive Directors and Divisional teams to ensure new opportunities for private patient care are identified and private patient income is maximised.

- Ensure the robust delivery of strategic plans to improve the private / overseas patient care offering for the organisation.

CORPORATE GOVERNACE AND RISK

- Lead, on behalf of the Chief Operating Officer, in the review and mitigation of all operational risks overseen by the Service Delivery Group.

- Regularly review all corporate risks identified via the Trust's Risk Management Framework that are the responsibility of the Chief Operating Officer and ensure the required reporting and mitigating actions are adhered to.

- Support the Chief Operating Office in reviewing areas of delivery concerning CQUINS, contract limiters and issues arising from external regulators such as Monitor and CQC, commissioners or auditors.

TRANSFORMING CARE AND SERVICE CHANGE

- Work with the Transformation team to ensure the Trust takes all opportunities available to it to improve both the quality and experience of the care it gives to patients, to improve the timeliness of services and to deliver better value care.

- Lead transforming care workstreams as agreed with the Chief Operating Officer.

- Support the Chief Operating Officer in the delivery of the savings programme.

- Support the Chief Operating Officer and the Divisional Directors / Clinical Chairs in the services changes required in service moves both internally and between Trusts.

BUDGETARY, PERFORMANCE & RESOURCE MANAGEMENT

- Budgetary responsibility for the Chief Operating Officer's budget, ensuring it meets its financial targets and contributes to the Trust meeting its corporate financial obligations.

- Lead the preparation of annual cost improvement programmes across the Directorate, on behalf of the Chief Operating Officer

- Responsible and accountable for the delivery of savings for the Directorate and for supporting processes which improve financial information and budgetary control.

- Responsible for allocation of Chief Operating Officer's resources to ensure service delivery and support developments.

- Operate within the Trust's standing orders, standing financial instructions and schemes of delegation.

- Monitor the performance of the Directorate against agreed objectives taking corrective action when performance is not in accordance with performance plan.

COMMUNICATIONS AND RELATIONSHIPS

- Act on behalf of the Chief Operating Officer at external meetings responsibility for briefing on the Trust's performance as well as contributing to strategic level developments across the wider health community.

- Develop and maintain productive relationships using effective proactive communication mechanisms with staff maximising the opportunity for staff engagement and opportunities to appropriately influence the planning, management and development of services within the Division.

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PERSON SPECIFICATION

Deputy Chief Operating Officer

	Education and Qualifications	**Essential / Desirable**	**Evidenced by ***
Q1	Graduate level education and/or professional/clinical professional qualification	E	A
Q2	Evidence of extensive and recent commitment to continuing managerial development	E	A
Q3	Post-graduate qualification to Masters Degree/MBA or equivalent experience	E	A
Q4	Prince 2 qualification	D	A
	Knowledge and Experience	**Essential / Desirable**	**Evidenced by ***
E1	Extensive leadership and operational management experience in a medium/large acute healthcare provider setting.	E	A/I
E2	Significant senior management experience within a complex service provider organisation.	E	A/I
E3	Substantial management experience and achievement at operational level plus evidence of significant achievement in strategic level projects or work streams.	E	A/I
E4	Experience of and ability to manage complex operational situations that involve staff from all levels within the organisation and across a range of professional and organisational boundaries	E	A/I
E5	Experience of leading and managing substantial service change and redesign in a complex environment.	E	A/I
E6	Detailed knowledge of current acute Trust issues and the regulatory Framework for a Foundation Trust	E	I
E7	Understanding of current NHS National Policies and their impact on provision of health care	E	A/I
E8	Experience of working with multi-agency committees and establishing relationships with external organisations	E	A/I
E9	Demonstrably track record of achievement of performance management improvement and delivery at a senior management level.	E	A/I

E10	Significant experience of budget and staff management	E	A/I
E11	Demonstrable understanding of quality and risk management issues and standards.	E	A/I
E12	Experience of managing major change projects and of delivering clinical and clinical support services during periods of change.	E	A/I
E13	Have substantial experience of preparing and presenting written briefings at a senior management level	E	I
E14	Extensive knowledge of risk management systems and processes to address and mitigate clinical and operational risks	E	A/I
E15	Experience of developing and building research capacity and capability	D	I
E16	Experience of working at National / Regional system level	D	I
Skills and Abilities		**Essential / Desirable**	**Evidenced by ***
S1	Ability to develop and deliver effective business and operational plans which are financially sound	E	I
S2	Demonstrable experience of establishing productive relationships, communicating with and effectively engaging clinical and non-clinical staff.	E	I
S3	Skills in, and experience of, influencing and enabling others to perform, and of effective performance management.	E	A/I
S4	Ability to operate effectively within difficult financial and performance challenges	E	A/I
S5	Proven ability to plan/implement effective projects and work-streams.	E	A/I
S6	Professional, inclusive and credible leadership style.	E	I
S7	Demonstrable ability to use resources effectively and efficiently, and to maximise the skill set and experience of others.	E	A/I
S8	Skills in deploying a creative, evidence-based approach to provide and set direction.	E	A/I
S9	Demonstrable ability to communicate effectively with individuals and groups at a senior level across organisational boundaries and to act as a positive role model	E	A/I
S10	Ability to drive for and achieve results across a broad range of key outcomes, maintaining patient focus and a high level of personal integrity at all times.	E	I
S11	Ability to resolve conflict with teams and with users/stakeholders, both internally and externally	E	I

S12	Demonstrable evidence of problem solving, strategic leadership and decision making skills.	E	A/I
S13	Demonstrable ability to achieve demanding objectives against deadlines.	E	A/I
S14	Ability to write and present Board papers which are meaningful and concise.	E	I
S15	Evidence of highly developed influencing, communication and negotiating skills.	E	I
S16	Ability to plan ahead and manage the translation of strategic intent into operational reality	E	I
S17	Demonstrable understanding of, and commitment to, equality and diversity principles	E	I
S18	Excellent interpersonal and communication skills at all levels including clinical staff	E	I
S19	IT skills to include Microsoft Word, Excel, PowerPoint and Outlook	E	A
S20	Ability to prioritise work and manage deadlines	E	I
S21	Ability to work independently and demonstrate initiative	E	I
S22	Team worker with ability to relate to all grades of staff	E	I
S23	Ability to work and remain calm in a busy environment	E	I
S24	Methodical with good attention to detail	E	I

Behaviours and Values	Essential	Desirable	To be Evidenced by*
B1 – Respecting Everyone	✓		I
B2 – Embracing Change	✓		I
B3 – Recognising Success	✓		I
B4 – Working Together	✓		I

*   **A = Application Form**
I = Interview
P = Presentation
T = Test

 All criteria are essential to the role unless otherwise stated