

JOB DESCRIPTION

Job Title	Deputy Operational Services Manager Diagnostics
Grade	AfC Band 8A
Accountable to:	Operational Services Manager
Tenure	Substantive

1. Job Summary:

The Deputy Operational Service Manager for Diagnostics will support the Operational Service Manager, who in conjunction with the Clinical Directors and with support of the Matron(s)senior team, are responsible for the operational management of services. The post holder will take responsibility for ensuring the efficient and effective day to day running of the Clinical Directorate and for the management of all clinical subspecialties.

The post holder will provide senior leadership across the spectrum of the Directorate. Support the delivery of clinical services in conjunction with the senior Directorate Management Team. The post holder will support the Directorate to maintain financial balance, the development and implementation of service improvements including business cases and engaging with teams to ensure best quality care is provided.

The post holder will also be responsible for leading and delivering success across a number of key programmes within the Directorate and wider Division. These programmes will be vital in ensuring the Division can deliver its primary objectives and targets over the coming years and will encompass a wide range of topics, including productivity and efficiency, quality, workforce and clinical effectiveness.

2.1 Service Delivery and Development

- Support the Operational Service Manager and the Clinical Director to determine the strategic direction for the delegated Directorates, identifying future resourcing requirements and ensuring that the Clinical Service Units meets contractual and other operational requirements.
- Deliver financial balance across the delegated Clinical Service Units through active and regular monitoring and management of expenditure. Develop cash releasing Quality Improvement (QIP) that support the Trust financial target
- Working as part of a team to provide high level leadership, efficient and effective day-to-day running of the delegated Clinical Service Units
- In conjunction with the Clinical Service Units, develop best practice, service modernisation and improvement plans for the area, to enhance the patient experience and deliver value for money
- Implement HR and governance strategies in order to achieve compliance with Trust policies and procedures, best practice, relevant legislation and regulatory provision

- Support the Operational Service Manager and Clinical Director in the development and provision of a comprehensive, high quality patient centred service within the resources available
- Delivery of quality and safety standards across the delegated Clinical Service Units
- Work with the OSM to deliver targets within the wider Directorate, supported by a team of staff dedicated to managing the key performance indicators
- Ensure the delegated Clinical Service Units deliver on the range of national and locally defined access targets and that patients are able to access the services delivered by the Directorate in a timely way

2.2 Business Planning and Financial Management

Financial Management

- As the budget holder, deliver a balanced budget for the delegated Clinical Service Units within the Directorate ensuring the services provided are sustainable and delivered within budgetary constraints
- Lead the development of Quality Improvement Programme (QIP) on behalf of the delegated Clinical Service Units within the Directorate and make a positive contribution to the Divisional QIP position
- In conjunction with the Directorate Accountant, assume lead responsibility for reviewing income and expenditure within the delegated specialties and the production and delivery of strategies to ensure their business viability
- The post holder will have budgetary responsibility for delegated Clinical Service Units within the Directorate and act in a way that is compliant with Standing Orders and Standing Financial Instruction in the discharge of this responsibility

Business Planning

- Support the Operational Service Manager in the production of the Annual Business Plan and Strategy for the Clinical Service Units within the Directorate, detailing achievements against current year plans and summarising the plan for the current year.
- Advise and support the Clinical Director on the appropriate application of the Business Planning Process and ensure it is communicated across the Clinical Support Units
- Prepare monthly activity and trend reports for delegated Clinical Service Units and develop the business cases to support future developments
- Monitor the progress of existing projects and evaluate all completed projects that improve service delivery

2.3 Performance Management

- Advise the Clinical Directorates and their teams on the appropriate application of the Performance Management Process

- Work with the Service Managers and Information Leads to ensure complete, accurate and timely performance information is readily available for the effective management of resources against agreed financial and activity targets
- Work closely with other Operational Service Managers to ensure Trust wide standards and objectives are achieved and effective management of Trust wide capacity planning
- To be jointly accountable with the OSM for delivering and monitoring performance against set targets particularly RTT, Cancer access and financial targets across the delegated Clinical Service Units within the Directorate and address variances should they occur, to ensure effective delivery of service and standards

2.4 Human Resource Management

- To lead, manage, motivate and develop staff so as to maintain the highest level of staff morale and to create a climate within the Directorate characterised by high standards of openness in line with the Trust values
- Communicate the Trust's and Directorate's objectives, future plan and current progress against plans to all staff within the area
- Ensure the contributions and perspectives of all clinical and other staff are heard, valued and influence management top decision making
- Ensure training and development needs of staff within the area are identified and reflected in the annual business and people plan
- To support the Operational Service Manager in developing and maintaining the Workforce Plan
- Line manages all designated staff in the Clinical Service Unit in line with the trust's HR policies and procedures, providing annual appraisal
- Support the Operational Service Manager and work alongside the Clinical Director and Senior HR Business Partner to develop local workforce plans, employee engagement and workforce productivity plans to ensure delivery of the Trust's Workforce Effectiveness Strategy, focusing on enhancing the commitment of staff and optimising workforce productivity and performance
- Ensure that staff management arrangements within the delegated Clinical Service Units 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.
- Utilise workforce efficiently and effectively to ensure the structure and skill mix reflects the activity demands and to implement skill mix, staff deployment/changes as appropriate to meet the changing needs of patients within the financial budget
- Promote equal opportunities for staff and patients in accordance with the Trust's policies

2.5 Quality, Clinical Governance and Risk Management

- Support the development and delivery of the Governance agenda including clinical and non clinical aspects of care and service: develop, implement and review systems to effectively manage risk, including ensuring that risk registers are populated and managed for designated clinical service units, in order to manage risk and keep the Division and Board informed
- Support the Operational Service Manager to carry out regular reviews of incidents, complaints, risk assessments and other multidisciplinary audits across the Directorate,

ensuring that appropriate follow-up is taken to address and reduce risk and that learning is disseminated across the Division

- Support the Operational Service Manager and Clinical Director in integrating the work of the medical, nursing, administrative and other professional/clinical staff and aligning these around the delivery of effective and efficient services

2.6 Directorate Wide Responsibilities

- Advise the Clinical Leads on compliance with corporate governance, systems and processes e.g. Standing Financial Instructions and Human Resources policies
- Manage processes to enable effective communications within and between teams, including contributing to and coordinating performance meetings as required by Operational Service Manager and Clinical Director as appropriate
- Support the Operational Service Manager and Clinical Director to ensure research and development is pursued in line with Trust strategy and that any practice is evidence based
- To manage and coordinate designated administrative and managerial processes e.g. complaints, critical incidents and safety alerts and ensure systems are in place to provide all statutory, regulatory and other information as required by the Trust.
- To support the Operational Service Manager in coordinating the individual performance management system within the Directorate and provide monthly performance reports to the Clinical Director
- To participate in committees and working groups and act on behalf of the Clinical Director, ensure that all times a corporate approach is taken.

3. Terms of Appointment

The appointment is substantive

4. Miscellaneous

- Deputise for the Operational Service Manager as required
- Participate in Divisional Silver Rota

This job description is an outline of the key tasks and responsibilities of the Deputy Operational Services Manager and is not intended as an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services as well as the personal development needs of the post-holder. Any variation will be agreed in advance between the post-holder and the Clinical Director as part of the continuing process of management review and development.

Person Specification

The person specification describes the core and minimum skills, knowledge, experience and qualifications that are needed to carry out the duties of the job description adequately, including qualifications and the equivalent knowledge and expertise which may be acquired through on-the-job experience. It is important to include **as much information as possible** in this section.

Deputy Operational Services Manager Person Specification

Essential	Desirable	How identified
Education/Qualifications <ul style="list-style-type: none"> ○ Educated to degree level in relevant field or equivalent level of management experience 	MBA or post graduate management qualification	- Certificates
Experience <ul style="list-style-type: none"> ○ Significant evidence of Operational management experience, in a large complex organisation. ○ Evidence of analysing and interpreting information to identify and manage variances in performance and identifying solutions to deliver improvement. ○ Experience of business planning techniques and managing business processes 	Experience of designing/improving business systems and processes. Knowledge of operating theatre processes and procedure. Project management experience.	- Interview - References
Knowledge <ul style="list-style-type: none"> ○ General Management Theory and Practice, including quality, financial, management, HR management and service/business development ○ Change management/service improvement techniques 	Broad understanding of the NHS and key policy issues that affect business performance.	- Application form - Education and Training - Interview
Skills, Personal Qualities and Abilities <ul style="list-style-type: none"> ○ First class interpersonal skills with ability to gain and sustain credibility with clinicians/managers. ○ Highly skilled in influencing and persuading others to deliver in the context of organisational operational goals and strategic objectives ○ Able to prioritise and manage the on-going work of services and/or projects. ○ Results orientated and delivery against targets and deadlines. ○ Able to present well-reasoned and structured argument orally and in writing. 	Commercial acumen. Political awareness – ability to perceive impact of actions on the decisions and activity of others.	- Interview
Interests and Motivation to the Job <ul style="list-style-type: none"> ○ Desire to succeed and make a real impact on the quality of care and efficiency of services provided. ○ Committed to achievement of overall Trust 		- Interview - References

<p>performance and willing to challenge practice/behaviours that undermine the need to work as one team within the Trust.</p> <ul style="list-style-type: none"> ○ Sets high standards and motivated to achieve these. ○ Works at optimum level in a complex, pressurised environment and is motivated by stretching targets and achieving continuous improvement. ○ Committed to living the Trust's values, willing to inspire others to act in accordance with those values and motivated to use those values to drive business performance and service development. ○ Comfortable in challenging traditional approaches - enjoys winning support for new ideas. 		
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