

Job Description

1. JOB DETAILS

Job Title: Deputy Directorate Manager

Accountable to:

Managerially: Performance and Quality Manager

Professionally: Performance and Quality Manager

Location: East Lancashire Hospitals NHS Trust

2. JOB SUMMARY

To provide support to the clinical and managerial leadership of the Directorates, delivering a range of outcomes, ensuring that fundamental and underlying activities to organisational success are achieved. To effectively manage day to day operational duties whilst ensuring delivery of activity, business and performance plans. Together with the Performance and Quality Manager the post holder will develop and assist with the implementation of both short and long term business plans to meet local, regional and national agendas

3. ROLE OF DEPARTMENT

This is a generic job description and Deputy Directorate Managers may be appointed to any or moved to another Directorate by the Divisional General Manager at any time as required.

4. ORGANISATIONAL CHART



5. KEY WORKING RELATIONSHIPS

CCG / Commissioning management teams.
Lead Consultant / Clinical Director.
Consultants.
Matrons and Lead Nurses.
IT and Information Departments.
Finance.
Procurement.
Human Resources.

Senior Managers.
Patients, carers and public.
GP Practices.
Other NHS Trusts.
Social Services.
Police and Authorities.
Training Institutions/Professional Bodies and Associations.
Suppliers/Commercial Representatives.

6. DUTIES AND RESPONSIBILITIES OF THE POST

1. Engage clinical and non-clinical staff in the business of the Trust and Directorate, building processes and systems around patient needs, ensuring delivery of excellent healthcare.
2. Support the Performance and Quality Manager to maintain Directorate focus and commitment to performance targets at all times.
3. Take a leading role in ensuring robust and accurate data validation within the Directorate, managing by exception
4. Manage projects to successful outcomes.
5. Embed a service improvement focus into everyday practice.
6. Ensure knowledge transfer, both within the Directorate and across the Division, and sequentially in terms of on-going knowledge management systems.
7. Hold staff, within your sphere of responsibility, to account for their actions through a performance management approach centered on good appraisal management.
8. Build processes around patients and work with patients as partners in the delivery of excellent healthcare.
9. In the interests of patient care, support the principle of treatment as close to the patient's home as possible.
10. Ensure that decisions taken are fully informed and properly balanced, taking account of collective as well as individual needs, and the requirement to live within available resources escalating areas of concern to your immediate line manager.
11. Promote and support delivery of national and local healthcare targets as one of the ways of raising healthcare standards.
12. Managerially accountable for the medical secretarial team/s within the Directorate.
13. Support your Clinical Lead and Performance and Quality Manager to enable them to undertake a full range of management activities in an acute teaching trust setting, both operationally focused and strategically directed, ensuring quality of services to patients, visitors and staff, including:
 - 13.1. Management of clinical governance, healthcare standards and risk
 - 13.2. Maximising operational and performance management standards
 - 13.3. Optimising resource management
 - 13.4. Planning, marketing and developing services
14. Support the Performance and Quality Manager to maintain effective management capacity and operational planning.
15. At all times minimise boundaries between services, both within and outside the Directorate.

FINANCE

1. Contribute to the Divisional and directorate WRP plans
2. Maintain effective budgetary control in order to support the budget holder for those areas within their sphere of responsibility.
3. Have a working knowledge of budget control.
4. Assisting the Performance and Quality Manager to interrogate areas where there is a shift in monthly budget levels and take corrective action whenever necessary. Engaging relevant corporate staff.

Corporate Role

1. Ensure that Directorate objectives are consistent with organisational strategy and assist in the determination of organisational policy and strategy.
2. Assist with the management of resources within the Directorates and improve quality and productivity, working with other Directorates to achieve more effective use of resources or enhanced quality and productivity, as appropriate.
3. Work constantly with other Deputy Directorate Managers across Directorate boundaries, in order to facilitate effective working between services and sound patient pathways.

Leadership

1. As directed lead, manage and motivate staff within the Directorate, ensuring that appropriate management structures, policies and practices are in place to achieve high levels of performance.
2. Assist the Clinical Lead and wider clinical team in planning, establishment and development of effective clinical management practices and usage of resources.
3. Assist the Performance and Quality Manager in financial and operational management.
4. Support the Clinical Lead and Performance and Quality Manager to ensure that Directorate aims are delivered within the resources available.
5. As requested control and review usage of resources against planned performance.
6. Ensure delivery of standards and targets for operational performance on activity, productivity, quality and risk management escalating areas of concern to your immediate line manager.
7. Upon delegation hold responsibility for implementing principles of customer care within the Directorate and ensure early resolution of complaints.

Service Development

1. Plan, support and make personal and professional contributions to the strategic management of the Directorate within the Division to achieve quality services offering best value for money.
2. Support the Performance and Quality Manager in ensuring the efficient and effective management of all resources within the Directorate, ensuring the continuous development and delivery of a high quality, patient focused services
3. To be actively involved in the development of the Directorate annual business plan, and to then ensure delivery of operational aspects of this plan via robust systems and processes.
4. To support and encourage redesign of services, and embed new ways of working which support patient care aims.
5. Maintain active involvement in planning, marketing and commissioning of services.
6. Ensure patient involvement in the evaluation and redesign of services.
7. Establish links with external agencies that will ensure the continued development of new ways of working and collaboration on key tasks within the health economy.

Quality

1. Ensure that national quality and environmental standards are achieved.
2. Ensure high standards of cleanliness and infection control.
3. Maintain and develop strong systems for clinical and corporate governance.
4. Ensure the quality of data provision within the Directorates at all times and promote the use of new information technology.
5. Contribute to directorate objectives to meet national standards (i.e. QIPP, NICE guidance, CQC etc), targets detailed in the NHS Plan and Commissioner requirements. Contribute to ELHT specific objectives, such as WRP
Work in collaboration with Triads to ensure the delivery of high quality cost effective and efficient services ensuring patients are at the centre of everything we do.

Human Resources

1. Provide leadership and management to identified administrative and clerical staff within the sphere of management responsibility.
2. Ensure all staff accountable to Assistant DM have the skills and competences to undertake their roles. To ensure all staff have an appraisal and Personal Development Review. To then feed the results of PDPs into Divisional HR to allow annual training plan completion.
3. Ensure that all Trusts policies are fully adhered to by all staff.
4. Work in collaboration with other Deputy Directorate Managers to ensure a robust team approach across the Division. Providing cover at times of absence/leave.
5. Take a leading role in ensuring robust and accurate data validation with the Directorate, managing by exception.
6. Take a leading role in the effective management of medical/clinical rotas and off duties. Ensuring adherence to annual leave and study leave policy within the Directorate.
7. Develop and maintain close working relationships with centralised corporate functions that may have interfaces with the Directorate such as Coding, OPD, Waiting list clerks and Theatre teams.
8. Deputising for appropriate level of duties in the absence of the Performance and Quality Manager as requested
9. Attend key meetings as identified both at directorate and divisional level.
10. Produce formal reports, undertaking complex information analysis as required.

Governance

1. Ensure probity is maintained at all times.
2. Ensure that practice is informed by research, effectiveness and quality.
3. Perform role and responsibilities with due regard to all Trust Procedural and Policy documentation.
4. Ensure all aspects of risk are managed effectively with particular reference to current Health & Safety legislation.
5. Ensure the Trust's Financial Instructions are understood and discharged competently, both personally and by responsible staff.
6. Be familiar with the governance and quality agenda and to participate in the investigation and completion of complaints/incidents etc. On occasions, where relevant, to act as Lead investigating officer.

7. WORK SETTING AND REVIEW

Work independently, with responsibility for ensuring legislation is appropriately implemented within the Directorate. Interpret changes to national policies for other staff within the Directorate. The Performance and Quality Manager will review objectives and undertake appraisal.

8. INDIVIDUAL RESPONSIBILITIES

The post holder is expected to:

- adhere to Trust policies and procedures and relevant legislation including the requirements of the any professional bodies
- attend mandatory training as identified by the Trust

9. CONFIDENTIALITY

All Trust staff and contractors working for the Trust have both a common law duty and a statutory duty of confidentiality to protect patient (and indeed any personally identifiable) information and only use it for the purposes for which it was intended. The disclosure and use of confidential patient information needs to be both lawful and ethical.

10. INFORMATION GOVERNANCE

Trust staff must keep up-to-date with the requirements of Information Governance and must follow Trust policies and procedures to ensure that Trust information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage the records they create or hold during the course of their employment with the Trust, making the records available for sharing in a controlled manner, subject to statutory requirements and agreed security and confidentiality policies, procedures and guidelines (e.g. Freedom of Information Act 2000, Caldicott guidelines). If you are required to make entries into health records, you must ensure these entries are legible and attributable, and that record keeping is contemporaneous.

11. HEALTH AND SAFETY

All Managers have a general accountability for ensuring, so far as is reasonably practicable, the health, safety and welfare of the employees under their direction at work.

- Each employee is responsible to take reasonable care for his or her own acts or omissions and the effect that these may have upon the safety of themselves or any other person.
- Every employee must use safety equipment or clothing in a proper manner and for the purpose intended.
- Any employee who intentionally or recklessly misuses anything supplied in the interests of health and safety will be subject to disciplinary procedures.
- Every employee must work in accordance with any health and safety procedures, instructions or training that has been given.
- No employee may undertake any task for which they have not been authorised and for which they are not adequately trained.
- Every employee is required to bring to the attention of a responsible person any perceived shortcoming in our safety arrangements or any defects in work equipment.
- All employees are under a duty to familiarise themselves with the Risk Management/Fire, Health & Safety Policies.

The Trust provides an annual update on Governance and Health & Safety issues to staff.

12. RISK MANAGEMENT

Ensure that you implement systems and procedures at local level to fulfil the requirements of the Trust's Risk Management Strategy including local management and resolution of complaints and concerns, management of Untoward Incidents / Near Misses, and compliance with the Risk Profiling Programme. Your specific responsibility for Risk Management will be clarified to you by your Manager at your local induction.

13. EQUAL OPPORTUNITIES

The Trust has adopted an equal opportunities policy and all employees must be aware of their obligations to abide by the spirit and nature of the policy to avoid direct and indirect discrimination.

14. IMPROVING WORKING LIVES

You will be expected to give a commitment to apply the principles of Improving Working Lives, and participate in any events and initiatives as and when appropriate.

15. CORPORATE GOVERNANCE ARRANGEMENTS

You will be expected to familiarise yourself with the Trust's Governance Strategy which outlines the Management and Committee Structures and Procedures for the Governance of the Trust's activities.

You will have a duty to familiarise yourself with the relevant Policies and Procedures, i.e.
Health & Safety Policies

Risk Management Policies
Infection Control Policies
Data Protection and Confidentiality Policies

These must be complied with by staff at all times.

All members of the Trust have a mandatory obligation to be aware of and abide by the following:

Risk Management

It is a standard element of the role and responsibility of all staff of the Trust that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.

Records Management/Data Protection Act

As an employee of the Trust, you have a legal responsibility for all records, including patient health, financial, personal and administrative, that you gather or use as part of your work within the Trust. The records may be paper, electronic, microfiche, audio, video tapes, x-ray images etc. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

Health and Safety Requirements

All employees of the Trust have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable the Trust to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Trust undertakings.

Confidentiality and Information Security

As a Trust employee you are required to uphold the confidentiality of all records held by the Trust whether patient records or Trust information. This duty lasts indefinitely and will continue if you are no longer employed by the Trust.

All the information which identified individuals in whatever form, paper, picture, electronic data, images or voice, is covered by the Data Protection Act 1988 and should be managed in accordance with this legislation.

Trust Policies

The Trust operates a range of policies, Human Resources, Clinical Practice etc. All Trust employees must observe and adhere to the provisions outlined in these policies.

Research

The Trust manages all research in accordance with the requirements of the Clinical Governance Framework. As an employee of the Trust, you must comply with all reporting

requirements, systems and duties of action put in place by the Trust to deliver research governance.

Equal Opportunities

The Trust provides a range of services and employment opportunities for a diverse population. As a Trust employee you are required to treat all patients, customers, visitors and work colleagues with dignity and respect irrespective of their background.

Child Protection

All employees have a responsibility for safeguarding and promoting the welfare of children. Further guidance can be sought from your Line Manager.

Infection Control

All employees have a personal responsibility for adhering to the control of infection policy. Further guidance can be sought from your Line Manager.

Knowledge and Skills Framework/Personal Development Review

For your post you will receive a KSF job outline detailing knowledge and skills needed to undertake your role. You will be required to undertake an annual personal development review (PDR) which will give you the opportunity to discuss with your manager your progress in relation to your job outline.

Once progression has been agreed you will normally progress to the next incremental point on the pay band 12 months after appointment to this post and to subsequent points every 12 months thereafter, subject to meeting the criteria for progression when you pass through the second gateway point.

STANDARDS OF CONDUCT

Ensure that personal actions and conduct comply with the Trust Policies and Procedures e.g. Health and Safety, Tobacco Control Policy, equal opportunities, confidentiality, the Data Protection Act (1998), Moving and Handling Regulations.

Attend training courses as required e.g. induction, moving and handling, fire lectures etc.

Conduct duties with regard to values underpinning the Trust's Vision:

- If its about me, involve me
- Working together in partnership
- Aspiring to excellence
- Ongoing improvement of our service

Post holders are expected to work flexibly within their pay band. They should only be expected to carry our activities for which they are competent. Alternatively they may carry out the additional duties if they are receiving support or training in order to obtain the recognised level of competence.

The Trust operates a Tobacco Control Policy and is a 'smokefree' zone.