

## Head of Operational Resilience

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**Department:** Health and Community Services

**Division:** Group Managing Director

**Reports to:** Director of Clinical Services

**JE Ref:** HCS1241

**Grade:** CS15

**JE Date:** 17/08/2023

### Job purpose

The Head of Operational Resilience will contribute to the delivery of the HSC's strategic plan, by working in partnership with the Care Group teams and external organisations to achieve HCS's corporate objectives and make a positive contribution to operational success.

The post holder will support the Director of Clinical Services and work closely with the Care Groups 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 care groups and corporate staff. The post will be responsible for the troubleshooting and leading the planning for delivery of key performance indicators including Accident and Emergency metrics & elements of HCS's QPR. They will lead significant improvement projects for the Director of Clinical Services across the organisation liaising as required with Government of Jersey departments.

The post holder will lead service developments and policy reviews in areas in response to key performance issues. The role will also oversee the delivery of organisation resilience in respect of emergency planning & HCS's capital replacement & revenue programme on behalf of the Director of Clinical Services.

### Job specific outcomes

The Head of Operational Resilience will be specifically responsible for the delivery of quality services and sustaining of professional standards, in the following areas:

#### LEADERSHIP

Alongside the Director for Clinical Services and Chiefs of Service:

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

Support delivery of the vision and objectives of HCS 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 hospital. Undertake this in collaboration with other health provider organisations, working across organisational boundaries and within complex and changing strategic environment.

Represent the hospital in discussions with partner agencies.

Translate corporate, local and national strategies into clear objectives and action plans and lead the implementation of these plans with the operational care groups.

### **SERVICE AND BUSINESS PLANNING AND DELIVERY**

Management of elements of the Director of Clinical Services' business plan ensuring delivery against key objectives for the department and liaising with other Directors and leads within the Directorate.

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

Promote & ensure effective operational flow standards are developed & maintained including bed management policy, delivery of flow KPIs & best practice such as SAFER care bundle, perfect week standards etc & escalation procedures embedded through HCS operations centre.

With the Director of Clinical Services and other Executive Directors, support the development of robust Care Group operating plans including business continuity that build resilience & operational performance.

Contribute to the delivery of Care Group 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 guidance across the organisation, providing advice to the Director of Clinical Services/Medical Director and other Executives /Care Group 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 Care Group teams in the development of business cases in support of strategic plans, within the framework of the Hospital's annual business planning to drive sustainable improvement.

Deliver & direct, on behalf of the Director of Clinical Services assurance in relation to all HCS responsibilities regarding emergency planning, preparedness, and response. Ensure regular & robust monitoring and review of 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 hospital's Bed model, based on strategic plans for efficiencies and improvements in patient flow.

Take the lead for high profile HCS wide projects on behalf of the Director of Clinical Services.

Advise the Director of Clinical Services on new practice/developments required to achieve corporate and Care Group objectives, implementing these as appropriate.

Responsible for delivery of corporate projects with implications for the wider health/social care community, as required by the Director of Clinical Services.

### **DELIVERY OF HIGH-QUALITY PATIENT CARE**

Support a drive towards consistently high-quality patient care through the development of a culture of effective teamwork and patient focus and through the empowerment of Chiefs of Service and other professionals.

Contribute to the embedding of a culture of continual performance improvement.

Be responsible 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.

Ensure that robust capacity planning takes place in Care Groups and that proactive capacity management is in place.

Support & drive delivery of planned & unplanned care activity through oversight of operational function.

Lead & co-ordinate bank holiday and winter planning on behalf of the hospital.

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

Chair the Unplanned care Group on behalf of the Director of Clinical Services as required.

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).

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.

Implement the MDT structure and provide line management of the senior lead.

Deputise for the Director of Clinical Services at the monthly operational and finance meetings and quarterly reviews as needed.

Oversee development and delivery of action plans, working closely with the Chiefs of Service and Clinical Leads.

Work with the Care Group 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 Director General's Management Assistant to ensure a robust on call plan & approach for the organisation is maintained in regard to director on call.

Work with external agencies, such as the Jersey Ambulance service and other Community providers to ensure HCS 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.

### **CORPORATE GOVERNANCE AND RISK**

Lead, on behalf of the Director of Clinical Services, in the review and mitigation of all operational risks overseen by the Service Delivery Group.

Regularly review all corporate risks identified via the Hospital's Risk Management Framework that are the responsibility of the Director of Clinical Services and ensure the required reporting and mitigating actions are adhered to.

Support the Director of Clinical Services in reviewing areas of delivery concerning contract limitations and issues arising from external regulators such as JCC or auditors.

### **TRANSFORMING CARE AND SERVICE CHANGE**

Work with the Transformation team to ensure the Hospital 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 Director of Clinical Services.

Support the Director of Clinical Services in the development & delivery of a cost improvement & efficiency programme.

Support the Director of Clinical Services and the Chiefs of Service in the services changes required in service moves both internally and the Jersey Care Model.

### **BUDGETARY, PERFORMANCE & RESOURCE MANAGEMENT**

Lead the preparation of annual cost improvement programmes across the Care Group, on behalf of the Director of Clinical Care.

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

Lead the delivery of the annual capital replacement & equipment revenue programmes ensuring compliance with commercial procurement policy & budgetary control.

### **COMMUNICATIONS AND RELATIONSHIPS**

Act on behalf of the Director of Clinical Services at external meetings with responsibility for briefing on the Hospital's performance as well as contributing to strategic level developments across the wider health community.

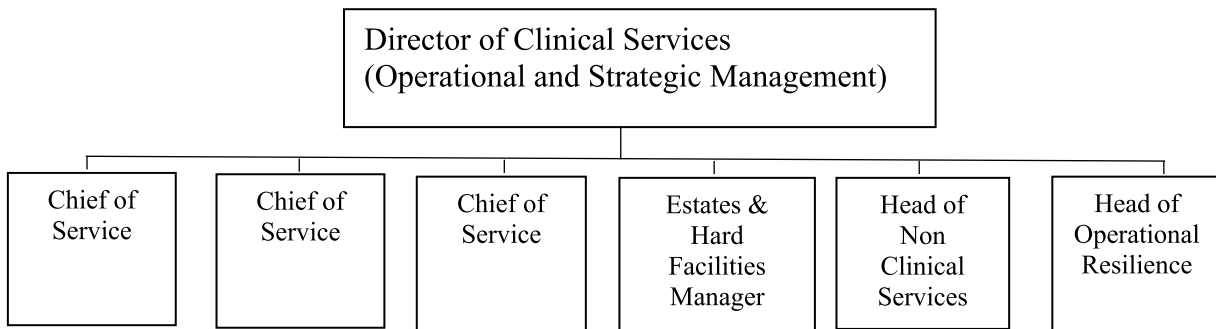
Develop and maintain productive relationships using effective proactive communication mechanisms with staff maximising the opportunity for staff engagement and opportunities to appropriately influence the planning, management, and development of services within the Care Groups.

### **Statutory responsibilities**

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election to the Government or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

Organisation chart



## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<ul style="list-style-type: none"> <li>• Graduate level qualification</li> <li>• MSc in appropriate subject or equivalent experience</li> <li>• Recognised Management qualification/experience</li> </ul>	<ul style="list-style-type: none"> <li>• Quality/risk course Project management course</li> </ul>
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge <b>required</b> to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<ul style="list-style-type: none"> <li>• Extensive knowledge of acute care service management in a variety of settings</li> <li>• Sound governance, risk and mitigation knowledge</li> <li>• Knowledge of the local health and social care structure and partnerships organisations</li> <li>• Understanding of how charitable/ voluntary organisations can contribute to support local people</li> <li>• Knowledge of EPPR standards and practice applicable to healthcare management</li> </ul>	
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<ul style="list-style-type: none"> <li>• Excellent communication skills both written and verbally to people of different backgrounds and anxiety levels with the ability to build a rapport and Trust over the telephone</li> <li>• Data Protection knowledge</li> <li>• Presentation skills</li> </ul>	

	<ul style="list-style-type: none"> <li>• Clean driving licence and access to transport</li> <li>• IT literate</li> </ul>	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<ul style="list-style-type: none"> <li>• Ability to multi task complex and sensitive information</li> <li>• Negotiating</li> <li>• Highly visible leader</li> </ul>	<ul style="list-style-type: none"> <li>• Access to car</li> <li>• Ability to positively influence in conflict environment</li> </ul>
<p><b>Experience</b> <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<ul style="list-style-type: none"> <li>• Senior management position in hospital setting</li> <li>• Ability to lead, inspire and develop new teams</li> <li>• Cross organisational working</li> <li>• Commissioning of new services in the public sector</li> <li>• Public and Patient Engagement</li> <li>• HR management skills</li> <li>• Quality Performance</li> <li>• Large scale project management and implementation</li> <li>• Budgeting</li> <li>• Working to and supporting to Executive Team</li> <li>• Report writing of service provision, investigations and Root Cause Analyses</li> <li>• Chairing of meetings</li> <li>• Training, coaching supporting junior staff</li> </ul>	<ul style="list-style-type: none"> <li>• Managing multi - professional teams</li> <li>• Research</li> <li>• Support of partner organisations</li> </ul>
<p><b>Criteria relating to Safeguarding</b> <i>Other requirements needed to confirm suitability to work with vulnerable people e.g. attitudes, skills, experience etc.</i></p>	<ul style="list-style-type: none"> <li>• Ability to work with vulnerable people</li> <li>• Experience of safeguarding in practice</li> </ul>	



## **Core Accountabilities, Attributes and Behaviour Indicators**

### **Delete as appropriate:**

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the States of Jersey tier 1 to 3 core accountabilities, attributes and behaviour indicators.

**The standards relevant to this tier, identified in the States of Jersey core accountabilities attributes and behaviour indicators, are to be attached in a separate document.**