

JOB DESCRIPTION

DEPARTMENT: Health Social Services

JOB TITLE: Director of Operations

REPORTS TO: Managing Director

1. JOB PURPOSE

Responsible for the safe, high quality and efficient delivery of the day to day operational management of the hospital which meets the needs of patients, achieves set and agreed standards and financial targets.

Provide leadership and direction to all staff within the General Hospital to ensure the delivery of all relevant operational activity and performance objectives.

Managerially responsible for budgets exceeding £87m and 1,144 staff that comprise the 7 operational Divisions based both at the General Hospital and Overdale.

Ensure the development and implementation of corporate strategy and plans with particular responsibility for the delivery of safe, sustainable clinical services and the achievement of operational performance standards as a key member of the Hospital Board and leader of the Operational Management Team.

Provide advice and contribute to the achievement of the Department of Health and Social Services' vision, strategies and performance standards.

Act as the Nominated deputy for the Managing Director on an ad-hoc basis.

2. PRINCIPAL ACCOUNTABILITIES

2.1. To lead the development of innovative and productive partnerships with other acute overseas providers, community and primary care, other States departments and the private sector to continually improve the safety, quality and efficiency of services to support the provision of excellent patient care and actively contributing towards the leadership of the hospital, ensuring that all services are patient focused and all resources are effectively utilised.

2.2. To ensure that the appropriate systems and processes are in place in order to support the delivery of operational services and ensure appropriate leadership and management capability is present within Operations to ensure the delivery of organisational objectives and high quality patient care. Be the lead on clinical efficiencies and service improvement programmes to increase standards of care, productivity and value for money. Be an integral part of a team in the design and planning of the new hospital, including a total clinical services review resulting in clear models of care delivery to meet future Island needs.

2.3. To lead on clinical efficiencies and service improvement work programmes across the hospital to increase standards of care, productivity and value for money;

developing a high performing team of Divisional Leads, making decisions and committing resources as consistent with standing orders and the scheme of delegations and delivery and assurance to the Hospital Board on a range of agreed standards and targets.

- 2.4. To be responsible for the effective operation of the hospital 365 days a year, 24 hours a day, including responsibility for all aspects of the operational performance of the hospital including finance, activity, access, (health and safety and risk management in relevant areas). This entails ensuring that staff are deployed efficiently and effectively with appropriate performance management measures in place.
- 2.5. To ensure that all operational and divisional budgets are managed within allocated resources and according to Standing Financial Instructions to ensure financial targets are met, including the delivery of the hospital Cost Improvement/ Recovery programme as well making the most efficient use of all resources and controlling expenditure while seeking opportunities for increasing income
- 2.6. To manage the safety, quality, clinical governance and risk aspects of the hospital ensuring that services provide personalised care, a culture of continuous quality improvement is developed with specific focus on excellence in clinical care ; all staff are appropriately trained and updated; divisions participate in the hospital's safety and quality programmes; assurance is provided to the Care Quality Group (CQG) in order to minimise risk to patients and the organisation
- 2.7. To develop effective stakeholder management arrangements. This includes the following communication arrangements: to staff (to increase employee engagement); across the hospital and between Divisions and Departments; to managers and clinicians (to communicate operational and strategic issues); alignment to clinical staff with regards to HSSD targets and business objectives; guidance and advice to Executive Directors and Ministers as required

3. DIMENSIONS

The post-holder is responsible for the day-to-day operational management of the General Hospital and the rehabilitation ward and outpatient areas at Overdale Hospital as well as the delivery of patient services across the seven Clinical Divisions.

The Seven Clinical Divisions are:

- Division of Theatres and Anaesthesia
- Division of Emergency Care
- Division of Women and Children
- Division of Inpatient Services
- Division of Ambulatory Care
- Division of Clinical Support Services
- Division of Operational Support Services

The post holder is also responsible for overseeing the logistics of patients requiring transfer off island for treatment, ensuring that clinical criteria are available and adhered to and high quality care is received.

Main Theatre operations	5,337
Day Surgery procedures	5,523
Maternity	383
Endoscopy procedures	3,660

3.3. Scope for Impact:

Under the new organisational structure, the development of strategies and policies for the General Hospital has been vested in the Hospital Board whose membership, includes the Managing Director, Director of Operations, Director of Finance, Director of Human Resources, Director of Nursing and Governance, Medical Directors and Associate Medical Directors.

Within the new Hospital Structure, the post holder has a responsibility to ensure that a participative framework is established which involves clinicians more fully in the effective management of services. The Director of Operations acts as a channel for service initiatives and communications across the Divisions. The post holder will establish agendas for inter-departmental meetings, Divisional Management meetings and subsequently co-ordinate and direct the implementation of decisions made. The post holder has a crucial role to play in developing and enhancing service provision which can dramatically improve patient care and treatment.

4. KNOWLEDGE AND SKILL

- 4.1.** The post-holder must be educated to degree level and demonstrate experience and continuous development within an acute health services setting. A management degree at Masters level (e.g. MBA) is desirable. Further, the candidate needs to have had a minimum of 10 years' management experience at a senior level in a multi-disciplinary team, with at least 5 years in a senior management position in an acute hospital environment.
- 4.2.** Excellent performance management skills are critical, including the ability to develop and manage high performing, cohesive teams. The post holder must possess a demonstrable reputation as a senior manager with a proven track record of producing high quality results in the management and leadership of operations.
- 4.3.** Strong, dynamic, leadership and communication skills are critical to ensure effective communication with all stakeholders.
- 4.4.** Excellent problem solving skills are essential as the role will require evaluation and implementation of any industry led changes (e.g. research, technology etc.). The post holder will need to work within the general procedures of the hospital and the organisation but will often need to use their judgement to ensure the best possible solution for the Hospital.
- 4.5.** Strong change management skills are essential so as to enable the post holder to develop the Clinical Governance agenda through quality improvements/ initiatives. In addition, the role requires quick adaptation to change as well as swift decision making skills. A proven ability to lead a large, complex organisation through significant change is a must.
- 4.6.** The post-holder must have the capacity to command the respect and confidence of other health care professionals, the Executive Team, members of the Health & Social Services Ministerial Team and the general public.

5. ORGANISATION CHART

Please see attached organisational chart

6. COMMUNICATION/ CONTACTS

The post holder will forge close working relationships with staff at all levels. Of particular importance is the need to establish effective working relationships with:

- Hospital Managing Director
- Executive Directors
- Medical Director, Deputy and Associate Medical Directors
- Clinical Directors
- Divisional Managers
- Key overseas stakeholders
- Heads of Nursing
- Chief Pharmacist
- Senior Allied Health Professionals

The Post-holder will be a key member of the Hospital Board, Care Quality Group and the Clinical Services Strategy Group.

7. SUPERVISION RECEIVED AND WORK PLANNING

The Director of Operations is accountable to the Managing Director for the leadership and direction of staff to ensure the delivery of all relevant activity and performance objectives.

The post-holder will operate with minimal supervision and will possess the ability work as a highly autonomous individual in order to solve complex problems by working through issues and utilising their initiative and devising creative options.

8. WORKING PROCEDURES AND SCOPE

The post holder will bring management leadership and direction to the Hospital Divisions engendering high levels of motivation and commitment from all members of the teams. There is a requirement to provide new service development within the resource constraints that apply and to respond in a positive, pragmatic manner to externally imposed changes and challenges, assessing the impact of new trends, technological developments and changes in training programmes and reconciling them with the resources allocated.

The relative geographical isolation of the Island inevitably imposes additional demands on resources and there remains the need to reconcile increased political and public expectations in an environment where the diseconomy of scale often prevails. The unique arrangement of the Island's health care and social services and their future direction provides further challenges in ensuring that patient needs can be met appropriately.

Particular political priority has been attached to the management of surgical waiting lists and the post-holder will be required to engender support and commitment from all members of the multi-disciplinary teams to ensure that improved targets can be met and maintained.

This job description is not intended to be restrictive, and will be reviewed regularly. It may be amended following consultation with the post holder and does not form part of the contract of employment. This job description is to be read in conjunction with all current HSSD policies & guidelines.

9. CHANGE STATEMENT

When the previous role was evaluated, the accountabilities for the Hospital Director at the time were different to what they are now. With the appointment of a fulltime Hospital Director at the beginning of the year, the accountabilities of the role have decreased. This role will still deputise for the Hospital Director from time to time.