

Job Description and Person Specification

The best joined-up care for *all*



Join the team at UHNM

University Hospitals of North Midlands NHS Trust is one of the largest and most modern in the country. We serve around three million people, and we're highly regarded for our facilities, teaching and research.

The Trust has around 1,450 inpatient beds across two sites in Stoke-on-Trent and Stafford. Our 13,000 strong workforce provide emergency treatment, planned operations and medical care from Royal Stoke University Hospital and County Hospital in Stafford.

We are a specialist Major Trauma Centre for the North Midlands and North Wales. Happy staff make for happy patients, and with the help of both we have put together a wide range of development and support packages aimed at ensuring that everyone at the Trust can fulfil their potential and meet their aspirations as well as the tools to provide great care.

Our mission to provide the best joined-up care for all includes recruiting the best people. Our goal is to be a world-class centre of achievement, where patients receive the highest standards of care and the best people come to learn, work and research.

The Trust also has a vibrant charity arm, UHNM Charity, which provides funds to enable University Hospitals of North Midlands NHS Trust to purchase state-of-the-art medical equipment and to enhance and improve patient experience and comfort.

Many of our staff are passionate about the service they provide and want to be part of something special. You can find out more about how our staff and patients are helping to improve the health, comfort and hospital experience of local people every day at www.uhnmcharity.org.uk

Our Values



I consistently show empathy and understanding by providing compassionate care and support of colleagues, patients and their families. Ensuring they feel safe, valued and heard.

I will create a positive and inclusive environment by treating everyone with dignity, respect and trust, fostering a culture of kindness.

I demonstrate care and consideration in every interaction, going above and beyond to make others feel valued, included and appreciated.



I consistently uphold the highest standards by demonstrating professionalism, integrity, honesty and a commitment to delivering outstanding care.

I will seek opportunities to continuously learn and improve to deliver timely, innovative and effective care.

I prioritise quality and safety in everything I do to create a safe, effective and caring environment for patients and colleagues.



I promote a collaborative, supportive and open culture that fosters a sense of teamwork, delivering a shared purpose.

I will create a sense of belonging through an inclusive and welcoming environment, ensuring everyone feels valued, heard, and is welcoming of different perspectives and feedback.

I will take responsibility and lead by example, building trust through openness, accountability, and mutual respect.

Division: Central Functions

Job Title: Chief Operating Officer

Managerially accountable for: The Trust's Operational Management Structure (including Deputy Chief Operating Officer and Care Group Directors of Operations) and other functions agreed between the post holder and the Chief Executive

Accountable to: Chief Executive

Role Summary

As a key member of the Trust Board and its various committees, the post holder will contribute to the development and implementation of the Trust's key objectives to deliver services that provide optimum patient care, ensure efficient use of resources and promote a culture that is progressive, inclusive and values driven. The post holder will make a major contribution to the achievement of the Trust's objectives by ensuring that operational and NHS targets are met. As an Executive Director, the Chief Operating Officer will be expected to play a significant role in the future development of the Trust and the services it provides.

To take a lead across the Staffordshire and Stoke Integrated Care System in respect of management of the local health and social care system.

Key Areas/Tasks

To provide expert advice to the Trust Board and its Executive Team on all appropriate operational issues, ensuring the achievement of NHS targets, whilst ensuring the safe provision of high-quality patient focused services.

To be a highly visible leader of the Trust with the authority to make operational and policy decisions as required.

In conjunction with the Chief Finance Officer, to develop clearly defined clinical and business management frameworks within which clinical leaders and managers can improve the performance of their services.

To be accountable to the Board for ensuring the Trust is compliant with all requirements as a category 1 responder ensuring Emergency Planning Preparedness and Resilience is robust.

To work with the Chief Finance Officer for annual capacity planning to support realistic demand assumptions and winter planning.

Main Duties and Responsibilities

Service Delivery, Quality Improvement and Performance Management

- Co-ordinate the delivery of all clinical and supporting services across the Trust and ensure these operate effectively and efficiently.
- Provide leadership support and direction to enable Care Groups to deliver against agreed operational, access and financial targets and other business objectives, and ensure the Trust meets or surpasses minimum regulatory requirements, within agreed resources.
- Oversee an effective and transparent performance management framework which enforces clear accountability for delivery in and across the Care Groups, ensuring prompt recovery of under-performance and recognising success through earned autonomy.
- As part of an effective triumvirate, work closely with the Chief Medical Officer and Chief Nurse to ensure the safety and effectiveness of clinical services and continuous improvement in the quality of patient care across the Care Groups.
- Professional lead for administrative and managerial staff providing support and direction to enable them to contribute to delivery of excellent patient care and patient / colleague experience.
- Support Care Groups to ensure that they remain within financial budgets, securing planned income through effective capacity planning, spending in line with agreed budgets.
- Work with the Chief Finance Officer to ensure the identification and delivery of efficiency and productivity benefits commensurate with the Trust financial plan.
- Work with the Director of Estates, Facilities and PFI to ensure continuation of operational service delivery associated with major capital schemes in line with plan. Act as Senior Responsible Officer for major projects and programmes, as agreed. Ensure outstanding involvement and communication with staff for all operational change – large and small scale.
- Working with the Director of Strategy and Transformation, promote a culture of innovation to ensure the success of service redesign and improvement projects inside the Trust and across the ICS.
- Actively contribute to the development and delivery of the Trust's clinical strategy, taking the lead on operational capacity planning and implementation.
- Work closely with the Chief Digital Information Officer to ensure staff maximise the contribution of digital technology to safe, reliable care and of note that administrative and clerical staff are effectively trained to use systems in support of high data quality and the availability of real time information.
- Take responsibility for corporate operational management policies and procedures, including access and waiting list policies, associated staff training and compliance.
- Working closely with Head of Business Intelligence, provide regular performance and exception reports to the Trust Leadership Team, Quality, Access and & Outcomes Committee and Trust Board, including corporate performance scorecards and benchmarking tools.
- Ensure that effective management on-call arrangements are in place out-of-hours and that internal escalation procedures are clear and followed appropriately at all times including responsibility for the operational Strategic Rota.

Operational Planning and Commissioning

- Work with the Director of Strategy & Transformation, Chief People Officer and Chief Finance Officer to ensure an appropriate division of responsibilities across the annual planning and commissioning round and in the production of sound operating plans at corporate and Care Group level. Executive lead for demand and capacity planning and activity elements of Operational Plan, including agreeing performance trajectories.
- Lead deep-dive, check-and-challenge review of Care Group operating plans to ensure that they are robust and that risks are understood and mitigated / controlled. Ensure that cross- Care Group interdependencies and critical success factors are properly taken into account.
- Provide support to the Chief Finance Officer to enable effective contract negotiations with commissioners and ensure that clinical and operational priorities are appropriately recognised and resourced through the contract.
- Support Care Groups in the production and assessment of plans and business cases for consideration by the Trust Leadership Team.

System Working and Escalation

- Work collaboratively with commissioners, other acute / specialist providers, primary care, community providers, social care and third sector partners to optimise patient flow across different care settings.
- Promote a system-wide approach to managing fluctuations in demand through a close working partnership with all stakeholder agencies including the ambulance service.
- Positively contribute to the ICS to ensure patients receive care outside of hospital wherever appropriate and where patients require secondary care, pathways in and out of the hospital are complimentary and care is 'joined up'.

Business Continuity and Emergency Preparedness

- Take Board responsibility for all emergency preparedness issues within the Trust, ensuring the Trust fulfils its statutory responsibilities in line with the Civil Contingencies Act (2005).
- Ensure robust plans are in place to deal with external and internal incidents as necessary and oversee a comprehensive testing programme to ensure plans are fit for purpose and remain valid when service reconfiguration or service improvements are planned.
- Ensure appropriate training is delivered to key staff and notably those that participate in the Bronze, Silver (Tactical) and Gold (Strategic) on-call arrangements.
- Advise the Board about its statutory responsibilities and provide regular reports on the level of control and compliance within the organisation.
- Ensure that Care Group business continuity arrangements are comprehensive, sufficient and well communicated and tested.
- Care Group leadership, governance and development
- Role model visible leadership through regular presence on wards and in departments in additional to formal Executive visits.
- Work with other Executive Directors and senior leaders to nurture leadership talent and effective succession planning across the Trust.
- Working with the lead for corporate governance, ensure that Care Group governance arrangements are appropriately designed and effectively operated including periodic observation of Care Group Board meetings.

- Ensure that Care Groups internal communications, and culture more broadly, actively support the positive engagement and empowerment of staff at all levels.
- Appraise the performance of Care Group Directors of Operations against their annual objectives and support their personal development to enable their effective management of services, delivery of excellent patient care and behaviours which reflect the Trust's culture and values.
- Foster a culture of high performance and innovation through teamwork and by benchmarking with best performers nationally and internationally.
- Encourage Care Groups to engage openly with partner organisations and pursue the increasing involvement of patients and the public in the planning, improvement and evaluation of services.

Board of Directors

- Fulfil the corporate obligations of the post as an executive member of the Board of Directors and operate as a full member of the unitary Board, working with other Directors to ensure that the Trust meets all statutory and regulatory requirements.
- Ensure that the Trust's Standing Orders and Standing Financial Instructions, scheme of delegation authority and other policy requirements are fully observed.
- Act as a positive ambassador for the Trust Board in the wider Integrated Care System and other fora, and develop and maintain productive relationships with external partners, our regulators and key stakeholders. Act as the key point of contact with NHS England in respect of performance oversight.
- Maintain effective communications with other Board Directors and the Trust Leadership Team members to support cabinet responsibility and clear alignment of priorities and activities.
- Adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner consistent with the values of the Trust.
- Participate in the on-call Executive rota for the Trust and help to fulfil the statutory duties of the Chief Executive. This may from time to time, include deputising for the CEO at specific meetings as appropriate.

Management

- Manage the Chief Operating Officer's directorate team to deliver Trust priorities, developing them appropriately to meet future needs and manage the directorate budget including delivery of the annual corporate savings target.

Continuous Improvement

- At UHNM we are adopting a continuous improvement methodology as the way we work operationally. It is underpinned by our Trust Values. All staff will be trained to work in this way and by using it can all make small changes every day to improve our services so we can deliver 'the best joined up care for all'.

Personal/Professional Development

- To take every reasonable opportunity to maintain and improve your professional knowledge and competence in line with professional accreditation.
- To participate in personal objective setting and review, including the creation of a personal development plan and the Trust's appraisal process.

Health and Safety

- To take reasonable care for your own Health and Safety and that of any other person who may be affected by your acts or omissions at work.
- To co-operate with University Hospitals of North Midlands NHS Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to.
- To comply and adhere to individual and role specific responsibilities as stated in the Trust Health and Safety Policy (HS01) and all other Health and Safety related policies.

Equality and Diversity

UHNM is committed to the implementation of the Equality, Diversity and Inclusion Policy Which ensures equal opportunities for all. UHNM is also committed to embracing diversity and eliminating discrimination in both its role as an employer and as a provider of services. It aims to create a culture that respects and values each other's differences, promotes dignity, equality and diversity and encourages individuals to develop and maximise potential. All staff are required to observe this policy in their behaviour to other workers and patients/service users.

Infection Prevention

Infection Prevention is the obligation of every employee both clinical and non-clinical at the University Hospitals North Midlands NHS Trust. Driving down healthcare associated infection is everyone's responsibility and all staff are required to adhere to the Trust's Infection Prevention policy.

All staff employed by the UHNM Trust have the following responsibilities:

Trust Dress Code

- Trust approved uniform/dress code must be adhered to
- When in clinical areas **all** staff must be bare below the elbow, without wrist watches, stoned rings, wrist jewellery, false nails, nail polish or plaster casts
- No personal bags to be worn during clinical duties

Hand Hygiene

- Decontaminate your hands as the per 'The five moments of hand hygiene'

Own Practice

- Lead by example
- Encourage and praise good practice
- Be prepared to accept advice about your own practice

Decontamination

- Ensure that equipment you have been using or about to use has been decontaminated effectively
- Ensure that you are aware of the Trust approved cleaning products, and follow a safe system of works

Trust Policies

- Ensure that you know and strictly follow relevant Infection Prevention policies for your role and always apply standard precautions, which is available in the Infection Prevention Manual on the UHNM intranet

Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality

All staff are responsible for ensuring they are familiar with and adhere to the Trust's policies, procedures and guidelines with regards to the Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality. This includes confidentiality, information security, cyber security, secondary use and management of records.

Staff have a responsibility in protecting the "rights and freedom" of natural persons (i.e. live individuals) and to ensure that personal data is not processed without their knowledge, and, wherever possible, that it is processed with their consent. Processing includes holding, obtaining, recording, using and disclosing of information and applies to all forms of media, including paper and images. It applies to both patient and staff information

Hence staff must ensure confidentiality is always maintained, data is recorded accurately and you only access this information as part of your job role

Safeguarding Children, Young People and Adults with care and support needs

All staff are responsible for ensuring that they are familiar with and adhere to the Trusts Safeguarding Children and Adults policies, procedures and guidelines. All health professionals who come into contact with children, parents, adults with care and support needs and carers in the course of their work have a responsibility to safeguard and promote their welfare as directed by the Children Acts 1989/2004 and the Care Act 2014. Health professionals also have a responsibility even when the health professional does not work directly with a child or adult with care and support needs but may be seeing their parent, carer or other significant adult. All staff are required to attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to their role.

This job description is not intended to be an exhaustive list and may be subject to change from time to time. All documents referred to throughout this Job Description can be found on the Trust's intranet, or alternatively copies can be obtained from the Human Resources Directorate.

Sustainability



Sustainability and Corporate Social Responsibility are fundamental to the way the University Hospitals of North Midlands NHS Trust (UHNM) work. The Trust has developed a Sustainable Development Management Plan (SDMP): 'Our 2020 Vision: Our Sustainable Future' with a vision to become the most sustainable NHS Trust by 2020. To achieve this, we need the support of all staff. As a member of staff, it is your responsibility to minimise the Trust's environmental impact and to ensure that Trust resources are used efficiently with minimum wastage throughout daily activities. This will include minimising waste production through printing and photocopying less, reducing water waste and when waste is produced, it is your responsibility to segregate all clinical waste correctly and recycle. Switch off lights and

equipment when not in use, report all faults and heating / cooling concerns promptly to the Estates Helpdesk and where possible minimise business travel. Where the role includes the ordering and use of supplies or equipment, the post-holder will consider the environmental impact of purchases.

SWITCH to a Sustainable UHNM is a campaign that focuses on the sustainability of the Trust and how we can use resources more effectively to provide better patient care, improve our health and workplace. SWITCH is looking to recruit as many Champions as possible to help to bring the campaign to colleagues in their departments / wards and bring SWITCH to life. If you are interested in becoming a SWITCH Champion, please contact switch@uhns.nhs.uk

Disruptive Incident & Business Continuity

The Trust needs to be able to plan for and respond to a wide range of incidents and emergencies that could affect health or patient care. These could be anything from severe weather to an infectious disease outbreak or a major transport accident.

All staff are required to have an awareness of the Trust's business continuity arrangements, as a minimum. All staff will be required to;

- To know how to identify a business continuity incident and the method for reporting;
- To have an awareness of local business continuity arrangements;
- To participate in awareness, training and exercises, as required;

In the event of a disruptive incident, all Trust employees will be required to attend work if they are fit and well and able to do so in line with a Trust risk assessment. Those who are clinically qualified will be required to work flexibly across the Trust to meet the service need in clinical areas. This will include front line clinical staff who will be expected to cover alternative duties as and when required to ensure that all essential services are maintained.

Signed Employee _____ Print _____ Date _____

Signed Manager _____ Print _____ Date _____

Chief Operating Officer - Person Specification

| Attribute | Specification | Criteria | | Evidence Application / Interview (A / I) |
|---|--|-----------|-----------|--|
| | | Essential | Desirable | |
| Education, Qualifications and Training | <ul style="list-style-type: none"> Educated to degree level or equivalent professional qualification | ✓ | | A |
| | <ul style="list-style-type: none"> Evidence of continuing professional and personal development | ✓ | | A |
| Knowledge and Experience | <ul style="list-style-type: none"> Significant management and leadership experience at a senior level in the NHS | ✓ | | A |
| | <ul style="list-style-type: none"> Experience at Director level in an NHS Acute Trust | ✓ | | A |
| | <ul style="list-style-type: none"> Proven experience and ability in managing operational performance with tight financial constraints demonstrating effective budget management | ✓ | | A & I |
| | <ul style="list-style-type: none"> Experience of capacity planning and translating organisation strategy and vision into operational objectives | ✓ | | A & I |
| | <ul style="list-style-type: none"> Evidence of successfully leading significant organisational change in developing new models of healthcare delivery | ✓ | | A & I |
| | <ul style="list-style-type: none"> Demonstrate experience of building, maintaining and utilising successful relationships with all staff especially clinicians within complex organisations | ✓ | | A & I |
| | <ul style="list-style-type: none"> Knowledge of the strategic direction of the ICS and wider NHS | ✓ | | A & I |
| | <ul style="list-style-type: none"> An understanding of healthcare planning process and key national healthcare issues | ✓ | | A & I |
| | <ul style="list-style-type: none"> Demonstrate strong and credible leadership in being able to pull people together across systems and motivate them to deliver common aims and targets | ✓ | | A & I |

| Attribute | Specification | Criteria | | Evidence Application / Interview (A / I) |
|---|--|---|-----------|---|
| | | Essential | Desirable | |
| | <ul style="list-style-type: none"> • Demonstrate significant experience of situational leadership, human resource management and people development. • Knowledge and experience of handling the media | ✓ | | A & I A & I |
| Leadership and Management Skills | <ul style="list-style-type: none"> • Highly effective communication skills – must be able to articulate complex issues to a wide range of recipients, both written and verbally • Excellent presentation skills with the ability to engage and influence diverse audiences • Strong interpersonal and negotiating skills, with the ability to engage, build and sustain relationships both within the Trust and within external organisations • Able to demonstrate sound financial management skills and understand business centred approach to healthcare provision • Excellent organisational and time management skills to meet competing priorities • Able to make 'tough' decisions and calculated risks and see required action through • Demonstrates strong commitment to action to achieve equality and diversity in the NHS workforce and for the community • Excellent project management skills as project manager or sponsor. Ability to work under pressure and meet tight deadlines • Well-developed IT literacy | ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ | | I I I A & I I I I A & I A & I |

| Attribute | Specification | Criteria | | Evidence Application / Interview (A / I) |
|--|---|-----------|-----------|---|
| | | Essential | Desirable | |
| | <ul style="list-style-type: none"> Ability to share vision and engender ownership in others. Exhibits a drive, energy and enthusiasm and resilience to drive through and achieve end results and improvements | ✓ | | I |
| | | ✓ | | I |
| Personal circumstances or other relevant criteria | <ul style="list-style-type: none"> Be able to participate in the Strategic on Call Rota | ✓ | | I |