



## JOB DESCRIPTION & PERSON SPECIFICATION

<b>JOB TITLE</b>	<b>Deputy Director of Operations</b>
<b>LOCATION:</b>	Trust HQ Crawley with regular travel across all the Trust geographical locations
<b>SALARY</b>	Pay band 9
<b>REPORTING &amp; ACCOUNTABLE TO:</b>	Executive Director of Operations

<b>MANAGEMENT RESPONSIBILITY FOR:</b>	All day to day management responsibility for operations. Associate Directors for East and West Quality Improvement Hub Operating Unit Manager Administration Assistant
<b>KEY RELATIONSHIPS:</b>	Chief Executive and the Executive Leadership Team Trust Chair and Non-Executive Directors Executive Director of Operations Senior Management Team colleagues Associate Directors of Operations – East and West, EOC and 111 Associate Director of Resilience Heads of Functions, senior management colleagues Other management teams and staff NHS Clinical Commissioning Groups (CCGs) Acute and Mental Health Provider Trusts within the area Local Authorities including Social Care The Police, Fire Service and other emergency and clinical services Emergency Operations Centres (EOC) Support services Trade Unions

### 1. JOB SUMMARY

- The Deputy Director of Operations' role will provide senior leadership for the day to day delivery of operational, workforce and financial performance of the operations service. This will extend to leading operational performance at Trust level.
- Ensuring the co-ordination of operational services across the East & West, the Emergency Operations Centre (including 111) and Resilience, holding individuals and teams accountable for delivering KPIs and objectives.
- Ensure that a high-quality, patient focused service is consistently delivered across the service at all times. Developing the service as a centre of excellence.
- Accountable for decisions on behalf of the Trust at Gold/strategic level, working as part of an on call out of hours rota, covering days, nights and weekends.
- Supporting the Executive Director of Operations with development of the Trust's long-term strategy ensuring the service is fit for the future, in line with local and national priorities.
- Representing the Director of Operations when required; being the 'public face' of the SECamb and enhancing the reputation and profile of the Service.

- Working with external agencies and communities to build relationships and proactively deliver appropriate responses to meet the challenges and needs of patients, locally determined pathways, and other emergency, social and health care services.

## **2. KEY RESPONSIBILITIES**

- Make effective decisions on behalf of SECAMB that affect patient care, the public, staff and the service, using well-informed judgement and when necessary working in collaboration with a range of stakeholders, including external agencies;
- Ensure that the service delivers and meets agreed strategic and operational deadlines and objectives.
- Lead and manage the senior leadership team to develop a highly motivated and empowered workforce creating an environment where everyone can excel and where staff engagement is high.
- Establish excellent relationships with service and corporate leaders, external stakeholders and staff, successfully developing services utilising the latest best practice methodologies.
- Be a role model leader by demonstrating inclusive, effective and appropriate behaviours in line with Trust values, both in day-to-day operations and in high risk, difficult and distressing situations.
- Manage the service portfolio budget of c£106 million; achieve all performance/cultural targets; deliver the service portfolios annual business plan; maintain compliance with Trust policies, procedures and regulatory standards at all times.

## **3. KEY ACCOUNTABILITIES**

- Lead and develop a culture where safety, quality and excellent patient care is consistently delivered and lead improvements and innovation in the delivery of services.
- Lead in the planning of future service developments to ensure that the resources and facilities meet the needs of the service, implementing change programmes as appropriate.
- Work with clinical teams to develop changes in clinical practice through the development of evidence based practice which complements the Trust's Clinical Governance Strategy and performance improvement plan.
- Lead and promote any agreed Trust organisational development initiatives; including the cultural and behavioural programme and the Accelerate Leadership development.
- Ensure all Trust Policies and Procedures are adhered to and make recommendations on their amendment where necessary.
- Ensure with the Operations Leadership team that systems for corporate governance and application of the Trust's Assurance Framework are in place.
- Monitor performance against Ambulance Response Programme (ARP), CQC and NHSLA standards and initiate appropriate action to ensure these standards are achieved and maintained.

## **4. STRATEGY**

Supporting the Executive Director with the development of the Trust's Strategic Plan:

- Engage with the East and West Associate Directors, devising and delivering the annual service and business plans whilst balancing local demands.
- Explore new ways of delivering patient care, including new roles, use of technology and new modes of delivery to ensure best value and continuous improvement.
- Develop and lead a structured programme of service improvement across operations.
- Proactively review current and future strategy to ensure that it is fit for purpose, meets local and national priorities and provides for all expected and unexpected eventualities (e.g.: Winter).
- Testing options, working up financials and assessing feasibility of strategic plans.

- Ensuring strategy is based (where possible) on evidence-based practice based on detailed knowledge of both the ambulance, mental health, primary acute sectors in collaboration with key stakeholders.
- Monitor agreed objectives using data effectively and, in association with the Executive Director of Operations, be responsible for taking corrective action where performance is not in accordance with objectives.
- Review and evaluate the service, and where appropriate, implement options to enhance performance.
- Work in partnership with the corporate teams to implement changes agreed in Commissioner Negotiations; delivering agreed activity level to enhance performance.
- Advise on, and when appropriate ensure the implementation of new practice / developments within the Service which may have an impact on the effective and efficient delivery of activity targets.
- Deputise for Executive Director of Operations as appropriate.
- Oversee agreed system wide initiatives to support the strategic objectives of the Trust.

## **5. QUALITY CARE & GOVERNANCE**

Delivering high-quality patient care according to Trust standards and best practice to achieve organisational objectives by:

- Positioning and using systems and processes to audit and demonstrate clinical and quality governance.
- Leading on the development of and implementing Trust-wide policies and procedures with the appropriate committees and groups, taking into account the service's capabilities and requirements.
- Implementing assurance procedures for safe working for all staff and others affected by the work of the service.

## **6. SERVICE USER FOCUS AND QUALITY IMPROVEMENT**

- Promote a culture of customer focused service delivery and effective employee engagement, development and objective setting to support continuous improvement.
- Lead new ways of working and innovation so that service redesign adopts best practice, services are informed by new developments, utilise modern technologies in the planning and delivery of locally led services to continuously improve services for patients.
- Lead on business case development and analysis for service improvement and strategic Trust wide developments, lead consultation with key stakeholders. Acting as Programme Lead as appropriate.
- To ensure that continuous improvement and the philosophy underpinning the Trust's Culture programme is embedded Trust wide.
- To lead the delivery of Operations' improvement projects.

## **7. FINANCIAL, CONTRACTING AND INFORMATION MANAGEMENT**

- Accountable for managing budget of c£106million associated resources and compliance with standing financial instructions and schemes of delegation.
- Lead on the planning and delivery of specific CIP and CQUIN initiatives in line with service and business objectives and plans.
- Ensure that Operations manages its expenditure within the income attributed to the Service; to achieve agreed income targets, reduce expenditure accordingly.
- Manage the effective devolution of budgets, working closely with Associate Directors and Heads of Departments; ensuring appropriate monitoring and review mechanisms are in place.
- Ensure that the service delivers its cost improvement target, developing realistic plans and monitoring and reviewing their implementation.

- Promote and secure value for money, ensuring that the service operates in an efficient manner.
- Work with the Executive Director of Operations and the Director of Finance to identify realistic and achievable financial plans.
- Operate within the Trust's Standing Orders, standing Financial Instructions and Scheme of Delegation.
- Support the development and delivery of financial systems and systems for the collection and coding of patient related information in addition to ensuring they are safe, timely and efficient.

## **8. LEADERSHIP AND ORGANISATIONAL DEVELOPMENT**

Leading and managing teams of senior operational managers and staff, holding them to account by:

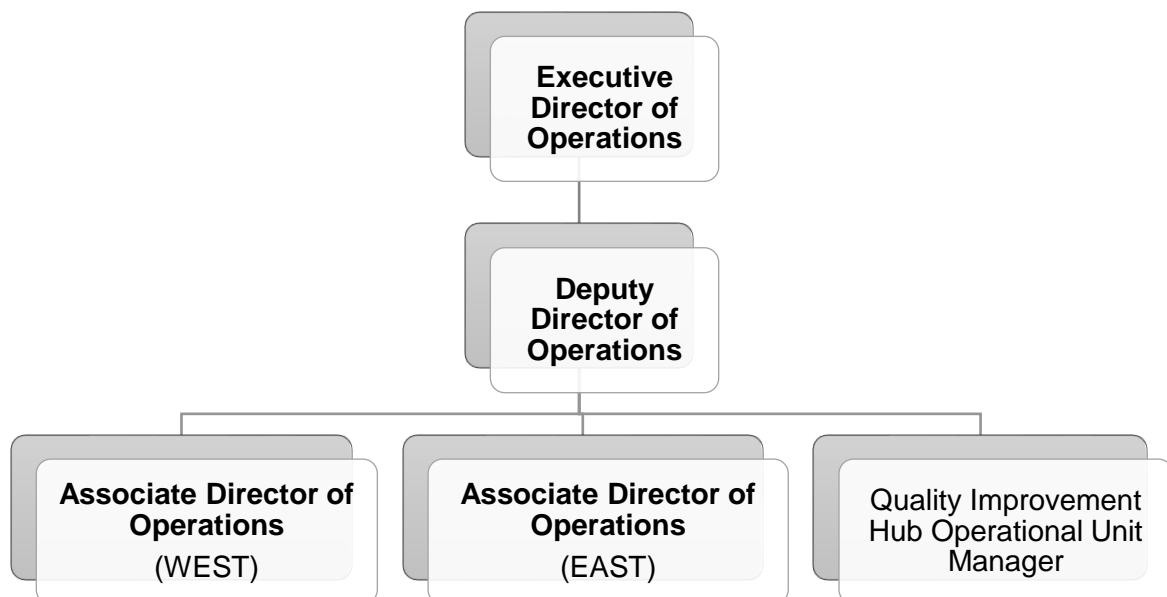
- Being a role model of positive, inspirational and highly visible leadership; demonstrating the Service's values and adapting communication and style to match the situation and people;
- Contributing to and implementing a Trust wide proactive workforce plan including recruitment, retention and talent management;
- Leading and managing the performance of individuals and teams effectively and consistently in line with Trust policy and procedures;
- Leading highly transformational change projects, listening to stakeholder concerns and ideas and overcoming significant resistance.
- Investigating and chairing conduct and attendance hearings when the potential outcome may be dismissal;
- Developing and applying best-practice employee relations in contentious and sensitive situations encouraging partnership working and collaboration with managers, staff and union representatives;
- Completing the appraisal processes to required deadlines and supporting the implementation of personal development plans;
- Championing the development of managers and staff to achieve maximum potential; working across the Trust to create and deliver the required clinical, managerial, skills and behaviours training;
- Mentoring, coaching, supporting and developing managers personally; encouraging effective and constructive feedback and continuous improvement.
- Lead the development of an enabling culture within the Division that supports others to succeed and flourish.
- Lead the promotion of excellent staff engagement and satisfaction at all levels.
- Responsible for overseeing effective staff involvement and communication strategies (including the dissemination of team briefings) and creating positive, inclusive working relationships across the Trust.
- As a senior leader mobilise the energy and commitment of all staff members. Actively encourage innovation and improvement from others.
- Actively promote a culture of openness, transparency and candour ensuring that any concern raised is treated seriously and dealt with promptly.
- Facilitate improved patient safety and experience by actively contributing to processes that lead to improved staff health and wellbeing.
- Provide clear, visible, responsive and professional leadership to all staff that maximises their effort and potential.
- Promote an operating framework across the Division that supports staff to be polite, kind, respectful, friendly, professional, and compassionate, and work as a team at all times.
- Continuously challenge the status quo, and push for improved performance, at an individual level.
- Take decisive and timely action to address areas of poor performance, under-achievement, and risk.

- Demonstrate established negotiation skills in the management of conflict across a range of situations, including the resolution of complaints which may involve diffusion of hostility and aggression.
- Ensure robust workforce, training and annual plans are in place.

## 9. STAKEHOLDER RELATIONSHIPS

- Working and collaborating with key stakeholders and decision makers to deliver Trust strategy, being a leading health care partner and promote the positive reputation of the organisation.
- Working with the Executive Director of Operations and Associate Directors of Operations to identify key external stakeholders, initiate, build and maintain relationships to promote the sector services.
- Engage with staff, Trade Unions, stakeholders, service users, patient groups and committees notably CCGs and any other healthcare providers so the service is a major contributor to the planning and implementing of local priorities, changes in demand and requirements within the sector.
- Demonstrating that the service delivers its contractual obligations and represents value for money.
- Managing staff and stakeholders' expectations and proactively creating opportunities to improve, change and streamline services.
- Deputising for the Executive Director of Operations at external stakeholder meetings as required.
- Representing the sector and the Trust in public and with the media, including at major incidents and sometimes hostile, contentious, or distressing situations.

## 10. STRUCTURE



The post holder will lead and manage a defined service portfolio.

The post holder will be expected to operate flexibility in response to changes in future commissioning intentions and outcomes and changes in the future strategic direction of the Trust. This may mean the need to assume responsibility for a different operational service portfolio, as required, and as directed by the Executive Director of Operations. In these circumstances, the post holder will be appropriately consulted, albeit changes may need to happen quickly, in order to be effective.

Post holders at this level may also be required to rotate on a temporary basis into other equivalent level roles to support their development, the development of other staff and in line with operational/service needs. The decision to rotate will be subject to a proper assessment of individual skills and competence and role demand.

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*This job description outlines the current main responsibilities of the post. However, the duties of the post may change and develop over time and this job description may therefore be amended in consultation with the post holder.*

*The post holder may be asked to undertake other duties commensurate with the grade and in line with the requirement for the post.*

*All employees of the Trust are required to observe standards/guidelines relating to equal opportunities, health & safety, confidentiality and data protection.*

*This post is subject to the terms and conditions of employment of South East Coast Ambulance Service NHS Trust.*

## **GENERAL**

### **Other responsibilities:**

#### **Corporate Governance**

The post holder will provide strong leadership to managers and all staff within the directorate. Contribute to the development of corporate policy and decision making activity. Actively contribute to the successful team working of the Operations Directorate and the Trust. Maintain good corporate and clinical governance arrangements, including risk management. Embrace high standards of employment practice and act in accordance with the "NHS Managers Code of Conduct" at all times. Promote the vision, values and goals of the organisation. Support the Trust by providing, as requested, a media presence and informed comment to journalists.

#### **Values**

The Organisation is driven by our Trust values:

- Be proud
- Show respect
- Have integrity
- Be innovative
- Take responsibility

The post holder will be required to demonstrate compassionate care in their daily work and adopt the 6 Cs - NHS values essential to compassionate care: **Care, Compassion, Competence, Communication, Courage and Commitment**. Post holders will also be required to understand and work in accordance with the NHS constitution and put the patient at the heart of their work.

#### **Performance Management**

The post holder will actively manage the budget for the region and ensure financial balance, providing the Executive Director of Operations with regular reporting on financial activity. Anticipate and take early actions to mitigate any financial imbalance. Ensure the Trust's funds are properly used, represent value for money and withstand public scrutiny. Develop and agree budgets with direct reports and monitor expenditure against those budgets. Act within Standing Orders and Standing Financial Instructions of the Trust.

#### **Confidentiality / Data Protection / Freedom of Information**

Post holders must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act of 1998. Post holders must not, without prior permission, disclose any information regarding patients or staff. If any member of staff has communicated any such information to an unauthorised person those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information. Following the Freedom of Information Act (FOI) 2005, post holders must apply the Trust's FOI procedure if they receive a written request for information. The post holder has specific responsibilities to ensure that their staff maintain the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott. The post holder must ensure that their managers are aware of their obligations under legislations such as FOI, Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to the legislation.

## **Information Governance**

All staff must comply with information governance requirements. These include statutory responsibilities (such as compliance with the General Data Protection Regulations), following national guidance (such as the NHS Confidentiality Code of Practice) and compliance with local policies and procedures (such as the Trust's Confidentiality policy). Staff are responsible for any personal information (belonging to staff or patients) that they access and must ensure it is stored, processed and forwarded in a secure and appropriate manner.

## **Inclusion & Diversity**

Post holders must always fulfil their responsibilities regarding the Trust's Policy and equality laws. The post holder will promote equality of opportunity and diversity in own area of responsibility. Ensure compliance with equality and diversity legislation and develop active commitment to the need to ensure equality of opportunity and the benefits of diversity. The Trust recognises the need for a diverse workforce and is committed to equal opportunities in employment and seeks to eliminate unlawful discrimination, to promote equality of opportunity and good relations between staff and clients of differing groups. Individuals, including volunteers, contractors and temporary workers, must at all times fulfil their responsibilities with regard to the Trust's Equal Opportunities Policy and Equality Laws. Similarly, all individuals have a responsibility to highlight any potentially discriminatory practice to their line manager, HR department or trade union/professional associates.

## **Health and Safety**

All post holders have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that the Trust's health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees. The post holder will manage health and safety within own area of responsibility. The post holder will move towards an environment where health and safety considerations are firmly embedded in the planning and decision making processes and the "culture" of own area of responsibility. All staff have a duty to protect their own health and safety and that of other persons who may be affected by their acts or omissions. The post holder has specific responsibilities relating to Health and Safety activities including consenting to breaches; conniving to breach legislation or neglecting their duties under the legislation.

## **Policies**

The duties and responsibilities of the post holder will be undertaken in accordance with the policies, procedures and practices of the Trust, which may be amended from time to time. Patient safety is a key priority of the Trust. It is the post holder's responsibility to ensure that they are fully compliant with SECamb policies and procedures in respect of patient safety, for example, risk management, infection prevention and control, safeguarding children and vulnerable adults.

## **Infection Prevention and Control**

All post holders have a personal obligation to act to reduce healthcare-associated infections (HCAs). They must attend mandatory training in Infection Control and be compliant with all measures required by the Trust to reduce HCAs. Post holders must be familiar with the Trust's Infection Control Policies, including those that apply to their duties, such as Hand Decontamination Policy, Personal Protective Equipment Policy, safe procedures for using aseptic techniques and safe disposal of sharps.

## **Risk Management**

All post holders have a responsibility to report risks such as clinical and non-clinical accidents or incidents promptly. They are expected to be familiar with the Trust's use of risk assessments to predict and control risk, as well as the incident reporting system for learning from mistakes and near misses in



order to improve services. Post holders must also attend training identified by their manager, or stated by the Trust to be mandatory.

### **Safeguarding Children and Vulnerable Adults**

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

### **Sustainability**

It is the responsibility of all staff to minimise the Trust's environmental impact by recycling wherever possible, switching off lights, computer monitors and equipment when not in use, minimising water usage and reporting faults promptly.

### **Smoking Policy**

It is the Trust's policy to promote health. Smoking, therefore, is actively discouraged. It is illegal within Trust buildings and vehicles.

### **Review of this Job Description**

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation.

## PERSON SPECIFICATION

### Job title:

Outlined below are the requirements needed to carry out the duties of this post. Candidates will be assessed against these criteria.

Key: **E** – Essential / **D** – Desirable / **App** – Application / **Int** – Interview / **Sce** - Scenario

Area	Criteria	Essential or Desirable	Assessment method
<b>Qualifications, Education, Accreditations</b>	<ul style="list-style-type: none"> <li>Master's degree, equivalent professional qualifications and/or substantial demonstrable experience in a similar role or setting;</li> <li>Possess doctorate level in research or equivalent at a regional level</li> <li>Full driving license, valid in the UK with no more than 3 penalty points.</li> <li>C1 driving license</li> </ul>	E	App
		E	App / Int
		E	App
		E	App
<b>Experience</b>	<ul style="list-style-type: none"> <li>Demonstrates continuous professional development including management, organisational development and change management;</li> <li>Established experience of delivering and improving operational performance at a senior level in a similar organisation;</li> <li>The ability to manage a budget of c£106m;</li> <li>Able to demonstrate flexible and appropriate leadership styles, adapting communication to match the situation and audience;</li> <li>Demonstrable ability to proactively plan and deliver services that are value for money;</li> <li>The ability to use and analyse data to inform decisions and take appropriate action;</li> <li>The ability to present complex, sensitive and sometimes contentious information to others including external parties and the media;</li> <li>Trained to drive under 'blue light' conditions and complete a 'First Person on Scene' clinical course.</li> </ul>	E	App/Int
		E	App/Int
		E	App
		E	Int
		E	App
		E	Int/Sce
		E	App/Int
		E	Int/Sce
		E	App
	<ul style="list-style-type: none"> <li>Demonstrate current senior leadership and management experience at the same or similar level;</li> <li>Previous or currently working in the NHS or in another emergency service setting at senior level;</li> <li>Experience of delivering and improving operational performance at a senior level;</li> <li>Substantial experience of managing complex change;</li> <li>Negotiating and fostering effective partnerships with trade unions at a local level;</li> <li>Experience of managing high performing teams;</li> </ul>	E	Int
		E	App/Int
		E	Int
		E	Int
		E	Int
		E	Int
		E	Int
	<ul style="list-style-type: none"> <li>Being accountable for results and actions and holding others to account;</li> </ul>	E	App/Int
		E	Int

	<ul style="list-style-type: none"> <li>• Being able to learn by mistakes and apply what is learnt to new situations;</li> </ul>	E	Int
	<ul style="list-style-type: none"> <li>• Acting as a role model for others demonstrating leadership behaviours and be able to adapt style according to the situation/audience;</li> </ul>	E	Int
	<ul style="list-style-type: none"> <li>• Being passionate about upholding Trust Values and modelling behaviours as appropriate;</li> </ul>	E	Int
	<ul style="list-style-type: none"> <li>• Wearing uniform where appropriate;</li> </ul>	E	Int/Sce
	<ul style="list-style-type: none"> <li>• Being able to convey information to a range of audiences, adapting style appropriate to the circumstances. These might include difficult or distressing circumstances;</li> </ul>	E	Int/Sce
	<ul style="list-style-type: none"> <li>• Effective persuading, influencing and negotiating skills to achieve best outcomes;</li> </ul>	E	App/Int
	<ul style="list-style-type: none"> <li>• Always treating colleagues at all levels with dignity and respect, demonstrating compassion and empathy when required;</li> </ul>	E	Int/Sce
	<ul style="list-style-type: none"> <li>• Working positively with corporate colleagues;</li> </ul>	E	App/Int
	<ul style="list-style-type: none"> <li>• Be able to participate in an on-call rota that involves being on-site during the day, night and at weekends;</li> </ul>		

**Other information for the purposes of Agenda for Change job matching:**

**Physical factors**

<b>What physical effort is required for the job?</b>	<b>How Often?</b>	<b>For How Long?</b>	<b>What weight is involved?</b>	<b>Any mechanical Aids?</b>
Light physical effort Ability to visit staff throughout organisation.	Weekly	Variable	N/A	No

**Patient/client contact**

<b>What level of patient/client contact is required for the job?</b>	<b>How Often?</b>	<b>For How Long?</b>
Occasional contact with patients	Occasional	Variable

**Mental & emotional effort**

<b>What level of mental effort is required for the job?</b>	<b>How Often?</b>	<b>For How Long?</b>
Analysing and interpreting Producing high quality reports Can be frequently interrupted	Weekly	Variable
<b>What level of emotional effort is required for the job?</b>	<b>How Often?</b>	<b>For How Long?</b>
Dealing with staff performance.	Weekly	Variable
Will be required to deal with significant challenge from the Board and external stakeholders	Weekly	Variable

**Working conditions**

<b>Does the job involve exposure to unpleasant working conditions?</b>	<b>Frequency</b>
Standard Office Conditions There is a requirement to use VDU Will be required to travel to different sites within the service from time to time May need to accompany crews from time to time	Daily Daily Weekly Monthly