



JOB DESCRIPTION

1. Job Details	
Job Title:	Head of Operations for Integrated Care (999 & 111)
Pay Band:	Pay band 8c
Reports to (Title):	Associate Director for Integrated Care (999 & 111)
Accountable to (Title):	Executive Director of Operations
Responsible for (Title/s):	Operational Performance & Operational Managers
Location/ Site/ Base:	Crawley HQ

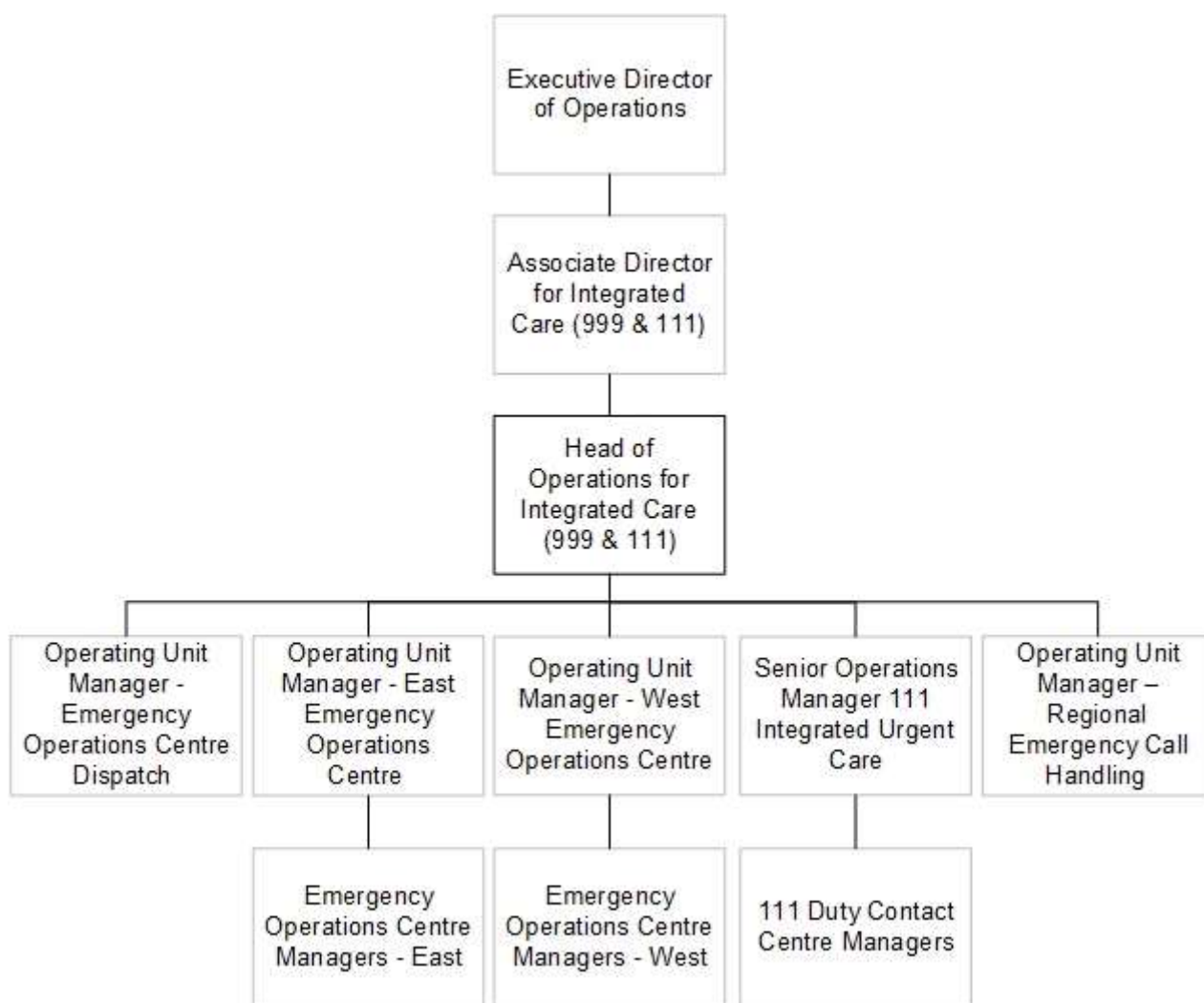
2. Job Purpose
<p>Working as part of the Senior Operations Leadership team, provide strategic interpretation and set the tactical direction for the service, leading the work of the operational teams to achieve service goals and quality improvements for service users and patients.</p> <p>Serve as a key member of the operational leadership team, reporting to the Associate Director for Integrated Care (999 & 111), and responsible for leadership of a designated service portfolio and associated budget.</p> <p>Drive the operational transformation and culture change necessary to focus on patient outcomes, maximising employee engagement and building an inclusive, positive workforce.</p> <p>Support and represent the Associate Director to work 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.</p> <p>Provide senior management support whilst line managing the Operating Unit Managers (EOC and 111) and their teams, being responsible for all performance matters pertaining to call handling and dispatch for the 999 and 111 Integrated Urgent Care services.</p> <p>Participate in service developments and project activities as required. Lead on any changes to structures and processes which ensure high service standards, enhanced service user experiences and multi-disciplinary team working.</p> <p>Responsible for ensuring the Trust achieves and maintains all relevant Key Performance Indicators (Ambulance Quality Indicators and Integrated Urgent Care Minimum Data Sets),</p>

response standards, financial balance and the overall resourcing for the area for the operational area, including 999 (call handling and dispatch) and 111 Integrated Urgent Care services. The department provides two services:

- 999 response to the counties of Kent, Surrey, Sussex and part of Hampshire
- 111 Integrated Urgent Care to the counties of Sussex and Kent

As such, the department is required to meet Ambulance Response Programme standards and deliver the NHS E IUC MDS (NHS England Integrated Urgent Care Minimum Data Set) metrics. It is regulated by NHS Improvement (NHSI), NHS England (NHS E) and the Care Quality Commission (CQC) to ensure that the South East Coast Ambulance Service is Safe, Effective, Responsive, Caring and Well Led.

3. Organisation Chart



Other key relationships include;

Trust Executive Directors, Deputy Director of Operations, Associate Directors East/West, Head of Fleet and Logistics, Head of Clinical Operations for Integrated Care (999 & 111), Head of Governance for Integrated Care (999 & 111), Head of Community Engagement, Head of Emergency Preparedness, Resilience and Response, Head of Hazardous Area Response Test, Operating Unit Managers, Operational Team Leaders, Dispatch Managers, Make Ready Centre

Managers, Production Managers, Business Information Team, IT Managers, Finance, Human Resources, tactical and strategic commanders.

4. Duties & Responsibilities

Strategy

Support the Associate Director for Integrated Care (999 & 111) in setting the strategic direction for the service and lead the work of the operational teams to achieve service goals and quality improvements for service users. Work as part of the Executive Director of Operations Leadership team in the AD for Integrated Care (999 & 111)'s absence.

Contribute to the development and delivery of Trust strategy, business and service plans, budgets, cost improvement plans and objectives.

Responsible for delivering the Trust's strategic goals; acting in the best interest of the Trust at all times.

Review and implement current and future strategy and service plans to improve patient care.

Develop strategies so the sector can respond rapidly and effectively to changes and demands in patient care, working practices, external and internal factors whilst ensuring any changes are implemented in accordance with Trust policy, governance and implementation principles.

Anticipate and define the future scope and challenges of delivering emergency and other categories of health care.

Support the Associate Director for Integrated Care (999 & 111) and Executive Director of Operations to design strategies based on detailed knowledge and data analysis, in collaboration with subject matter experts and key stakeholders.

Review and monitor strategies and plans to keep delivery on track, reducing the need for short term reactive approaches and actions. Report and escalate concerns and risks as appropriate.

Positively challenge current strategies and plans; proactively identifying and implementing improvements at a Trust and local level in line with Trust policy.

Supporting the Associate Director, work collaboratively by **building and maintaining effective working relationships with key internal / external stakeholders and decision makers to deliver** Trust strategy, serving as a leading health care partner and promoting the positive reputation of the organisation.

Make effective decisions on behalf of SECamb that affect patient care, the public, staff and the service, using well-informed judgement.

Contribute to and implement a sector workforce plan, including recruitment, retention and talent management.

Quality Care and Governance

Responsible for the quality and clinical safety of all service lines, ensuring that the Trust adheres to legal and regulatory requirements.

Work effectively with the relevant corporate teams to ensure any people or process changes are implemented positively in accordance with national, NHS and Trust policies and governance.

Support the Executive Director of Nursing and the Executive Medical Director, working with the Head of Governance for Integrated Care (999 & 111) in establishing and maintaining effective Clinical Governance arrangements.

Lead and adopt a proactive approach to risk management including the systematic identification, assessment and management of risk.

Position and use systems and processes to audit and demonstrate clinical and quality governance.

Contribute to the development and implementation of service wide policies and procedures with the appropriate committees and groups considering the sector's capabilities and requirements.

Implement and monitor assurance procedures for safe working for all staff and others affected by the work of the service.

Ensure compliance with Care Quality Commission and Commissioners' standards/requirements, with robust and auditable systems and procedures in place to support management, decision making and assurance.

Manage risks ensuring that they are minimised, mitigated and eliminated where practicable. Ensure live risks are tracked, monitored and escalated as appropriate and reported via risk registers, issue logs and assurance frameworks.

Develop and maintain systems to support the efficient and timely management of investigations, review of audits, and identification of trends, themes and lessons to be learnt.

Instigate/undertake audits, reviews and investigations where appropriate, in accordance with Trust policies and procedures. Prepare and present management cases as appropriate. Chair hearings, reviews and performance meetings, and undertake Root Cause Analysis investigations.

Ensure policies, procedures and guidelines are communicated to staff, and adhered to at all times.

Service Development and Improvement

Be accountable for ensuring the designated area of responsibility is sufficiently resourced to meet the standard requirements. Lead and take action to ensure that maximum resource is available to meet business as usual and event planning in conjunction with the Resilience Teams and the Business Performance and Delivery Managers. Develop strategies with the Head of Workforce Planning, whilst managing your own resource scheduling team to ensure staffing is aligned to the target dispatch model demands.

Deliver the annual service plan for a designated area, balancing local demands with wider Trust principles.

Demonstrate that the service delivers its contractual obligations and represents value for money.

Financial, Contracting and Information Management

Prepare and present reports for the Trust Board, Executive Management Board, Senior Management Team, other committees and sub committees which demonstrate compliance, achievement against performance targets, and effective risk management.

Manage the delegated service portfolio budget; achieve all performance/cultural targets; deliver the service portfolio's annual business plan; maintain compliance with Trust policies, procedures and regulatory standards at all times, with standing financial instructions and schemes of delegation.

Support the Associate Director for Integrated Care (999 & 111) in working with Finance Business Partners to agree the budget at the start of the year, actively monitoring throughout the year and being responsive to changing demands.

Identify and escalate arising financial risks and issues.

Work closely and effectively with the Finance Management Team to ensure that budgets, financial projections and targets are accurate and proactively managed and reported.

Work closely with the Procurement Team to ensure that contracts are negotiated and agreed with commissioners, and that contractual performance conditions and targets are proactively managed and reported.

Lead on the planning, establishment and delivery of specific Cost Improvement Plan initiatives in line with service and business objectives and plans for designated area of responsibility; reporting to the Associate Director for Integrated Care (999 & 111).

Work closely and effectively with the Performance and Information Team to develop systems and procedures to facilitate the accurate, timely collection and validation of data to support proactive and effective management and decision making.

Use data to ensure success is effectively measured. Analyse, interpret, and make informed decisions using data, taking appropriate action to develop and excel in performance and quality measures.

Regularly review data to ensure that performance targets are robustly monitored and proactively managed.

Actively manage the budget for the region and ensure financial balance, providing the Associate Director for Integrated Care (999 & 111) and 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.

Leading and Managing Organisational Development

Initiate and lead service redesign for the designated region and/or the Trust and deliver changes to services which maximise patient outcomes and improve operational effectiveness.

Work at all times to promote inter-organisational team working between operations and corporate teams. Ensure consistent messaging and application of NHS and Trust policies and processes at all times to encourage fairness in working practices for all.

Lead innovation, service redesign and new ways of working, so that services adopt best practice, are informed by new developments, and utilise modern technologies in approaches to the planning and delivery of locally led services, to continuously improve services for patients.

Lead on the design and preparation of business cases, in consultation with key stakeholders, for specific service developments and/or strategic investments, acting as Programme Manager / Project Lead as appropriate.

Leading and Managing People

The post holder is responsible for all operational functions in the 111 Integrated Urgent Care Contact Centre and the 999 Emergency Operations Centres that are non-clinical, and the respective **direct** reports **reportees**.

Lead a team of Operating Unit Managers and provide support as required to them. Champion the development of managers and staff to achieve maximum potential. Personally mentor, coach, support and develop managers, encouraging and giving effective and constructive feedback to enable continuous improvement.

Lead on integrating the Trust's 999 and 111 IUC services, ensuring that the Trust maximises operational, quality and cost-effective opportunities that may be associated with this work stream.

Work closely and in a supportive manner with SECamb subject matter experts, to ensure delivery of the best solutions for people and operations across the Trust.

Develop and apply best-practise employee relations in contentious and sensitive situations, encouraging partnership working and collaboration with managers, staff and union colleagues to develop an inclusive and diverse culture within SECamb.

Undertake specific leadership functions in collaboration with other operations and corporate directors, clinicians and managers to support the implementation of service changes.

Leading by example, to 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.

Promote a culture of customer-focused service delivery and effective employee engagement, development and objective setting to support continuous improvement.

Provide strong visible leadership and challenge poor performance and inappropriate behaviour to drive change. Demonstrate a commitment to the Trust's vision and values, a culture of continuous improvement, and ensure the effective management and delivery of services.

Undertake supportive regular management supervision and performance appraisal to direct reports, including objective setting and identification of personal development needs, timely feedback and coaching. Manage the performance of own direct reports and their reporting teams to effectively and consistently deliver in line with Trust policies and procedures.

Create an **organisational learning culture** ~~climate~~ which fosters and motivates individuals to contribute to their full potential, promoting and utilising the Trust's performance management framework.

Ensure staff meet statutory and mandatory training and continuing professional development requirements so that competence and skills meet the needs of the services. Escalate areas of non-compliance as appropriate.

Actively promote all staff and professional disciplines engagement and involvement in the development and delivery of clinical services as well as service users/carers.

Provide a safe environment for staff to raise concerns to their immediate line managers and, failing that, to the post holder themselves or through other available reporting channels.

Work closely with HR / Workforce and Learning and Development management teams in identifying, responding to and managing the needs of managers and teams.

Support the recruitment of medical, clinical and managerial staff. Monitor and take responsibility for staff attrition for the designated area and take steps with the Associate Director and HR Business Partner team to address and reduce staff turnover.

With the Associate Director, be responsible for providing the organisation with a capable, motivated, stable and engaged workforce.

Develop and maintain systems to support management investigations, review audits, identification of trends, themes and lessons to be learnt in an efficient and timely manner.

Promote a culture of customer focused service delivery and effective employee engagement, development and objective setting to support continuous improvement.

Lead innovation, service redesign and new ways of working, so that services adopt best practice, are informed by new developments, and utilise modern technologies in approaches to the planning and delivery of (999/111), to continuously improve services for patients.

Be 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 involved. Manage highly complex organisational change projects that may be resisted by and unpopular with staff and stakeholders.

Investigate and chair conduct and attendance hearings which may lead to ultimate dismissal.

Develop and apply best practice employee relations in contentious and sensitive situations, encouraging partnership working and collaboration with managers, staff and union representatives.

Complete the appraisal processes to required deadlines and support the implementation of personal development plans.

Champion the development of managers and staff to achieve maximum potential; working with the HR Business Partner, Trust Learning and Development and Clinical Education teams to create and deliver the required clinical, managerial, skills and behavioural training.

Mentor, coach, support and develop managers to spread and advance positive behaviours in all scenarios, encouraging effective and constructive feedback and continuous improvement.

Stakeholder Relationships

Build and maintain effective working relationships with key internal and external stakeholders, (including service users/carers), strategic partners and corporate colleagues.

Represent the Associate Director for Integrated Care (999 & 111) as and when required and necessary. Be the public face of SECamb 999 and 111 IUC services and work collaboratively both internally and externally to enhance the reputation and profile of the organisation and its services.

Develop capacity and capability to secure sustainable improvements in care pathways and interfaces with other health care, social care, and independent organisations and partners.

Work in partnership with commissioners and all other external agencies and stakeholders and work collaboratively with the Trust's Strategy Directorate.

Act as an ambassador when representing the Trust and as a role model, for example, to promote the Trust's vision and values locally and nationally.

Engage with staff, Trade Unions, stakeholders, service users, patient groups and committees, notably CCGs and any other healthcare providers, ensuring the service is a major contributor to the planning and implementation of local priorities, changes in demand and requirements within the sector.

Manage staff and stakeholders' expectations and proactively create opportunities to improve, change and streamline services.

Deputise for the Associate Director at internal and external stakeholder meetings as required.

Represent the sector and the Trust in public and with the media, including at major incidents and sometimes hostile, contentious, or distressing situations.

Values

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.

Safeguarding Children, Young People and Adults at Risk of Abuse and Neglect

South East Coast Ambulance Service NHS Foundation Trust is committed to safeguarding and promoting the welfare of children, young people and adults at risk of abuse and neglect and expects all staff and volunteers to share this commitment. All staff are required to adhere to the Trust's safeguarding policy and understand their individual safeguarding responsibilities.

Equality and Diversity/Equal Opportunities

The Trust recognises the need for a diverse workforce and is committed to Equal Opportunities. It seeks to eliminate unlawful discrimination against colleagues, potential employees, patients or clients on the grounds of sex, marital status, disability, sexual orientation, gender identity, age, race, ethnic or national origin, religion, pregnancy/maternity, political opinion, or trade union membership and to promote equality of opportunity and good relations between staff and clients. Individuals, including volunteers, contractors and temporary workers, must at all times indicate an acceptance of these principles and fulfil their responsibilities with regard to equality legislation and the Trust's Equality Diversity and Human Rights Policy and protocols. Similarly, all individuals have a responsibility to highlight any potentially discriminatory practice to their line manager, human resources department, or trade union/professional associations, ensure that they treat everyone with respect and consideration and attend relevant mandatory training. As a member of the Senior Operations Leadership Team, the post holder is expected to take responsibility for embedding equality and diversity in their work and areas of management responsibility. This will include leading on specific E&D related work streams and ensuring that the Trust is compliant with the appropriate equality legislation.

Corporate Governance

High standards of governance are vital in healthcare organisations. Good governance sets the boundaries and structures in which we are able to function safely and provide the most effective care to our patients. We ask all employees to:

- Familiarise yourself with and apply Trust-wide and local policies, procedures and other formal instructions;
- Act within the scope of your authority and/or practice at all times. Limits of financial authority are set out in our Standing Financial Instructions;
- Undertake the statutory and mandatory training suitable to your role and maintain any relevant professional registration(s);
- Maintain accurate and timely records wherever required; and
- Notify the Trust if you identify any areas for improvement in any areas of corporate governance so that we can learn and improve.

Infection Prevention and Control

The prevention and control of infection is recognised as everyone's responsibility. All staff, bank workers, volunteers and contractors, both clinical and non-clinical, are required to make every effort to maintain high standards of infection control in accordance with the Trust's Infection Prevention and Control Policy and The Health and Social Care Act 2008.

Financial Management

Ensure that the Trust's funds are properly used, represent value for money and can withstand public scrutiny. Where applicable, provide strong budget management for the defined area of management responsibility and monitor expenditure against those budgets. Act within Standing Orders and Standing Financial Instructions of the Trust.

Health, Safety and Security

Meet Health and Safety legislation and 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. Promote, monitor and maintain best practice in health, safety and security. All individuals 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. 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. In addition, managers have 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 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 for the Trust. It is your responsibility to ensure that you are fully compliant with SECAMB policies and procedures in respect of patient safety, for example Risk Management, Infection Prevention and Control, Safeguarding Children, Young People and Adults.

Confidentiality / Data Protection / Freedom of Information

Individuals (including volunteers, contractors and temporary workers) must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act 1998. Individuals must not, without prior permission, disclose any information regarding patients or staff. If any individual has communicated any such information to an unauthorised person that individual(s) could be liable for disciplinary action which could result in 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, individuals must apply the Trust's FOI procedure. In addition, managers have 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 it is in accordance with the requirements of the Data Protection Act 1998 and the principles of Caldicott. Managers should also ensure that their staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.

Review

This document provides an outline of the main responsibilities of the post. It is not intended to be an exhaustive list of duties. Its content will be subject to regular review in conjunction with the post holder.

Date Reviewed:		
Reviewed By:	Manager:	Signature
	Post holder:	Signature:

PERSON SPECIFICATION

Job title: Head of Operations for Integrated Care (999 & 111)

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
Qualifications, Education, Accreditations	<ul style="list-style-type: none"> Master's degree, equivalent professional qualifications and/or substantial demonstrable experience in a similar role or setting. 	E	App
	<ul style="list-style-type: none"> Full C1 driving license, valid in the UK with no more than 3 penalty points. 	E	App
	<ul style="list-style-type: none"> Demonstrates continuous professional development including management, organisational development and change management. 	E	App/Int
	<ul style="list-style-type: none"> Substantial experience of delivering and improving operational performance at a senior level in a similar organisation. 	E	App/Int
	<ul style="list-style-type: none"> Demonstrates the ability to manage a budget of circa £15 million p.a. 	E	App
	<ul style="list-style-type: none"> Being flexible by demonstrating appropriate leadership styles and adapting communication to match the situation and audience. 	E	Int
	<ul style="list-style-type: none"> Demonstrates an ability to deliver services that are value for money. 	E	App
	<ul style="list-style-type: none"> The ability to use data to inform decisions and take appropriate action. 	E	Int/Sce
	<ul style="list-style-type: none"> The ability to present complex, sensitive and sometimes contentious information. 	E	App/Int
Experience	<ul style="list-style-type: none"> Extensive experience in managing teams within a contact centre environment, the same or similar level. 	E	App/Int
	<ul style="list-style-type: none"> Significant experience in managing complex healthcare contracts, utilising multi-disciplinary clinical teams. 	E	App/Int
	<ul style="list-style-type: none"> Demonstrate current senior management experience at the same or similar level. 	E	Int
	<ul style="list-style-type: none"> Previous or currently working in the NHS or other health care setting. 	E	Int
	<ul style="list-style-type: none"> Experience of managing high performing teams; 	E	Int
	<ul style="list-style-type: none"> Experience of delivering and improving operational performance at a senior level. 	E	Int
	<ul style="list-style-type: none"> Substantial experience of managing complex change. 	E	Int

	<ul style="list-style-type: none"> • Experience of negotiating and fostering effective partnerships with trade unions at a local level. • Experience of managing high performing teams. • Extensive experience of working with external commissioners and/or stakeholders with regards to contractual performance. • Previous experience of hosting, and being accountable for, regulatory inspections. 	D E E D	Int App/Int App/Int App/Int
Skills	<ul style="list-style-type: none"> • Being accountable for results and actions and holding others to account. • Being able to learn by mistakes and apply what is learnt to new situations. • Acting as a role model for others demonstrating leadership behaviours and be able to adapt style according to the situation/audience. • Being passionate about upholding Trust Values and modelling behaviours as appropriate. • Being able to convey information to a range of audiences, adapting style appropriate to the circumstances. These might include difficult or distressing circumstances. • Effective persuading, influencing and negotiating skills to achieve best outcomes. • Always treating colleagues at all levels with dignity and respect, demonstrating compassion and empathy when required. • Working positively with corporate colleagues. 	E E E E E E E	App/Int Int App/Int Int Int App/Int App/Int App/Int
Other	<ul style="list-style-type: none"> • Willingness to drive between sites and to other trusts or suppliers as required. • Demonstrates resilience, confidence and self-belief when under pressure. • Participates in the strategic on call rota. 	E E E	App/Int App/Int App/Int

Date Reviewed:	
Reviewed By:	

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

Physical factors

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

Patient/client contact

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

Mental & emotional effort

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

Working conditions

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