

**Deputy General Manager
Job Description**

Post:	Deputy General Manager – Imaging and Mortuary
Responsible to:	General Manager
Accountable to:	Divisional Director of Operations
Band	Band 8B
Responsible for:	All non-clinical staff employed within the Clinical Directorate
Directorate:	Diagnostics

With over 9,000 dedicated staff caring for patients around the clock, we are the largest healthcare provider in southwest London.

Our main site, St George's Hospital in Tooting – one of the country's principal teaching hospitals – is shared with St George's, University of London, which trains medical students and carries out advanced medical research. St George's Hospital also hosts the St George's, University of London and Kingston University Faculty of Health and Social Care Sciences, which is responsible for training a wide range of healthcare professionals from across the region.

As well as acute hospital services, we provide a wide variety of specialist care and a full range of community services to patients of all ages and have an established Community Diagnostics Centre at Queen Mary's Hospital in Roehampton.

St George's University Hospitals NHS Foundation Trust serves a population of 1.3 million across southwest London. Many services, such as cardiothoracic medicine and surgery, neurosciences, and renal transplantation, also cover significant populations from Surrey and Sussex, totalling around 3.5 million people.

The trust also provides care for patients from a larger catchment area in southeast England, for specialties such as complex pelvic trauma. Other services treat patients from all over the country, such as family HIV care and bone marrow transplantation for non-cancer diseases. The trust also provides a nationwide state-of-the-art endoscopy training centre.

A number of our services are members of established clinical networks which bring together doctors, nurses, and other clinicians from a range of healthcare providers working to improve the quality of services for patients. These include the South London Cardiac and Stroke Network and the Southwest London and Surrey Trauma Network, for which St George's Hospital is the designated heart attack centre, hyper-acute stroke unit and major trauma centre.

Role of the Department: To provide a high quality, efficient, effective, responsive, safe, evidence based, diagnostic and interventional service to the patients of St George's University Hospitals NHS Foundation Trust.

Job Purpose: The Deputy General Manager is responsible for the operational delivery of all aspects of the Directorate. In some areas they will directly control the performance of their areas and in some areas such as in outpatients and theatres will have to work with other management teams to achieve the required outputs.

The Deputy General Manager is responsible for the performance of staff whose main base is in their Directorate. Each Directorate has a unique combination of challenges to overcome in order to ensure that St. George's delivers an outstanding clinical service. The Deputy General Manager works as a peer with the Lead Clinician in each Care Group and works closely with the Clinical Director.

The Deputy General Manager takes responsibility for operational issues in the Directorate particularly the management of issues around acute care and bed flows. The Deputy General Manager will deputise for the General Manager whenever the latter is off site in the community. The Lead Clinicians takes overall responsibility for strategic issues.

The Deputy General Manager and Lead Clinicians are together responsible for Clinical Governance issues. The General Manager retains the ultimate responsibility for the delivery of services provided within their Directorate and will actively support the Deputy General Manager in the running of their Directorate.

The post holder will have strategic involvement which will include managing finances and producing business cases for each Care Group, as well as overseeing day-to-day operations. It is expected that the post holder will represent the Care Groups to key stakeholders within and outside of the Trust. The post holder will be responsible for the achievement of all relevant NHS/Trust targets.

Trust Vision & Values:

We expect all our staff to share the values that are important to the Trust, being Excellent, Kind, Responsible & Respectful, and behave in a way that reflect these.

Key Responsibilities of the Role:

Leadership

To deputise in the absence of the General Manager and Head Nurse, as required
To represent the Directorate at Strategic and Trust meetings as directed by the General Manager

To contribute to the development of the Strategic Direction of the Directorate and to assist in the determination of policy and strategy
To be aware of the Trusts Major Incident plan and to activate or respond to it appropriately

To take on delegated responsibility on behalf of the General Managers in the achievement and management of Trust corporate targets. Ensure all Trust Policies are implemented efficiently and effectively. In some situations to assume full managerial responsibility for designated services, service developments and policy implementation as directed by the General Manager.

Develop the leadership and managerial capability within the Directorate to bring about effective change. Work to devolve management and decision making and specifically to increase involvement of clinical staff.

Ensure that service developments and business plans have the involvement and commitment of clinicians.

Provide effective leadership for non-clinical staff
Facilitate effective team working across the Directorate

Management – Resources and Information

Take responsibility for the implementation of the directorates Cost Improvement Plan (CIP). To work with the management team to ensure that the Clinical Directorate has a robust business planning process.

Maintain appropriate procedures and policies for resource management in line with Trust Policy. Establish appropriate communication channels within the Directorate and Care Group leads to ensure all staff receive the information they need and can influence the decision making process.

Maintain a robust financial planning and reporting process. Undertake effective budget management for the directorate. Manage the effective and efficient deployment of resources within the Directorate, including staff, finance and equipment.

Performance Management

To ensure that all key performance indicators are met by the Directorate. Key for the Deputy General Manager is delivery of the 110% elective access target, DM01 targets and cancer targets.

Develop effective processes for monitoring and managing elective and emergency activity, identifying when performance falls below set standards and taking corrective action, ensuring that all national and Trust performance targets are achieved.

Analyse and interpret a range of options in highly complex situations, making judgements and deciding upon corrective action to ensure performance targets are achieved.

Manage the analysis of data so that the General Manager and Care Group leadership team have access to timely and accurate information on all key performance indicators.

Determine the information needs of the Directorate and ensure appropriate timely data collection mechanisms are established to support capacity and demand analysis. Ensure that waiting list information is captured appropriately in order to identify the effective use of resources. The Deputy General Manager has a key role in producing reports for a range of stakeholders, including NHSL, relating to the 98% emergency access target.

Responsible for the Directorate Quarterly Performance Review process ensuring that all Key Performance Indicators (KPIs) are met; where they are not met, establish appropriate action plans to meet the standard.

Financial Management

Responsible for supporting the General manager in the delivery of a balanced budget for the Directorate and developing a financial strategy which ensures financial viability, and that systems are in place to maximise income, control expenditure and deliver cost improvements, achieving synergies between the component elements of the Directorate and, where appropriate, the Division. This includes budget setting, monitoring, and determining corrective action for multiple departments/services.

Support with the planning and implementation of cost reduction programmes for the Directorate in line with corporate objectives and ensuring that cost reduction schemes are delivered.

Ensure that the Directorate adheres to the Trust Standing Orders, Standing Financial Instructions, and works within the Trust's policy framework.

Ensure all budget holders in the Directorate have the skills to manage budgets effectively and provided support to budget holders by regularly reviewing budget statements.

Staff Management

Direct line management of the following key staff members, and through them their teams:

- Mortuary Manager
- Service Managers
- Specialty Managers
- Assistant Service Managers
- Team Leaders
- Admin Staff

Oversee the management of all non-medical staff within the Directorate in line with the Trust's employment policies providing effective professional, managerial leadership and co-ordination for all staff within the Directorate, including identifying solutions to problems and carrying forward changes.

Monitor key workforce indicators (sickness absence, turnover etc.) that affect productivity and work with line managers and the Directorate HR Manager to address issues of concern and ensure these are managed according to Trust policy.

Develop mechanisms for ensuring the performance appraisal and continuous professional development of all non-medical staff, including KSF outlines, management of staff and the KSF gateways. Ensure that appropriate mechanisms are in place to identify and meet education and training needs of all staff.

Promote a high-performance culture by holding people to account within the Directorate.

Analyse current and future service activity and establish the workforce required to ensure the appropriate staffing skill-mix for the delivery of service plans, producing an annual workforce plan. Utilising any opportunities for benefits realisation from Agenda for Change i.e. role redesign.

In conjunction with the General Manager and Clinical Director, ensure a review of Consultant job plans and appraisals are carried out on an annual basis, and that all job plans are consistent with service delivery and recorded on the electronic database.

In conjunction with consultants, ensure that all rotas for doctors in training are European Working Time compliant, diary carding exercises take place and where necessary steps are taken to adjust the rota so it remains compliant. Establish and implement an action plan to make all rotas EWTD 2009 compliant.

Ensure that all managers within the Directorate have clearly defined responsibilities and are working within agreed objectives and service plans.

Develop plans in conjunction with the Human Resources team, which enable the Directorate to successfully implement the Trust's Human Resources Strategy, ensuring innovative and patient focused working practices and continuous development of staff.

Design and implement change within the Directorate, acting as a change agent and role model to gain commitment from colleagues and motivating the workforce so that barriers to improve the effectiveness of the departments are overcome.

Clinical Governance

Responsible along with the General Manager and Clinical Director for developing and implementing the clinical and corporate governance strategy for the Directorate within the Trust's framework.

Improve the effectiveness of services by working with the Clinical leads both medical and nursing to ensure that Clinical Standards, Education, Audit and Research & Development are pursued in line with Trust strategy, and that ongoing clinical practice is evidence based. Also to ensure that relevant national policy guidance/targets in relation to Clinical Governance are implemented, and adhered to.

To ensure that adverse clinical incidents are appropriately reported and investigated, and that any actions identified are completed. To participate in SUI investigations and panels as required.

Develop and co-ordinate within the Directorate effective methods for determining user views on services provided, encouraging the service users to participate in user strategy.

Take overall responsibility for the Directorate's response to complaints, in line with Trust policy, ensuring a thorough investigation is undertaken, replies are produced to required standards within timeframes and quality and ensure that they are sensitive to the needs of the patients and their families. Ensure lessons are learnt and corrective action is taken.

Develop and monitor effective risk management strategies thus improving patient and staff safety and reducing unnecessary costs and financial liabilities to the Trust.

To take a leading role in the Directorate and Trust's programme of infection control related activities, to help ensure, along with the Clinical Director and Head of Nursing, that the Directorate is achieving the highest possible standard of infection control.

Undertake research and benchmarking work to identify areas of best practice in order to ensure continuous improvement and innovation.

To represent the Directorate when required by actively participating on Trust-wide strategic and operational working groups.

To participate in the Trust on-call arrangements for senior managers including Major Incident Trust wide response co-ordination.

General

To undertake any other duties that may be required and are consistent with the responsibility and grade of this post

To have responsibility for the Health, Safety and Welfare of self and others and to comply at all times with the requirement of the Health and Safety Regulations.

To ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act and its amendments.

To work in accordance with the Trust's policy to eliminate unlawful discrimination and promote good race relations and diversity in the workplace. To positively promote at all times equality of opportunity in service delivery and employment for patients and staff in accordance with the Trust's policies, to ensure that no person receives less favourable treatment than another on the grounds of sex, marital status, race, religion, creed, colour, nationality, ethnic or national origin, sexual orientation or disability.

To be trained in and demonstrate fair employment practices, in line with trust policies.

To comply with St. George's Healthcare No Smoking Policies.

This job description is not intended to be exhaustive and is provided to assist you in the performance of your contract. Changes may be required from time to time in response to service requirements. These will be discussed with you as part of the Individual Personal Review process

Date prepared:

Prepared by:

Agreed by:

Employee's name and signature:

Date:

Manager's name and signature:

Date:

Date reviewed:

Reviewed by:

PERSON SPECIFICATION

Job Title	Deputy General Manager Band 8B	
JOB REQUIREMENTS	ESSENTIAL	DESIRABLE
Attainments/Qualifications	<ul style="list-style-type: none"> • Degree or equivalent professional qualification • Post graduate management qualification or equivalent knowledge gained through experience • Evidence of continuing professional development 	Masters Degree or working towards one

Skills/abilities	<ul style="list-style-type: none"> • Proven conceptual and analytical skills, including the ability to make and take decisions after analysis of options and implications. • Use advanced analytical and judgement skills including understanding and application of complex statistical and numerical data. • Highly developed specialist knowledge and experience of developing services across the patient pathway. • Excellent inter-personal and communications skills, with a track record in consistently delivering performance targets and writing complex business cases and policies. • Able to set out conclusions and recommendations clearly and concisely in a range of written and verbal styles to reflect the needs of the audience. • Able to influence and engage people in different settings from one to one to large audiences that may be hostile or antagonistic • Gather and incorporate the views of service users and carers into service change • Able to secure commitment from others to change programmes and able to use persuasion and influence to enthuse others to develop and improve services • Ability to work as team member • Ability to provide strategic direction and leadership within the Directorate without adopting a dictatorial style • Able to make difficult decisions when needed. • Work flexibly, prioritise workloads and resource them in response to changing demands and requirements. • Able to build effective working relationships at all levels within and outside the Trust. • Able to use Microsoft Word & IT Literate to produce reports • Understanding of issues of clinical governance and risk relevant to the Directorate. 	
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Experience	<ul style="list-style-type: none"> • Extensive operational management experience in large complex organisations, some of which should be in health care, including design, development, implementation and management of operational change in a multiple stakeholder environment and experience of passing on ideas successfully to others. • Extensive experience of performance management and including delivery of key NHS access targets. • Demonstrable success in delivering change and performance with and through your management and clinical teams, by engaging them in the strategic direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback. • Significant experience of working with a range of professionals and in a range of environments. Experience working across multiple organisations to secure change; proven track record of overcoming obstacles to change and facilitating progress of projects. • Experience of facilitating group discussions and supporting training, education and development opportunities. • Experience of influencing staff at all levels to ensure project objectives are owned by all members of the team including users and stakeholders. • Evidence of the ability to involve teams in analysis of situation and solution development; persuade teams to take on new ways of working and to constructively challenge the status quo. • Experience of implementing change management projects to develop or improve services • Experience of business case preparation, presentation and implementation. • Experience of developing, monitoring and managing budgets. 	<p>Experience of working with services in a community setting</p> <p>Experience of working with commissioners, including contract and performance monitoring</p>
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Knowledge	<ul style="list-style-type: none"> • Highly developed knowledge and understanding of organisational development and change • Service quality and quality management • Current changes and developments within the NHS. • Change management theory 	
Other requirements	<ul style="list-style-type: none"> • Commitment to equal opportunities • Commitment to providing improvement to services for patients • Able to relate and adapt to the perspective of others • Professionally credible. Confident in dealing with both clinicians and senior management staff. • Calm and rational approach to situations where conflict is likely • A positive 'can-do' attitude towards challenges • Clarity of thought and articulate in presenting ideas • Flexibility • Ability to work under pressure 	