

# SHAPE YOUR STORY

## Recruitment Information Pack



General Manager





## Our Vision

To be a high-performing group of NHS hospitals, renowned for excellence and innovation, providing safe and compassionate care to our patients in east London and beyond.

## WeCare about our ambition for excellence

Our WeCare values shape everything that we do, every single day. They are visible in every interaction we have with each other, our patients, their families and our partners.

WeCare about everything from the appointment letters our patients receive, to the state of our facilities when they walk through the door, to the care and compassion they receive when they are discharged. WeCare that the people who join our trust will hold the same values as we do, so our values are embedded within our recruitment and selection processes. WeCare that you feel valued working here, so our values also guide our training and development and performance and talent management. WeCare about working with suppliers that live and breathe our values too.

We have come a long way on our journey to delivering safe and compassionate care. By embracing these values as the way we behave around here, we will achieve our ambition for excellence.

	Value	Key behaviours
W	<b>WELCOMING</b> 	<ul style="list-style-type: none"> <li>Introduce yourself by saying "Hello, my name is ..."</li> <li>Smile and acknowledge the other person(s) presence</li> <li>Treat others as you would wish others to treat you</li> <li>Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors</li> </ul>
E	<b>ENGAGING</b> 	<ul style="list-style-type: none"> <li>Get involved in making improvements and bring others with you</li> <li>Encourage feedback from patients and colleagues and respond to it</li> <li>Acknowledge efforts and successes; say thank you</li> <li>Use feedback to make improvements, and empower colleagues to do this without needing to seek permission</li> <li>Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable</li> </ul>
C	<b>COLLABORATIVE</b> 	<ul style="list-style-type: none"> <li>Give time and energy to developing relationships within and outside own team</li> <li>Demonstrate pride in Team Barts Health</li> <li>Respect and utilise the expertise of colleagues</li> <li>Know your own and others' part in the plan</li> </ul>
A	<b>ACCOUNTABLE</b> 	<ul style="list-style-type: none"> <li>Always strive for the highest possible standard</li> <li>Fulfil all commitments made to colleagues, supervisors, patients and customers</li> <li>Take personal responsibility for tough decisions and see efforts through to completion</li> <li>Admit mistakes, misjudgements, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing</li> <li>Do not pretend to have all the answers; actively seek out those who can help</li> </ul>
R	<b>RESPECTFUL</b> 	<ul style="list-style-type: none"> <li>Be helpful, courteous and patient</li> <li>Remain calm, measured and balanced in challenging situations</li> <li>Show sensitivity to others' needs and be aware of your own impact</li> <li>Encourage others to talk openly and share their concerns</li> </ul>
E	<b>EQUITABLE</b> 	<ul style="list-style-type: none"> <li>Value the perspectives and contributions of all and ensure that all backgrounds are respected</li> <li>Recognise that individuals may have different strengths and needs, and that different cultures may impact on how people think and behave. Be curious to find out</li> <li>Work to enact policies, procedures and processes fairly</li> <li>Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment</li> <li>Remember that we all have conscious and unconscious bias; get to know what yours are, and work to mitigate them</li> </ul>



## Job Particulars

Job Title	General Manager
Hours	37.5 hours
Pay Band	8C
Contract Type	Substantive permanent
Location	Royal London Hospital
Reports to	Divisional Director of Operations: Surgery

### 1. Job Purpose

The General Manager is a key management role and is responsible for the operational delivery of all aspects of the service areas. The key aims of the role are:

- Responsible for operational management of the Dental, Ophthalmology and OMFS Directorate Services across Barts Health and outreach services.
- Provide timely, efficient and effective operational service management support for specialties with the portfolio. Support the wider management structure with these shared aims.
- Co-ordinate the operational delivery of all responsible services and ensure the safe and effective use of all resources. Specifically to take a lead in achieving key performance targets in line with local and national agreements.
- In partnership with the Clinical Director and Senior Nurses, take operational management responsibility - with the specialty Lead Clinicians, Operational Managers and Heads of Department within the Service Groups - for the delivery of Cost Improvement Program.
- Provide senior leadership and overall general management for Barts Health NHS Trust, working in close collaboration with the Divisional Directors and Directors.
- To work with the Clinical Directors and Heads of Department to ensure the development of staff and services, in conjunction with a wide range of partner organizations.
- Support the clinical and managerial leadership, delivering a range of outcomes, ensuring that fundamental and underlying activities to organizational success are achieved.
- Maintain effective working relationships with key internal and external stakeholders, including but not limited to QMUL, commissioners and colleagues across Barts Health.
- Play a key role in facilitating cross-site working.
- Drive innovation, modernization and high levels of staff and patient satisfaction for the Service Group.

The post holder will manage a team based across the Royal London and Whipps Cross Hospitals, together with outreach sites, and will be expected to travel between sites regularly.





## 2. Key Working Relationships

Internal	External
Divisional Directors Associate Directors of Nursing Clinical Directors Clinical Leads General Managers Service Managers Medical Staff Senior Nurses Ward Manager Human Resources Finance BIU Site Team	Relevant national and regional networks  Other Barts Health Hospitals  Barts Health group colleagues  Independent Sector hospitals  QMUL  North East London NHS Foundation Trust

## 3. Structure Chart

The Dental, Ophthalmology and OMFS Directorate sits within the Division of Surgery and is one of three clinical directorates:

- Surgery
- Adult Critical Care, Perioperative Medicine and Pain
- Dental, Ophthalmology and OMFS

Please see Appendix 1 for a structure chart

## Main Duties, Responsibilities and Key result areas

### Leadership and Strategic Management

- To provide a clear sense of purpose and leadership by being visible and accessible to staff, patients and the public.
- To work collaboratively with the Clinical Directors, Clinical Leads, Service Group leads to develop a vision for staff that ensures a positive, high performing, productive and supportive culture.
- Ensure all levels of staff have a good understanding of the objectives and priorities and how these fit into the overarching Trust plans and how their role contributes to these.
- Develop strategies to support and encourage integrated service delivery.

### Operational Management

- Ensure service group leads are responsible for and effectively manage staff in line with the Trust Human Resources policies and procedures.



- Ensure the buildings and equipment used by the services is maintained to a high standard in accordance with Health and Safety requirements and in collaboration with senior managers in Estates and Facilities.
- Act as a conduit between the Clinical Director, Lead Clinicians and Senior Managers to ensure effective communication and understanding between these groups and across Barts Health and the whole health and social care economy.
- Support the Governance Lead as appropriate in the event of investigation into alleged breaches of legal, professional or disciplinary rules occur and ensure appropriate action.

#### Service Planning, Modernisation and Development

- Within the overall strategic framework of the Service, work collaboratively with the Clinical Directors and Management Team to identify a clear strategic direction for and development of services which meets planning objectives. This will involve strategic planning, inter-agency communication and negotiation, project management, implementing change and evaluation.
- To develop a clear understanding of the health improvement and healthcare needs of the service patient population and take a lead role in planning to meet them. This will require the development of partnership working across the Trust, Public Health and with Social Services, Housing and the voluntary and community sectors ensuring the needs of the population are being addressed in joint plans, service provision and community development projects. This will require analytical skills, influencing and creativity and a good handle on inter-agency working.
- To work collaboratively with the Clinical Directors in the strategic development of services. This will require negotiation and conflict resolution with partners, commissioners and stakeholders. This will also involve planning, developing and implementing strategies for the services ensuring active communication with primary care providers and other relevant service providers, e.g. acute services, social services and the voluntary sector

#### User Engagement

- Work collaboratively with Director of Nursing and Governance and Clinical leads on securing feedback on service quality, for example leading on the development of user satisfaction surveys.
- Implement systems for promoting the involvement of patients and careers in the development panel and other patient forums such as the local maternity partnerships.

#### Information Management

- Effectively manage and use IM & T/ICT to monitor the performance of the service, ensuring that accurate information is provided to the Trust within the agreed performance management framework and taking action to continuously improve.
- Ensure that all staff are appropriately trained and supported to use the information systems effectively, accurately and automatically in their day to day work.
- Implementation of the information systems strategy and inter-agency information sharing protocols and procedures.



### Financial Resources

- To support the management of all relevant services within budget, and to review these regularly with the Clinical Directors, Clinical leads and Finance colleagues, ensuring that any relevant risks are known about, quantified and managed.
- Negotiate, plan, utilize and monitor financial performance, ensuring the service groups deliver within the available budget and initiating service change as necessary. To seek other funding opportunities as appropriate and manage their allocation and performance monitoring.
- Meet with the operational and clinical teams and Financial Accountant responsible for the service on a regular basis to monitor the budgets and to propose ways to manage budget problems.
- Ensure Clinical Leads and their teams understand the financial resources allocated to their department and have the relevant skills and knowledge to manage these resources appropriately and within budget.
- In conjunction with Service Managers and their teams, identify and implement cost efficiency saving schemes, to contribute to further development of the service.

### Quality Assurance

- To support the governance lead for services on quality assurance by ensuring mechanisms are in place for:
  - Clinical standards Risk Management Clinical Governance
  - Evaluation and research Audit
  - Complaints and Serious Untoward Incidents Health and Safety

### Education and training

- To take action to ensure that all staff in each service work within service and clinical guidelines and have a good working knowledge of national and local standards.
- To ensure that a review of policies, protocols and procedures is undertaken across the service on an annual basis, that gaps are identified and acted upon. To ensure that the team is aware of audit requirements relating to these policies and that they are built into the Service Improvement Plan so that the audit programme is robust.
- To ensure that policies, protocols and procedures receive support and guidance and that processes for signing off policies are transparent and robust.
- To ensure that a sound policy framework is in place for all aspects of the department and be responsible for all aspects of policy development and implementation

### Other

- To join the site silver on call out of hours rota
- To facilitate coordination of the divisional Manager of the Day (MOD) rota, providing support and advice to more junior managers. With the other General Managers, ensure the rota is fully covered five days per week.

The job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances and after consultation with the post holder



The post holder might be required to work across the Trust at any time throughout the duration of his/her contract, which may entail travel and working at different hospital.

#### 4. Working conditions

Criteria	Description
<b>Physical</b>	<p>Advanced keyboard skills required</p> <p>The role does not involve the post holder in a high degree of physical effort</p> <p>The post holder may be sat at a computer station for prolonged periods of time</p> <p>The post holder is required to travel between Trust sites and to regional meetings as required</p> <p>There are frequent times when they will be required to sit and/or stand and/or walk</p> <p>Normal levels of physical effort associated with office environment.</p> <p>Some manual handling may be required as part of record keeping process.</p>
<b>Emotional</b>	<p>Exposure to staff management i.e. dealing with long term sickness, redeployment and redundancy, discipline and grievance, employment tribunals and difficult change management issues</p> <p>May have to deal with staff and occasionally patients and their families who are angry/upset/tearful</p> <p>Post holder has to be able to work successfully under pressure of time and resources</p>
<b>Working Conditions</b>	<p>Combination of office and clinically based working environments with long periods of VDU usage</p> <p>The post holder may occasionally come into contact with body fluids/stools/blood/saliva when discharging duties in clinical areas</p> <p>Frequent VDU use</p> <p>May be exposed to verbal abuse</p>



<b>Mental</b>	<p>The post holder requires high levels of concentration at all times, as they deal with heavy demands from a variety of sources</p> <p>The post holder will require stamina</p> <p>The post holder will be subject to frequent interruptions due to the operational nature of the role</p> <p>The work is often unpredictable and the post holder may have to adapt to change in short time frames and be able to deliver outcomes</p>
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### NHS Manager's Code of Conduct

As an NHS manager, you are expected to follow the code of conduct for NHS managers (October 2002).

### Safeguarding adults and children

Employees must be aware of the responsibilities placed on them to maintain the wellbeing and protection of vulnerable children and adults. If employees have reason for concern that a patient is 'at risk' they should escalate this to an appropriate person i.e. line manager, safeguarding children's lead, matron, ward sister/change nurse, site manager, consultant. (October 2002). [www.nmc-uk.org/](http://www.nmc-uk.org/)

### Person Specification

Domain	Essential Criteria	Desirable Criteria
<b>Experience</b>	<p>Proven track record of successful and sustained management in an NHS Foundation Trust or similar organisation.</p> <p>Significant operational management experience, including Strong experience of managing/ supporting teams to improve waiting times for patients.</p> <p>Proven experience of managing a significant service budget.</p> <p>Up-to-date knowledge of NHS system reform policy and other key policy drivers.</p>	<p>Involvement in NHS service development and reconfiguration.</p> <p>Leading capacity planning, influencing behaviours of external Bodies</p> <p>Experience of managing dental and/ or surgical specialties.</p> <p>Working across and leading Trust wide Projects</p>





	<p>Experience of managing large groups of staff.</p> <p>Successful delivery of significant organisational change.</p> <p>Evidence of a track record in change management</p> <p>Experience in developing creative solutions to problems.</p> <p>Previous experience of or involvement in the business</p> <p>Project Management experience.</p> <p>Has experience of putting together a business case and contributing to its implementation.</p>	<p>Managing services across sites.</p>
<b>Skills and Knowledge</b>	<p>Ability to rapidly develop strong working relationships and gain the confidence of others, including those across other Barts Health sites.</p> <p>Implementing change and evaluation analytical skills.</p> <p>Able to absorb and deal constructively with criticism and seek support.</p> <p>Gets results by working in partnership.</p> <p>Able to move easily between the detail and the big picture on issues in understanding and explaining the complexity of challenges and possible solutions.</p>	<p>In depth knowledge of the current challenges and priorities for dental, ophthalmology and OMFS services</p>
<b>Qualifications</b>	<p>Education to degree level or equivalent qualification and or experience.</p> <p>Postgraduate management diploma or equivalent.</p>	<p>Evidence of further professional academic or management studies.</p> <p>MBA</p>



<b>Other</b>	<p>Ability to articulate and persuade others up, down and across the NHS organisations and represent/act as an ambassador to the Trust.</p> <p>Invests sustained effort in making a significant impact on improvement within the organisation and across the whole healthcare community.</p> <p>Able to take conscious steps to manage self under pressure creating time for reflection and support for self and others.</p> <p>Coaches others, challenging and asking questions to help them work out answers for themselves</p>	
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## About Barts Health

Our group of hospitals provide a huge range of clinical services to people in east London and beyond. We operate from four major hospital sites (The Royal London, St Bartholomew's, Whipps Cross and Newham) and a number of community locations, including Mile End hospital. Around 2.5 million people living in east London look to our services to provide them with the healthcare they need.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a large general hospital with a range of local services. Newham in Plaistow is a busy district hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility in Mile End for a range of inpatient, rehabilitation, mental health and community services. And St Bartholomew's in the City, London's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs, Tower Hamlets, Waltham Forest and Newham, we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

We're also proud to be part of UCLPartners, Europe's largest and strongest academic health science partnership. The objective of UCLPartners is to translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and through excellence in education.



## Appendix 1: Structure Chart

