

Job Description

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| Job title: | Assistant General Manager – Trauma and Orthopaedics |
| Division: | Surgical Specialties |
| Board/corporate function: | Surgery and Cancer Board |
| Salary band: | 7 |
| Responsible to: | General Manager for Trauma and Orthopaedics |
| Hours per week: | 37.5 |
| Contract Type | Permanent |
| Location: | UCH (250 Euston Road) |

University College London Hospitals NHS Foundation Trust

University College London Hospitals NHS Foundation Trust (UCLH) is one of the most complex NHS trusts in the UK, serving a large and diverse population.

We provide academically-led acute and specialist services, to people from the local area, from throughout the United Kingdom and overseas.

Our vision is to deliver top-quality patient care, excellent education and world-class research. We provide first-class acute and specialist services across eight sites:

- University College Hospital (incorporating the Elizabeth Garrett Anderson Wing)
- National Hospital for Neurology and Neurosurgery
- Royal National Throat, Nose and Ear Hospital
- Eastman Dental Hospital
- Royal London Hospital for Integrated Medicine
- University College Hospital Macmillan Cancer Centre
- The Hospital for Tropical Diseases
- University College Hospital @ Westmoreland Street
- Grafton Way Building

We are dedicated to the diagnosis and treatment of many complex illnesses. UCLH specialises in women's health and the treatment of cancer, infection, neurological, gastrointestinal and oral disease. It has world class support services including critical care, imaging, nuclear medicine and pathology.

Board

The Surgery and Cancer Board incorporates the Divisions of:

- Theatres & Anaesthetics
- Imaging and Nuclear Medicine
- Surgical Specialties
- Cancer Services
- Gastrointestinal Services

The board is led by Professor Geoff Bellingan – Medical Director

Division

The Surgical Specialties Division (SSD) comprises of Trauma & Orthopaedics, Head & Neck, Urology and Thoracic Surgery. The division carries out approximately 15,000 elective episodes, 3,000 non-elective episodes and 100,000 outpatient appointments per year; it is a busy division with a wide variety of strategic and operational priorities.

The division provides services from across the UCH hospital, the UCLH Macmillan Cancer Centre, the Institute for Sports Exercise and Health (ISEH), Grafton Way Building and UCH @ Westmoreland Street sites.

The division is managerially responsible for the UCH @ Westmoreland Street site, which provides Urology and Thoracic Surgery services including outpatients, imaging, a seven theatre suite and three inpatient wards.

The division has an annual budget of approximately £90m and comprises of around 800 staff.

Job Purpose

The post holder will be responsible for ensuring that services are efficiently and effectively run within the Trauma and Orthopaedic department. This will be achieved through excellent human resource, financial and performance management, to achieve improvement in process and patient outcomes.

The post holder will also be operationally responsible for Trauma and Orthopaedics and provide leadership and management support to staff within their areas of management.

In addition, the role will have active input into the North Central London Orthopaedic Network, working across multiple Trusts in order to provide streamlined pathways and equality in access of care for patients.

The post holder will be responsible for meeting both the Surgical Specialties Division objectives and the strategic corporate objectives of the organisation. The role will also focus on the development and implementation of projects working within tight time scales when required.

The Assistant General Manager will deputise, where appropriate for the General Manager in their absence.

Key Working Relationships

The post holder will report to the General Manager for Trauma and Orthopaedics and directly line manage administrative team leaders.

Key relationships within the division; General Manager, Clinical Lead, Consultants, Matrons, Junior Doctors, Clinical Nurse Specialists, Ward Sisters, Therapy team, Specialty Admin Teams, Deputy Divisional Manager, other AGMs within the division, Quality & Safety facilitator and Medical Staffing Manager.

Key relationships within the Trust; HR business partner, Finance Analyst, Procurement Partner, Information Business Partner, Theatre Managers, Outpatient Managers and Clinical Site Managers

Key relationships external; GP's, patients, commissioners / regulators and other hospitals

Main Duties and Responsibilities

Leadership

- To be a figurehead for the department – taking responsibility for all operational issues and providing support to colleagues across the service and within the Trust
- To be an advocate for the Trust values and workforce pledges
- To be responsible for all aspects of performance management within T&O– leading a team to successfully meet all internal and external targets
- Collaborate with colleagues across the North Central London Orthopaedic Network to further develop services
- Lead on discussions regarding network service improvement and quality control including implementation of IT solutions for transfer of patient data
- Ensure that the general manager is aware of any issues impacting performance and clear, timely recovery plans are initiated
- Undertake demand and capacity reviews of all sub-specialty areas within T&O - recommending and implementing change as required
- Using data and feedback – ensure that patient pathways are reviewed and optimized to provide the best possible service for patients and staff
- Alongside the database manager – ensure that the service is meeting its requirements relating to external submission of data and outcomes
- To build and maintain positive working relationships within T&O, the wider Trust and with external partners
- As part of the senior management team - to clearly communicate departmental, divisional and Trust strategies to colleagues within T&O
- To lead administration teams through periods of change – providing support and being an advocate. Presenting solutions and ideas for improvements
- To lead staff through the COVID recovery plans and any subsequent changes required for managing COVID related change
- To ensure that robust clinical governance processes are in place to support the safe running of T&O – including; contribution to clinical governance meetings, fast responses to patient complaints and clinical incidents and leading on quality improvement projects
- To be a point of contact for patients requiring support and local resolution
- To ensure an effective learning environment is provided for all staff in conjunction with the other senior managers
- To focus on the continuous improvement of service provision by maintaining current/up to date knowledge of best practice elsewhere
- Work closely with consultant and registrar colleagues, as well as the medical staffing manager to design and make changes to clinical timetables and rotas as required –

provide support to ensure that there are no gaps on the rota and all clinical areas are safely covered

- To provide accurate and timely data to the senior management team as requested
- To represent the department at Trust bed and theatre huddles – ensuring accurate data is prepared in advance and issues are fed back to an appropriate senior manager in a timely fashion
- Support the ward and clinical staff to improve flow on inpatient wards during periods of bed pressures – work to minimize the number of on the day cancellations for all surgical patients
- Develop SOP's and policies and procedures to standardise work practices across the department
- To deputise for the General Manager and represent the division at internal and external forums as required

Staff Management

- Working closely with the general manager; lead on recruitment & selection, induction and retention of staff. Ensuring that recruitment processes are compliant with equal opportunities and Trust procedures
 - This can include all areas within the department – administrative, clinical, nursing, AHP's etc.
- Providing effective leadership and management support to all staff within the department, ensuring delegation of appropriate responsibility, consistent with effective decision making whilst retaining overall responsibility
- Ensure all staff within remit have access to regular 1-2-1's, team meetings and objective appraisals – with key messages being clearly communicated
- To support consultations relating to administration staff as directed by the senior management team
- Ensure that team leaders and other direct line reports have appropriate training and skills to successfully perform roles. Lead on all aspects of staff management (informal and formal) where performance objectives are not being met. To manage disciplinary and grievance matters in accordance with Trust guidelines
- To be conversant with all activities within the specialty and to ensure adequate cover is provided in times of absence for administration staff

Management of Performance, Finances and Resource

- To deliver effective financial management both individually and as part of the divisional management team.
- To be accountable for effective financial management of any agreed pay and non-pay budgets - ensuring regular meetings with the local financial team take place to identify and resolve variances

- To identify opportunities for cost savings whilst maintaining or improving quality of service
- To support the senior management team in business planning, forecasting of activity / income, contracting issues and the reporting of activity
- To work with the clinical team to ensure that clinical coding recording is optimized to ensure appropriate reimbursement for work. Ensure all pass through payments are appropriate and recorded to enable timely billing
- With guidance from the general manager, to look for and organise opportunities to deliver additional clinical activity. Ensure that leave planning processes are in place to maximize allocated clinical capacity (in particular theatres and clinics)
- Put processes in place to minimise cancellations through appropriate theatre scheduling, leave management and taking remedial action on the day to resolve issues i.e. bed shortages or equipment issues (alongside theatre team)
- To support weekly surgical planning processes to ensure robust management of cases and ensure theatre capacity is utilised to its maximum potential
- To chair the weekly PTL meetings to ensure close management of waiting times – ensuring support is sort from the general manager where required
- To work alongside the Matron, Ward Sister and other senior nurses to ensure that environmental standards are maintained
- Working alongside the senior management team, formulate initiatives designed to promote the work and services of the department
- To assist the clinical and senior management teams in their response to a local or major incident as required
- Ensure that the service is compliant against all national waiting time standards

Quality & Safety

- To interpret national and Trust policy directives and to identify the impact these may have on the service. Ensure they are discussed and communicated in appropriate forums
- To be responsible for ensuring that operational policies for the division reflect current Trust / external practices
- To work with the general manager and relevant corporate teams to define and lead on specific projects with the aim of improving quality and safety
- To assist in the development of agreed quality standards and performance indicators within the division and to monitor against these
- To assist in the audit of processes and procedures to ensure maximum efficiency and effectiveness. To ensure agreed changes are implemented quickly and effectively

- To investigate incidents and complaints promptly on behalf of the department – resolving concerns locally and through drafting written responses. Ensuring all responses and investigations are managed to deadline
- To ensure that all staff receive an appropriate local and Trust induction
- Alongside the quality and safety facilitator; ensure that all staff are aware of local and national guidelines and policies in relation to audit and quality
- Support the department in the preparation of external inspections e.g. the CQC
- To ensure that all staff in the department are given a voice and access to larger departmental / divisional meetings to address issues relating to quality and safety in the department
- To ensure that mandatory training and other training requirements are kept up to date
- To ensure that all aspects relating to confidentiality are upheld in line with Trust policies, procedures and training

Other

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.

You will be expected to actively participate in annual appraisals and set objectives in conjunction with your manager. Performance will be monitored against set objectives.

Our Vision and Values

The Trust is committed to delivering top quality patient care, excellent education and world-class research.

We deliver our vision through [values](#) to describe how we serve patients, their families and how we are with colleagues in the Trust and beyond.

We put your **safety** and wellbeing above everything

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| Deliver the best outcomes | Keep people safe | Reassuringly professional | Take personal responsibility |
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We offer you the **kindness** we would want for a loved one

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| Respect individuals | Friendly and courteous | Attentive and helpful | Protect your dignity |
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We achieve through **teamwork**

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| Listen and hear | Explain and involve | Work in partnership | Respect everyone's time |
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We strive to keep **improving**

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| Courage to give and receive feedback | Efficient and simplified | Develop through learning | Innovate and research |
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Person Specification

Post: Assistant General Manager

Dept/Ward: Surgical Specialties

| REQUIREMENTS | HOW WILL CRITERIA BE ASSESSED? APPLICATION / TEST / INTERVIEW / REFERENCES | | | | |
|--|--|---|---|---|---|
| | ESSENTIAL / DESIRABLE* | A | T | I | R |
| <u>Knowledge & Qualifications</u> | | | | | |
| Degree and/or an appropriate professional qualification or equivalent. | E | x | | | |
| Masters level qualification or equivalent specialist knowledge acquired by experience | D | X | | | |
| <u>Experience</u> | | | | | |
| Previous managerial experience in a large and complex organisation preferably within the NHS | E | x | | x | |
| Proven experience analysing and interpreting performance data | E | X | | X | |
| Proven experience in service improvement and development | E | | | x | |
| Proven experience in effective management of budget and effective leadership of staff. | E | | | x | |
| Proven experience in business planning and in the development and effective implementation of complex strategic & operational plans. | D | | | x | |
| A proven record of success in managing change while also developing and maintaining high standards of quality. | E | x | | | |
| Experience of working unsupervised without close management | E | | | X | |
| <u>Skills & Abilities</u> | | | | | |
| Excellent communication skills, including the ability to liaise, negotiate and influence effectively at Divisional management and all senior levels. | E | x | X | x | |
| The ability to both work co-operatively with other management teams of the Trust and to develop effective working relationships within the | E | | X | x | |

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| Divisional | | | | | |
| Quality focussed with an innovative approach and the ability to solve complex problems | E | x | X | x | |
| A strong understanding of multi-disciplinary issues and commitment to multi-disciplinary working | E | | X | x | |
| Excellent IT skills including Microsoft Office packages | E | x | X | | |
| An understanding and experience of staff and organisational development. | E | | x | x | |
| Evidence of political awareness and sensitivity to the high profile of the Trust | E | x | x | | |
| <u>Personal Qualities</u> | | | | | |
| A facilitative and inclusive approach to management. | E | | | x | |
| <u>Other requirements, including:</u> | | | | | |
| Demonstrate a commitment to self-development with ability to demonstrate knowledge of current thinking and policy affecting health and public sector. | E | x | | x | |
| A commitment to promoting equality and diversity in the workplace and in service delivery and development | E | x | | x | |

| KSF Outline | | | | |
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| | | | Foundation Gateway (Subset Outline) | Second Gateway (Full Outline) |
| | | | Level | Level |
| Core Dimensions | 1 | Communication | 3 | 4 |
| | 2 | Personal and People Development | 2 | 3 |
| | 3 | Health, Safety and Security | 2 | 3 |
| | 4 | Service Improvement | 2 | 3 |
| | 5 | Quality | 3 | 3 |
| | 6 | Equality & Diversity | 3 | 3 |
| Specific Dimensions | IK2 | Information Collection and Analysis | 3 | 3 |
| | G4 | Financial Management | 2 | 3 |
| | G5 | Services and Project Management | 2 | 3 |
| | G6 | People Management | 2 | 3 |
| | G7 | Capacity and Capability | 1 | 2 |
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