



## CANDIDATE BRIEFING

### DEPUTY DIRECTOR OF OPERATIONS (EMERGENCY CARE)

Epsom and St. Helier   
University Hospitals  
NHS Trust

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\*This job is unlikely to attract a Tier 2 certificate of sponsorship (formerly a work permit). Applications from candidates who require Tier 2 immigration status to work in the UK may not be considered if there are a sufficient number of other suitable candidates. To apply for a Tier 2 certificate of sponsorship, employers need to demonstrate that they are unable to recruit a resident worker.

- Link to Epsom & St Helier University Hospitals NHS Trust  
<http://www.epsom-sthelier.nhs.uk/>
- Link to Acertus microsite  
<http://www.acertus.co.uk/epsomsthelier/opportunities2.html>

## TRUST OVERVIEW

**Epsom and St Helier University Hospitals NHS Trust provides a range of medical services to approximately 420,000 people living across South-West London and North-East Surrey**

In addition, we provide more specialist services, in particular renal and neonatal intensive care, to a wider area, covering parts of Sussex and Hampshire.

We serve an area that is rich in diversity, with a mix of urban and rural areas, and differing levels of quality of life. We cover some of the most prosperous postcodes in the country, as well as some poorer areas. Together with our colleagues at NHS Surrey and NHS Sutton and Merton, we work to make sure that we deliver the best possible care to the communities we serve.

The Trust employs approximately 4,800 staff across its hospitals and is supported by over 440 volunteers.

We own and run four hospitals. In addition, we provide services from a number of other local hospitals. We also have 11 renal centres throughout the area, as well as the Elective Orthopaedic Centre (EOC).

### Epsom Hospital

Epsom Hospital serves the southern part of the catchment area and provides an extensive range of inpatient, day and outpatient services.

It has an Accident and Emergency service with 44,000 attendances per year. It also undertakes all elective (pre-booked) inpatient surgery within the Trust. There is also an extensive range of diagnostic and supporting services, including pathology, radiology (including CT, MRI and ultrasound) and vascular diagnostic services, and a busy modern purpose-built day care and day surgery unit.

The site also includes an acute psychiatric facility operated by Surrey and Borders Partnership NHS Foundation Trust.

Link to website to find out more about redeveloping Epsom Hospital  
<http://www.epsom-sthelier.nhs.uk/about-us/our-strategy/epsom-hospital-estate-review/>

### St Helier Hospital

St Helier Hospital shares its site with Queen Mary's Hospital for Children. It is the largest site within the Trust. The hospital has a comprehensive range of diagnostic facilities within pathology and radiology (including MRI and CT scanning, ultrasound and vascular diagnostic services), a busy Accident and Emergency department dealing with 80,000 attendances per annum, and a range of outpatient facilities. It also undertakes all the emergency surgery in the Trust.

The renal unit provides acute renal care and dialysis and is integrated with the St George's Hospital transplantation programme.

Link to website to find out more about redeveloping St Helier Hospital  
<http://www.epsom-sthelier.nhs.uk/about-us/our-strategy/redeveloping-st-helier-hospital/>

### Queen Mary's Hospital for Children

Queen Mary's Hospital for Children is the Trust's dedicated children's hospital, sharing the St Helier site. It was originally based on a separate site in Carshalton, starting life as Southern Hospital in 1909. Queen Mary became the hospital's patron in 1914, and it was renamed after her visit in May 1915.

Over the years, Queen Mary's Hospital for Children gained in reputation for its treatment for conditions such as polio and cerebral palsy. In 1959, when the hospital began providing care for children with special needs, it became the first comprehensive children's hospital in the UK.

With advances in medicine and a consequent reduction in admissions and length of stay, Queen Mary's shrank in size and was relocated to the St Helier site in 1993.

### Sutton Hospital

Sutton Hospital houses a day surgery unit with dedicated theatre facilities and 32 beds. There are also departments of lithotripsy, dermatology laser care, pain management and a large ophthalmology outpatient service. A number of other outpatient services are provided together with radiology, physiotherapy and separate day hospital facilities for the elderly.

Sutton Hospital is the centre for mental health (child, adult and elderly) services that are now managed by the South West London and St George's Mental Health NHS Trust

## JOB DESCRIPTION

<b>JOB TITLE</b>	Deputy Director of Operations (Emergency Care)
<b>ACCOUNTABLE TO</b>	Deputy Chief Executive/ Director of Operations (Emergency)
<b>GRADE</b>	Band 8d

### **JOB PURPOSE**

To support the Director of Operations along with the Deputy Medical Director and Deputy Director of Nursing site specific managerial and governance support to deliver both operational and strategic delivery of care. To be the lead for emergency and unplanned care across the Trust on behalf of the Director of Operations. To lead on emergency planning, business continuity and resilience across the Trust on behalf of the Director of Operations.

### **KEY OUTCOMES**

The post holder is required to deliver on the following key outcomes, in conjunction Directorate Management Teams and in support of the Director of Operations:

Competent and effective service teams  
Delivery of all key performance and financial targets  
Meeting the Trust business plan including 4 high priority objectives  
Delivery of the Performance management Framework  
Integrated service delivery  
Effective relationships with external partners (NHS London, PCTs, Acute Trusts)  
Provide operational and strategic planning link for site specific clinical services as part of the clinical strategy planning

### **KEY RELATIONSHIPS**

- Directorate General Managers and Senior Nurses
- Directors of Operations and other Executive Directors
- Clinical Directors
- Lead Clinicians and Heads of Department
- All clinical Staff in the directorates
- Senior personnel within the local health community and Strategic Health
- Authority and other agencies such as Social Services
- Clinical Directors in other Trusts providing similar services
- PCT and SACU Leads
- Professional Networks
- Knowledge Management lead/s
- Risk Manager

### **SPECIFIC RESPONSIBILITIES**

1. Deputise for the Director of Operations when required.
2. As part of a triumvirate with the Deputy Director of Nursing and Deputy Medical Director provide site specific operational management, governance

and leadership, line managing clinical site management and bed management teams (St Helier and Sutton sites).

3. Be responsible for providing strategic delivery, management and performance responsibilities of clinical services for emergency / unplanned care across the Trust to ensure delivery of 98% standard across the Trust in conjunction with external partners.
4. Support the Director of Operations in the operational of clinical services through close working with individual Directorates
5. Ensure timely and accurate information is conveyed to the Executive Committee and Trust Board on issues relating to the performance framework
6. Responsible for emergency planning, flu, resilience and business continuity arrangements across the Trust. Including major incident preparedness and policy development.
7. On behalf of the Director of Operations, act as service lead in Service Level Agreement (SLA) negotiations and in-year SLA monitoring
8. Take responsibility for identifying opportunities for accessing new funding and lead the bidding process
9. Through membership of relevant groups, act as service lead on the Trust's capital programme
10. Responsible for ensuring robust senior manager on call arrangements are in place and kept up to date
11. Responsible for specific project work streams within the proposed rebuild of St Helier hospital as delegated by the Director.
12. Lead manager for the development of the proposed Urgent Care Centre at St Helier Hospital and for coordinating developments with primary care at Epsom hospital in urgent care.
13. Participate in Trust Executive Committee and other delegated meetings
14. In all activities undertaken, adhere to the Code of Conduct for NHS Managers

#### **CORE RESPONSIBILITIES**

- Ensuring quality of services to patients, visitors and staff, including management of clinical governance, healthcare standards and risk
- Maximising operational and performance management standards
- Optimising resource management
- Planning, marketing and developing services
- Managing capacity and operational planning
- Minimising boundaries between services, both within and outside the division

The activities undertaken will require the following actions and behaviours:

- Working closely with clinicians in order to achieve optimal decisions for overall patient care
- Building processes around patients and working with patients as partners in the delivery of excellent healthcare
- In the interests of patient care, supporting the principle of treatment as close to the patient's home as possible
- Ensuring that the decisions taken are fully informed and properly balanced, taking account of collective as well as individual need, and the requirement to live within available resources
- Genuinely promoting and supporting the delivery of national and local healthcare targets as one of the ways of raising healthcare standards for all
- Wherever possible, seeking to set higher local targets for delivery of healthcare than are prescribed nationally
- Always comparing to high performing organisations to ensure continuous learning from others
- Supporting, involving and developing staff, whilst requiring delivery and performance to high standards
- Contributing to the partnerships within the community, with health, social care, academic partners and major business, amongst others

### **Corporate and Clinical Governance**

- Ensure the implementation of the Trust's Clinical Governance, Health and Safety and Risk Management policies and plans, and monitor compliance and implementation as part of services managed
- Ensure that the Directorates uses national assessment, controls assurance, CNST, RPST and Standards for Better Health to improve practice and patient safety.
- Maintain and manage the Directorates Risk Register in conjunction with the Directorate teams.
- Ensure there is a system for managing complaints within any managed service areas.
- Ensure relevant Care quality commission standards are maintained in areas of responsibility
- Ensure the implementation of all Trust policies and procedures and guidelines;

### **Health and Safety at Work**

The post holder is required to:

- Take reasonable care for the health and safety of him / her and other persons who may be affected by their actions or omissions at work.
- Co-operate with the employer in ensuring that all statutory and other requirements are complied with.

## **Confidentiality & Data Protection**

The post holder has a responsibility to comply with the Data Protection Act 1998 and maintain confidentiality of staff, patients and Trust business.

If you are required to process information, you should do so in a fair and lawful way, ensuring accuracy is maintained. You should hold information only for the specific registered purpose and not use or disclose it in any way incompatible with such a purpose.

You should disclose information only to authorised persons or organisations, as instructed. Breaches of confidentiality in relation to information will result in disciplinary action which may include dismissal. Employees are expected to comply with all Trust policies and procedures and to work in accordance of the Data Protection Act 1998. For those posts, where there is management or supervision of other staff, it is the responsibility of that employee to ensure that their staff receives appropriate training (e.g. HISS induction, organising refresher sessions for staff, when necessary.)

## **Conflict of Interest**

The Trust is responsible for ensuring that the services for patients in its care meet the highest standards. Equally, it is responsible for ensuring that staff do not abuse their official position to gain or benefit themselves, their family or friends.

## **Equality and Diversity**

The Trust values equality and diversity in employment and in the services we provide. It is committed to promoting equality and diversity in employment and will keep under review our policies and procedures, to ensure that the job-related needs of all staff working in the Trust are recognised. The Trust will aim to ensure that all job applicants, employees or clients are treated fairly and valued equally, regardless of sex, marital status, domestic circumstances, age, race, colour, disablement, ethnic or national origin, social background or employment status, sexual orientation, religion, beliefs, HIV status, gender reassignment, political affiliation or Trade Union membership. Selection for training and development and promotion will be on the basis of the individual's ability to meet the requirements for the job.

You are responsible for ensuring that the Trust's policies, procedures and obligation in respect of promoting equality and diversity are adhered to in relation to both staff and services.

## **Budgetary Management**

If you have responsibility for a budget you are expected to operate within this and under the Trust's Standing Financial Instructions (available from the Finance Director) at all times.

The post holder is required to conform to Epsom and St. Helier University Hospitals NHS Trust policies and procedures, including attendance at any training sessions required.

## **TRUST POLICIES**

### **Equal Opportunities Policy**

It is the aim of the Trust to ensure that no job applicant or employee receives less favourable treatment on grounds of sex, race, age, colour, nationality, or ethnic or national origin or is not placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end, the Trust has an equal opportunities policy and it is for each employee to contribute to its success.

### **Health & Safety**

Employees must be aware of the responsibilities placed on them under the Health & Safety at Work Act 1974 to maintain a safe environment for both staff, patients and visitors, to observe obligations under organisational and departmental Health & Safety policies, maintaining awareness of safe practices and assessment of risk.

### **Data Protection and Caldicott**

To obtain, process and use information (held on computer and manual filing systems) in a fair and lawful way. To hold person identifiable information for specific registered purposes and not to use, disclose or transfer person identifiable information in any way that is incompatible with the law and Caldicott requirements. To disclose person identifiable information only to authorised persons or organisations as instructed. Email must not be used to transmit person identifiable information between Trust and other premises without advice concerning additional document protection.

### **Customer Care**

The aim of the hospital is to provide patients and clients with the best possible care and services. In order to meet this aim, all our staff are required at all times to put the patient and client first and do their utmost to meet their requests and needs courteously and efficiently. In order that staff understand the principles of customer care and the effects on their particular post and service, full training will be given.

### **Infection Control**

All healthcare workers have an overriding duty of care to patients and are expected to comply fully with best practice standards. You have a responsibility to comply with Trust policies for personal and patient safety and for prevention of healthcare associated infection (HCAI); this includes a requirement for rigorous and consistent compliance with Trust policies for hand hygiene, use of personal protective equipment and safe disposal of sharps. Knowledge, skills and behaviour in the workplace should reflect this; at annual appraisal you will be asked about application of practice measures known to be effective in reducing HCAI.

### **Smoking Policy**

The Trust provides a smoke free work environment.

### **Confidentiality**

Under no circumstances, either during or after the end of your employment (however it is terminated), may you divulge any unauthorised person confidential

information relating to the Trust. This includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

### **Clinical Governance**

Staff are expected to provide patients with timely and effective care. Treatment and direct / indirect support must be based on best practice. Everyone is responsible for this and his/her job in the Trust is important in achieving this.

### **Communication and Working Relationships**

#### **INTERNAL**

Executive Directors  
Non Executive Directors  
Divisional Directors  
Divisional Management Team  
Medical and Nursing leads  
Consultant Medical Staff  
Senior nursing staff including ward managers  
Operational managers  
Heads of Department and Corporate services  
Staff Organisation Representatives

#### **EXTERNAL**

Patients / representatives  
Public  
PCT Executives  
PCT Commissioning Manager  
PCT Operational Managers

## PERSON SPECIFICATION

	<b>Essential</b>	<b>Desirable</b>	<b>Method of assessment</b>
Qualifications	<ul style="list-style-type: none"> <li>• Graduate level or equivalent academic or healthcare professional qualification</li> <li>• Evidence of continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Masters degree or doctorate in management</li> <li>• Member of a clinical and/or management professional body</li> </ul>	CV
Experience	<ul style="list-style-type: none"> <li>• Senior operational management experience (minimum of 5 years at middle manager/senior manager level), including significant budget and staff management Evidence of ability to lead successful change</li> <li>• Evidence of project management experience</li> <li>• Health service sector experience</li> <li>• Experience of strategy development</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working across organisational boundaries</li> <li>• Knowledge of modernisation tools and techniques</li> </ul>	CV & interview
Skills	<ul style="list-style-type: none"> <li>• Highly developed leadership skills</li> <li>• Excellent communication skills both written and oral</li> <li>• Excellent analytical skills</li> <li>• Ability to provide and set direction, including analytical scope, usage of evidence to develop options, creativity of approach, ability to engage others.</li> <li>• Ability to facilitate change, including deployment of service modernisation techniques, change management skills and ability to plan/implement effective projects and workstreams.</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching / mentoring experience/ skills</li> <li>• Business management skills ideally gained in a commercial environment or through experience of running a semi-autonomous business in the NHS or similar organisation.</li> </ul>	CV & interview

	<ul style="list-style-type: none"> <li>• Ability to facilitate change, including deployment of service modernisation techniques, change management skills and ability to plan/implement effective projects and workstreams.</li> <li>• Working with people, including effective influencing, enabling others to perform and holding to account, collaborative working within and outside teams.</li> <li>• Using resources effectively and efficiently, including maximising skills in others.</li> <li>• Achieving results, including drive for results across a broad ranging set of key outcomes, maintaining service user focus and personal integrity at all times.</li> </ul>		
Knowledge	<ul style="list-style-type: none"> <li>• In depth understanding of the complexity of the NHS and the likely changes over the next 3-5 years</li> <li>• Must be computer literate and champion the use of IT</li> </ul>		Interview
Personal Attributes	<ul style="list-style-type: none"> <li>• Proactivity, takes own initiative</li> <li>• Willing to take ownership and accountability</li> <li>• Team player with collegial working style and willingness to share responsibility</li> <li>• Politically sensitive and aware</li> </ul>		Development centre & interview

	<ul style="list-style-type: none"> <li>• Flexible, responsive approach to work</li> <li>• Very high levels of stamina and the ability to concentrate on the most complex and challenging issues for extended periods of time, with minimal support</li> <li>• Very high levels of emotional resilience so as to be able to deal with the most sensitive and political issues e.g. in staffing, service development</li> </ul>		
Other relevant requirements	<ul style="list-style-type: none"> <li>• Car owner with clean licence</li> </ul>		

## APPLICATION AND SELECTION PROCESS

Candidates wishing to apply for this role should submit their CV along with a covering letter, preferably by email to:

Linda McCue  
Acertus Search & Select  
2nd Floor, Pages Court  
St Peters Road  
Petersfield  
Hampshire GU31 4AD

Email to: [claire.plews@acertus.co.uk](mailto:claire.plews@acertus.co.uk)  
Tel: +44 (0)1730 266208

Your application should include the following:

- A covering letter explaining why this role and organisation interests you and how you meet the criteria as detailed in the role and person specification.
- A CV with educational and professional qualifications and full employment history, giving details of relevant achievements.
- The completed Equal Opportunities Monitoring Form. This form will not be disclosed to anyone involved in assessing your application.

All applications will be acknowledged.

All information will be treated in the strictest confidence.

The closing date for applications is **Thursday 25<sup>th</sup> February 2010.**

Candidates will be longlisted by Epsom and St Helier University Hospitals NHS Trust by scrutiny of their application. Candidates taken forward will then meet with a representative from Acertus for a competency based interview and Occupational Personality Questionnaire feedback session.

Following on from the preliminary interviews with longlisted candidates, the Trust will shortlist candidates to final interview stage.

Final panel interviews are scheduled to take place during the week commencing 15<sup>th</sup> March 2010

Appointment will be subject to the receipt of satisfactory references.

Timetable Summary:

Closing Date	Preliminary Interviews	Final Interviews
25 <sup>th</sup> February	w/c 1st or w/c 8th March	w/c 22 <sup>nd</sup> March