

## BIRMINGHAM AND SOLIHULL MENTAL HEALTH NHS TRUST

### JOB DESCRIPTION

**Job Title:** Director Of Operations  
**Grade:** Executive - Board Director  
**Accountable to:** Chief Executive

#### Job Purpose:

Responsible to the Chief Executive and Trust Board for the high quality and efficient delivery of the day to day operational management of the Trust, ensuring that services meet the needs of service users and carers, achieve agreed standards and financial targets.

As a Trust Board director the post shares responsibility with fellow Executive Directors for the overall strategic direction, performance and culture of the Trust.

#### Job Summary:

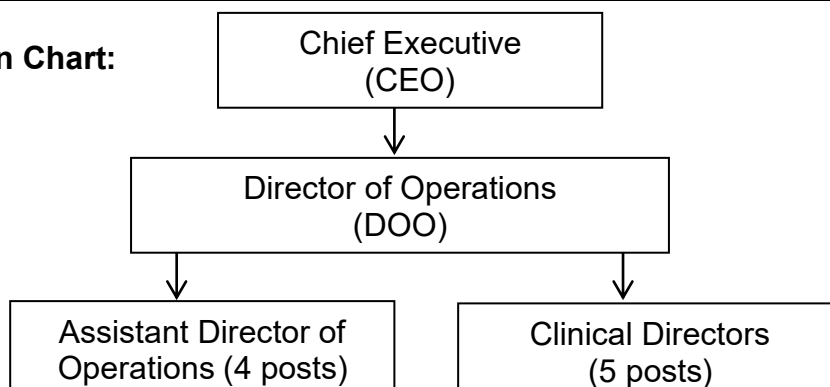
To provide strong values based leadership to the operations directorate, ensuring a just culture is delivered and prevails. Responsible and accountable for delivery of good quality services to our population and professional support to all staff.

To create conditions for innovation, quality improvement and transformation both within BSMHFT and across the Birmingham and Solihull system.

To ensure there are structures and processes in place that support meeting all targets and performance indicators.

To provide compassionate leadership that demonstrates the Trusts values at all times.

#### Organisation Chart:



## **Key Communications and Working Relationships**

**Internal:** Trust Board, Council of Governors, Executive Team, Staff Networks, Assistant Directors, Clinical Directors and Professional Groups.

**External:** STP Partners, MPs, Local Authorities, Professional Bodies, NHS Improvements and NHS England, service users, carers and wider public.

## **Principle Duties and Responsibilities**

1. As an Executive member of the Board of Directors, ensure appropriate cultural and service development, and sustainability of the organisation.
2. As a member of the Executive Director Team provide leadership that develops just culture and provides psychological safety to all, living and delivering the values of the Trust.
3. As a member of the Executive Director team make a key contribution to the development of business strategy and support its achievement through the delivery of an integrated business plan.
4. Delivers high quality service user focussed services, driving continuous quality and business improvement.
5. Responsible for all the operational service lines covering:
  - Service delivery and performance
  - Service line elements of contract management
  - Business intelligence and the development of new services
  - Quality, safety and clinical governance
  - Service line budget management
6. Create and maintain local partnerships and relationships with commissioners and other relevant organisations to ensure high quality and effective communications.
7. Drive and support the necessary tools and processes to effect and support the cultural change required in the Trust based on its values and vision, including the introduction of the Quality Improvement regime.
8. As an Executive Director, the role may also manage other departments or take wider responsibilities as agreed with the post holder and vary from time to time in line with organisational requirements

## **Key Accountabilities:**

### **2.1 Strategic service development**

- Develop service line strategies which translate into the operational management of the service lines including financial and business planning, governance, clinical activity and service improvement whilst taking into account local and national policies and commissioning intentions
- Build good relationships with senior commissioners at local, regional and national levels in order to influence service development and enable positive outcomes for the provision of mental health services in the region
- Develop service line capability to improve care pathways and interfaces independent and charitable sector organisations
- Develop continuous business planning capability and market intelligence gathering in service lines to inform trust strategy development

### **2.2 Service user focus and quality improvement**

- Promote an environment of customer focussed service delivery and continuous quality improvement, putting service users at the heart of delivery
- Accountable for the quality and clinical safety of all service lines, ensuring that the services meet legal and regulatory requirements
- Lead innovation and new ways of thinking in the operational service lines so that services are up to date in terms of clinical practice and abreast of new developments and approaches to care and treatment
- Foster an environment of continuous improvement through effective employee engagement, development and objective setting so that services improve year on year

### **2.3 Finance and Performance**

- Accountable for the management and financial governance of the annual budget of all service lines in the Trust
- Achieve the financial and corporate objectives agreed for Trust services, ensuring the effective, efficient and economical use of the resources in achieving planned activity and delivery in all required performance targets
- Promote and develop the necessary systems and processes to enable evidence based decision-making and provide accurate and timely information regarding services performance against contract

### **2.4 Leadership of People**

- Provide strong visible compassionate leadership to the service lines ensuring effective cultural
- Challenge conventional approaches and drive forward change when needed demonstrating a commitment to a culture of continuous improvement
- Create an organisational climate which fosters teamwork across organisational boundaries and motivates each individual to contribute to their full potential

- Lead by example in promoting and using the Trust's performance management frameworks including the setting of objectives for employees and teams, supporting the development of staff to meet their objectives and the provision of timely feedback and coaching
- Address poor performance and inappropriate behaviours in a way that is supportive of the Trust's goal of creating a just organisational culture
- Ensure that all staff access continuing professional development and statutory and mandatory training so that the competence and skills mix in the service line is in line with the current and future needs of the services
- Actively promote clinical engagement and involvement in the development and delivery of clinical services and ensure that service users, carers and staff are engaged in service developments
- Promote a safe environment for staff to raise concerns to their immediate line managers and, failing that, to the Director themselves

## **2.5 Governance**

- Sponsor the development and monitoring of clinical governance arrangements across the service lines including systems for monitoring service outcomes, quality assurance, clinical risk management, clinical audit, evidence based practice and professional development
- Lead a proactive approach to risk management including the systematic identification, assessment and management of risk
- Make sure that all necessary measures are taken by the management and clinical leadership team in the service lines so that governance arrangements are robust and effectively used
- Support the Quality Improvement approach, provided through the Institute of Healthcare Improvement, and develop a culture of continuous improvement.

## **2.6 Specific responsibilities**

1. Emergency Planning / Business Continuity Lead for the Trust
2. On call arrangements for Trust (with exception of medical on call)

## **General**

### Confidentiality

It is a condition of employment that staff will not disclose any information obtained in the course of their duties other than to those entitled to receive it. The post holder must ensure that the confidentiality of personal data remains secure and the terms of the Data Protection Act and relevant trust policies are met in respect of information held on the Trust's computerised systems.

### Equal Opportunities

The Trust is committed to equality of opportunity. All staff are required to comply with current legislation, trust policies and guidance good practice and the NHS Executive's Planning & Priorities Guidance 1996/7.

### Conduct

It is expected that all employees will conduct themselves and represent the Trust in a responsible manner and comply with all policies and procedures;

### Risk Management and Health & Safety

The post-holder will ensure compliance with the Trust's Risk Management policies and procedures; these describe the Trust's commitment to risk management, the recognition that our aim is to protect patients, employees and visitors from harm, and stress that all employees have a responsibility to minimise risk. The post-holder will be required to observe local Health & Safety arrangements and take reasonable care of him/herself and the persons that may be affected by his/her work;

### Safeguarding

All members of employees have a duty to safeguard and promote the welfare of vulnerable adults, children and young people in all relevant areas of their work. This will include any timely attendance at relevant training events and compliance with the Safeguarding Procedures;

### Training, Education and Development

All employees have a responsibility to participate in regular appraisal with their manager and to identify performance standards of the post. As part of the appraisal process every employee is responsible for participating in identifying his or her own training and development needs to meet their KSF outline;

### Research and Development

Research and development is at the heart of providing effective treatment and high quality services, supporting a culture of evidence based practice and innovation amongst employees. All employees have a duty to be aware of and comply with their responsibilities for research governance, whether as researchers, as part of the team caring for those participating in research or as research participants themselves;

### Control of Infection

All employees whether clinical or non-clinical are required to comply with the Health and Social Care Act 2008: Code of Practice for health and adult social care on the prevention and control of infections and related guidance;

Therefore the post-holder is expected to keep patients, visitors, themselves and other employees safe by continuously reducing the risk of healthcare associated infections;

As a manager the post holder is required to ensure that infection control responsibilities are clearly identified, allocated and understood within your team and that appropriate resource, training and support is provided to ensure that they are compliant with Trust policies and procedures on Infection Control and Hygiene;

As a manager the post holder is required to ensure that employees are supported in attending the necessary training and on-going professional development to support their responsibilities and ensure full awareness of infection control and hygiene;

#### Governance Standards

Comply with the relevant Governance Standards applicable to the Trust as communicated to the post-holder from time to time;

#### Records Management

Maintain Trust and patient records (both paper and electronic) in accordance with Trust policies to facilitate clinical care and effective administration;

#### Freedom of Information

Provide advice and assistance to all persons who propose to make, or have made requests for information, and to ensure all requests for information are managed appropriately in accordance with Trust Freedom of Information procedures;

#### Standards of Professional and Business Conduct

The post-holder will be required to comply with the Trust's Standing Orders and Stranding Financial Instructions, and at all times deal honestly with the Trust, with colleagues and all those who have dealings with the Trust, including patients, relatives and suppliers. The post-holder will also be required to comply with the Code of Conduct for NHS Managers and/or the relevant professional Codes of Conduct;

#### Data Protection

Comply with Trust Policies and the Data Protection Act in all respects, with particular relevance to the protection and use of personal and patient information;

#### Security

Comply with Trust policies to ensure there is a safe and secure environment that protects patients, employees and visitors and their property, and the physical assets and the information of the organisation;

#### Smoking

The Trust operates a No Smoking Policy.

#### Mobility

This is a Trust Wide appointment and travel around the Trust may be required;

#### Flexibility

BSMHFT is currently working in a climate of great change within the NHS. It is therefore expected that all employees will develop flexible working practices both within the Trust on a cross-directorate basis, and across Trust's and other organisations to meet the challenges and opportunities of working within the new NHS, which could include taking on new and changing responsibilities, according to the needs of the directorate;

This job description is a reflection of the current position and a summary of the key tasks and may change in light of the developing organisation and in consultation with the post holder.

It is the practice of the Trust to regularly examine employees' job descriptions and to update them to ensure that they relate to the job being performed or to incorporate whatever changes are being proposed. This procedure is jointly conducted by each manager and those working directly to him or her. You will therefore be expected to participate fully in such discussions and in connection with them and to help re-write your job description to bring it up to date if this is considered necessary or desirable. The aim is to reach agreement on reasonable changes, but if agreement is not possible the Trust reserves the right to insist on changes to your job description after consultation with you;

Work will be managed rather than supervised;

Environment

BSMHFT is a major NHS Trust and we pride ourselves in the unique environment which exists for all employees. An environment where innovation is encouraged, hard work rewarded, and where our employees play an inclusive role in new developments;

Health and Safety

Staff must ensure that they are familiar with the requirements of the Health and Safety at Work Act (1974), the Trust's Health & Safety policies/codes of practice or regulations applicable to the work place.

Birmingham and Solihull Mental Health Foundation NHS Trust is a major NHS Trust located conveniently to the centre of Birmingham, as a Trust we pride ourselves on the unique environment, which exists, for all our staff.

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This job description is indicative only, and the post will continue to evolve as the Trust's priorities develop. It will therefore be revised in consultation with the post holder from time to time and not less than annually. You may also be required to provide cover in other areas following appropriate discussion.

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**Additional Information**

**Job Description Agreement**

Budget Holder	.....	<b>Signature</b>
	.....	<b>Name</b>
Post Holder	.....	<b>Signature</b>
	.....	<b>Name</b>
Date	.....	

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**BIRMINGHAM & SOLIHULL MENTAL HEALTH NHS TRUST**

**PERSON SPECIFICATION**

<b>Location: B1</b>	<b>Department: Corporate</b>
<b>Post Title: Director of Operations</b>	<b>Grade:</b>

<b>Attributes</b>	<b>Essential</b>	<b>Desirable</b>	<b>How Identified</b>
<b>Training &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>Masters Degree or equivalent knowledge and skills gained through any combination of alternative study or employment in Business/Management or Clinical field.</li> </ul>		AF
	<ul style="list-style-type: none"> <li>Post graduate qualification in health related field or management</li> </ul>		AF
<b>Knowledge &amp; Experience</b>	<ul style="list-style-type: none"> <li>Proven track record of leadership and management at a strategic level in a complex, multi service line, public or commercial organisation</li> </ul>		AF/I
	<ul style="list-style-type: none"> <li>Substantial experience of effectively managing considerable resources and budgets, with a track record of delivering long terms financial sustainability and value for money</li> </ul>		AF/I
	<ul style="list-style-type: none"> <li>Track record of achieving sustained organisational/service change and improvement with evidence of imbedding organisational values successfully and achieving workforce engagement delivering improved outcomes in quality, performance and service</li> </ul>		AF/I/C
	<ul style="list-style-type: none"> <li>Evidence of undertaking sensitive negotiations and managing service contracts to maximise the benefits and outcomes for an organisation</li> </ul>		I
	<ul style="list-style-type: none"> <li>High degree of political sensitivity and experience of dealing with a range of complex issues within a political or demanding stakeholder environment</li> </ul>		AF/I
	<ul style="list-style-type: none"> <li>Experience of developing and implementing strategy and service development in large complex organisations and exploring new service opportunities</li> </ul>		AF/I
	<ul style="list-style-type: none"> <li>Experience of successfully managing a strategic partnership would be desirable</li> </ul>		AF/I
	<ul style="list-style-type: none"> <li>Can show how they have built customer feedback and focus into</li> </ul>		AF/I



	<p>services that they have delivered in the past.</p> <ul style="list-style-type: none"> <li>• Can demonstrate how they have effectively delivered services with a diverse customer and employee population.</li> </ul>		AF/I
<b>Skills &amp; Abilities</b>	<ul style="list-style-type: none"> <li>• Innovative and entrepreneurial with strong service focus</li> <li>• Ability to think and act strategically and articulate a clear sense of direction and vision to a diverse audience.</li> <li>• Proven conceptual and analytical skills.</li> <li>• Able to use power and influence to develop and improve services.</li> <li>• Able to make and take decisions after analysis of options and implications.</li> <li>• Strong communication skills (written, oral, presentational and interpersonal).</li> <li>• Ability to communicate effectively with senior members of the trust, including board members.</li> <li>• Ability to effectively lead a high performing team.</li> <li>• Ability to provide strategic direction and leadership.</li> <li>• Able to multi-task and continue to function to a high standards when under pressure.</li> <li>• Able to communicate well and liaise with people at all levels within and outside the trust.</li> <li>• IT literate.</li> </ul>		AF/I/C AF/I AF/I AF/I AF/I C/I I I I/C/T I/AF AF
<b>Other requirements</b>	<ul style="list-style-type: none"> <li>• Commitment to equal opportunities.</li> <li>• Able to relate and adapt to the perspective of others.</li> <li>• Confident of general management ability to be credible and confident in dealing with both clinicians and senior management staff.</li> <li>• Calm and rational approach to situations where conflict is likely.</li> <li>• Clarity of thought and articulate.</li> <li>• Shows commitment and compassion for service users and carers in a Mental Health Setting.</li> <li>• Successful applicants will demonstrate a management style that is consistent with the trust management behaviour profile and an ability to practice and promote the working behaviour together principles.</li> </ul>		AF/I I/T I I AF/I AF/I I
<b>Competencies (Behaviours)</b>			
<b>Leadership and Management</b>	<ul style="list-style-type: none"> <li>• Sets clear vision, direction, objectives and responsibilities, assumes accountability and inspires others by acting with integrity</li> <li>• Drives service improvement and tackles poor performance</li> <li>• Motivates teams, creating a positive environment which encourages open discussion and innovation, supports performance, builds capability and empowers staff.</li> </ul>		I AF/I AF/I

	<ul style="list-style-type: none"> <li>Act and behave at all times in line with the Trusts values and create environment for all in their sphere of responsibility to do likewise holding each other to account and welcoming challenge and feedback.</li> </ul>		AF/I
<b>Relationship Building</b>	<ul style="list-style-type: none"> <li>Successfully builds and maintains effective relationships with senior colleagues, external stakeholder including specialist clinicians demonstrating effective interpersonal skills in dealing with people at all levels from a wide range of backgrounds.</li> <li>Empathy with service users and an understanding of links between service developments and changes to service user experience.</li> </ul>		I/C  I/C
<b>Influencing and Persuasion</b>	<ul style="list-style-type: none"> <li>Successfully persuades and influences individuals and groups at a range of levels on issues which are highly sensitive and contentious e.g. service changes,</li> <li>Uses a range of techniques to achieve acceptable solutions and compromise through collaborative working e.g. development and delivery of service and savings plans.</li> <li>Active Listener.</li> </ul>		I/C  AF/I  I
<b>High level of written and communication skills</b>	<ul style="list-style-type: none"> <li>Communicates effectively across a range of contexts including the ability to create and deliver concise, engaging and accurate information to a range of audiences, adapting style and content to needs of the audience and checking understanding.</li> <li>Excellent communication and interpersonal skills, able to use various communication techniques to convey complex and potentially contentious topics.</li> <li>Ability to understand and interpret complex written reports and policy documents, including the ability to evaluate the arguments.</li> <li>Ability to have open and honest conversations, keeping others well informed and explaining decisions</li> <li>Proven presentation skills.</li> </ul>		I/C  AF/I/C  AF/I/C  AF/I/C  AF/I/C
<b>Organisational and Planning</b>	<ul style="list-style-type: none"> <li>Ability to plan and manage work to optimise resources available, ensuring timelines and budgets are met. Ensures performance objectives are set and that these are regularly reviewed.</li> <li>To have a demonstrable commitment to quality assurance and maintaining accurate, records.</li> <li>Resilient and able to manage self and others in a work intensive and pressurised environment.</li> <li>To work without supervision to achieve the objectives of the post, making decisions in a timely and effective manner.</li> </ul>		AF/I  I  AF/I  AF/I
<b>Valuing Diversity</b>	<ul style="list-style-type: none"> <li>Shows respect and understanding of</li> </ul>		AF/I

	<p>diversity and values individual difference. Treats all people fairly and demonstrates dignity and respect when dealing with service users, carers and colleagues.</p> <ul style="list-style-type: none"> <li>Proactively seeks to reduce inequalities of disadvantaged groups. Raising awareness of the benefits of diversity and build active commitment to ensure equality of opportunity.</li> </ul>		AF/I
<b>Other</b>	<ul style="list-style-type: none"> <li>Ability to cope with pressure, conflicts, demands and ambiguities whilst still achieving results</li> <li>Able to attend meetings outside of normal working hours.</li> <li>Able to undertake on-call duties when required.</li> </ul>		     