

Care Group General Manager

The opportunity

It's an exciting time at Royal Cornwall as we implement our proposed new Care Group structure, moving from four divisions to seven distinct care groups – designed to deliver better patient care, improve accountability and make our colleagues' working lives more fulfilling. If you've got the passion, commitment, patient focus and skills we need, and you can really demonstrate our values in your leadership style then we're eager to hear from you.

We're recruiting for permanent roles for these positions. These are demanding, strategic and visible senior roles that we've put in place to really bring about positive change in our hospitals and services; establishing more manageable portfolios and bringing leadership closer to our all-important front-line colleagues. We'd love for you to be part of it!

Our proposed structure includes the following seven care groups - General Surgery & Cancer, Specialist Surgery, Clinical Support, Women, Children & Sexual Health, Anaesthetics, Critical Care & Theatres, Specialist Medicine and Urgent, Emergency & Trauma.

The proposed leadership team is the same across all care groups and we're currently recruiting for the following posts:

- General Manager - Urgent, Emergency and Trauma
- General Manager - Specialist Medicine

Full details of this role, including the person specification and job description are attached.

Starting January 2019, we are launching an extensive leadership development programme across the Trust. You'll be one of the first leaders to experience this innovative and exciting programme which will deliver real benefits to how we work together to achieve the best outcomes possible for our patients and colleagues.

You'll need to upload your current and full CV to NHS Jobs detailing your career and achievements to date. Please also complete the online application in full. Alternatively, you can apply online using the Trust's website at jobs.royalcornwall.nhs.uk.

Interviews and assessments are expected to be held during week commencing 21 January 2019.

If you'd like to have an informal chat with us beforehand, please contact Phil Orwin, Interim Chief Operating Officer on 01872 253105.



Job Description – Care Group General Manager

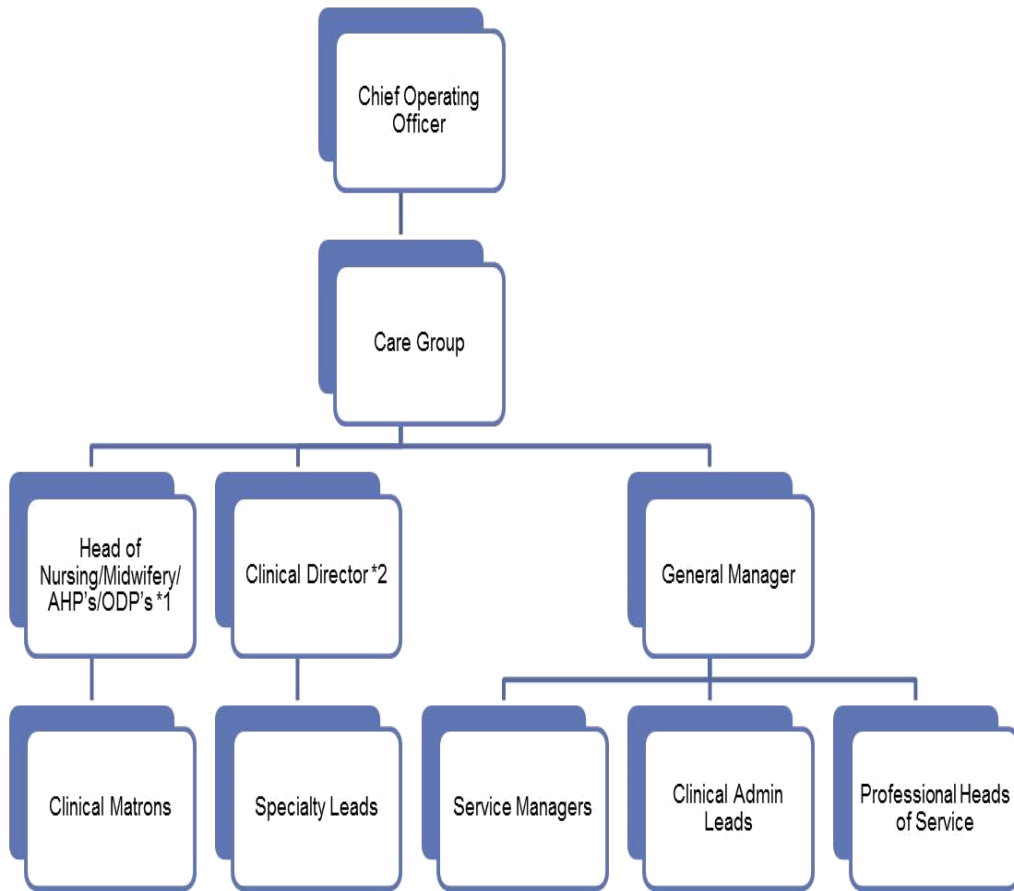
Job Information	
Job Title:	Care Group General Manager
Band/Salary Scale	£Competitive – Banding subject to final job matching
Division /Service:	This opportunity exists across all seven care groups
Accountable to:	Chief Operating Officer
Base Location:	Truro

Job Summary
<p>The Care Group General Manager with the Head of Nursing/Midwifery/AHP’s/ODP’s is expected to support the Clinical Director to deliver and be accountable for the effective integrated clinical, operation and financial performance of the Care Group.</p> <p>This role is responsible for ensuring national and local access targets are achieved, along with ensuring all aspects of people, performance and financial objectives are delivered as per the Care Group and Trusts annual business plan. The Care Group General Manager will provide strong leadership at a Care Group level, ensuring that there are appropriate systems and processes in place to deliver objectives and drive forward the service to improve the operational effectiveness of the Care Group.</p> <p>To enable them to execute this responsibility the post holder is expected to provide proactive and visible leadership. Leadership will span four key areas; service leadership, people and personal leadership, quality leadership and collaborative leadership.</p> <p>All senior leaders are expected to work as part of a cohesive team and, when necessary, to take lead responsibility for corporate issues outside their immediate sphere of responsibility in order to achieve the corporate objectives of the Trust.</p>



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Proposed Care Group Structure – Wards/Departments



*1 Professional Accountability to the Director of Nursing, AHPs and Midwifery or Medical Director for medical lead

*2 Professional Accountability to the Medical Director or Director of Nursing AHP's & Midwifery

Specific Responsibilities

In addition to the expectations detailed in the shared core functions the post holder should ensure the following:

Corporate

1. With the Clinical Director and the Head of Nursing/Midwifery/AHPs & ODP's, provide



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leadership to the Care Group and contribute to developing the strategic direction of the Trusts services.

2. Be accountable for the operational management of the Care Group and understand corporate responsibility for the delivery of specific responsibilities (as agreed).
3. Take shared corporate responsibility for the financial performance of the Care Groups, including the achievement of financial targets, balancing the potentially conflicting demands of budgetary requirements and clinical standards.
4. Ensure that there is Care Group level commitment to develop and deliver plans to move the Trust to 7/7 working.
5. With the Clinical Director, report to the monthly performance review on Care Group performance.
6. Represent the Care Group at local levels, developing partnerships, sharing best practice and integrating this knowledge within the Trust.
7. Participate in the on-call rota for the Trust and be available on site for weekend working when required.
8. Set an example to other staff through own personal behaviours.
9. To play an active role in the Operational Board.

Operational

1. Provide effective and visible leadership and direction at all times in the operation and delivery of all services with the Care Group, including timely delivery of national and local access targets and objectives.
2. Keep the Clinical Director, Director of Operations and Chief Operating Officer abreast of relevant day to day matters relating to services and issues where there are areas of challenge/concern.
3. Ensure full compliance with the Trust's Assurance Framework and any related standards including assurance on all corporate and clinical risks.
4. Work with the Clinical Director, Head of Nursing/Midwifery/ AHP's/ODP's and Care Group teams to secure clinical engagement in the day to day activities of the Trust, and in performance improvements and service developments, working with the leads in other Care Groups where appropriate.
5. Promote innovation and quality improvement to ensure best-practice services for patients and positive working experience for staff.
6. Ensure that business development opportunities for the delivery of patient services are



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explored, agreed and implemented.

7. Ensure that the Care Group structure is fit for purpose to deliver Care Group and Trust requirements.
8. Support the Service Managers that sit within the Specialities in the delivery of their specialty access standards and the delivery of the local business plan.
9. With the Clinical Director, lead the Care Group annual budget setting process and delivery of the CIP and associated savings targets.
10. Ensure all associate Care Group activities to support the Emergency Care Standard are delivered and ensure no breaches.
11. To be responsible for the review and sign off of appropriate job plans for medical, nursing and AHP staff.

Functional Leadership

1. Ensure that appraisals and personal development plans are regularly carried out and reviewed.
2. Provide functional day to day leadership and support to the Service Managers and Clinical Administration Leads.
3. Lead on the monitoring, management and delivery of all access standards for the Care Group.
4. Provide direction and leadership to the Care Group team, ensuring that services provided are appropriate and continuously developed and that they contribute effectively to the performance of the Trust.
5. Ensure annual objectives are agreed with all staff within the Care Group and ensure that all staff are appraised, trained and developed.
6. Encourage a culture where employees are empowered to take personal responsibility, are well motivated and able to understand and commit themselves to the objectives of the Trust.

People and Organisational Development

1. Ensure the Care Group develops its workforce strategies and develops comprehensive workforce plans sufficient to meet the Care Group strategic objectives.
2. Ensure good people management practice and effective team working is operating across



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the Care Group and support the improvement of cross-Care Group working.

3. Ensure all people related key performance indicators are achieved.
4. Ensure feedback secured via the national staff survey, and any local staff surveys, are acted upon to deliver a continuous improvement in the staff experience.
5. Promote a learning and coaching culture based on openness, learning and continuous improvement and support continuing personal development.
6. Support the development of organisational processes and systems to improve organisational effectiveness.

Financial Management

1. Manage the Care Group's budget in line with standing financial instructions and standing orders.
2. Deliver efficiency improvements and costs savings to meet the Trust's annual financial plan.
3. Develop longer-term income and efficiency improvement plans to support the Trust's long-term financial model requirements and regulator risk rating.

Strategic and Service Planning

Through the tripartite partnership with the Clinical Director and Head of Nursing/Midwifery/AHP's/ODP's:

1. Ensure strategic and annual plans for the Care Group are developed and contribute to the development of the Trust's strategic and annual plan.
2. Ensure annual objectives for the Care Group are agreed, which support the achievement of the Care Group's plans.
3. Ensure a strategy for improvement of services within the Care Group is agreed, which incorporates Trust initiatives including all aspects of clinical governance with the focus on the patient.
4. Prepare robust full business cases to develop or sustain services in line with the strategic direction of the Trust.
5. Participate in the 7/7 working rota and the on-call rota for the Trust and be available on site for weekend working when required.
6. To drive a culture of awareness and delivery in relation to the Health and Safety, Fire and



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Security Agenda.

Personal Development

1. Ensure personal development objectives are agreed and reviewed annually with the Chief Operating Officer.
2. Ensure continuing professional development is undertaken as agreed with the Care Group Director.
3. Positive role model demonstrating Trust values and behaviours at all times.

Other

Job Holders are required to:

1. Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support staff development and training.
2. Always keep requirements in mind and seek out to improve, including achieving customer service performance targets.
3. Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities, and No Smoking.
4. Act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.
5. Respect the confidentiality of all matters that they may learn relating to their employment and other members of staff. All staff are expected to respect conform to the requirements of the Data Protection Act 1998, including the responsibility to ensure that personal data is accurate and kept up to date.

Trust Organisational Expectations

The post holder will:

1. Proactively and positively contribute to the successful overall performance of the Trust.
2. Deliver excellent levels of customer service to all patients/visitors and staff at the Trust.
3. Develop effective ways of working and create strong partnerships and relationships with all



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stakeholders to support the implementation of the Government's policies on Health.

4. Develop an organisational culture that fosters collaborative working among all staff groups, to ensure a focused commitment to delivering quality services and outcomes.
5. Act as an advocate for the Trust & its contribution to the Health Service arena through creating effective partnerships and relationships with internal and external stakeholders.
6. Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.
7. Support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes, which support the Government's policies on public health.
8. If your employment is to a post that requires you to be registered with a professional body, the continuation of your employment is conditional upon you continuing to be registered with the appropriate professional body. The Trust will require evidence of current registration.
9. In compliance with the Trust's practices and procedures associated with the control of infection, you are required to:
 - Adhere to Trust Infection Control Policies assuring compliance with all defined infection control standards at all times.
 - Conduct hand hygiene in accordance with Trust policy, challenging those around you that do not.
 - Challenge poor practice that could lead to the transmission of infection.
 - Proactively, meaningfully and consistently demonstrate the Trust Values in your every day practice, decision making and interactions with patients and colleagues.

Shared Core Functions

1. Proactively and positively contribute to the achievement of deliverables through individual and team effort. Manage the production of the required deliverables and control risks.
2. Support team members to deliver on their functionally relevant objectives through offering advice, guidance and support as appropriate.
3. Ensure that approved budgets are spent effectively and in accordance with agreed procedures.
4. Liaison with Senior Professionals and related functions to ensure that work is neither overlooked nor duplicated.
5. Build and sustain effective communications with other roles involved in the shared services



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as required.

6. Maintain and continuously improve specialist knowledge in an aspect of Health Service which significantly contributes to the Trust's stated objectives & aims.
7. Establish and maintain strategic links with a range of external partners/stakeholders or manage the links made through the team. Engage with external partners/stakeholders to gain their necessary level of contribution & commitment to the successful delivery of your work.
8. Undertake proactive horizon scanning for either developments relating to Trust work or opportunities for Trust involvement around health issues.
9. Increase the level of knowledge & skills within the Trust through documenting key learning and supporting others to develop their professional abilities.
10. Dissemination of knowledge through engagement in report writing, and reviewing, taking full responsibility for technical accuracy and reliability and being sensitive to the wider implications of that dissemination.
11. Ensure that expertise is seen as a resource within and outside the Trust and form working partnerships with government departments, national agencies and key stakeholders.
12. Develop structures, systems, ways of working and personal values that will support the Trusts sustainable development objectives with regard to issues such as Carbon reduction and waste minimisation; and to encourage all stakeholders of the Trust to act as enthusiastic agents of change.

Person Specification

Qualifications and Experience

Essential:

- Educated to Degree level or equivalent qualification/experience.
- Post Graduate Qualification or equivalent.
- Evidence of continuing professional development including management studies to masters level or above or equivalent experience.

Desirable:

- Clinical Experience

Knowledge and Experience

Essential:



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- Significant experience working on both strategic and operational matters.
- Significant NHS/Public sector experience and knowledge and understanding of the NHS system reform policy and other key policy drivers.
- Demonstrable success in building, leading, motivating and developing multi-disciplinary teams as highly effective people manager.
- Proven experience of effective performance and budgetary management and control including achieving annual targets on a regular basis for a large group of clinical specialties
- Proven success in business planning and in the development of business cases
- Experience of leadership of complex operational change/project management while also developing and maintaining high standards of quality.

Desirable:

- 2WW Cancer Pathways.
- RTT Knowledge.
- Endoscopy Services.

Skills, Abilities and Attributes

- Strong and effective leadership and people management skills.
- Strong influencing, persuasion and negotiating skills.
- Highly developed verbal and written communication and presentation skills suitable for a range of audiences, including chairing of meetings.
- Ability to ensure patient safety by assessing and managing risks associated with service developments.
- Ability to work with and through others.
- Ability to perform well under pressure and manage unpredictable workload with conflicting priorities.
- Quality focused with an innovative approach and ability to solve complex problems.
- Ability to develop effect networks and work collaboratively with internal external partners.
- Ability to critically analyse complex financial and clinical data sets.
- Well-developed IT skills to manage and report on complex performance management information.
- Personal Resilience.
- Able to participate in on-call rota as required.



Personal Qualities

- Tenacity: demonstrates high levels of self-belief, drive, enthusiasm and stamina to achieve goals and see things through.
- Ability to motivate, inspire and provide innovative solutions.
- Excellent judgement.
- Ability to achieve consistently good results in an inclusive and collaborative manner.
- Ability to work effectively in a complex and changing environment.
- Ability to work under pressure to demanding timetables.
- Understands the need to deliver short-term priorities and achieve long-term goals (sense of balance).
- High degree of political awareness.
- Displays innovative and lateral thinking.
- Prepared to work totally flexibly.
- High degree of self-awareness.
- Ability to maintain confidence, at all times.
- High levels of personal integrity and loyalty.
- Intellectual flexibility that enables the reasoned assessment of a situation and the ability to draw pragmatic conclusions.
- Ability to 'broad scan' to keep abreast of developments in the Health Care sector.
- Ability to deal with confidential issues in a professional and sensitive manner.

Respect and Dignity

Quality of Care

Working Together



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Efficiency

Strategic Approach (clarity on objectives, clear on expectations).

Relationship Building (communicate effectively, be open and willing to help, courtesy, nurtures partnerships).

Personal Credibility (visibility, approachable, back bone, courage, resilience, confidence, role model, challenge bad behaviour, manage poor performance, act with honesty and integrity).

Passion to Succeed (patient centred, positive attitude, take action, take pride, take responsibility, aspire for excellence).

Harness performance through teams (champion positive change, develop staff, create a culture without fear of retribution, actively listen and value contribution, feedback and empower staff, respect diversity).

GENERIC DUTIES FOR ALL STAFF

Trust's Vision and Values

All staff are expected to support the Trust's vision of "One + all we care". We Care about:

Our staff and patients - treating everyone with kindness and respect. **Quality** - giving our patients the best possible care.

Safety – making our patients as safe as we possibly can.

The future – building a sustainable organisation which thrives within a strong local health economy.

Serving local people – giving Cornwall and the Isles of Scilly residents a comprehensive local service which they can rely on.

Improvement – always seeking to make our services better.

Being stronger together – working across the Trusts and with others to support patients at every stage of their care.

Staff are expected to demonstrate appropriate behaviours and attitudes that contribute to an organisational culture where patients are at the heart of everything we do. This means being:

- Kind
- Friendly
- Respectful
- Professional
- Compassionate
- A Team

Diversity and Rights



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- Promote people's equality, diversity and rights, and treat everyone with dignity and respect.

Confidentiality

- Ensure confidentiality at all times. Employees of the Trusts must not without prior permission disclose any information regarding patients or staff obtained during the course of employment, except to authorised bodies or individuals acting in an official capacity. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.
- The Data Protection Act may render an individual liable for prosecution in the event of unauthorised disclosure of information.

Trusts Policies and Procedures including Control of Infection

- To be familiar with and to comply with the Trust's policies and procedures, which are available via line managers in each department and on the Trust intranet. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.
- Be aware of and adhere to the Trust's infection control policy. Infection control is everyone's business and it is important that all members of clinical and non-clinical staff observe good infection control practice at all times. Failure to adhere to this instruction will be regarded as serious misconduct and may lead to disciplinary action.

Safeguarding Children and Vulnerable Adults

- Employees of the Trusts have a responsibility at all times to ensure the wellbeing and safety of children under the care of the organisation and to comply with the Trust's policies and procedures in this.

Cybersecurity & Counter Terrorism

- Employees of the Trusts have a responsibility at all times to ensure the safety and effectiveness of our systems and processes and security of our data and information.
- **An enhanced DBS is required for this leadership role.**

Risk Management and Health and Safety

- Be aware of the Trust's risk management strategy and policies.
- Support the departmental manager in promoting a risk management culture within your working environment, ensuring participation and involvement when requested.
- Identify potential risks that may impact on the Trusts ability to achieve its objectives, and report concerns to the line manager.
- Health and Safety is the responsibility of all staff and the post holder is required to take due care at work, report any accidents or untoward occurrences and comply with the Trust's Health and Safety Policy in order that it can fulfil its Health and Safety responsibilities.
- Both Trusts operate a "Smoke Free" Policy, and smoking is forbidden throughout the Trust's



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premises.

Training and Development

- Attend mandatory training updates as required.
- Undertake training as necessary in line with the development of the post and as agreed with the line manager as part of the personal development process.
- Achieve and demonstrate agreed standards of personal and professional development within agreed timescales.
- Take responsibility for identifying what learning you need to do your job better and jointly plan with your line manager what training you require.
- Participate in the Trust's appraisal process to discuss how your role will help deliver the best possible care to our patients and help to deliver any changes in service.

Patient and Public Involvement

- The Trusts have a statutory duty to ensure that patients, clients and members of the public are consulted and involved in decisions about local health service developments. You should be mindful of this and do what you can, as appropriate to your role and level of responsibility, to meet this duty.

Data quality

- Ensure that accurate data is entered into all data collection systems, manual or electronic.
- Report non-compliance with the Data Quality Policy, erroneous production of data and any factors affecting the production of valid data to the Data Quality Manager.

Research Governance

- The Trusts manage all research in accordance with the requirements of the Research Governance Framework. As an employee you must comply with all reporting requirements, systems and duties of action put in place by the Trusts to deliver Research Governance.

Major Incident

- In the event of a major incident or civil unrest all Trust employees will be expected to report for duty on notification. All Trust staff are also expected to play an active part in training and preparation for a major incident or civil unrest.

Modernisation and Change

- To be aware of internal and external targets to achieve in respect of service delivery and improving and progressing patient care, and contribute and work to achieve them.

Sustainability



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- The post holder will be required to embrace the concepts of sustainability within the workplace and will carry out all duties in a way that ensures a high regard for energy efficiency, carbon reduction, waste management and the most appropriate use of materials and other resources. The post holder will also be required to give due consideration to the use of sustainable travel to the post holder's base and travel between the hospital sites, where applicable.

This job description is an outline of the role and responsibilities. From time to time due to the needs of the service, we may ask you to flexibly undertake other duties that are consistent with your role and banding, including project work, internal job rotation and absence cover.

Job holders are required to act in such a way that at all times the health and wellbeing of children and vulnerable adults is safeguarded. Familiarisation with and adherence to the Safeguarding Policies of the Trust is an essential requirement for all employees. In addition all staff are expected to complete essential/mandatory training in this area.

Print Name:

Date:

Signature:



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Person Specification – Care Group General Manager

Job Title	Care Group General Manager
Band/Salary Scale	

Method of Assessment: 'A' Application Form/CV 'C' Certificate/document 'I' Interview
 'PT' Psychometric Test

Person Specification		Essential	Desirable	Assessment
Qualifications				
1	Educated to Degree level or equivalent qualification/experience	x		
2	Post Graduate Qualification or equivalent		x	
3	Evidence of continuing professional development including management studies to masters level or above or equivalent experience	x		
4	Clinical Experience		x	
Person Specification		Essential	Desirable	Assessment
Knowledge & Skills				
5	Significant experience working on both strategic and operational matters.	x		
6	Significant NHS/Public sector experience and knowledge and understanding of the NHS system reform policy and other key policy drivers	x		
7	Demonstrable success in building, leading, motivating and developing multi-disciplinary teams as highly effective people manager	x		
8	Proven experience of effective performance and budgetary management and control including achieving annual targets on a regular basis for a large group of clinical specialties	x		
9	Proven success in business planning and in the development of business cases	x		
10	Experience of leadership of complex operational change/project management while also developing and maintaining high standards of quality	x		
11	2WW Cancer Pathways		x	
12	RTT Knowledge		x	
13	Endoscopy Services		x	
14	Strong and effective leadership and people management	x		



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	skills			
15	Strong influencing, persuasion and negotiating skills	x		
16	Highly developed verbal and written communication and presentation skills suitable for a range of audiences, including chairing of meetings	x		
17	Ability to ensure patient safety by assessing and managing risks associated with service developments	x		
18	Ability to work with and through others	x		
19	Ability to perform well under pressure and manage unpredictable workload with conflicting priorities	x		
20	Quality focused with an innovative approach and ability to solve complex problems	x		
21	Ability to develop effect networks and work collaboratively with internal external partners	x		
22	Ability to critically analyse complex financial and clinical data sets	x		
23	Well-developed IT skills to manage and report on complex performance management information	x		
24	Personal Resilience	x		
25	Able to participate in on-call rota as required.	x		
Personal Attributes				
26	Tenacity: demonstrates high levels of self-belief, drive, enthusiasm and stamina to achieve goals and see things through	x		
27	Ability to motivate, inspire and provide innovative solutions	x		
28	Excellent judgement	x		
29	Ability to achieve consistently good results in an inclusive and collaborative manner.	x		
30	Ability to work effectively in a complex and changing environment	x		
31	Ability to work under pressure to demanding timetables.	x		
32	Understands the need to deliver short-term priorities and achieve long-term goals (sense of balance)	x		
33	High degree of political awareness	x		
34	Displays innovative and lateral thinking	x		
35	Prepared to work totally flexibly	x		
36	High degree of self-awareness.	x		



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