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#### **JOB DESCRIPTION**

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| 1. JOB IDENTIFICATION |
| Job Title: Directorate Business Manager  Responsible to: DATCC Service Director    Department(s): Diagnostics, Anaesthetics, Theatres & Critical Care (DATCC)  Directorate: DATCC  Job Reference: L-DATCC-DBM(RP)  No of Job Holders: 1  Date: February 2023 |

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| 2. JOB PURPOSE |
| The postholder is responsible for enabling the delivery of the DATCC Directorate strategic plans and objectives by leading the management of a portfolio of projects ensuring service changes and improvements are implemented, monitored, and evaluated with particular focus on:  Effective Performance Management  Fiscal Governance  Quality Improvement  Sustainability & Value (S&V) Delivery  The postholder will develop and implement performance monitoring systems, maintain key performance indicators for all aspects of service provision and provide regular formal reports to the DATCC Senior Management Team, Acute Services Division, and NHS Lothian Executive Leadership Team. |

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| **3. DIMENSIONS** |
| **Population and demographic indicators of the area are:**  The activities of the postholder have the potential to impact on the adult population covered by NHS Lothian and other Board areas for which the DATCC Directorate offers tertiary services.  **Staffing responsibilities:**  The postholder has direct line management responsibilities for two teams: the DATCC Directorate PA team and the DATCC Project Team – 6 WTE in total. The postholder also has professional line management responsibilities for the Medical Physics Administration Manager – 1 WTE.  In addition, the postholder’s activities will impact on all staff working within the DATCC directorate. The staffing complement under the umbrella of the DATCC management team is 2,500 WTE.  **Financial/Budgetary Responsibilities:**  The postholder will directly manage the staffing budget associated with the staffing identified above.  The 'post will be responsible for analysis and monitoring of management team budgets which will have a direct impact on the overall service budget for the DATCC Directorate of c£158m.  Authorised signatory up to £10,000.  **Services covered:**  The postholder's responsibilities will impact on all services within DATCC based across the Acute Hospital sites and community locations including:  Anaesthetics.  Theatres & Recovery.  Pre-operative Assessment.  Day Case Units.  Anaesthetic Associate team.  Critical Care Wards.  Critical Care Recovery Service.  Critical Care Advanced Nurse Practitioners.  Site & Capacity.  Hospital at Night.  Chronic Pain & Hospital based Pain Services.  Radiology including MRI, CT, Ultrasound, PET CT, Interventional Radiology, Mammography.  Medical Physics including Nuclear Medicine Physics, Imaging Physics, Clinical Engineering & Non-Ionising Radiation (CENIR), Medical Equipment Management and Radiation Protection.  Laboratory Medicine including Blood, Cell and Gene Sciences.  The postholder will also work closely with Corporate Improvement, Hospital Sterilisation and Decontamination Unit and the Surgical Instrument Management Team.  The postholder is employed within NHS Lothian and there will be a requirement to work flexibly across Lothian to meet service demands. |

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| 4. ORGANISATIONAL POSITION |
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| 5. ROLE OF DEPARTMENT |
| DATCC is the largest directorate within Acute Services and the Service Director has responsibility for a budget of £160m and circa 2500WTE. DATCC consists of Anaesthetics, Theatres and, Critical Care, Radiology, Laboratory Medicine and Medical Physics with services delivered across all acute hospitals in NHS Lothian as well as a number of community locations. The directorate has an integral role in emergency and elective patient pathways across NHS Lothian, as well as regional working models and the Shared Services agenda.  The post holder will be part of the management team that supports the day to day running of the service within DATCC as well as working in collaboration with the Service Director, General Managers, Clinical Services Managers and other senior colleagues on quality, performance improvement and delivery of the strategic agenda. |

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| 6. KEY RESULT AREAS |
| 1. Support the Service Director and Senior Management Team by providing analysis and reporting on operational performance and review targets, devising, and implementing solutions to ensure compliance targets are met. 2. Work collaboratively with the Service Director and DATCC Senior Management Team to enable the directorate to achieve the highest standards of quality, patient safety, patient and staff experience and the efficient and effective use of staff and financial resource by meeting with the core team on a weekly basis to provide updates on specific key desirables. 3. To facilitate the achievement of DATCC directorate strategic plans and objectives through the management of projects for key work streams to ensure service change and performance improvements are implemented, monitored and evaluated with a particular focus on e.g. Sustainability & Value delivery, effective performance management and fiscal governance. 4. Perform quality assurance on all Sustainability &Value plans within the directorate, ensuring implementation plans are robust and all HR, technical and financial issues have been considered. 5. To lead, develop and manage a portfolio of projects within the Directorate plans following recognised project management methodology ensuring delivery within programme timescales. 6. To assist with the management of the Directorate’s financial recovery plan, ensuring that projects are managed effectively and that deviation from the plan is monitored and corrected on an ongoing basis. Responsible for analysis and monitoring of service budgets identifying areas of financial imbalance to enable recovery plans to be developed and implemented as necessary to ensure achievement of financial targets and overall Directorate plan. 7. Interpret national and local guidance, developing and implementing policies, procedures, and protocols to enable achievement of performance improvement within the Directorate plans. 8. To develop and implement a Performance Framework (PF) for performance management across the Directorate, including preparation and monitoring of performance using Key Performance Indicators (KPl’s) 9. Responsible for undertaking and analysing complex audit activity data, as required within Directorate plans, and making recommendations for service improvements. 10. Continually review service provision and initiate quality improvement and service redesign to meet the increasing demands of the service, improve performance against Board priorities and Waiting Times targets, improving patient and staff experience, while promoting a culture of evidence-based practice through audit and research activity. 11. Responsible for deploying effective communication strategies across a range of service areas ensuring engagement of all stakeholders to enable achievement of Directorate plans and objectives including performance improvement and service change. 12. Develop effective business processes within the Directorate, including the monitoring and tracking of Business Cases (both capital and revenue). 13. Responsible for analysis of Directorate information and data, developing regular progress reports, identifying areas of risk to enable remedial actions to be initiated as required. 14. Link with Strategic Planning colleagues to ensure the Directorate operational plans are aligned to and will enable the delivery of the Lothian Strategic Development Framework. 15. Key and active member of various DATCC wide group including the Senior Management Team meeting, Partnership Forum, Sustainability and Value Programme Board, ATCC and Diagnostics Clinical Governance forums, Diagnostics Recovery Board and Inpatient Day Case Recovery Board. Post holder will be asked to lead on projects reporting to the aforementioned groups and will ensure reporting systems are set up under the governance framework for each group. 16. Responsible for the development of training programmes as necessary to support the implementation of the directorate plans and where required mentor and support Project Leads in the development of sustainable project delivery skills and capabilities, which relate specifically to the projects. 17. Accountable for ensuring all DATCC related complaints are investigated and answered within the timescales of the complaints process. 18. Duties associated with line management responsibility of staffing groups including recruitment, promoting attendance at work, matters of discipline and grievance, PDPR and identification of training needs. 19. To support NHS Lothian’s values of Quality, Teamwork, Care and Compassion, Dignity Respect and Openness, and Honesty and Responsibility through the application of appropriate behaviours and attitudes when dealing with others and in their line management responsibilities. |

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| 7a. EQUIPMENT AND MACHINERY |
| The following are examples of equipment which will be used when undertaking the role: PCs, Laptops and projectors - for audio/visual presentations during meetings Computer/printer - for use of software applications, communication etc.  **Note:** New equipment may be introduced as the organisation and technology develops, however training will be provided. |
| **7b. SYSTEMS** |
| The following are systems of equipment which will be used when undertaking the role:  The postholder will be required to use the following systems in the course of their work for developing and monitoring project plans, producing reports and analysis project information.  Email and other MS Office applications - to support programme management /development work and project monitoring/reporting such as Turas, Tableau, iMatter, TRAKCARE, DATIX, Cancer Waiting Times System, SSTS / Business Objects and the Intranet/Internet.  Project and Performance Management systems to support planning.  **Note:** New systems may be introduced as the organisation and technology develops, however training will be provided. |

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| 8. ASSIGNMENT AND REVIEW OF WORK |
| The postholder is accountable to the Service Director for DATCC with whom objectives will be agreed and performance reviewed.  Work is self-directed with lead responsibility for achieving the agreed objectives of the Directorate plan.  Work is reviewed annually through the Personal Development Planning & Review system. |

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| **9. DECISIONS AND JUDGEMENTS** |
| Expert resource when leading and managing a portfolio of projects including expert analysis of complex information/data/performance against trajectory, troubleshooting, and establishing remedial actions to be taken forward by each of the service areas within DATCC e.g. The Theatre Improvement Programme and Delivering for Patients which are Board initiatives to ensure guaranteeing care for patients within all treatment times and to bring back in house services provided by External Providers.  The postholder will be expected to be the key source of knowledge for these high-profile initiatives informing the senior management team via briefings and reporting, often within a highly emotive and challenging environment due to the subject matter being managed.  Interpret national guidance, overall organisational principles and broad organisational policies to inform the development of programmes of work e.g. Waiting Time Improvement Plan and the Acute Hospital Plan.  Identifies key Directorate plan parameters and set operational targets indicators throughout the duration of the programme.  Using information from risk assessments make informed decisions to manage/eliminate any associated risk.  Determine appropriate allocation and use of resources, both financial and staffing throughout duration of plan and highlight quality and performance improvement opportunities to the Service Director.  Requirement to anticipate, identify and provide solutions to a variety of complex operational issues. e.g. addressing increased demands with current capacity constraints for example workforce, finance and implementation of strategic plans. |

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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| Engaging services to support achievement of plans and objectives whilst they continue to deliver day to day business.  Meeting the competing demands of the specific challenges of current portfolio against daily pressures and requests. Prioritisation and achievement of deadlines within the extensive and varied agenda of the Directorate priorities.  Requirement to anticipate, identify and provide solutions to a variety of complex organisation issues e.g. service disruption.  Challenging executives and other senior managers in their approach, robustness, and performance against plans.  Autonomously managing concurrent initiatives/developments and delivering results within agreed timescales and financial envelope. |

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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| The postholder is required to demonstrate advanced interpersonal, communication and negotiation skills to facilitate effective engagement of key stakeholders with Directorate objectives and to facilitate achievement of the plan milestones.  Required to present formal presentations on Directorate objectives, progress, and outcomes to diverse groups of staff, with the ability to respond to any questions that may arise:  Examples of key stakeholders:  Internal  Executive Leadership Team, Site and Service Directors, General Managers, Associate Medical Directors, Associate Nurse Directors, Clinical Directors, Service Managers, Senior Management Team and Partnership Forums through briefings/presentations to secure commitment to support Directorate objectives.  Programme Boards/Corporate Steering Groups/service area working groups to discuss and agree appropriate action in progressing workstreams within projects.  Staff-side representatives ensuring that all plans and activities are jointly endorsed and progressed on a partnership basis.  Project Teams to ensure that team members are able to undertake expected duties.  External  Senior staff in partner organisations e.g. Scottish Government and other Health Boards.  Collaboration with other Health Boards and public service areas in order to maximise any potential shared benefits. |

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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Skills**  Standard keyboard skills for producing reports and project plans.  **Physical Effort**  Transferring equipment required for presentations/training sessions across sites.  **Mental**  Frequent concentration required when analysing data, report writing, participating in meetings, presenting to groups and reviewing Directorate plans and milestones.  Interruptions from staff/managers across the service seeking advice/guidance. When responding to demands from the wide range of staff from all levels across the organisation either during meetings, during training courses or by phone, the post holder must be able to recall, contextualise, and apply as appropriate, strategic and organisation policy/procedures or good practice.  **Emotional**  The post holder is occasionally required to facilitate potentially emotive meetings or training events where there are direct challenges to the post holder due to the nature of the programme.  Frequently required to review and contribute to complex patient complaint responses and Significant Advert Event reviews and communicate with distressed patients and/or relatives.  **Environmental**  Office environment.  Travel between sites – twice to three times a week. |

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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **Qualifications and Experience**  Educated to postgraduate level (SCQF level 11) in a business-related subject (or equivalent level of experience) **plus** significant previous experience in managing projects at a senior level in a complex organisation with wide-ranging knowledge and understanding of NHS Scotland and NHS structures, systems and services.  Experience of financial monitoring, change management, service redesign and improvement, performance management systems.  Knowledge of service improvement tools and techniques, eg LEAN methodology.  Experience of development and delivery of training of service-related programmes.  **Qualities/Skills/Aptitudes**  Strong interpersonal skills, effective organiser and effective communication with ability to present information logically in both written and oral form, computer literate, ability to negotiate and coherently argue a case for change.  Strong leadership skills with ability to motivate and empower staff and develop good working relationships at all levels. |

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| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each job holder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |