



Job Description

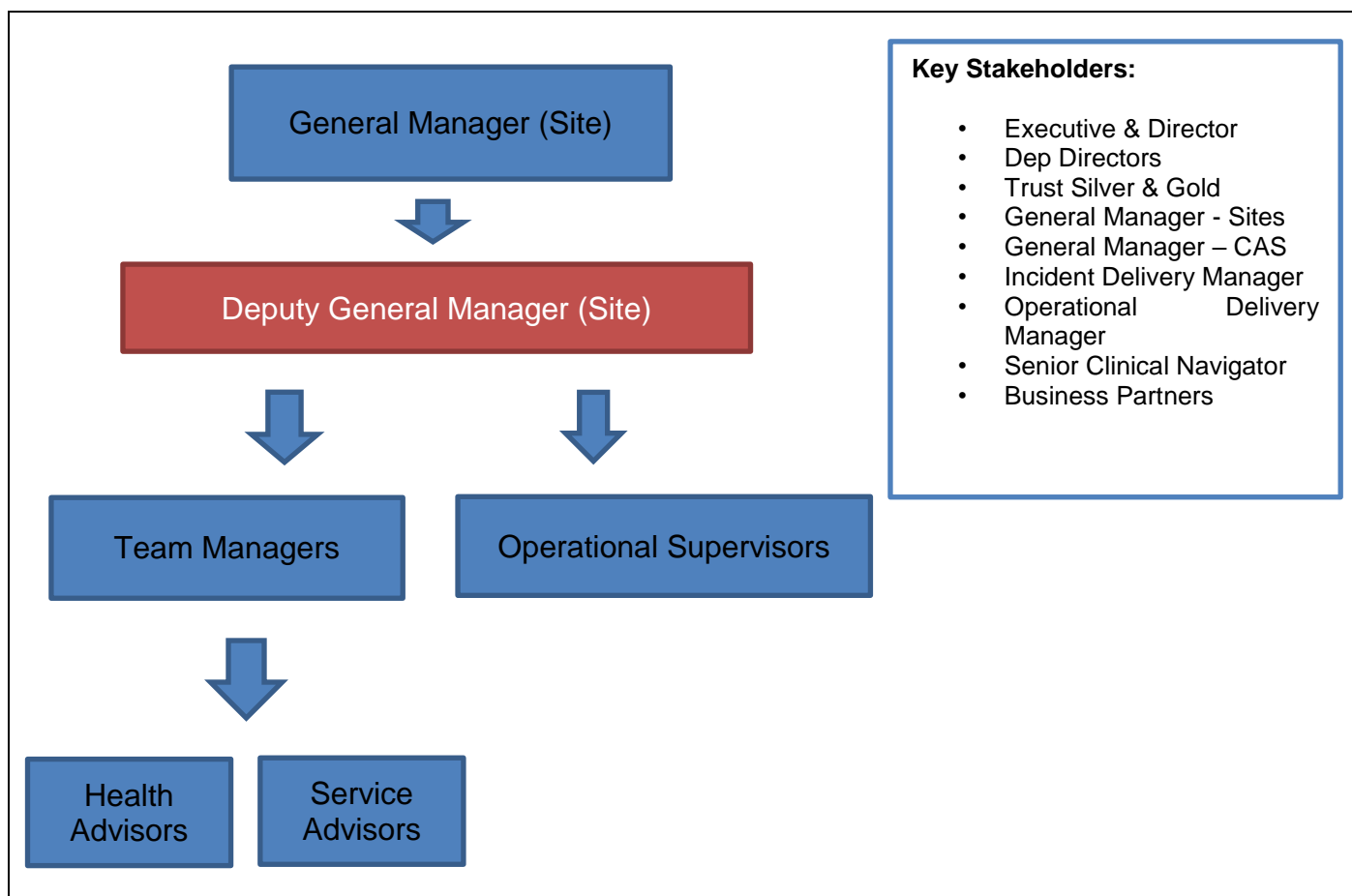
Job Title	Deputy General Manager - Site
Band	AfC Band 7
Department/Directorate	Integrated Patient Care Directorate
Location	LAS Sites
Reporting to	General Manager

Job Purpose

- As an integral part of the management of Integrated Patient Care Directorate (IPCD) as Deputy to the Site General Manager and line manager for the operational management and front line non clinical workforce.
- This role is pivotal to the safe, timely and effective delivery of the LAS Urgent and Emergency care services across London and the development of improved and new service / system development to improve response and quality of care for staff and patients.
- The post holder will be primarily based on one of the four Trust contact centres with the need to work from other sites as required including a rotational participation in the centralised operational team providing 24/7 tactical operations and navigation of resource and service provision across London.
- Working with key stakeholders including senior LAS personnel, providers across the Urgent & Emergency Care System and Regional & Commissioner teams to build an integrated care system to benefit patients.
- The post holder will be a member of the Deputy General Manager team and will participate in a rota that provides site based senior management between 06.00-01.00, 7 days a week.
- The successful candidate will;
 - Responsible for effective, patient-focussed services delivered in accordance with IUC National, Regional and locally agreed specification.
 - Responsible for achievement of Key Performance Indicators.
 - Responsible for rota monitoring to ensure adequate staffing/ skill set and rota fill, escalating risk to General Manager to agree mitigation.
 - Responsible for compliance with quality, governance performance contractual and legal requirements.
 - Responsible for the recruitment, selection and line management of non-clinical workforce inc. management of absences, appraisals, grievances and disciplinaries.
 - Responsible for the development, training and monitoring of individual performance
 - Responsible for the effective and efficient management of routine incidents, working with relevant departments to undertake necessary action to deal with serious incidents.
 - Maintaining oversight of the function/sector's risks on the Trust's board assurance framework (BAF), corporate risk register and local risk register and ensuring that

these are regularly updated and that actions are progressed in line with required timescales.

- To analyse substantial and complex data and information in order to present a position and suggest future courses of action where mitigation or improvement is required.
- Ensure delivery of high quality services in line with Trust policies and procedures and agreed operational process, protocol and pathways.
- Work with key external stakeholders to provide assurance and develop services through collaborative working with providers, commissioners and regional teams.
- Deputise for the General Manager when required.
- Ensure completion and investigation of serious incident reports and actions, internal audit actions and reviewing/updating operational policies/standard operating procedures.
- Monitor daily performance data to ensure effective service delivery, taking action where necessary, including providing Trust forums with exception reports, mitigation and /or actions required for assurance.
- Responsible for the oversight and management of service wide performance should the General Manager be required to undertake the role of Tactical Commander for a declared Major or Significant incident.
- Supporting management of local budget in adherence to Trust SFI's.
- Responsible for procurement of equipment and goods for the site ensuring diligence with regards to cost saving and expenditure through Trust SFI's.
- Timely provision of high quality reports and papers, using systems to collate and interpret data.
- Timely and successful delivery of all projects for which responsibility has been delegated.
- Represent the General Manager at meetings as and when appropriate/requested to do so.
- Maintain responsibility for personal development including attendance at seminars and training courses as agreed with the line manager.
- Participate in the 2nd ODM Rota located at Waterloo to ensure shared knowledge between Urgent and Emergency Care services to develop the integration of services within LAS reporting to the Incident Delivery Manager.
- Initial incident Management for sites including surge, escalation or business continuity.
- Design and implement the shift operational plan, in order to protect service wide performance with mitigation actions and interventions where service provision falls outside of agreed thresholds.
- Perform any other reasonable task as required by the General Manager or wider Trust.



Key Result Areas & Performance Indicators

- To provide visible leadership across sites working on their shifts as much as possible
- To ensure daily communication with all team members that allows for all key organisational messages to be delivered in a consistent and timely way.
- Review performance on a regular basis (daily, weekly, monthly) as advised through operational management process to ensure that each team member understands their unique contribution to ensuring the Directorate attainment of key performance indicators and takes ownership to self-manage, in order to achieve team goals and targets
- To manage, lead and develop the team to embed best practice.
- To use performance management monitoring tools and undertake real time monitoring of team and individual's performance, to include side by side call review and coaching
- To ensure a joined up approach with the CAS Management team to delivery safe effective service with support, guidance and advice from corporate support functions including; People & Culture, Governance & Assurance and Medical colleagues to ensure an integrated approach to deliver best practice.
- Accountable for service delivery to in accordance with agreed service model/ pathways, work with support teams and commissioners to ensure the best possible patient outcomes are achieved based on agreed contractual arrangements.

- Responsible for Learning and Development of self and workforce to maintain high quality service delivery and individual development for future progression.
- Responsible for working with the IPCD Dep Director for Service & Partnership Development to expand on the LAS service portfolio of service, develop new and improved innovation as part of the organisational and system integration of 111 & 999 services.
- Accountable for team performance, providing monthly team performance for review with the General Manager.

Key Relationships & Stakeholders

Include but not exclusive:

- Patient and Service Users
- IPCD Front Line Workforce: Health Advisors/ Services Advisors/ Supervisors/Team Leaders/ Navigators
- IPCD Management Teams: General Managers/ Deputy GM Site & CAS, Dep Directors, Directors,
- Trust Directors & Executive
- 24/7 Operational : On Call Teams/ IDM/ ODM/ SCM/ Trust Gold/ Regional & National on call
- People & Culture – Recruitment/ HR Partners/ Inclusion & Diversity/ Occ Health
- Quality & Assurance - QGAM/ Training & Development
- Finance - procurement/ payroll/ Medical/ Finance & Contracts
- Medical - SSCL/ Asst Director/ Dep Director / SMA
- Resourcing & Scheduling Teams
- London Regional Integrated Urgent & Emergency Care Teams
- National Integrated Urgent & Emergency Care Teams
- Other NHS Trusts and NHS Service providers
- Other providers of health and social care across London
- Trade Unions Representatives
- External suppliers of service and workforce
- Estates
- IM&T

Key Responsibilities

Strategy

- Responsible for efficient and effective communication systems and processes that support an open and transparent exchange between the senior management team and frontline staff (including home workers).
- Empower all team members have the opportunity to make suggestions on how performance, processes, working environment and patient care might be improved.

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- Participate in the design, development and implementation of new service pathways, procedures, protocols Responsible for staff direction and support to ensure full adoption and adherence to agreed management of patients.
- Identifying where changes to Trust policies and procedures, Regional & National process to influence change and system development. Documenting proposal for change, and working with relevant parties to lead change across the service/ workforce.
- Proactively raising concern to the General Managers to improve quality of care, avoid harm and reduce risk with suggestion for improvement with regard to the provision of services.
- Deputising for General Manager at Trust, Regional and National internal and external working groups as required.
- Responsible for portfolio areas of responsibility which will include mobilisation of new services, sub-contractor operational lead, site specific projects.

Operational Delivery

- Ensure robust systems, equipment, workforce and capacity to deliver best possible performance
- Lead the management of change and support the implementation of new initiatives, ensuring continuity of delivery of core business and the ongoing attainment of KPIs; providing real time information to the General manager so they may assess compliance with National and Local targets.
- To manage and support frontline colleagues in the event of unexpected systems or telephony failure.
- Operate in a dynamic environment during often complex and highly pressurised situations.
- Collate and present accurate and complex sets of data to the on duty management team for them to assess and interpret.
- Liaise with other members of a team to build and maintain situational awareness of key challenges facing service delivery.
- Be proactive in the pursuit of excellence, prioritising workload to maintain safe service delivery.
- To identify and highlight to the General Manager when key performance is failing to meet the standard to ensure that appropriate action is taken.
- Gain operational exposure and experience.
- Participating as IUC Operational on call.
- Chairing Disciplinary and MAP hearings in line with Trust Policy.
- Chairing weekly Operational meetings.

Quality, Care, Risk Management & Governance

Contributing to the delivery of high quality patient care according to Trust standards, policies and procedures by:

- Demonstrating and promoting a culture of continuous improvement and learning from experience to provide best practices within your scope and role.
- Supporting the delivery of high quality patient care, professional standard and services required at the right time and place,
- Undertake investigations of reports incidents including Serious Incidents and be the lead.
- Acting as a role model for staff within the workplace, maintaining operational competence and demonstrating behaviours that reflect the organisation's values.
- Supporting audits of systems and processes as required.
- Following Trust Policy with regards to Professional Standards and general conduct.
- Supporting the operational requirement for maintaining a state of readiness for CQC inspection.
- Ensuring all work is undertaken in accordance with policy and procedures
- Ensuring all records are maintained in an appropriate manner and in accordance Trust policies and procedures.
- Maintaining confidentiality of information about patients, staff and health service business in accordance with the Data Protection Act (2018), Information Governance and relevant Trust Policy.
- Assessing and interpreting complex operational situations and to use initiative in making sound and prompt discretionary judgments to resolve problems, within overall operational guidance, policy and procedure overseen by the Duty IDM.
- Ensure monthly auditing competencies are met as part of the Pathways licence.
- Ensure that when risks are identified they are logged and managed through the Risk register/processes.
- To effectively manage, in real time, first resolution of caller comments, compliments complaints and Health Professional Feedback in line with national policy and underpinning statutory legislation.
- To ensure that lessons learnt from the investigation of complaints and incidents are embedded into day to- day practice to ensure maximum patient safety within an open culture of lifelong learning.
- Representing LAS as required in forums or working groups, such as the policy working group to include multi-disciplinary and multi-organisational groups, providing perspective for the local site/ service/ team in development of service issues or developments where decisions could have Service-wide implications.
- Ensure Policies and Procedures are reviewed and up to date.
- Participate in Health and Safety site reviews on a quarterly basis.
- Escalate and monitor through to resolution any Estates issues.

Stakeholder Relationships

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Demonstrated through your working interactions by:

- Senior Leadership role within LAS, working with senior management across the organisation.
- Engaging with key stakeholders, staff, managers and trade unions when required.
- Ensuring the respective views of key stakeholders are escalated via the appropriate channel.
- Being a representative for the Service, embodying the core values of Professionalism, Respect, Innovation and Collaboration in your interactions with colleagues and stakeholders alike.
- Ensure any changes to policies and procedures are understood and implemented within IPCD services.
- Be empowered to constructively challenge current strategies and plans; proactively identifying and implementing improvements.

People & Resource Management

- To ensure, in conjunction with the respective management teams that adequate staffing levels are maintained across service rotas.
- To supervise and line manage Duty Supervisor/ Shift Lead & Team Managers
- To develop, support and implement operational changes which may be resisted or unpopular with staff and/or stakeholders.
- To provide pastoral and welfare support to your team, under normal operating pressures as well as during and after highly stressful and emotional events.
- To undertake return to work interviews in line with the Managing Attendance Policy when requested.
- To undertake regular 1:1 meetings where individual performance and attainment against objectives are reviewed.
- To ensure team members have annual Personal Development Reviews (PDR) and that personal development plans are in place; liaising with Learning and Development colleagues and agree appropriate internal and external study opportunities for team members as appropriate.
- To provide coaching and mentorship for all team members, seeking expert resource appropriately as required to support staff to achieve agreed objectives and maximise their potential.
- To maintain a consistent approach in the use of the attendance, flexible working, grievance and disciplinary policies to ensure that team members are managed fairly and equitably.
- To ensure that all team managers have regular team review meetings where team performance and attendance objectives and triggers are reviewed.
- To authorise time sheets and expense claims for staff as required and work with the admin team to ensure adequate validation processes are applied to ensure SFI compliance, financial scrutiny and vfm.

- To lead and assist with the recruitment of staff (including shortlisting, convening panels and interviewing) as requested by the General Manager.
- Authorise team member time sheets and expense claims as per national policy.
- Actively manage Statutory and Mandatory training to ensure compliance.
- Submit and approve change and leaver forms on ESR for staff and ensure all relevant documentation is submitted for leavers to prevent over-payments.
- Identify any emerging skill mix issues of team and discuss with the General Manager
- Ensure all non-attendance and sickness is recorded appropriately following agreed policy and utilising recognised tools, ensuring unauthorised absences are managed in real time
- Ensure the effective management of annual leave for the team by ensuring that Annual Leave for each skill set is taken / booked proportionately to each quarter of the annual leave year, escalating any problems with annual leave management through the Scheduling Team and relevant managers.
- Ensure rosters for duty teams (Team Managers and Shift Leads) are managed, including managing shortfalls where provision of duty cover has not been arranged by the respective team.
- Ensure that new staff have the correct systems in place for them to carry out their role effectively.
- This job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the postholder.

Infection Prevention & Control

All Trust employees, whether involved directly or indirectly in the provision of healthcare, have a duty to co-operate with and implement Trust policies and procedures in preventing and controlling infection. This includes co-operation with colleagues and contractors also involved in the provision of healthcare so far as is necessary to enable the Trust to meet its obligations under the Health and Social Care Act 2008.

Safeguarding

The London Ambulance Service NHS Trust is committed to safeguarding and promoting the welfare of children and young people and adults at risk and expects all staff and volunteers to share this commitment and ensure they work in accordance with the LAS Safeguarding Child and Adult at Risks Policies and Procedures.

Staff should ensure that they remain up to date with safeguarding training requirements and know how to report safeguarding concerns or allegations against staff and should follow safeguarding policy and procedures and the allegations against staff policy.

Confidentiality

Maintain confidentiality in relation to personal data held for colleagues and patients, ensuring that it is processed lawfully; for no purpose other than that for which it was obtained; is relevant to that purpose; is retained for no longer than is necessary; is processed in accordance with the rights of the subject to access and accuracy; and is protected from accidental loss or damage in accordance with the requirements of the Data Protection Act (as amended), and records management guidance.

Maintain confidentiality of patient-identifiable personal data using a non-identifiable alternative, where practicable, and limiting access on a strictly need to know basis in accordance with the responsibilities of the Trust's Caldicott Guardian.

Risk

Accept personal responsibility for contributing to the Trust's management of risk, including the reasonable avoidance of any action which would knowingly cause unacceptable risk to self, others, or to the Trust.

As far as is reasonably practicable attempt to prevent other people from undertaking tasks or actions which would knowingly cause risks to self, others, or to the Trust, in accordance with Trust policy and training.

Identify and report actual or potential hazards/ risks in the work environment in accordance with Trust policies, and take immediate action to minimise risks where it is reasonably practicable to do so.

Identify and report to the appropriate authority incidents of risk, neglect, abuse or endangerment to vulnerable adults and children.

Follow LAS policy on use of PPE (Personal Protective Equipment) e.g. Stab Vests, Hi- Visibility Clothing, Gloves, Visors etc.

Awareness of and compliance with Health and Safety Regulations.

Equality and Diversity

The Trust recognises the benefits of a diverse workforce reflective of the communities that we serve, and is committed to equal opportunities in employment with a devotion to eliminate all forms of unlawful discrimination. The Trust aims to promote equality of opportunity and good relations between staff and patients (including volunteers, contractors and bank staff). All individuals have a duty to adhere to the Trust Equality and Diversity policy and an individual responsibility towards the application and understanding of the Equality Act 2010. Inequitable behaviour will not be tolerated and every person has a responsibility to highlight discriminatory practice.

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Health and Safety at work

In addition to the Trust's responsibilities under the Health and Safety legislation, you are reminded of your responsibilities for health and safety at work under the Health and Safety at Work Act 1974 (as amended) and associated legislation. These include the duty to take reasonable care of the health and safety of yourself and others in your work activities and to co-operate with your employer in the discharge of its statutory duties. You must adhere strictly to the Trust's policies and procedures on health and safety and report all accidents, dangerous occurrences, unsafe practices or damage to your manager promptly using the Trust's incident reporting system. You must make use of appropriate training, safety equipment, protective clothing and footwear and attend training. Failure to comply with these requirements may result in disciplinary action.

Disclosure and Barring Service (DBS)

If the post you are undertaking requires you to complete a DBS disclosure, this will be managed and processed in line with the DBS Policy and you will be required to sign up and maintain your subscription to the DBS Update Service.

Values and Behaviours

Respectful: Caring for our patients and each other with compassion and empathy, championing equality and diversity, acting fairly.

Professional: Acting with honesty and integrity, aspiring to clinical, technical and managerial excellence, leading by example, being accountable and outcomes orientated.

Innovative: Thinking creatively, driving value and sustainable change.

Collaborative: Listening and learning from each other, working with partners, being open and transparent.

Person Specification

Qualifications, Accreditations, Education		
	Essential	Evidence
Master's Degree or equivalent level qualification or relevant management experience	√	A
Evidence of continuing professional development in current role or evidence of progression/ development through career in similar role.	√	A
NHS Pathways trained	Desirable	A/I
Experience		
Experience in a health care provider management role responsible for front line service delivery and /or contract centres	√	A/I
Demonstrable ability to employ the full range of leadership & managerial skills in providing empowerment and support to both individuals and teams	√	
Demonstrable experience in the ability to drive and develop staff performance through effective coaching and mentoring	√	A/I
Demonstrable ability to engender an open and inclusive working environment where integrity and respect are evident and highly valued	√	
Investigating, report writing and presentation for formal conduct and attendance hearings; up to and including potential dismissal	√	A/I
Experience and evidence of setting and maintaining high standards of performance and conduct.	√	A/I
Experience and evidence of taking responsibility for service performance	√	A/I
Demonstrable experience of working on your own initiatives as well as a team member	√	A/I/T
Demonstrate a high level of professionalism, responsibility and accountability	√	A/I
Experience of managing and presenting sensitive and or contentious information.	√	A/I/T
Demonstrable decision making skills with the ability to make long term operational service and business plans and strategies as well as effective short term, reactive decisions		
Experience of relationship management with key stakeholders in the operational setting to support Trust aims and objectives.	√	A/I
Working knowledge of Aداstra, Directory of Services and NHS Pathways	Desirable	A/I
Knowledge and Skills		
Commitment to providing service that meets the changing needs of external and/or internal stakeholders	√	A/I
Knowledge of telephony triage and understanding of risk management	√	A/I
Full Awareness of the importance of Mandatory & Statutory training including the Appraisal process	√	A/I

Ability to take clear direction from a senior colleague, balancing conflicting workloads and operate in a highly pressurised work environment effectively.	√	A/I/T
Ability to prioritise and manage outcomes against conflicting demands to deliver to deadlines without compromising performance	√	A/I/T
The ability to assess and interpret complex operational situations and to use initiative in making sound and prompt discretionary judgments to resolve problems, within overall operational guidance, policy and procedure.	√	A/I/T
Proficient knowledge and experience in the use of Microsoft Office Suite applications including Microsoft Teams and SharePoint	√	A/I/T
Excellent time management skills	√	A/I/T
Knowledge of the Integrated Patient Care Directorate and wider NHS Healthcare system	√	A/I/T
Ability to work within defined procedures, guidelines and instructions	√	A/I/T
Ability to record accurate handwritten information	√	A/I/T
Highly developed communication skills and ability to communicate sometimes complicated, contentious, challenging and sensitive messages face to face and on the telephone	√	A/I/T
Capable of using Visual Display Equipment for prolonged periods of time (in line with Health and Safety best practice)	√	A/I/T
Ability to influence and persuade others by articulating a balanced view and provide constructive challenge and feedback to achieve beneficial outcomes	√	A/I/T
Working knowledge of the Trust Incident Management procedures and the role of the Incident Management Desk	√	A/I/T
Knowledge of specialist software and systems: e.g. Adastra, Pathways, Avaya, Redbox and Call Management System (CMS).	Desirable	A/I
Personal Abilities		
Adhere to the Trust values and behaviours	√	A/I/T
Be able to concentrate on multiple tasks simultaneously with frequent interruptions	√	A/I/T
Operates on initiative to assess operational options – knowing when to escalate matters and ask for assistance.	√	A/I/T
Demonstrates sensitivity to others with the ability to reflect and demonstrate personal resilience whilst managing unexpected periods of intense stress, traumatic events and sensitive information	√	A/I/T
Patient centered approach with a caring attitude.	√	A/I/T
Demonstrate a role model leadership approach in line with Trust core vision, purpose, values and behaviours.	√	A/I/T
High level of interpersonal skills including the ability to influence and be diplomatic with senior management	√	A/I/T
Great communication skills and the ability to liaise between internal and external stakeholders.	√	A/I/T
A drive for performance and proactive in identifying opportunities for improvement and innovation with flexibility in approach to achieve this	√	A/I/T
Ability to work collectively with team members from all backgrounds, promoting an inclusive working environment for all	√	A/I/T

Willing to undertake additional training as required	√	A/I/T
Willing to travel to / and work from alternative sites as required (including any LAS location external stakeholder sites).	√	A/I/T
Highly resilient individual with the ability to cope under pressure within a continually changing environment		

Key: A = application, T = test, I = interview

Created: **Sept 2021**