



## **ANEURIN BEVAN UNIVERSITY HEALTH BOARD JOB DESCRIPTION**

<b>POST TITLE:</b>	Directorate Manager – Ophthalmology
<b>SALARY:</b>	Band 8a
<b>HOURS:</b>	37.5 per week over 5 days
<b>ACCOUNTABLE TO:</b>	General Manager / Assistant General Manager
<b>LOCATION:</b>	Royal Gwent Hospital

### **JOB SUMMARY**

The post holder is a senior management professional within the Aneurin Bevan University Health Board (ABUHB). They will be expected to provide professional management support, leadership and expertise to ensure that services within the Ophthalmology Directorate are delivered effectively and efficiently in line with Divisional objectives and policy.

The post holder will operate as part of the Management Team for the Division. The Ophthalmology Directorate Manager will provide leadership and strategic and operational management for all staff within the directorate to ensure the provision of a modern, patient focused service. The Ophthalmology Directorate Manager will ensure that all resources allocated to the Directorate are used efficiently and effectively to provide these services and will be responsible for performance improvement within the Division.

### **KEY RESPONSIBILITIES**

#### **Management and Leadership**

In conjunction with the Clinical Director to direct, lead and motivate the Ophthalmology Directorate will ensure a high standard of professionalism, efficiency and effectiveness in the delivery of Ophthalmology services, ensuring that activity is fully aligned to the business of the ABUHB, and is in line with local and national policy and law.

This will include coaching and mentoring, resource planning, standard setting, performance management, management of change and team and individual development as required.

To ensure that the ABUHB's aims and objectives are clearly communicated to the staff within the teams and to ensure that an effective communication structure is in place within the Ophthalmology Service to ensure that information flows both up and down the organisation.

To ensure that the relevant Ophthalmology Directorate is proactive and influential in the contribution to the Division and ABUHB's strategic and operational plan.

To proactively contribute corporately to the work of the Division on an ongoing basis regarding development of strategy, financial plans, targets, cost improvements and standardisation of services.

To lead the Ophthalmology Directorate teams to ensure a culture of continuous improvement and professional excellence is achieved.

To develop and empower all members of the teams to perform to high standards and to encourage innovation.

With the Lead Nurse, to develop and promote systems to ensure that safe services are provided in line with best practice and policy.

The successful applicant will be expected to undertake point of contact responsibilities as a senior leader within the division and directorate.

### **Communications and Relationships**

To promote good communication with the Clinical Director and Lead Nurse for the Directorate and to promote effective communication within this Management Team to ensure clear and effective leadership for the Directorate.

To advise the Clinical Director and Lead Nurse on resource management issues and ABUHB policy to ensure change is managed within the Ophthalmology Service in line with ABUHB policy and resources.

To use and understand complex information and multi-factorial strands of communication both inside and external to the organisation to ensure the effective management of the Ophthalmology Service.

To develop and promote close working relationships with the trade unions and professional bodies to facilitate good employee relations to enable the new ABUHB to deliver its financial targets and business objectives.

To manage change by providing and receiving highly complex, highly sensitive or highly contentious information where there are significant barriers to acceptance and to overcome these using the highest level of interpersonal and communication skills, such as would be required when communicating in a hostile, antagonistic or highly emotive atmosphere.

To manage highly sensitive, complex and possibly distressing service user complaints and serious incidents using the highest level of interpersonal and

communication skills such as would be required when communicating in a hostile, antagonistic or highly emotive atmosphere.

### **Analytical and Judgment Skills**

To exercise judgment involving highly complex facts and figures and situations which require the analysis, interpretation and comparison of a range of options in order to ensure the effective daily management of the Ophthalmology Directorate.

To exercise judgment to ensure that safe services are provided within the resources available and, based on available information and experience to escalate issues appropriately as required.

To be able to analyse and assess conflicting information where expert opinion may differ or information may not be viable relying on judgment and critical thinking to deliver an appropriate outcome and to exercise judgment to take further advice where required.

To exercise specialist knowledge across a range of managerial work procedures and practices underpinned by theoretical knowledge and practical experience in order to ensure effective operational and strategic management of the Ophthalmology Directorate.

To interpret and present data regarding the Ophthalmology Directorate both verbally and in a written format data for various purposes to feed into both service delivery and strategy.

To create written and numerical reports from internal and external sources that promotes the evaluation and performance management of the Ophthalmology Service.

### **Planning and organising**

To contribute to, and promote effective joint planning with partner agencies to ensure the delivery of an effective Ophthalmology Service.

To formulate and contribute to long term strategic plans which involve uncertainty, and may impact on the entire organisation and to ensure that they fit within the ABUHB's strategic plans and local and national policy.

To produce robust business cases for service developments or other change management issues as required.

To regularly monitor and review plans and adjust for changes in local need and in response to changes in national policy guidance.

To lead and sponsor projects to develop new ways of working in line with the strategies and business plans for the Ophthalmology Directorate.

To lead and sponsor change in a structured way to deliver services in line with the strategies and business plans for the Ophthalmology Directorate.

To plan and prioritise own work, to ensure effective support to all areas and delivery of key objectives.

## **Policy and Service Development**

To be responsible for policy implementation, and policy and service development for the Ophthalmology Directorate.

To promote continuous improvement, within the Ophthalmology Service in a structured way.

To develop models that support new ways of working and future service development in line with local and national policy.

## **Responsibilities for Financial and Physical Resources**

In conjunction with the Clinical Director to be responsible for the budget for the Ophthalmology Service This includes responsibility for budget setting, monitoring and management of budgets and responsibility for physical assets.

To achieve financial balance and/or surplus within areas of responsibility, ensuring that any cost improvement programmes and cash releasing efficiency schemes are delivered.

To be responsible for the effective use, monitoring, and management of operational budgets within the Ophthalmology Service. This will include prioritisation, budget setting, supervision of delegated budgets and control and procurement of capital equipment, to ensure compliance with the organisation's Standing Orders and Standing Financial Instructions and ensure effective corporate governance.

To be responsible for effectiveness of activity monitoring as a means for ongoing review of the efficiency of services and their delivery against all improvement programmes.

## **Responsibility for Human Resources**

To demonstrate effective personal leadership to promote good morale, motivation and corporate responsibility within the Division

To line manage and be responsible for ensuring an effective system of performance management, including appraisal and personal development, for all direct reports and their staff, including active succession and workforce planning.

To ensure all direct reports are effectively trained, and are aware of their managerial responsibilities for human resource issues within their areas of responsibility.

To work with the Human Resources team in ensuring that robust HR policies and processes are in place in all areas of operational responsibility.

To ensure that staff groups within the Ophthalmology Directorate are working to competencies which are regularly assessed and appropriate to the service in line with Agenda for Change and the Knowledge and Skills Framework.

## **Responsibility for Information Resources**

To produce complex reports and presentations based on a range of information from a variety of sources as required.

To write and present reports to a wide range of groups possibly including the ABUHB Board, external agencies and Local and National groups, as required.

### **Responsibility for R&D**

With guidance from the Clinical Director ensure an evidence-based approach to policy development and service redesign and consider the outcomes of relevant audit and/or evaluation work on all aspects of the role.

To ensure that innovation and good practice is disseminated between Directorates and Divisions so as to maximize efficiencies ABUHB-wide, maximizing spread and sustainability, avoiding duplication.

### **Freedom to Act**

To be responsible for the day to day operational management and strategic development of all services within the Ophthalmology Directorate balancing the need for proactive service development and strategic leadership against the reactive demand of operational responsibilities and stakeholders

To have the authority to represent the Division and ABUHB in partnership working with other agencies.

To work independently guided by broad health and social care strategies and organisational policies and specific local and national guidelines.

To provide advice on the above strategies and policies should be interpreted and implemented.

To assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options and assess risks and opportunities to the organisation and facilitate consensus building and decision making.

### **Physical Effort**

There is a regular requirement to travel between NHS and other sites often with limited time between meetings.

Frequent VDU use is required for this post for periods of up to 3 to 4 hours at a time in order to produce complex reports and analysis to support decision making.

### **Mental Effort**

Intense concentration will be required on a wide variety of complex issues throughout the day.

The post holder will frequently have to adapt to changing priorities and re-focus the work of self and others on new priority areas that may require urgent action.

The post holder will participate in and facilitate meetings which require a high level of concentration on a wide range of topics, with a variety of audiences and mixtures of attendees.

### **Emotional Effort**

The role will require daily negotiation with senior NHS professionals, directors and managers in a financially constrained health economy issues that have a significant impact on the quality and quantity of the Ophthalmology Service, challenging practice and established management processes.

The post holder will also be expected to deal positively and promptly with staff concerns and personal problems, challenge staff on any inappropriate behaviours or poor performance and investigate and deal with complaints as required.

The post holder will be expected to deal positively and promptly with patient or carers concerns and complaints and to act with authority to resolve the issues raised. This may include issues of a sensitive or distressing nature and may include serious incidents.

### **Working Conditions**

Exposure to unpleasant working conditions or hazards is rare.

Office conditions with regular requirement to travel.

This job description is not exhaustive. The priorities and emphasis may change in view that it is a new post and to reflect service needs.

This represents an outline of the post and is not a precise catalogue of duties/responsibilities.

### **HEALTH & SAFETY**

All employees have a statutory duty of care for their professional safety and that of others. Employees are required to co-operate with managers to enable the LHB to meet its legal duties.

## PERSON SPECIFICATION

	Essential Criteria	Desirable Criteria
<b>Education/Qualifications</b>	<p>Educated to Masters Degree Level or equivalent demonstrable level of work experience</p> <p>Management Qualification</p> <p>Experience of planning and implementing long-term strategy</p>	<p>Project management qualification such as Prince2</p>
<b>Experience</b>	<p>Experience, working at a senior level in a large complex organisation</p> <p>Experience of having worked in a senior capacity in health</p> <p>Experience of planning and implementing long-term strategy</p> <p>Proven track record of successfully introducing service improvement or successful management of significant organisational change in a complex environment</p> <p>Experience of successfully working in an environment in which the interests of a variety of stakeholders need to be considered and balanced whilst maintaining good working relationships with stakeholders. Experience of managing difficult situations and resolving conflicts or concerns</p> <p>Significant experience of working with staff, their representatives and trade unions/professional</p>	<p>To have managed in a multi disciplinary setting</p> <p>Specific project management experience</p>

	<p>organisations</p> <p>Demonstrable success in building, leading, motivating, managing and developing teams</p> <p>Participation in significant change management projects</p> <p>To have developed partnership arrangements or partnership working.</p> <p>To have brought projects to a successful conclusion and achieved outcomes.</p> <p>Experience of having produced reports and presented to a variety of audiences.</p> <p>Experience of working with budgetary constraints and targets</p> <p>Experience of understanding the principles of equality of opportunity and having put into disciplinary practice</p> <p>Experiences of having managed crisis or emergencies in a work setting</p>	
<b>Skills &amp; ability</b>	<p>Ability to lead, develop and implement longer term policy and service development strategies</p> <p>Ability to influence at all levels and a highly strategic thinker</p> <p>Ability to consult, analyse and evaluate research findings to support the commissioning process</p> <p>Ability to analyse and appropriately present often highly complex information</p> <p>Proven ability to achieve targets and objectives within a demanding and pressured environment against</p>	



<b>Knowledge</b>	<p>challenging deadlines.</p> <p>Sound judgment, decision making, and organisational skills</p> <p>Ability to analyse and interpret complex statistical information made up of several components which may conflict, for example health and social care</p> <p>Able to interpret legislation, national guidance as appropriate to the role.</p> <p>Able to demonstrate a high level of interpersonal skills, displaying credibility, influence and political acumen</p> <p>Ability to communicate verbally and in writing in a manner which is clear, fluent and persuasive</p> <p>Self motivated and committed to developing self and team members</p> <p>Proven ability to influence large groups of staff</p> <p>Ability to empower, coach and support staff.</p> <p>Ability to work on own initiative and organise own workload and that of the team to operate effectively</p>	
	<p>IT literate and able to use MS Word, Excel, PowerPoint and Outlook.</p> <p>Ability to operate within a performance management framework</p> <p>To have worked with highly confidential information and have a thorough understanding of the issues of confidentiality when dealing with</p>	<p>ECDL</p> <p>Updated knowledge of Welsh Health and Social Care and its performance</p>

	<p>organizational and personal records</p> <p>Knowledge of the key stakeholders for health and social care delivery</p>	
<b>Personal attributes</b>	<p>Excellent interpersonal and communicational skills</p> <p>Resilience in leading people through change and managing difficult situations/individuals</p> <p>Ability to think strategically and laterally</p> <p>Ability to juggle competing demands</p> <p>Ability to lead by example</p> <p>Ability to convey enthusiasm and inspire confidence</p> <p>Ability to handle stress productively</p> <p>Ability to motivate and develop staff and work flexibly with teams and other professionals</p> <p>Enthusiastic, committed, proactive and innovative.</p> <p>Politically astute and high level of intuition</p> <p>Appetite for hard work and challenges.</p> <p>Show resilience, stamina and reliability under sustained pressure, never losing sight of objectives.</p> <p>High level of personal integrity</p>	
<b>Research &amp; development</b>	<p>Regularly undertake R&amp;D activity including audits and surveys in order to develop cost effective, evidence based services and achieve the service modernisation and</p>	

	improvement agenda.	
<b>Other requirements</b>	Ability to be independently mobile to meet the requirements of the post	