



**University Hospitals  
of North Midlands**  
NHS Trust

# Job Description and Person Specification

**PROUD  
TO  
CARE**



# Join the UHNM Family

University Hospitals of North Midlands NHS Trust is one of the largest and most modern in the country. We serve around three million people and we're highly regarded for our facilities, teaching and research.

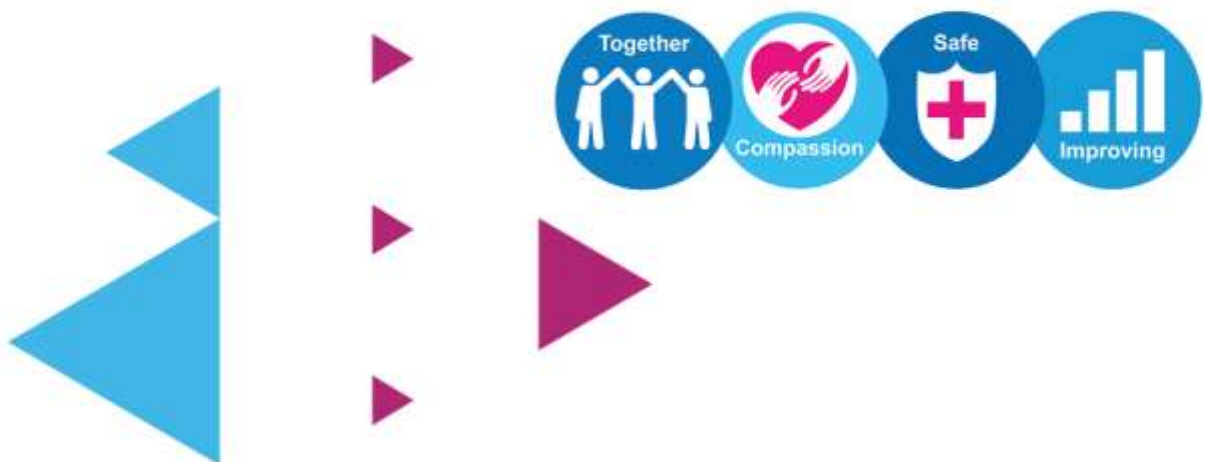
The Trust has around 1,450 inpatient beds across two sites in Stoke-on-Trent and Stafford. Our 11,000 strong workforce provide emergency treatment, planned operations and medical care from Royal Stoke University Hospital and County Hospital in Stafford.

We are a specialist Major Trauma Centre for the North Midlands and North Wales. Happy staff make for happy patients, and with the help of both we have put together a wide range of development and support packages aimed at ensuring that everyone. The Trust has the opportunity to fulfil their potential and meet their aspirations as well as the tools to provide great care.

Our mission to provide the very best health care includes recruiting the best people. Our goal is to be a world-class centre of achievement, where patients receive the highest standards of care and the best people come to learn, work and research.

The Trust also has a vibrant charity arm, UHNM Charity, which provides funds to enable University Hospitals of North Midlands NHS Trust to purchase state-of-the-art medical equipment and to enhance and improve patient experience and comfort.

Many of our staff are passionate about the service they provide and want to be part of something special. You can find out more about how our staff and patients are helping to improve the health, comfort and hospital experience of local people every day at [www.uhnmcharity.org.uk](http://www.uhnmcharity.org.uk)



# Values & Promises

We have four core values and promises that were co-created by our staff, patients and carers.



## Together

- We are a Team – I will be considerate, help others to achieve our goals and support others to make positive changes
- We are Appreciative – I will acknowledge and thank people for their efforts and contributions
- We are Inclusive – I will be open and honest, welcome people's views and opinions and involve people in decisions that affect them



## Compassion

- We are Supportive – I will be empathetic and reassuring. I will support and encourage people when they need it
- We are Respectful – I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable
- We are Friendly – I will be welcoming and approachable. I will make eye contact, say hello and introduce myself #hellomyname is



## Safe

- We Communicate Well – I will explain clearly, share relevant and timely information and keep people updated
- We are Organised – I will plan ahead, manage my time well and be prompt in what I do
- We Speak Up – I will contribute to ensuring healthy and constructive feedback for all so we can feel safe to challenge inappropriate care and behaviour and promote our values



## Improving

- We Listen – I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear
- We Learn – I will share best practice, celebrate good performance and support others to use their skills, learn and grow
- We Take Responsibility – I will have a positive attitude, act and encourage people to take the initiative and make improvements

**Division:** Division of Network Services

**Job Title:** Deputy Associate Director

**Band:** 8c

**Location:** Royal Stoke

**Hours:** 37.5

**Managerially accountable to:** Director of Operations – Division of Network Services

**Professionally accountable to:** Director of Operations – Division of Network Services

### **Role Summary**

The post holder is a key member of the Divisional Management Team accountable for optimising the resources of the Division in order to deliver safe and effective patient care and for fostering an environment of continuous improvement.

The post holder will be responsible to the Director of Operations for formulating and supporting the implementation of business/service plans to deliver the strategic aims of the Division

To work with other Directorates to ensure the achievement of the Trust's and the Division's Corporate Objectives.

Deputise for the Director of Operations as necessary and to lead on an agreed portfolio across the division.

### **Key Areas/Tasks**

- It is expected that ALL employees of the Trust will take part in the appraisal process each year with the first appraisal taking place within the first 6 months from appointment. The Deputy Associate Director is responsible for ensuring that a directorate processes are in place to enable this to be implemented and monitored and will be responsible for agreeing with the Divisional Associate Director a date and time for their own annual appraisal and mid- year review
- Due to the complexity of the Division, the post holder will be expected to provide, receive or act on highly sensitive/contentious information relating to the Trust's highly specialised, complex and frequently contentious service/modernisation issues which at times may be very emotive/controversial and as such requires the highest level of interpersonal and communication skills.
- To ensure appropriate stakeholder engagement in the development of service plans and the subsequent presentation of proposed changes to staff and where appropriate the public
- To communicate highly complex and sometimes highly contentious information to large groups in a manner that is understandable and is likely to achieve engagement
- To ensure communication channels are used appropriately to facilitate the flow of information between staff and managers and the complex range of services within the Division
- To establish and operate effective communication systems for all staff working in the Division
- To develop and maintain effective communication and good working relationships with other

Divisions, Directorates, GPs, Primary Care Groups and all relevant stakeholders

- To represent the Trust on specific committees/working parties as requested
- To network with other Trusts providing similar services in order to identify and share areas of good practice at national and local level
- To participate in the Corporate (Silver) and any required Divisional General Management on-call service
- To ensure a regular physical presence within all areas of the division in order to provide appropriate leadership and be approachable to staff.
- Degree level education or equivalent professional qualification or equivalent experience.
- Postgraduate level management qualification or equivalent experience.
- Evidence of continuous management development demonstrated through the acquisition of knowledge from taught development programme(s)
- Able to demonstrate the acquisition of additional specialist business management knowledge (equivalent to Masters level), through training and experience acquired over time In depth knowledge and experience of a range of different services e.g. HR, finance, leadership.
- To receive, interpret and utilise highly complex and sometimes conflicting information to ensure effective management of resources and the delivery of performance targets.
- To monitor the performance of the Directorates against their agreed objectives and to be responsible for ensuring corrective action where performance is not in accordance with objectives
- Able to logically think through a particular problem, that does not always have an obvious solution, to determine an action plan for resolving issues, drawing on appropriate resources, and taking into account all the implications.
- In conjunction with the core Divisional Management Team, ensure that systems for clinical governance are in place with appropriate monitoring mechanisms for their continued effectiveness
- To analyse and interpret a range of highly complex information in order to understand the directorates financial and clinical performance and to prepare and present options for improvement
- To analyse and interpret the staff satisfaction survey results for a complex range of services within the directorate structure and to work with staff to develop and implement improvement plans
- Promote lean principles within the Division in order to improve quality and productivity and embed a culture of continuous improvement.
- Develop and encourage a culture within the Division of continuous service improvement around the patient pathway, both to deliver the patient targets and to achieve value for money for the Trust.
- To take responsibility in the absence of the Associate Director the operational management of the Division, including ensuring appropriate management structures and processes are in place to facilitate smooth patient flows through the clinical pathways.
- To lead on an agreed portfolio the implementation service and workforce transformation plan, formulating business cases and service agreements as necessary
- Ensure that appropriate planning, co-ordination and monitoring arrangements are in place across the Division to monitor the delivery of all services and that appropriate action is taken when necessary.
- To promote lean principles within the Division in order to improve quality and productivity and



embed a culture of continuous improvement

- To work flexibly in order to deliver the Divisional agenda and to support colleagues across the Division including cover in times of absence
- Work in partnership with others both within the Trust and across the economy to develop and sustain the capacity and capability of the Division/Trust to deliver its core business.
- To lead on specific Divisional Transformation and development plans which contribute to and reflect the Trust's strategic direction.
- To contribute on behalf of the Division towards the long term future planning and prioritisation of the strategic direction of the Trust.
- Responsible for the formulation of complex business strategies for the Division and lead in the formulation of the divisional business plans, ensuring the active involvement of all clinicians and professional staff in developing strategy and service development
- To have standard PC skills
- To monitor performance against local and national Key Performance Indicators, taking action to continually improve performance
- To ensure complaints are dealt with in accordance with Directorate and Divisional procedures and oversees preparation of responses to written complaints on behalf of the Divisional Associate Director, Divisional Associate Chief Nurse, Chief Nurse and Chief Executive.
- Work with others across the Division to plan, develop, monitor and review public relations and marketing for the Division
- To support the Directorates in developing a vision, strategy and service plan for the specialties within the Division.
- Assist in the development of operational policies and shared care protocols for a range of complex services with other clinical specialties within the Trust.
- Investigate any reported untoward incidents/near misses in conjunction with the Trust's Clinical Risk Manager/Clinical Director.
- Investigate any major incidents within the Division on behalf of the Associate Director.
- To ensure full involvement/engagement of all key staff in the development of service agreements
- Liaison with the Divisional Business Advisor to ensure appropriate financial management is in place and decides areas of appropriate budgetary devolution
- To monitor the expenditure ensuring it remains within budgets for all clinical/non-clinical areas
- To understand the impact of service changes on the income and expenditure for a complex range of services within the Divisional structure and to ensure that planned changes lead to an improvement in margins and/or service quality
- To contribute to the budget setting process
- To Support the Associate Director with the day to day management of staff within the Division including recruitment selection and retention, deployment, training and disciplinary matters.
- To ensure that effective systems of performance review and objective setting are in place and in conjunction with the Core Divisional Management Team ensure appraisals are carried out for all staff, identifying individual development and training needs
- To support the Divisional workforce planning process to produce and implement a robust workforce plan taking account of relevant legislation and professional guidelines e.g. EWTD
- Ensure that processes are in place for the Division to design, develop, plan, implement and

evaluate learning and development programmes that will enable staff to deliver high quality services within the resources available.

- To ensure compliance with Health & Safety legislation and regulations and Health & Safety policies and procedures within the Directorate
- To work with divisional colleagues to ensure that time and resources are managed through effective teamwork, leadership and motivation within the Division
- Develop oneself, and continually seek to identify opportunities and needs to develop others in areas of practice to ensure safety and service improvements.
- To carry out disciplinary or grievance matters in line with the Trust's policies as required.
- To regularly write reports for formal committees and boards.
- To regularly undertake surveys or audits as necessary to own work/regularly undertake research and development activity.
- Is guided by corporate and national policies but in most situations the post holder will need to establish the way these should be interpreted
- To deputise for the Divisional Associate director as necessary and therefore make appropriate level decisions on their behalf in their absence
- To lead on an agreed divisional portfolio across the whole division on behalf of the Divisional Associate Director
- Undertake light physical effort such as sitting, standing and walking
- Standard keyboard skills
- Requires frequent spells of concentration through a work pattern which can be unpredictable
- Able to cope with interruptions whilst in periods of concentration
- Manage conflicting priorities
- Intense concentration is occasionally required when deputising for the Divisional Associate Director.
- Develop communication methods to help reduce barriers to change, using appropriate language to engage with staff in a positive manner
- Regularly dealing with patient complaints and staff problems.
- Frequently dealing with distressing or emotional circumstances.
- Working in a variety of areas across the hospital site
- Multi hospital site working
- Regular VDU usage

### **Personal/Professional Development**

- To take every reasonable opportunity to maintain and improve your professional knowledge and competence
- To participate in personal objective setting and review, including the creation of a personal development plan and the Trust's appraisal process.

### **Health and Safety**

- To take reasonable care for your own Health and Safety and that of any other person who may be affected by your acts or omissions at work.
- To co-operate with University Hospitals of North Midlands (NHS) Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to.

- To comply and adhere to individual and role specific responsibilities as stated in the Trust Health and Safety Policy (HS01) and all other Health and Safety related policies.

## **Equality and Diversity**

UHNM is committed to the implementation of the Equality, Diversity and Inclusion Policy Which ensures equal opportunities for all. UHNM is also committed to embracing diversity and eliminating discrimination in both its role as an employer and as a provider of services. It aims to create a culture that respects and values each other's differences, promotes dignity, equality and diversity and encourages individuals to develop and maximise their potential. All staff are required to observe this policy in their behaviour to other workers and patients/service users

## **Infection Prevention**

Infection Prevention is the obligation of every employee both clinical and non-clinical at the University Hospitals North Midlands NHS Trust. Driving down healthcare associated infection is everyone's responsibility and all staff are required to adhere to the Trust's Infection Prevention policy

All staff employed by the UHNM Trust have the following responsibilities:

### **Trust Dress Code**

- Trust approved uniform/dress code must be adhered to
- When in clinical areas all staff must be bare below the elbow, without wrist watches, stoned rings, wrist jewellery, false nails, nail polish or plaster casts
- No personal bags to be worn during clinical duties

### **Hand Hygiene**

- Decontaminate your hands as the per 'The five moments of hand hygiene'

### **Own Practice**

- Lead by example
- Encourage and praise good practice
- Be prepared to accept advice about your own practice

### **Decontamination**

- Ensure that equipment you have been using or about to use has been decontaminated effectively
- Ensure that you are aware of the Trust approved cleaning products, and follow a safe system of works

### **Trust Policies**

- Ensure that you know and strictly follow relevant Infection Prevention policies for your role and apply standard precautions at all times, which is available in the Infection Prevention Manual on the UHNM intranet

## **Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality**

All staff are responsible for ensuring they are familiar with and adhere to the Trust's policies, procedures and guidelines with regards to the Data Protection Act, General Data Protection



Regulation (GDPR) and the NHS Code of Confidentiality. This includes confidentiality, information security, cyber security, secondary use and management of records.

Staff have a responsibility in protecting the “rights and freedom” of natural persons (i.e. live individuals) and to ensure that personal data is not processed without their knowledge, and, wherever possible, that it is processed with their consent. Processing includes holding, obtaining, recording, using and disclosing of information and applies to all forms of media, including paper and images. It applies to both patient and staff information

Hence staff must ensure confidentiality is maintained at all times, data is recorded accurately and you only access this information as part of your job role

## **Safeguarding Children, Young People and Adults with care and support needs**

All staff are responsible for ensuring that they are familiar with and adhere to the Trusts Safeguarding Children and Adults policies, procedures and guidelines. All health professionals who come into contact with children, parents, adults with care and support needs and carers in the course of their work have a responsibility to safeguard and promote their welfare as directed by the Children Acts 1989/2004 and the Care Act 2014. Health professionals also have a responsibility even when the health professional does not work directly with a child or adult with care and support needs but may be seeing their parent, carer or other significant adult.

All staff are required to attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to their role

This job description is not intended to be an exhaustive list and may be subject to change from time to time. All documents referred to throughout this Job Description can be found on the Trust's intranet, or alternatively copies can be obtained from the Human Resources Directorate

## **Sustainability**



Sustainability and Corporate Social Responsibility are fundamental to the way the University Hospitals of North Midlands NHS Trust (UHNM) work. The Trust has developed a Sustainable Development Management Plan (SDMP): '*Our 2020 Vision: Our Sustainable Future*' with a vision to become the most sustainable NHS Trust by 2020. In order to achieve this, we need the support of all staff. As a member of staff, it is your responsibility to minimise the Trust's environmental impact and to ensure that Trust resources are used efficiently with minimum wastage throughout daily activities. This will include minimising waste production through printing and photocopying less, reducing water waste and when waste is produced, it is your responsibility to segregate all clinical waste correctly and recycle. Switch off lights and equipment when not in use, report all faults and heating / cooling concerns promptly to the Estates Helpdesk and where possible minimise business travel. Where the role includes the ordering and use of supplies or equipment the post holder will consider the environmental impact of purchases.

*SWITCH to a Sustainable UHNM* is a campaign that focuses on the sustainability of the Trust and how we can use resources more effectively to provide better patient care, improve our health and

work place. SWITCH is looking to recruit as many Champions as possible to help to bring the campaign to colleagues in their departments / wards and bring SWITCH to life. If you are interested in becoming a SWITCH Champion please contact [switch@uhns.nhs.uk](mailto:switch@uhns.nhs.uk)

### **Disruptive Incident & Business Continuity**

The Trust needs to be able to plan for, and respond to a wide range of incidents and emergencies that could affect health or patient care. These could be anything from severe weather to an infectious disease outbreak or a major transport accident.

All staff are required to have an awareness of the Trust's business continuity arrangements, as a minimum. All staff will be required to;

- To know how to identify a business continuity incident and the method for reporting;
- To have an awareness of local business continuity arrangements;
- To participate in awareness, training and exercises, as required;

In the event of a disruptive incident, all Trust employees will be required to attend work if they are fit and well and able to do so in line with a Trust risk assessment. Those who are clinically qualified will be required to work flexibly across the Trust to meet the service need in clinical areas. This will include front line clinical staff who will be expected to cover alternative duties as and when required in order to ensure that all essential services are maintained.

Signed Employee \_\_\_\_\_ Print \_\_\_\_\_ Date \_\_\_\_\_

Signed Manager \_\_\_\_\_ Print \_\_\_\_\_ Date \_\_\_\_\_

**Job Title**

## Person Specification

	Specification	Criteria		Evidence
		Essential	Desirable	
<b>Essential Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to degree level.</li> <li>• Evidence of higher level study at Masters Level; Alternatively working knowledge and experience at an equivalent level</li> <li>• Proficient in the use of Microsoft office: Word, Excel, access and Power-point</li> <li>• Professional training delivery qualification or equivalent experience of delivering and facilitating in challenging environments.</li> <li>• Portfolio of certified/accredited professional development activity undertaken in relevant areas</li> <li>• Experience and/or qualifications in the specific area Organisational Development</li> </ul>	✓ ✓  ✓ ✓  ✓		
<b>Knowledge, Skills, Training and Experience</b>	<ul style="list-style-type: none"> <li>• Experience of working across boundaries to develop networks with key stakeholders</li> <li>• Experience of managing a diverse team utilising the full spectrum of HR practices</li> <li>• Ability to prioritise workload in response to service need</li> <li>• Ability to work autonomously and be accountable for own actions</li> <li>• Ability to motivate and support others to achieve goals</li> <li>• Able to utilise initiative to solve problems and develop the service</li> <li>• Ability to work as part of the wider team</li> <li>• Broad experience of</li> </ul>	✓  ✓  ✓  ✓  ✓  ✓		

	<p>project work and managing projects in a complex multi system environment</p> <ul style="list-style-type: none"> <li>• The ability to integrate theory and practice through the effective development and delivery of learning programmes and events which take full account of relevant learning methodologies, principles and paradigms</li> <li>• Experience of delivering training programmes &amp; presentations to various levels of staff.</li> <li>• Experience of facilitating staff engagement interventions with groups of staff or teams</li> <li>• Good influencing and networking skills</li> <li>• Excellent written and communication skills</li> <li>• Ability to maintain confidentiality and deal with situations in a sensitive manner</li> <li>• Ability to follow complex instructions and make the complex simple</li> <li>• Ability to contribute directly to the production of strategy and policy documentation</li> <li>• Ability to develop medium and long term plans to meet service need and ensure sustainability</li> <li>• Ability to apply evaluative and reflective techniques to personal practice, events and activities</li> <li>• Ability to understand, interpret and critically analyse data and information</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		
Personal Qualities	<ul style="list-style-type: none"> <li>• Positive mindset in respect of – Supporting organisational change; learning, and continuous improvement.</li> <li>• Effective interpersonal and</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>		

	<ul style="list-style-type: none"> <li>• intrapersonal skills including high degree of self-awareness and self-regulation</li> <li>• Takes responsibility and is accountable for delivering to their agree objectives</li> <li>• Consistently professional, collaborative and compassionate in their approach.</li> <li>• Works with patients and people at the fore – operates to a customer service ethos</li> <li>• Acts to support and enable effective teamwork</li> <li>• Delivers work of consistent and predictable high quality</li> <li>• There is a frequent requirement for prolonged concentration when facilitating</li> <li>• Emotional effort; the post holder will at times be exposed to distressing and emotional circumstances</li> <li>• Ability to travel to and work across multiple sites</li> </ul>	✓  ✓  ✓  ✓  ✓  ✓  ✓		
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