

CANDIDATE INFORMATION:

CHIEF OPERATING OFFICER

FOR

BEDFORD HOSPITAL NHS TRUST

CONTENTS

- About Bedford Hospital NHS Trust
- Job Description and Person Specification
- Application Process
- Link to <http://www.bedfordhospital.nhs.uk>
- [Link to](#) Our Trust Board

ABOUT BEDFORD HOSPITAL NHS TRUST

Bedford Hospital NHS Trust is a 403 bed, high performing acute district general hospital committed to providing a caring and safe environment for our patients and staff. The Trust provides a range of services to over 270,000 people living predominantly in north and mid Bedfordshire and is the vascular hub for the county.

Bedford Hospital has earned a reputation for the high quality of its services. The Trust has been named as one of the 'top 40' hospitals for eight successive years by the independent data analyst CHKS, was rated 'good' in this year's PEAT (Patient Environment Action Teams) assessment by the NPSA and was given a 'good' rating for quality of services by the Care Quality Commission (CQC). The Trust consistently scores well in the annual Dr Foster Good Hospital guide and has won many prestigious awards for the quality of food, cleanliness and operational performance.

Bedford Hospital has over 2000 members of staff and a current turnover of approximately £146 million. The hospital enjoys strong community support with over 200 volunteers at the Trust and over £6 million being raised by the independent Bedford Hospitals Charity over the past 10 years. The fantastic support from the hospital charity has enabled the Trust to build a dedicated cancer centre, the Primrose unit, the women's and children's services wing: Cygnet wing and a new midwife led birthing unit called the Acorn Suite'.

The Trust's ethos is ' **every patient matters** ', and its vision is to provide patient focused high quality acute hospital care to meet the needs of our local community and is constantly working with staff to find new ways of working to ensure that this vision is achieved.

Bedford Hospital is a forward thinking Trust and is always looking for new ways to upgrade and improve the services it offers. The Trust is currently mid way through its Foundation Trust application process. Becoming a Foundation Trust will mean that Bedford Hospital will gain freedom from central government control and instead will become accountable to its staff, its patients and its local community. Please click on the link below to find out more about the Foundation Trust application.

JOB DESCRIPTION

CHIEF OPERATING OFFICER

JOB TITLE: Chief Operating Officer

RESPONSIBLE TO: Chief Executive

KEY RELATIONSHIPS:

INTERNAL	EXTERNAL
Chief Executive and Chair Trust Board members Executive Team senior clinicians Managers and all other staff Trade Union Representatives	Strategic Health Authority Bedfordshire health community and the wider health economy Primary Care Trusts Mental Health and Ambulance Trusts Local authority chief officers Neighbouring organisations Voluntary Sector and patient representatives and forums

JOB SUMMARY

This is a key senior role in the Executive and Board structure, comparable to that of a Managing Director role, with a broad portfolio of both clinical services and a range of corporate support functions, ensuring the safe provision of high quality patient focussed services that meet national performance targets within resources available. The postholder is also the lead change agent for the transformation of services including service re-organisation, service acquirement or take over and estate reconfiguration. This will include the development of supporting clinical strategies.

As an Executive Director, the Chief Operating officer will be expected to play a significant role in the future development of the Trust and the services it provides.

KEY RESPONSIBILITIES

- To be responsible to the Chief Executive and Trust Board for the effective and efficient delivery of all operational, clinical services, some non clinical support services and a range of corporate support functions, with particular emphasis on clinical care, performance management, financial, legal and contractual requirements.
- To manage the following director-level posts and provide support and advice in relation to delivery of the respective portfolios:
 - Five Associate Medical Directors (from a medical or other clinical discipline)
 - Deputy Chief Operating Officer
 - Associate Director of Operations Planned Care
 - Associate Director of Operations Non Elective Care
 - Associate Director of Business Development
 - Programme Management Office
 - Change Foundation
- To effectively engage across all corporate and service delivery functions to ensure there are robust processes in place to agree and meet financial and activity targets for the current year and outline for future years.
- To lead on clinical efficiencies and service improvement work programmes, thereby raising standards of practice, productivity and value for money.

- To oversee the development of effective information analysis to support strategic decision making.
- To lead on the Business Planning function.
- To lead on transformational change across boundaries to enable the effective delivery of strategy, through the delivery of specific improvement programmes and Local Health Community QIPP plans.
- To lead on business continuity management including emergency planning.
- To lead on performance delivery of all national and local targets and to embed and sustain a performance management culture across the organisation.
- To be an effective full Trust Board member and in due course NHS Foundation Trust Board member taking collective responsibility for the corporate governance of the organisation.
- To ensure the Trust maximises the opportunities of partnership work across the whole health economy and in particular in North Bedfordshire.
- To deputise for the Chief Executive Officer as agreed.

MAIN DUTIES AND RESPONSIBILITIES:

1.0 SERVICE DELIVERY

- 1.1 To lead the delivery of performance targets.
- 1.2 To develop a high performing team of senior managers who work to key performance indicators and who are held to account in terms of delivery.
- 1.3 To ensure the highest level of clinical engagement and involvement in the development and delivery of the clinical services.
- 1.4 To work with the Director of Nursing and Patient Services, Director of Organisational Development and Medical Director to ensure professional issues are addressed to maximise service performance and delivery of the highest quality clinical services.
- 1.5 Together with the Associate Director of Operations, ensure that divisional teams are furnished with timely, accurate and appropriate information to manage effective change.
- 1.6 To work with the Chief Executive and the Director of Finance and Performance to ensure value for money activities are actioned and audit recommendations are implemented in a timely manner.
- 1.7 To work with the Director of Finance and Performance and other colleagues to implement service line management and embed this way of working across the organisational structures
- 1.8 Take strategic responsibility for the implementation of the clinical strategy and the effective delivery of high quality clinical operations.
- 1.9 Ensure that the Trust meets and exceeds all national and local targets and standards.

2.0 PLANNING AND STRATEGY

- 2.1 To support the Director of Finance and Performance to establish and manage external contracting and partnership relationships to pre-determined standards.
- 2.2 To ensure that the prescribed business planning process is complied with across the Trust, that facilitates ongoing development and delivery of Trust strategy and priorities.
- 2.3 To contribute to the translation of strategy and corporate objectives, into corporate service plans and budgets as part of the overall planning process.
- 2.4 Liaise with Commissioners and secondary providers to develop new models of working using integrated care pathways where appropriate.
- 2.5 To play a key role in liaising with GPs predominantly within the Bedford Hospital catchment area, monitoring market share, and aligning customer need with Trust planning process.
- 2.6 To play a key role in delivering the strategy, ultimately realising its ambitions to be a Foundation Trust.
- 2.7 Develop an improvement programme that can translate into all areas of the Trust for the benefit of patients and staff. This will support our Trust vision and objectives.
- 2.8 Scan for new business opportunities, scoping possibilities and leading bids for new services and their ultimate implementation.

3.0 LEADERSHIP

- 3.1 To provide strong leadership to director and senior management reports, ensuring that effective management and performance systems are in place.
- 3.2 To identify and nurture clinical leadership potential and talent.
- 3.3 To demonstrate positive leadership by behaviours.
- 3.4 To challenge conventional approaches and driving forward change when needed demonstrating a committed to creating a learning organisation culture committed to continuous improvement.
- 3.5 To lead the transformation agenda across the organisation, working closely with all partner organisations.
- 3.6 To undertake Trust lead role in working across local health community to deliver the QIPP and reform plan.
- 3.7 Managing Director of the Change Foundation.
- 3.8 To work with Divisional Management Teams, Clinical Directors and Executive Directors to ensure there is a visible senior interface with Primary Care Organisations.
- 3.9 Provide support to all direct reports through objective setting, appraisal, talent management review and the agreement of personal development plans.
- 3.10 To be the lead change agent for the development of services

4.0 ORGANISATIONAL DEVELOPMENT

- 4.1 To support the Chief Executive in the further development of an open, engaged and performance driven culture.
- 4.2 Work with the Medical Director to develop clinical leadership.
- 4.3 To contribute to the ongoing review and delivery of an OD strategy for the organisation.
- 4.4 Take part in the Board development programme and associated activities.
- 4.5 To promote a culture of equal opportunities through the development of services that reduce health inequalities and working practices that eradicate discrimination.
- 4.6 Ensure the development of robust operational management structures and systems within the Trust's clinical divisions.
- 4.7 Promote a culture of service line management ensuring that clinical leaders have the tools and information they need to provide safe, high quality services.

5.0 EMERGENCY PREPAREDNESS

- 5.1 Take Board responsibility for all emergency preparedness issues within the Trust, ensuring the Trust fulfils its statutory responsibilities in line with the Civil Contingencies Act (2005).
- 5.2 Lead the development and implementation of all emergency planning activities including risk assessment of issues and development of plans to support these.
- 5.3 Ensure effective and robust major incident plans are in place to deal with external and internal incidents.
- 5.4 Implement a comprehensive testing programme to ensure plans are fit for purpose and remain valid when service reconfiguration or service improvements are implemented.
- 5.5 Ensure a comprehensive training programme is in place for all key staff including Board members when appropriate.
- 5.6 Provide regular reports to the Board on the level of control and compliance within the organisation.
- 5.7 Advise the Board on its statutory responsibilities, ensuring any changes are effectively communicated in a timely manner.

6.0 BUSINESS CONTINUITY MANAGEMENT

- 6.1 Take Board responsibility for resilience management in the Trust.
- 6.2 Lead the development and implementation of a comprehensive business continuity system for the full range of Trust activities.
- 6.3 Establish a register of key business risks and implement continuity plans to support each of these risks including IT failure, flooding, pandemic flu, and major internal incidents.
- 6.4 Provide regular reports to the Board, ensuring the level of control is appropriately assessed, managed and monitored.

- 6.5 Lead the development and implementation of a regular testing programme to ensure continuity plans are effective and fit for purpose.

7.0 GOVERNANCE, QUALITY AND RISK MANAGEMENT

- 7.1 To be an effective full Trust Board member and in due course NHS Foundation Trust Board member taking collective responsibility for the corporate governance of the organisation.
- 7.2 In executing Board responsibilities, to constructively challenge the decisions of the board and help develop proposals on priorities, risk mitigation, values, standards and strategy.
- 7.3 To share the Board's collective responsibility for:
- Adding value to, and promoting the success of, the organisation
 - Providing leadership to the organisation within a framework of prudent and effective controls
 - Setting strategic direction, ensuring management capacity and capability, and monitoring and managing performance
 - Safeguarding values and ensuring the organisation's obligations to its key stakeholders are met
- 7.4 To be the lead Director for agreed key performance targets.
- 7.5 To cooperate with the Audit and Governance Committees of the Trust.
- 7.6 To facilitate the internal and external auditors as requested.

CORPORATE MANAGEMENT

- To play a strong corporate role within the Executive Team and the Trust Board.
- To use a variety of communication tools to maintain and expand communication channels with staff, patients and partners
- Maintain effective communications with other Directors and divisional staff in order to ensure a corporate approach to the delivery of clinical operations and all other aspects of the portfolio

GENERAL

- To participate in the senior management on-call rota.

OTHER DUTIES

- Adhere to the Code of Conduct and Accountability for NHS Boards.
- To carry out other duties as may be required by the CEO, Chairman and Trust Board.
- The above list is not exhaustive and the post holder may be expected to undertake other duties that can reasonably be expected of an Executive Director of the Trust.

VARIATION

This job description will be subject to review from time to time. Any amendments will be made in consultation with the post holder.

STANDARDS OF BUSINESS CONDUCT AND CONFLICTS OF INTEREST

The Trust has adopted a Standards of Conduct Policy which reflects NHS Management Executive Guidelines. It is the responsibility of staff to ensure that they do not abuse their official position for personal gain or seek to advantage or further private business or other interests in the course of their official duties.

All staff must declare to their manager all private interests which could potentially result in personal gain as a consequence of their position. Interests, which might appear to be in conflict, should also be declared.

CONFIDENTIALITY

All matters relating to patients' health and personal affairs are strictly confidential. You must not divulge or act in a way that is likely to cause such information to be divulged to any unauthorised person.

If in doubt, please refer to your manager for guidance. Breaches of confidentiality may lead to disciplinary action, including dismissal. All staff are expected to respect the requirements under the Data Protection Act 1998 and observe the Trust's policies on IM&T security.

DATA QUALITY

Bedford Hospital is committed to producing good quality data which it sees as an integral part of this role. Commitment to producing good quality data is essential and responsibility lies with all who record, manage and monitor the information whether their role in the Trust is clinical, technical or clerical

INFECTION PREVENTION AND CONTROL

It is the duty of every employee to comply with The Health Act (2006): Code of Practice for the Prevention and Control of Healthcare Associated Infections (also known as "The Hygiene Code").

Effective prevention and control of healthcare-associated infections has to be embedded into everyday practice and applied consistently by everyone. Failure to do so may result in disciplinary action.

The hospital is a partner in the cleanyourhands campaign. It is the responsibility of every staff member to be aware of and comply with the hand hygiene policy and campaign in all patient areas and promote the ethos of the policy and campaign to all hospital users.

HEALTH AND SAFETY

It is the general duty of every employee to take reasonable care for the health and safety of himself/herself and others who may be affected by his/her acts or omissions at work, including the use of necessary safety devices and protective clothing and co-operate with management in meeting its responsibilities under the Health and Safety at Work etc., Act 1974. Any failure to take such care or any contravention of safety policy or managerial instructions may result in disciplinary action being taken.

All employees are required to participate in the Trust's accident/incident reporting system and to comply with the Trust's procedures and techniques for managing risks.

TRAINING AND DEVELOPMENT

The Trust is committed to the identification of training needs through a system of appraisal and in-house training in line with the Investors in People standards to meet organisational, statutory and personal development needs.

THE WORKING TIME REGULATIONS 1998 (S1 1998/1833)

You are required to comply with the Trust policy on implementation of the Working Time Regulations, including declaration of hours worked and breaks taken, completing written records if required and reporting any instances where your pattern of working hours may constitute a health and safety risk to yourself, patients, the public and other Trust employees. You have the right not to be subjected to any unlawful detriment by reporting any concerns under the Regulations.

You are required to disclose any additional work you undertake or are planning to undertake for another employer. The Trust will permit you to undertake this additional work providing the Trust is satisfied that this does not conflict with the interests of the organisation, performance of your normal duties or with the requirements of the Working Time Regulations. The Trust also recognises that it has a responsibility for your health and welfare.

NO SMOKING POLICY

The Trust operates a 'No Smoking Policy'. Employees are not permitted to smoke anywhere within the Trust's buildings or sites.

PERSON SPECIFICATION
CHIEF OPERATING OFFICER

Essential Criteria	Measured by	
	Application form	Interview
<p>Qualifications</p> <ul style="list-style-type: none"> • Higher degree and/or relevant management qualification • Evidence of continuing professional and personal development <p>Experience</p> <ul style="list-style-type: none"> • Significant senior management experience in an NHS acute trust, operating at or close to Board level • Extensive experience of leading successful change in patient centred care delivery • Extensive experience of delivering demonstrably high quality services • Experience of delivering against challenging performance targets, and of managing others to do so. • Experience of delivering high levels of productivity and efficiency. <p>Skills, Knowledge & Abilities</p> <ul style="list-style-type: none"> • Knowledge of key current issues in NHS systems reform • Understanding of the issues facing community health services • Well developed leadership skills and emotional intelligence • Strategic thinking and innovation • Clear understanding of systems management • Highly developed influencing, persuading and communication skills • Able to get key messages across on complex issues • Able to establish and maintain relationships with key people, both internally & externally • Evidence of successful track record of achieving results in a senior leadership role • Ability to innovate, to recognise challenges, analyse problems and apply effective solutions • Ability to demonstrate honesty and professional integrity • Ability to manage a highly complex portfolio and deliver a wide range of objectives within the time available • Understanding of Foundation Trusts and implications for NHS Trusts in moving toward Foundation status 	<ul style="list-style-type: none"> ✓ ✓ <ul style="list-style-type: none"> ✓ ✓ <ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ <ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ <ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

<p>Special Aptitudes</p> <ul style="list-style-type: none">• Personal energy and resilience• Ability to think strategically without losing touch with day to day service delivery		<p>✓</p> <p>✓</p>
---	--	-------------------

APPLICATION PROCESS

Application is via CV and concise supporting statement to be submitted to Linda McCue at Acertus via: linda.mccue@acertus.co.uk. In your application please detail how you meet the requirements of the role as outlined in the job and person specification.

All applications will be acknowledged.

All candidates are requested to complete an Equal Opportunities Monitoring Form.

PLEASE DO NOT APPLY VIA NHS JOBS.

If you wish to discuss any aspect of the role, organisation or application process please do not hesitate to contact Linda McCue on 07958 032839 / 01730 266208 or via email.

Following the closing date candidates will be longlisted by Bedford Hospital NHS Trust by scrutiny of their application. Longlisted candidates will be asked to attend a preliminary interview with Acertus. As part of this, longlisted candidates will be required to complete an online Occupational Personality Questionnaire (OPQ), feedback will be provided at the preliminary interview. Following this Bedford Hospital NHS Trust will shortlist candidates for final assessment and panel interview.

Appointment will be subject to the receipt of satisfactory references and employment checks.

All information will be treated in the strictest confidence.

Recruitment timetable summary:

Action	Date
Closing date for applications	16 May 2011
Preliminary Interview and OPQ Feedback sessions with longlisted candidates	20 or 23 May
Opportunity for shortlisted candidates to visit the Trust and meet the Chief Executive	Week commencing 30 May or 6 June
Final assessment and panel interview	Week commencing 13 June