

Job Description

Job Title	Associate Director of Urgent Care and Patient Flow
Position No.	47986336
Band	VSM
Team	Operations and Delivery
Base	Kirkham House or St Owens
Responsible to	Managing Director of UEC
Accountable to	Chief Nursing Officer

Part 1 – Job Summary & Key Responsibilities

Job Summary

- The post holder will provide leadership and overall management expertise as part of the ICB Urgent and Emergency Care team to continually improve patient outcomes across Herefordshire & Worcestershire in partnership with a range of partners and services; and will ensure the quality elements included within UEC commissioned services are robust in line with national and local policy.
- The post holder will be responsible for driving change and improvement by supporting and influencing those working in UEC across Herefordshire and Worcestershire
- The post holder will be expected to possess and utilise specialist, in depth knowledge and experience in the areas of quality assurance, transformation, commissioning, service redesign and integration, project management and UEC operational management and will be responsible for the providing quality oversight across the UEC pathways
- Will be an expert lead in UEC in both Herefordshire and Worcestershire places, giving advice and input relating to nursing and quality where required.
- The post holder will be working in collaboration with all ICS partners, third party providers and service user and carers groups.
- They will be responsible for the strategic, operational and project management of a range of programmes, in line with local strategies, Long Term Plan and system productivity.
- The Postholder is responsible for promoting and delivering a consistent approach in UEC, manage any changes in process and improvement in service delivery - working in partnership with a range of external partners and providers to ensure the delivery of a high quality UEC service.

- They will be interpreting national guidance and relevant organisational policy in determining both day to day work and actions, the longer-term strategic priorities in their areas of responsibility.
- The post holder will support the Managing Director of the ICB by contributing to the strategic planning of the UEC function within the ICB, as well as providing clinical advice within the scope of UEC to improve capacity planning and delivery.
- The post holder will work with the UEC partners across the ICS to inspire and motivate teams and ensure the work programme of quality improvement, quality assurance and nurse leadership in the UEC commissioned services are successfully delivered.
- The post holder will define current processes, facilitate discussions and advise colleagues as to how best practice might be adopted in the definition of future processes, document those processes as they are agreed and oversee their delivery.
- The post holder will lead on a range of quality improvement projects relating to agreed priorities. This may involve working collaboratively with other Places, Local Authorities, and Integrated Care Systems.
- The postholder is responsible for ensuring that all processes implemented are compliant with legislative and national guidance and in accordance with the responsibilities of the ICBs.
- This job description and person specification are only an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.
- The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Department and the Organisation.

Key Working Relationships

- The post holder will be required to communicate effectively and provide highly complex information to a wide range of internal and external stakeholders. This will include verbal, written and electronic media.
- To act as a link at the respective Places to ensure a coherent approach to delivering quality, innovation and transformation in UEC services across the ICS.
- Present to colleagues and stakeholders highly complex information on programme development, experiences and lessons learned.
- To liaise with other Managers to share best practice and enable quality improvement, assurance and patient safety.
- Work across complex partnership arrangements, engaging constructively with internal and external stakeholders on a range of innovative and contentious issues.
- Nurture key relationships and maintain networks internally and externally, including national networks.

- To act as a champion for patients and their interests, ensuring the patients voice is at the heart of clinical network activities.

Key Duties and Responsibilities

Operational

- As UEC Head of Quality, the post holder will use knowledge of quality care combined with robust local knowledge of health and care service working in collaboration with relevant colleagues.
- Support the delivery of national priorities and relevant national strategies at both Places.
- Ensure robust quality contract development, management and performance monitoring processes within all local contracts, including supporting local procurements.
- Develop detailed project plans fitting in line with the agreed milestones, working with commissioners and senior managers in developing plans across the network and where needed.
- Interpret and analyse complex quality and local demographic information in relation to commissioned services.
- Analyse, interpret and present highly complex data to highlight issues, risks, define a range of improvement actions and recommendations to support decision making.
- Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information.
- Provide reports and recommendations to the Managing Director/ Chief Nursing Officer and/or ICB Executive Team on areas of concern and in accordance with assurances required to sustain care of the highest standards.
- Support the delivery of local CQC quality improvement plans relating to UEC by providing professional advice on the quality and effectiveness of provider improvement plans.
- Undertake quality visits to UEC services as required and provide expert advice and feedback to ensure high quality and safe provisions of service.
- Ensure that best practice is developed and delivered across H&W UEC providers including hospital discharge pathways. Challenge ways of working and persuade, motivate, and influence other senior managers to realign their practice where necessary.
- To operate in a highly political and sensitive environment.
- Oversee services commissioned within the quality framework ensuring appropriate service specifications and monitoring and review arrangements are actively applied and where necessary collaboratively commissioned with partners to enable maximum effectiveness.

- Provide professional leadership for UEC team through role modelling and membership of health economy wide forums. Influencing and negotiating quality improvements that contribute to the ICBs priorities and enable its role and function to be undertaken effectively.
- Liaise closely with peers, network with colleagues in other organisations working together to improve efficiency and information sharing.
- Show a high level of political awareness in dealing with commissioners, service users and other stakeholders.
- Represent the Managing Director and other senior team members within UEC as appropriate at meetings and events.
- Promote clinical engagement, education and empowerment of staff.

Financial and Physical Resources

- Responsible for supporting local commissioning of projects and procurement of services to support project delivery.
- Constantly strive for value for money and greater efficiency in the use of budgets, and to ensure that they operate in recurrent financial balance year on year.
- Act in a way that is compliant with Standing Orders and Standing Financial Instructions in the discharge of this responsibility.

People Management

- Work closely with Place system colleagues to ensure work streams are provided with robust and high-quality project and business support.
- Responsible for the day to day range of staff management matters, which will include responsibility for supporting appraisals, development of staff, recruitment, and where necessary processes such as grievance and disciplinary matters.
- Responsible for an individual's development on the job and job performance management. Work in conjunction with line managers and other job managers to assess and manage confidential information about an individual's performance and capability development.
- Identify and promote personal development among team members and professionals associated with clinical quality, risk and safety to retain and maximise stability, skill mix also encouraging colleagues to develop their skills and competence and confidence.
- Encourage and support staff to look after their health and well-being, including the release of staff to attend health and wellbeing activities and interventions.
- Manage the health and safety of staff, including stress and ill health in accordance with ICB policies, procedures, legislation and best practice, seeking guidance from others where needed.
- Ensure you communicate the ICB's purpose and direction. Set clear objectives to enable staff to see how their work contributes to the ICBs success. Be visible to your team, in person or via electronic tools, listening and responding to the views of team members.

- Provide staff with feedback on their contribution at work, coaching and developing them in their role.
- Appraise staff regularly, supporting their personal development within the available resources.
- Ensure staff undertake mandatory and statutory learning at intervals detailed in the relevant ICB policies.

Information Management.

- Proactively identify and analyse local intelligence gathered to address local health inequalities.
- You will be expected to comply with all ICB policy requirements in relation to Information Governance, including the Freedom of Information Act 2000, the Data Protection Act GDPR and the Electronic Record Management Standards & Guidance.
- As an employee you may gain privileged knowledge of a highly confidential nature relating to private affairs, diagnosis and treatment of patients, information affecting members of the public, personal matters concerning staff, commercial confidences of third parties and details of items under consideration by the ICBs. Such information should not be divulged or passed to any unauthorised person or persons.
- Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust plans, reports and business cases that contribute to delivery of quality and service improvement.
- Analyse, interpret and present data to highlight issues, risks and support decision making.
- Write and submit quality reports summarising performance, risks and issues, appraising outcomes, and indicating actions taken to address quality deficits.

Research and Development

- Plan, develop and evaluate methods and processes for gathering, analysing, interpreting and presenting data and information.
- Establish robust service improvement initiatives, keeping projects to plan, on track and delivering agreed milestones.
- Co-ordinating Research & Development initiatives, delegating as appropriate.

Operational Responsibilities

Planning and Organisation

- Ensure projects and initiatives are delivered on time, to quality standards and in a cost-effective manner, adjusting plans as required.
- Determine the strategic planning of quality improvement projects, identifying interdependencies across projects/functions, potential impacts on the wider Collaborative

and ICS, resource requirements and building in contingency and adjustments as necessary.

- Determine the development of performance and governance strategies and the development and implementation of quality improvement programmes, in accordance with Place, Collaborative and the ICS priorities.
- Determine short, medium- and long-term business plans, achieving quality outcomes.

Policy and Service Development:

- To take responsibility for developing, implementing policies and procedure in the area the job holder is currently working on at a point in time, including briefings, commissioning, business, or resources.
- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines, and service level agreements (SLA's) which may impact within Department or Directorate.
- Proposes changes to own project/service and making recommendations for other projects/service delivery.

Decision Making

- Work autonomously within delegated levels of authority
- Maintain own high professional standards
- Interpret overall health service policy and strategy related to the redesign of clinical pathways and services
- Work within the Place policies and procedures
- Use managerial and judgmental skills to analyse complex situations and formulate appropriate solutions/response

Part 2 – Our Values & Behavioural Expectations

Our Values

Within NHS Herefordshire and Worcestershire we strive to be a supportive, caring employer and expect our staff to behave in a professional, inclusive and respectful manner and to demonstrate the values which underpin our vision for the population of Herefordshire & Worcestershire:



Kindness | Trust | Honesty | Fairness | Respect

During the recruitment process, all candidates will be expected to provide relevant examples of how they demonstrate our values. Relevant information will be required during the application stage and, for shortlisted candidates, during the interview process.

Equality and Diversity

We are committed to providing an environment of inclusion and mutual respect where equal employment opportunities are available to all regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, marital status, religion or belief. Our goal is to be a diverse organisation that is representative, at all levels, of the communities we serve and we recognise and appreciate that everyone associated with the NHS Herefordshire and Worcestershire is different and so should be treated in ways that are consistent with their needs and preferences.

In support of this all staff are required to be aware of the NHS Herefordshire and Worcestershire's Equality and Diversity Policy and the commitments and responsibilities the organisation has to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not

We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.

Note: For all posts at Band 8a and above, there will be a requirement for candidates to demonstrate relevant E&I experience and/or expertise during the recruitment process.

Safeguarding Children and Adults

All employees are required to act in such a way that at all times safeguards and promotes the health and well-being of children and vulnerable adults. Familiarisation with and adherence to the policies and procedures of the Local Safeguarding Boards (Children and Adults) and those of the organisation is an essential requirement of all employees as is participation in mandatory safeguarding training in accordance with the employees roles and responsibilities.

Our Green Plan & Sustainability

We recognise the impact our services can have on the natural environment and, as a commissioner of healthcare services, we seek to minimise these impacts through the adoption of sustainable practices and continual improvement & development in environmental performance, whilst delivering health benefits for staff, patients, visitors and our local communities. All employees are expected to fully support our aim to operate in a sustainable way, reduce our environmental impact and contribute to the achievement of NET Zero targets.

Personal Development

NHS Herefordshire and Worcestershire is committed to supporting the development of all staff. All employees have a responsibility to participate in the personal development process with their manager, which will provide an opportunity to:

- establish and take action towards achieving goals
- have a conversation about job role, career aspirations and personal development
- align personal aspirations with corporate objectives
- agree actions that are underpinned by the organisation's value base

As part of development, employees have joint responsibility with their line manager for the development of skills and competencies through identification and participation in training and development activities relevant to their role.

External Interests/Personal Relationships

Each member of the NHS Herefordshire and Worcestershire's staff is responsible for ensuring that any external interest they have and/or personal relationship/s they have with an existing member of staff, does not conflict with the duties of their posts. All applicants for posts within the organisation must disclose any such external interest or existing personal relationship at the earliest possible stage of the recruitment process. If an applicant is in any doubt about a possible conflict of interest they should raise the issue and seek advice from the recruiting manager.

Health & Safety

In accordance with the Health and Safety at Work Act 1974 and other supplementary legislation, you are required to take reasonable care to avoid injury during the course of work and co-operate with the organisation and others in meeting statutory regulations.

- To comply with safety instructions and NHS Herefordshire and Worcestershire policies and procedures.
- To use in a proper safe manner the equipment and facilities provided.
- To refrain from wilful misuse of or interference with anything provided in the interest of health and safety and any action which might endanger yourself and others.
- To report as soon as practical any hazards and defects to your senior manager.
- To report as soon as practical accidents and untoward incidents and to ensure that accident forms are completed.

Information Governance, Data Protection and Confidentiality

All staff are expected to:

- Ensure the confidentiality and security of all information that is dealt with in the course of performing your duties in accordance with the requirements of the Data Protection Act 2018 and adhere to the principles of Caldicott;
- Be aware that NHS Herefordshire and Worcestershire operates a suite of Information Governance and Data Security Policies. All staff should become familiarise themselves with these policies and, in particular, sign the IG Code of Conduct and complete the mandatory IG Training within one month of commencement. Breaches of any of these policies could be regarded as gross misconduct and may result in serious disciplinary action being taken, up to and including dismissal;
- Comply with and keep up to date with the requirements of legislation such as the Freedom of Information Act 2000 and Computer Misuse Act 1990;
- Ensure that your staff maintain that the confidentiality and security of all information that is dealt with in the course of performing their duties is in accordance with the requirements of the Data Protection Act 2018 and the principles of Caldicott; and
- Ensure that your staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.

Smoke Free Policy

In line with the Department of Health guidelines, NHS Herefordshire and Worcestershire operates a strict smoke-free policy. This includes not permitting the use of E-Cigarettes on the premises.

Notes & Review

This is not an exhaustive list of duties and responsibilities, and the post holder may be required to undertake other duties, which fall within the grade of the job, in discussion with their manager. This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the post holder.

This job description is intended as an outline indicator of general areas of activity and will be amended in the light of the changing needs of the organisation. It will be reviewed in conjunction with the post holder on an annual basis.

Part 3 - Person Specification

Job Title	Associate Director of Urgent Care and Patient Flow
Band	VSM
Team	Operations and Delivery
Base	Kirkham House or St Owens
Responsible for	Managing Director of UEC
Accountable to	Chief Nursing Officer

	Essential	Desirable	Assessment
Qualifications & Experience	<p>Registered Nurse, midwife or Allied Health Professional with current Nursing & Midwifery Council or Health Professions Council registration.</p> <p>Masters Level Education or equivalent experience.</p> <p>Demonstrates evidence of commitment to professional development.</p> <p>Member of relevant professional body e.g. RGN, RMN or Allied health professional Registration.</p> <p>Extensive knowledge of Urgent and Emergency Care acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to master's level equivalent.</p> <p>Must understand the background to and aims of current healthcare policy and appreciate the implications of this on engagement.</p> <p>Should have an appreciation of the</p>	<p>Experience of working and influencing at a senior level and leading a team or service environment.</p> <p>Extensive experience in relevant senior leadership role in a comparable NHS Organisation.</p>	Application/ Interview

	<p>relationship between the Department of Health, NHS England, NHS Improvement and individual provider and commissioning organisations.</p> <p>Significant experience in delivering continuous improvement ensuring consistent high standards of clinical quality and safety.</p> <p>Knowledge of clinical risk management.</p>		
Skills, Knowledge & Competencies	<p>Communication</p> <p>Developed communication skills for delivering key messages to a range of stakeholders both internal and external (including outside the NHS) to the organisation, some at very senior level.</p> <p>Highly effective interpersonal and communication skills, verbal and written to meet the needs of diverse groups.</p> <p>Analytical and problem-solving skills.</p> <p>Able to concentrate for long periods of time on a frequent basis.</p> <p>Good presentation skills for conveying complex concepts.</p> <p>Ability to use informed persuasion to influence others.</p> <p>Analytical</p> <p>Ability to identify risks,</p>		Application/ Interview

	<p>anticipate issues and create solutions and to resolve problems in relation to project or service delivery.</p> <p>Ability to understand a broad range of complex information quickly and making decisions where opinions differ/no obvious solution.</p> <p>Planning skills</p> <p>Evidence of planning and delivering programmes and projects and services on time.</p> <p>Management skills</p> <p>Abilities for financial and staff management.</p> <p>Physical skills</p> <p>Working knowledge of Microsoft Office with intermediate keyboard skills.</p> <p><u>Autonomy</u></p> <p>Ability to work without supervision, providing specialist advice to the organisation, working to tight and often changing timescales Interpreting national policy for implementation</p> <p><u>Equality and Diversity</u></p> <p>Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda.</p>		
--	---	--	--

	<u>Financial and Physical Resources</u> Previously responsible for a budget, involved in budget setting and working knowledge of financial processes.		
Personal Qualities	Team working skills Self-motivated Ability to move between details and the bigger picture. Demonstrates honesty, integrity and promotes organisational values. Embrace change, viewing it as an opportunity to learn and develop.		Application/ Interview