



Imperial College Healthcare
NHS Trust

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Divisional Director of Operations

Medicine & Integrated Care Division

Candidate Pack Job Description

April 2024

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Welcome

from Prof Frances Bowen, our Divisional Director, Medicine & Integrated Care



Thank you for your interest in the role of Divisional Director of Operations (DDO), Medicine & Integrated Care at Imperial College Healthcare NHS Trust . This is a fantastic time to join our supportive and dynamic team, and I am delighted you are considering becoming part our Trust.

As DDO, you will play a vital role leading in our hospitals, covering a wide variety of clinical areas, including emergency care, bringing your unique strengths to complement our established leadership team and helping us to realise our ambitious clinical and operational plans.

You will be someone who will relish the challenge of delivery in a fast-paced and innovative environment; and who will bring intelligent, inclusive, and compassionate leadership, ambition, and judgement.

This is a key leadership role, with a broad and demanding portfolio, and focus on recovery of services and improving performance, whilst supporting the divisions >3,500 staff.

Diversity and inclusion is important to us and we are working to ensure our workforce reflects the diversity of the population we serve at every level of seniority and across all professions and roles. We have a reputation for listening to and empowering our staff and we work hard to attract the right people and to retain them – including providing excellent education and development opportunities.

You would be joining a welcoming leadership team made up of experienced directors. Our values - kind, expert, collaborative, aspirational - are important to us and will resonate with you.

I hope you find this position and Imperial College Healthcare NHS Trust an exciting and interesting prospect.

Best wishes, Frances

Who we are



Join Imperial College Healthcare and become part of a community of 15,000 staff working with a wide range of partners to offer 'better health, for life'.

Formed in 2007, we are one of the largest NHS trusts in the country – providing acute and specialist care to over a million patients each year in central and north London and beyond.

With a global reputation for ground-breaking research and innovation as well as excellence in education, we offer huge expertise across a wide range of clinical specialities.

Alongside our five hospitals – Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and the Western Eye – we have a growing number of community and digital services, reflecting our commitment to developing more integrated care with our partners. We also provide private healthcare at all of our hospitals (in dedicated facilities).

Together with Imperial College London and two other NHS trusts, we form one of six academic health science centres in the UK – focussed on translating research into better patient care. We also host one of 20 National Institute for Health Research biomedical research centres in partnership with Imperial College London.

Our mission is to be a key partner in our local health system and to drive health and healthcare innovation, delivering outstanding care, education and research with local, national and worldwide impact.

Our Values and Behaviours

With our staff and partners, we have developed a clear and ambitious vision as well as a set of core values that shape everything we do. Together they guide our organisational strategy and our behaviours framework:

Kind:

We are considerate and thoughtful so everyone feels valued, respected and included

Collaborative:

We actively seek others' views and ideas so we can achieve more together

Expert:

We draw on diverse skills, knowledge and experience so we provide the best possible care

Aspirational:

We are receptive and responsive to new thinking, so we never stop learning, discovering and improving



Our Hospitals

Our hospitals and services

We have five hospitals on four sites, as well as a growing number of community and digital services across central and west London:

Charing Cross Hospital, Hammersmith

Charing Cross Hospital offers outstanding day surgery and cancer care, award-winning dementia services and medicine for the elderly, and is a renowned tertiary centre for neurosurgery with a hyper-acute stroke unit. It is also a hub for integrated care in partnership with local GPs and community providers.

Hammersmith Hospital, Acton

Hammersmith Hospital is a specialist hospital renowned for its strong research connections, and haematology service. It is home to a dedicated heart attack centre and Europe's largest renal transplant centre.

Queen Charlotte's & Chelsea Hospital, Acton

Queen Charlotte's & Chelsea Hospital is a maternity, women's and neonatal care hospital. It is a tertiary referral centre and looks after women with high-risk, complicated pregnancies, as providing a midwife-led birth centre.

St Mary's Hospital, Paddington

St Mary's Hospital is a large, acute hospital and hosts one of the four major trauma centres in London, alongside a 24-hour A&E department. With one of the most renowned paediatric services in the country, St Mary's is also home to Imperial Private Healthcare's Lindo Wing.

Western Eye, Marylebone

The Western Eye Hospital is a specialist hub for ophthalmic services in West London with a 24/7 eye A&E – providing emergency treatment for both adults and children. Facilities include: outpatients, inpatients, day case and emergency services.

Why Join Us?

Reach your potential through outstanding learning and development opportunities

Every year we welcome hundreds of doctors, nurses and other healthcare professionals to train with us. We support staff to pursue formal education, conduct research and take part in courses, seminars and training programmes – including giving study leave. Wherever you are in your career, we offer opportunities for continuing professional development (CPD). We also have a number of leadership development programmes to support you as you progress, alongside cross-specialty and cross-profession clinical education.

Experience the rich heritage of hospitals that have made history

Some of our clinicians' achievements continue to transform healthcare practice and make a lasting impact on the world. In 1928, Alexander Fleming discovered the antibiotic penicillin at St Mary's revolutionising medicine and earning himself a Nobel prize – this is just one in a long line of many discoveries and developments that have put us on the map as at the forefront of innovation.

Draw on huge expertise as part of a strong international community

Get ready to work with colleagues from all over the world with a sense of community, wellbeing and shared endeavour. We look after children, adolescents and adults – caring for tiny babies through to patients who need end of life care. We have a global reputation for our expertise in areas like: cardiology, haematology, renal and transplantation, infectious diseases, neurology and trauma care – to name just a few. We are part of the prestigious Shelford Group – the top ten NHS multi-specialty academic healthcare organisations dedicated to excellence in research, education and patient care.

Feel supported by a positive culture

You can expect leadership and the chance to do your best in an open, respectful working environment supported by a shared set of values. Our leadership team ensure they are accessible – meeting staff at monthly CEO sessions and on ward walk rounds. Every employee has an annual personal development review to discuss their progress and development needs. We have a number of thriving staff networks at the Trust for you to join including: the leadership network; the women's network, the LGBT+ network and the nursing and midwifery BAME network.

Why Join Us?

Recognition and career progression

We value our staff and recognise the unique contributions they make to their patients and colleagues with our Make a Difference recognition scheme and annual awards ceremony. We encourage patients, members of the public, visitors, carers as well as colleagues to nominate our staff when they go the extra mile and celebrate the dedication of long-serving staff. Every year you'll have a personal development review where you'll identify objectives and development needs for the next year.

Conduct research here

Our clinicians work alongside biomedical scientists, chemists, physicists and engineers from Imperial College London to develop new ways of diagnosing, treating and preventing disease. As part of an academic health science centre, we aim to apply research discoveries to healthcare as quickly as possible so we can improve the lives of NHS patients and populations around the world. Our culture is about identifying research opportunities and supporting our staff to pursue them. One of our goals is to encourage many more healthcare professionals outside of medicine to pursue academic careers by providing research skills training sessions, grant-writing support and access to fellowship opportunities.

Access brilliant benefits and enjoy a new social life

Join the NHS pension scheme – one of the most generous schemes in the UK. Have the opportunity to work flexibly. Benefit from on-site accommodation and employee travel. Voluntary benefits include: season ticket loan, on-site nurseries, childcare vouchers, cycle to work scheme, fitness facilities and well-being initiatives including yoga and meditation classes. Join the Trust's choir or orchestra, running club or football club, or become a member of the Charity's Arts Club to receive exclusive access to free exhibitions at the Tate Modern and shows. You can even enter the Royal Albert Hall ballot and win tickets to music events! Experience the best that London can offer on your doorstep – benefit from generous London weighting supplements that will help you make the most of it!

Reach your potential in hospitals that make history

Charing Cross | Hammersmith | St Mary's |
Queen Charlotte's & Chelsea | Western Eye

Job Description

Job Summary

Reporting into the Divisional Director, Medicine & Integrated Care, the Divisional Director of Operations (DD) is a critical leadership role. Responsible for >3,500 staff and managing a budget of circa £250 million, the DDO is responsible for a wide variety of clinical areas, including emergency care, ensuring the delivery of the highest quality of care whilst managing available resources.

This is a VSM permanent position (37.5 hours/week).

Reach your potential in hospitals that make history

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Job Purpose

- Reporting to the Divisional Director, the Divisional Director of Operations will be responsible for interpreting and delivering overall health service policy and strategy, will have a key role in supporting the Divisional Director in the leadership of a number of Clinical Directorates, enabling the Trust to become a recognised centre of clinical, teaching and research excellence.
- Specifically the post holder will be responsible for providing operational leadership to ensure that the Division provides high quality patient care and achieves its key clinical, operational and financial performance objectives.
- Under the Divisional Director's leadership, the Divisional Director of Operations will:
 - Work closely with the Divisional Director to shape and implement the Divisional clinical, operational and financial strategy.
 - Drive the operational performance of the Division through the Clinical directorates, including the delivery of the operational and financial objectives of the Division.
 - Work alongside the Divisional Director of Nursing and the Divisional Director of Governance in embedding clinical governance, patient safety, clinical quality at Directorate level.
 - Have joint responsibility with the other Divisional Directors of Operations and Divisional Directors and the Executive Directors for driving forward corporate and cross-cutting programmes of work and service direction.
 - Work closely with the Divisional Director to shape and implement the corporate objectives for the Trust.
 - Have an external focus to facilitate greater working across the Healthcare Community e.g. with the ICB, acute collaborative, local authorities and Imperial College, representing the Trust at a very senior level within the NHS and community and with partner organisations, working closely with them to institute integrated working in the best interests of patient care.
 - Support the Divisional Director to align the Division more closely with Imperial College, through the development of appropriate links with the Academic Health Science Centre office and with college counterparts.
 - Ensure that the necessary corporate governance arrangements are in place across the division.

Key stakeholders

- Executive Directors
- Divisional and directorate management teams
- Divisional Director of Finance Business Partners & Finance
- Hospital Medical Directors & Site Directors
- Corporate Teams & Redevelopment team

Key areas of responsibility

Leadership

- Provide strong visible leadership within the Division in partnership with the Divisional Director and Divisional Director of Nursing.
- To drive through the delivery of ambitious targets to continually improve operational performance within the Division.
- Support the Divisional Director in the development of the Division's strategy and ensure alignment with the Trust's overall strategy and Integrated Business Plan.
- Introduce new and innovative business management strategies to maximise the organisational efficiency and effectiveness of the Division.
- Provide professional leadership support to the Directorate management teams.
- Ensure that staff in the Division are clear about what is expected and are working together in successful teams to achieve the Trust's clinical and academic vision and deliver high quality patient services.
- Lead on the implementation of new policies and new ways of working.
- Promote a culture of continuous improvement and learning.

Operational Performance and Resource Management

- Divisional lead for the delivery of all operational standards.
- Ensure each Directorate has a clearly defined clinical, operational and financial plan and performance objectives - that align with the Divisional clinical, operational performance and financial plan and objectives - supported by a management regime to deliver continuous improvement.

Key areas of responsibility

Operational Performance and Resource Management (cont'd)

- Develop and implement effective reporting arrangements within Division to accurately record and monitor performance against local and national targets and to pro-actively escalate risks and issues and agree actions for mitigating and managing these.
- Ensure the Division has in place clear and effective processes for managing multiple pay and non-pay budgets across the Division and providing input into corporate budget setting and financial management.
- Provide regular reports to Executive Directors with assurance that appropriate follow up actions will be completed.
- Ensure compliance with financial procedures and Standing Financial Instructions.
- Support the General Managers to deliver an acceptable financial position for their Clinical Directorates.
- Support the Divisional Directors of Finance in developing and engaging clinicians and managers in a collaborative approach to financial management.
- Represent the Divisional Director in their absence at trust-level meetings and committees.

Governance and Risk

- To support the Divisional Director of Nursing and Divisional Director of Governance to ensure that systems, control processes and risk management arrangements are in place across the Division to ensure full compliance with internal and external governance and best practice requirements in relation to Trust Board assurance.
- Ensure that the Directorates employ robust risk management and systems for clinical quality and safety improvement.
- Promote clinical information for benchmarking and audit to improve patient experience.
- Support the Divisional Director of Nursing and the Divisional Director of Governance to develop and implement effective systems to record and monitor governance and risk information, and to provide reports to the Trust's Risk Committee.
- Ensure there are systems to deliver accurate and timely statutory information.

Key areas of responsibility

Service Delivery

- Lead on the development of challenging and ambitious service development strategies, anticipating future needs, for each Directorate within the Division, that contribute to the modernisation of patient services and significantly improved patient experience and staff involvement.
- Challenge existing practices, ensuring that progressive solutions, which take into account models of best practice, are incorporated into service plans.
- Work with Community, Social Care and Academic partners to ensure that delivery plans support the wider healthcare agenda including improvements in equality and access.
- Work closely with Divisional Directors, clinicians and support services in other parts of the Trust to ensure delivery plans are compatible and to maximise opportunities for more efficient ways of working.
- In conjunction with the Director of Communications, ensure that clinical services are marketed to maximise the number of patients choosing ICHT for their care.
- Support clinicians to re-design services to deliver improved clinical outcomes for patients, reduced waiting times and efficient use of resources.

Standards and Requirements for Healthcare Organisations

- Work closely with the Divisional Director of Nursing (or equivalents), clinicians and managers to ensure that Directorates are providing optimum quality of care in line with national healthcare standards.
- Under the leadership of the Divisional Director, to ensure that the Division meets or exceeds relevant national quality standards and local healthcare targets
- Support Directorate management teams to implement programmes of change to improve clinical care and adopt best practice.

Key areas of responsibility

Academic Health Science Centre Alignment

- Lead the development of an innovative research culture, to establish the key performance indicators in relation to high quality research output, and implement systems to monitor performance on a continuous basis.
- Promote medical/clinical research activity and ensure that the Division contributes towards the Trust's Research Strategy.
- Maximise opportunities for medical/clinical research and audit at Specialty level to support the improvement of clinical outcomes and patient experience.
- Ensure that research and audit activity is conducted in line with Trust standards.
- Work consistently to promote the academic mission of the Trust, developing links through the Division with the AHSC office.

Communication

- To establish effective channels of communication within the Division.
- To establish excellent communication with other managers in the Trust and wider healthcare community to ensure that services are integrated.
- Regularly meet with clinical and non-clinical staff to ensure they remain engaged in the Trust's vision for delivering excellence in all we do.
- Ensure that good practice is rapidly shared within the Division and wider organisation where appropriate
- Manage highly complex, high level communications, sometimes imparting highly contentious information to staff and service users regarding service change.

Key areas of responsibility

People Management

- Regularly review the divisional workforce to ensure it has the right numbers and the right level of knowledge skill and expertise skill to deliver services in the most effective and efficient way.
- Ensure that all staff in the Division receive appropriate training and on-going development to enable them to competently and safely fulfil their roles.
- Promote a culture of lifelong learning.
- Ensure that managers are supported to lead, motivate and develop staff.
- Ensure that managers have been trained in core workforce policies and are competent to deal with first line workforce issues.
- Ensure that all staff have annual appraisals and Personal Development Plans which supports the Trust's excellence agenda.
- Promote a culture where staff feel empowered and accountable for service improvement at local level.
- Ensure that staff are deployed in a cost effective way and that controls are in place to meet key workforce performance indicators on bank and agency, sickness absence reduction, turnover etc.

Policy Development

- Ensure that a sound policy framework is in place for all aspects of the Division and be responsible for all aspects of policy development and implementation.

Scope and Purpose of Job Description

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The 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.



Person Specification

Essential Education/Qualifications:

- First degree or equivalent
- Evidence of other specialist knowledge masters level or above
- Extensive knowledge of the NHS in the acute sector with up to date knowledge of medical/surgical services
- Evidence of relevant CPD

Essential Experience:

- Significant experience within the Healthcare sector at very senior manager level including responsibility for strategic planning and budgetary control for a group of complex medical/surgical specialities
- Demonstrable success in delivering large scale change and performance with and through management and clinical teams
- Track record of financial delivery including, efficiency savings, income and expenditure targets
- Extensive experience of writing complex business cases and policies
- Extensive experience of managing and deciding on complex employment issues
- Proven record of pro-active performance management
- Experience of delivering large scale clinical service management at a senior level in a complex hospital environment
- Well-developed IT skills to manage and report on complex performance management information

Essential Skills/Knowledge/Abilities:

- Demonstrate self-awareness
- Act with integrity, and to value respect and promote equality and diversity
- Think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands
- Demonstrate sound political judgement and astuteness in understanding the contexts for change.
- Think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands
- Manage and deliver services within resources

Person Specification

Essential Skills/Knowledge/Abilities:

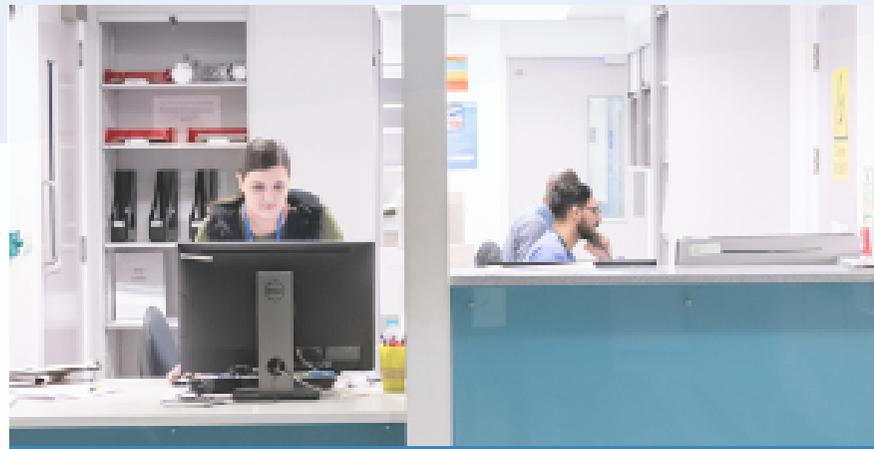
- Critically analyse complex financial and clinical data sets
- Effectively manage performance by holding themselves and others to account for service outcomes
- Ensure patient safety by assessing and managing risk associated with service developments
- Facilitate transformation and change to improve services
- Analyse highly complex problems and to develop practical and workable solutions using knowledge and evidence
- Make sound decisions using all available evidence, and evaluate their impact

Essential Values and Behaviours:

- Demonstrate ability to meet trust values and behaviours

Additional:

- Able to participate in on-call rota



Additional Information

1. Health and safety

All staff are required to make positive efforts to maintain their own personal safety and that of others by taking reasonable care, carrying out requirements of the law whilst following recognised codes of practice and Trust policies on health and safety.

2. Medical Examinations

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract.

3. Equal Opportunities

The Trust aims to promote equal opportunities. A copy of our Equality Opportunities Policy is available from the Human Resources department. Members of staff must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager.

4. Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role.

5. Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

Additional Information

6. Professional Registration

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

7. Work Visa/ Permits/Leave to Remain

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

8. Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

9. Infection control

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

Additional information

Non clinical staff and sub-contracted staff – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.

10. No Smoking

The Trust operates a smoke free policy.

11. Professional Association/Trade Union Membership

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.

Useful Links

- Trust website: <https://www.imperial.nhs.uk/>
- Trust Executive Team: <https://www.imperial.nhs.uk/about-us/how-we-are-run/our-executive-team>
- Reports and publications: <https://www.imperial.nhs.uk/about-us/how-we-work/publications>

Recruitment Timetable

Closing date	9am Tuesday 28th May 2024
Preliminary interviews (via Teams with GatenbySanderson)	w/c Monday 10th & Monday 17th June 2024
Stakeholder Sessions and Final Interview	Monday 15th July 2024

How to Apply

Apply for the role via the GatenbySanderson website.

- Please submit an up to date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification, using examples to demonstrate how you meet the essential requirements.
- A completed fit and proper person form – the template can be downloaded from the same place as the job description.
- Detail any employment or education gaps.
- You should provide the names, positions, organisations, and contact details for your referees, which must be your line managers and include your current and most recent employer. The referees should cover at least two roles as the minimum. Please note, should you be appointed, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this six year period will be extended accordingly. Referees will only be contacted for those proceeding to the final stage - we will always gain your permission before we contact referees.
- Applications can ask for reasonable adjustments for any part of the recruitment process.
- Let us know of any difficulty you may have with the indicative timetable.

For a confidential discussion, please contact:

Dr Melanie West, Senior Consultant
E: melanie.west@gatenbysanderson.com
T: +44 (0) 7384 464 187

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Queen Charlotte's & Chelsea | Western Eye



Imperial College Healthcare
NHS Trust

Thank you for your interest, we look
forward to receiving your application.

