CARDIFF AND VALE UNIVERSITY HEALTH BOARD

JOB DESCRIPTION

JOB DETAILS

Job Title: General Manager

Band: 8C

Department/Directorate: Peri-Operative Care Directorate

Base: University Hospital for Wales

Clinical Board: Surgery

ORGANISATIONAL ARRANGEMENTS

Accountable to:

Managerially: Clinical Director, Peri-Operative Care Directorate

Professionally: Director of Operations, Surgery Clinical Board

Our Values ‘CARING FOR PEOPLE; KEEPING PEOPLE WELL’

Cardiff and Vale University Health Board has an important job to do. What we do matters because it’s our job to care for people and keep them well. We all want to do this to the best of our abilities – but we know that good intentions are not always enough.

At Cardiff and Vale University Health Board our values and example behaviours are:

<table>
<thead>
<tr>
<th>We care about the people we serve and the people we work with</th>
<th>Treat people as you would like to be treated and always with compassion</th>
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<tbody>
<tr>
<td>We trust and respect one another</td>
<td>Look for feedback from others on how you are doing and strive for better ways of doing things</td>
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<tr>
<td>We take personal responsibility</td>
<td>Be enthusiastic and take responsibility for what you do.</td>
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<tr>
<td>We treat people with kindness</td>
<td>Thank people, celebrate success and when things go wrong ask ‘what can I learn’?</td>
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<tr>
<td>We act with integrity</td>
<td>Never let structures get in the way of doing the right thing.</td>
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Our values guide the way we work and the way we behave with others. Post holders will be expected at all times to behave in accordance with our values demonstrating commitment to the delivery of high quality services to patients.
**JOB SUMMARY**

The General Manager is responsible, with Clinical Director and Lead Nurse for the effective strategic and operational management of Peri-Operative Care Directorate, ensuring the delivery of high quality patient services within the resources available. The post reports to the Director of Operations and has a key role in providing business development support to the Directorate and Clinical Board. The post holder is responsible for the management of clinical and non-clinical staff in the Directorate ensuring staff are managed in line with the UHB's employment policies. Theatre Managers for each area report to the General Manager.

The General Manager will provide leadership and direction to the Directorate, taking the lead with the Clinical Director and Lead Nurse for developing the strategy for the service in line with the Clinical Board and UHB's overall strategy and service improvement programme. This will include playing a key role in identifying opportunities for clinical innovation and modernisation, the delivery of all operational performance targets, waiting list and financial management, bed utilisation and management. The General Manager is responsible for continually improving the quality of services to patients and redesigning services to meet practice standards, improving efficiency and effectiveness within available resources.

The post holder will be a leading change agent in the Clinical Board’s quality improvement programme and will be responsible for securing the commitment of staff in the Directorate to organisational change and continuous improvement.

In the Peri-Operative Care Directorate the General Manager will lead the coordination of the business planning and capital planning process and oversee progress throughout the year. Other Directorate responsibilities include management and operational responsibility for Peri-Operative Care Services including Theatres for the Clinical Board/UHB. The General Manager will take the Directorate lead for all business development work programmes, contract monitoring, access and performance. The post holder will support Theatre Managers and Clinical Leads in the development of investment business cases and in the implementation of agreed capital projects. There are also opportunities for the post holder to lead on specific UHB wide projects on behalf of the Clinical Board/Directorate.

**PERI-OPERATIVE CARE DIRECTORATE - OVERVIEW**

The University Hospital for Wales currently has 15 operating theatres in the Main Theatre Suite, with eight operating theatres in the Surgical Short Stay Unit (SSSU). We have a variety of specialties including, Neurosurgery, Cardio-Thoracic, Upper and lower GI, Livers, Renal Transplants, Urology, Maxillary Facial surgery, Ear Nose and Throat (ENT), Vascular, General Surgery, Gynaecology. These specialties also include Trauma and Emergency theatres. Ophthalmic surgery is carried out in SSSU along with all the aforementioned specialties.

The Noah’s Ark Children's Hospital for Wales currently has five operating theatres. The University Hospital for Llandough has 12 operating theatres, these specialties include Orthopaedics, Breast Surgery, Gynaecology, Renal Access, General Surgery, Vascular, Upper GI and Pain Management.
DUTIES AND RESPONSIBILITIES

Strategic Responsibility

- Be a key member of the Directorate leadership team, working with clinical and managerial colleagues to manage the design and delivery of clinical/non-clinical services within the Directorate.

- Contribute to the development of the strategic direction for specified areas in line with the Directorate and Clinical Board’s overall strategy and improvement programme, ensuring that all strategic plans are incorporated into service plans and objectives for all staff.

- Develop a culture within which all staff are delivering high quality patient-centred clinical services.

- Develop, short, medium and long term objectives, which are turned into effective, affordable and achievable annual service plans for the clinical areas and deliver these plans within the financial resources available.

- Responsible and accountable for the formulation of new service developments and initiatives, preparing bids and ensuring business cases are produced for service developments, taking into account activity and income projections and resource allocations.

- Work with colleagues to review and redesign services in order to meet the needs of patients and enable the Directorate to achieve key performance indicators and reduce costs.

- Lead the planning of future capital developments to deliver improved facilities for patients in line with the Clinical Board’s strategy, ensuring that capital developments are designed around the service.

- Develop robust mechanisms to ensure clear communication of service plans, objectives and service changes ensuring that staff are engaged directly in any review and the development of services.

- The General Manager will have highly developed communication skills both verbal and written. There is a requirement to present complex, sensitive and often contentious information to a large group of staff, for example changes in service delivery, organisational change, etc.

- Present information formally both internally and externally on behalf of the Directorate at formal meetings, etc. For example Clinical Board meeting, Local Partnership Forum, HSMB, Planned Care Board, etc.

- Communicate service related information to senior managers, senior clinicians, external agencies, etc – using negotiation, persuasion and reassurance skills.
Performance Management

- Develop effective processes for monitoring and managing activity and performance as well as core standards of care, identifying when performance falls below set standards and taking corrective action, ensuring that all national and UHB performance targets are achieved.

- Analyse and interpret a range of options in highly complex situations, making judgements and deciding upon corrective action to ensure performance targets are achieved.

- Determine the information needs of the clinical services and ensure appropriate timely data collection mechanisms are established to support capacity and demand analysis.

- Contributing to the Directorate Performance Review ensuring that all KPIs are met; where they are not met, establish appropriate action plans to meet the standards in order to deliver.

Financial Management

- Accountable for the delivery of a balanced budget for the Directorate and developing a financial strategy which ensures financial viability, that systems are in place to maximise income, control expenditure and deliver cost improvements, achieving synergies between the component elements of the Directorate and, where appropriate, other parts of the Clinical Board. This includes budget setting, monitoring and determining corrective action for multiple departments/services.

- Lead on the planning and implementation of cost reduction programmes in line with corporate objectives.

- Ensure all budget holders in their area have the skills to manage budgets effectively and provided support to budget holders by regularly reviewing budget statements.

Staff Management

- Manage clinical and non-clinical staff within the Directorate (which is made up of multiple departments) in line with the UHB’s employment policies providing effective, professional, managerial leadership and co-ordination for staff, including identifying solutions to problems and carrying forward changes.

- Line management responsibilities for direct reports, e.g. recruitment, PADR’s, sickness absence, staff development, etc.

- Monitor key workforce indicators (sickness absence, turnover, PADR, etc) that affect productivity and work with line managers and the Head of Workforce & OD to address issues of concern.

- Provide effective leadership, in accordance with UHB values and behaviours, within the Directorate to ensure that the UHB delivers its strategic and operational objectives.
- The General Manager will have a personal responsibility for motivating and managing staff within the Directorate to deliver of UHB objectives, and maintain a focus on the need to continually improve outcomes.

- Develop, implement and maintain an effective management and governance structure to ensure an effective decision-making system.

- Develop and maintain effective mechanisms of communication across the Directorate ensuring engagement of clinicians, colleagues in other Clinical Boards, and other professional and staff groups including Trade Unions. Such personal engagement will include, as and when required, using the highest level of interpersonal and communications skills as would be required when dealing with issues including service rationalisation or disinvestment of services.

- Work with the Clinical Board Head of Workforce & OD to ensure that all managers and employees within the Directorate comply with UHB policies and procedures, best practice and employment law.

- Develop, implement and maintain an effective organisational development plan for the Directorate to ensure that the well-being of employees are protected, that they are able to ‘give of their best’, are recognised for their contribution, and are able to grow and develop their career.

- Develop mechanisms for ensuring PADR and continuous professional development of all non-medical staff. Take responsibility for ensuring the service achieve 85% compliance with PADR and statutory/mandatory training.

- Ensure that appropriate mechanisms are in place to identify and meet education and training needs of all staff.

- Promote a high performance culture by ensuring there is accountability within the Directorate.

- Analyse current and future service activity and establish the workforce required to ensure the appropriate staffing skill-mix for the delivery of service plans, producing an annual workforce plan. Utilising any opportunities for benefits realisation from agenda for change, i.e. role redesign.

- In conjunction with the Clinical Director ensure a review of Consultant job plans and appraisals are carried out on an annual basis, and that all job plans are consistent with service delivery and recorded on the electronic database (MARS).

- In conjunction with consultants in the Directorate, ensure that all rotas for doctors in training are European Working Time compliant, and where necessary steps are taken to adjust the rota so it remains compliant.

- Ensure that all managers within their remit have clearly defined responsibilities and are working within agreed objectives and service plans.
• Design and implement change within the Directorate, acting as a change agent and role model to gain commitment from colleagues and motivating the workforce so that barriers to improve the effectiveness of the department are overcome.

Clinical Governance

• Responsible along with Clinical Leads for developing and implementing the clinical and corporate governance strategy across the service within the Directorate.

• Improve the effectiveness of clinical services by working within the Clinical Leads to ensure that clinical standards, education, audit and research & development are pursued in line with the Clinical Board’s strategy, and that on-going clinical practice is evidence based. Ensure that relevant national policy guidance/targets in relation to clinical governance are implemented and adhered to.

• Responsible for policy and service development for the Directorate, ensuring that they are implemented effectively.

• Formulating long term strategic plans, for example IMTP.

• Develop and co-ordinate effective methods for determining user views on services provided, encouraging the service users to participate in user strategy.

• Where appropriate, take responsibility for the response to complaints, in line with the UHB’s Policy, ensuring a thorough investigation is undertaken, replies are produced to required standards within specified timeframes and ensure that they are sensitive to the needs of the patients and their families. Ensure lessons are learnt and corrective action is taken.

• Develop and monitor effective risk management strategies thus improving patient and staff safety and reducing unnecessary costs and financial liabilities for the Clinical Board.

• Undertake audit and benchmarking work to identify areas of best practice in order to ensure continuous improvement and innovation.

• Responsible for the effective running of Theatre information systems, for example Theatre Man, Consultant electronic system. Also ensuring that the information contained within the systems are accurate and reports are meaningful.

• Occasional requirement to undertake surveys as part of research & development. This could include pulse surveys, staff survey, national audit office survey, etc.

• Represent the Directorate/Clinical Board when required by actively participating on UHB wide strategic and operational working groups.
• Participate in the UHB on-call arrangements for senior managers including Major Incident UHB wide response co-ordination.

The job description outlines the current main responsibilities of the post. However the duties of the post may change and develop over time and this job description may, therefore be amended in consultation with the post holder.

GENERAL

• Performance Reviews/Performance Obligation: The post holder will be expected to participate in the UHB individual performance review process, and as part of this process to agree an annual Personal Development Plan with clear objectives and identified organisational support.

• Job Limitations: At no time should the post holder work outside their defined level of competence. If the post holder has concerns regarding this, they should immediately discuss them with their manager. All staff have a responsibility to inform those supervising their duties if they are not competent to perform a duty.

• Confidentiality: In line with the Data Protection Act 1998 and the Caldicott Principles of Confidentiality, the post holder will be expected to maintain confidentiality in relation to personal and patient information including clinical and non-clinical records, as outlined in the contract of employment. This legal duty of confidentiality continues to apply after an employee has left the UHB. The post holder may access information only on a need to know basis in the direct discharge of duties and divulge information only in the proper course of duties.

• Health & Safety: The post holder is required to co-operate with the health Boards to ensure health and safety duties and requirements are complied with. It is the post holder’s personal responsibility to conform to procedures, rules and codes of practice; and to use properly and conscientiously all safety equipment, devices, protective clothing and equipment which is fitted or made available, and to attend training courses as required. All staff have a responsibility to access Occupational Health and other support in times of need and advice.

• Risk Management: The UHB is committed to protecting its staff, patients, assets and reputation through an effective risk management process. The post holder will be required to comply with the UHB Health and Safety Policy and actively participate in this process, having responsibility for managing risks and reporting exceptions.

• Safeguarding Children and Adults: The UHB is committed to safeguarding children and adults therefore all staff must attend the required level of safeguarding children and adults training.

• Infection Control: The UHB is committed to meet its obligations to minimise infection. The post holder is required to comply with current procedures/policies for the control of infection, not to tolerate non-compliance by colleagues, and to attend training in infection control provided by the UHB.
• **Records Management:** The post holder has a legal responsibility to create, maintain, store and destroy records and other UHB information handled as part of their work within the UHB in line with operating procedures and training. This includes all records relating to patient health, financial, personal and administrative, whether paper based or on computer. The post holder has a duty to maintain the highest levels of data quality for all records through accurate and comprehensive recording across the entire range of media they might use. All staff have a responsibility to consult their manager if they have any doubts about the correct management of records with which they work.

• **Code of Conduct:** All staff are required to comply, at all times, with the relevant codes of practice and other requirements of the appropriate professional organisations e.g. GMC, NMC, HCPC etc. or the All Wales Health Care Support Worker (HCSW) Code of Conduct if you are not covered by a specific code through professional registration. It is the post holder’s responsibility to ensure that they are both familiar with and adhere to these requirements.

• **Health Improvement:** all staff have a responsibility to promote health and act as an advocate for health promotion and prevention

• **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all UHB sites including buildings and grounds are smoke-free. Staff are encouraged to promote and actively support our No Smoking Policy. Advice and support on quitting smoking is available for all staff and patients. A hospital based service can be accessed by telephoning 02920 743582 or for a community based service, Stop Smoking Wales can be contacted on 0800 0852219

• **Equality and Diversity:** All staff have a personal responsibility under the Equality Act 2010 to ensure they do not discriminate, harass, or bully or contribute to the discrimination, harassment or bullying of any colleague(s) or visitors or condone discrimination or bullying by others. The post holder will be responsible for promoting diversity and equity of opportunity across all areas of your work. This applies to service delivery as an employee and for any one who you may be working with. You will be made aware of your responsibilities to uphold organisational policies and principles on the promotion of equality valuing diversity and respecting people’s human rights as part of your everyday practice.

• **Job Description:** This job description is not inflexible but is an outline and account of the main duties. Any changes will be discussed fully with the post holder in advance. The job description will be reviewed periodically to take into account changes and developments in service requirements.

**Date Prepared:** 30th October 2017

**Prepared By:** Mike Bond, Director of Operations
# PERSON SPECIFICATION

**Job Title:** General Manager  
**Directorate:** Peri-Operative Care  
**Band:** 8C  
**Base:** UHW  

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<th>Essential</th>
<th>Desirable</th>
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<td><strong>Qualifications</strong></td>
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<tr>
<td>Masters Degree in a relevant discipline or demonstrable ability and experience to work at Masters Level.</td>
<td>Improving Quality Together – IQT</td>
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<td>Recognised Management qualification.</td>
<td>Professional qualification subject to registration requirements e.g. accountancy</td>
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<td>Evidence of management development through CPD and/or formal management courses.</td>
<td>Project Management Qualification</td>
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<td><strong>Knowledge</strong></td>
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<td>Detailed understanding and experience of the management of the NHS.</td>
<td>Knowledge of safeguarding adults/children including the Mental Health Act and Mental Capacity Act.</td>
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<td>Knowledge and experience of quality improvement methodologies.</td>
<td>Knowledge of national and international operating theatre standards.</td>
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<td>Good understanding of IT systems, their application and potential.</td>
<td>Knowledge and understanding of current policy and issues in professional practice, compliance standards and the wider NHS.</td>
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<td>Knowledge and experience of service improvement skills, tools and techniques.</td>
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<td><strong>Experience</strong></td>
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<td>Significant experience working in general management within the NHS or private sector. This must</td>
<td>Significant NHS management experience, leading a large</td>
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<td>• Experience of leadership at a senior management level.</td>
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<td>• Successful management of change in a complex organisation.</td>
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<td>• Significant financial management experience including evidence of delivery within budget and timescales.</td>
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<td>• Experience of leading and management service development and evidence of achieving improvement.</td>
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<td>• Performance management and development of staff.</td>
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<td>• Experience of effectively building and managing a team.</td>
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<td>• Extensive experience of leading and managing large teams.</td>
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<td>• Experience of personally developing successful business cases.</td>
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<td>• Strategic Planning experience</td>
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<td>• Project Management experience</td>
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<td>• Sound knowledge of national strategies and developments within the NHS.</td>
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<td>• Experience of interpreting national and local policy to inform the direction of services.</td>
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<tr>
<td>• Proven track record of managing and developing</td>
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| • Experience of managing staff and resources above £5m. |
| • Experience of multi-disciplinary clinical team in an acute healthcare environment. |
| • Experience with audits, inspections, etc. |
| **Skills & Abilities** | • Capacity to operate and think laterally at strategic and operational level.  
• Evidence of personal insight and sound judgement.  
• Innovative and responsive to change.  
• Capacity to build and develop teams and maintain constructive working relationships at all levels and disciplines.  
• Well-developed leadership and motivational skills.  
• Ability to develop strategic vision and ensure implementation to achieve the specified outcomes.  
• Self-motivation with good project planning, time management and problem solving skills.  
• Good interpersonal skills and... |
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<tr>
<td></td>
<td>• Demonstrates intellectual flexibility, political astuteness and drive for results.</td>
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<td>the ability to negotiate, confidently and effectively with a range of clinical professionals.</td>
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<td>• Flexibility in approach.</td>
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<td>• Proven ability to meet deadlines and maintain consistently high quality of work</td>
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<td>• Commitment to building a high performing team</td>
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<td>• Building a culture that is commuted to the values and behaviours of the UHB.</td>
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<td>• Demonstrable ability to work flexibly</td>
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<td>• Demonstrable ability to deal with complex situations</td>
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<td>• Evidence of continuing personal and professional development</td>
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<td>• Persuasion and negotiation skills</td>
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<td>• Proven conceptual and analytical skills.</td>
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<td>• Able to make and take sometimes difficult decisions after analysis of options and implications.</td>
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<td>• Highly developed communication skills (written, oral, presentational and interpersonal).</td>
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<td>• Able to influence and engage people in different settings.</td>
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<td>• Able to secure commitment from others for change programmes.</td>
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- Able to work effectively as a team member.
- Able to provide strategic direction and leadership within the Directorate without adopting a dictatorial style.
- Able to multi-task and continue to function to a high standard when under pressure.
- Able to build effective working relationships at all levels within and outside of the UHB.
- Able to learn fast and adapt to become quickly effective in new situations.
- Proficient in the use of Microsoft Word, Excel, etc – able to produce reports

**Personal Qualities**

- Commitment to the UHB values and behaviours
- Self-motivated
- Enthusiasm to succeed
- Portrays self-belief, self-awareness and drive for improvement
- Has a genuine ‘can do’ attitude
- Inclusive and developmental personal style and approach
- Inspiring and motivational
- Dynamic with personal impact
- Integrity
- Tenacity
- Effective under pressure
- Demonstrate commitment to CPD
- Portrays self-belief, self-awareness and drive for improvement.

**Other Requirements**

- The ability to travel to different hospital sites within the UHB and occasional further to represent the Directorate at meetings
- Participate in the UHB on-call rota