

Job Description

JOB TITLE	Executive Chief Operating Officer
GRADE	VSM
SALARY	Supra Large Acute VSM Pay Range
REPORTS TO	Chief Executive Officer
ACCOUNTABLE TO	Chief Executive Officer
DEPARTMENT	Trust Board
DIVISION	Corporate Services
DATE	April 2024

OUR STRATEGY – EXCEPTIONAL CARE TOGETHER:

Our ambition is to deliver Exceptional Care Together. This means that 'Together we will make a difference, we will save lives and provide excellent care to everyone who needs it. We will become the best place to work, learn and receive care in the NHS by applying the highest level of skill, knowledge, and research. To do this we will embed our values of Compassion, Openness and Excellence into everything we do'.

As one of the largest Trust's in the country, with over 14,000 staff working across five hospitals and many more sites, we have much to offer and a responsibility to contribute fully as a healthcare provider in the Integrated Care Systems (ICS) in Derbyshire and Staffordshire. We will also continue to work towards the aims that brought together the hospital trusts in Derbyshire and Staffordshire:

- To provide excellent quality of care for the populations we serve.
- Work with our partners in the wider Staffordshire and Derbyshire health and care economies to deliver more integrated services and in particular to strengthen the role of our community hospitals as part of this.
- Work with Provider Leadership Collaboratives to identify opportunities to bring together services and support functions to deliver efficiencies, increase sustainability and improving quality of care.
- Generate economies of scale and efficiencies in our spending of taxpayer's money.
- Use the scale of the Trust to develop our role as a University Hospital Trust as a leader in education and research.

JOB SUMMARY

The Executive Chief Operating Officer has overall day to day responsibility for the Trust's clinical divisions, ensuring that they develop and deliver strong quality, operational and financial plans and performance.

The post holder will lead on trust wide service transformation ensuring the long term clinical and financial sustainability of services. In addition, the post holder will play a key role in

shaping the future of clinical services through representing us at both Derbyshire and Staffordshire Integrated Care System forums.

As a member of the Trust Board, the post holder will role model and embed our values of Compassion Openness and Excellence.

The post holder is an executive, voting, member of the Board of Directors and reports to the Chief Executive.

KEY RESPONSIBILITIES

Strategic

- Assume responsibility for the operational management of our clinical services and hospitals, delivered with and through the clinical management structure, consistently achieving national core standards and local quality and financial targets.
- Be an advocate and contributor to our Collective and Inclusive leadership and culture programme, ensuring that we equip our leaders with the skills and competencies to be accountable and deliver consistently for our patients and workforce.
- Develop our UHDB approach to ensure that we continuously improve our levels of productivity across all Business Units and Divisions, linking our productivity benefits to improved patient experience and outcomes.
- Oversee delivery of the clinical division annual plans and their response to elective, urgent and emergency care, diagnostics and maternity services, including leading the delivery of all key performance and financial indicators.
- Working with the Chief Digital Information Officer, to ensure timely and accurate reporting on performance to Board and Trust committees, ensuring remedial action is executed where necessary.
- To work with the Director of Estates and Facilities to ensure the Clinical Services Strategy is implemented fully through optimal use of our estate and equipment resources.
- To lead and promote our Exceptional Care Together Strategy as the evidence-based approach to deliver core standards, improve quality of patient care and experience.
- Work with the Executive Chief Nurse and Executive Chief Medical Officer to ensure that we operate safe medical, nursing, midwifery, AHP and Clinical Scientists staffing levels to deliver high-quality, cost-effective care and delivery of core standards.
- Work with our ICB and system partners to lead strategic change and to ensure clinical and operational capacity meets demand forecasts and that activity levels are sufficient to achieve optimal waiting times and standards across the week.
- Assume operational responsibility for Health and Safety compliance, emergency planning and the site management function.

Leadership

- Assume overall responsibility for the day-to-day operational management of our clinical services and hospitals, ensuring high performance and effective delivery of all service business plans and core standards.
- Lead our approach to introducing Quality Improvement, as a core component of the Compassionate and Inclusive leadership programme, ensuring that our patients benefit from having leaders equipped with a continuous improvement capability and mindset.
- Provide, alongside the Chief Nurse and Chief Medical Officer, strategic leadership to clinical divisions to ensure high quality, clinically and financially sustainable services into the future.
- Promote and contribute to the delivery of our purpose, vision and strategic objectives through active involvement in the three year and annual business planning process.
- Play a key role in the development of an open and inclusive culture in line with our Exceptional Care Together values.

- Work with the Executive Chief Medical Officer and Executive Chief Nurse to enhance and develop effective clinical leadership across all divisions.
- To demonstrate and actively promote the Trust's leadership behaviours and proactively support the development of the leadership cohort of the organisation, through advocating for and contributing to the Compassionate and Inclusive leadership programme.
- Develop high performing and accountable teams within the clinical divisions who display our values and behaviours and work to key performance indicators and who are supported and held to account for delivery.

Operational Delivery

- Lead operational management from a corporate perspective, acting as a mediator – and where necessary, decision-maker - between senior clinicians on trust wide issues with cross-divisional implications, and ensuring timely and effective resolution.
- Lead service planning for the organisation, develop and implement long-term strategic plans for continued development of sustainable and financially viable services. Provide expertise and support to Divisional Directors in the development of business cases including, major service reconfigurations.
- Interpret and implement broad clinical and professional policies and NHS guidance across the organisation, providing advice to the Executive Chief Medical Officer and Executive Chief Nurse as necessary and developing services in collaboration.
- Build and maintain positive relationships with our ICB on all operational matters, ensuring effective cross boundary patient pathways are developed with GPs and other community partners.
- Lead and implement a fit for purpose performance management and accountability framework for setting standards across all clinical divisions. Reviewing progress and initiating change to improve outcomes and engaging clinical leaders in this process.
- Ensure that our internal incentives and performance management systems are closely aligned with our strategy and actively support the delivery of agreed objectives.
- Provide the Trust Board with assurance that clinical and managerial standards, protocols and procedures are consistently applied across all business units and clinical divisions.
- With the Executive Chief Medical Officer and Executive Chief Nurse iterate and execute the plan for improving patient flow.
- Take the lead for high profile trust wide projects and demonstrate key leadership in the delivery of our three-year plan.

Finance and Governance:

- Hold overall budgetary responsibility for clinical divisions, ensuring they are accountable for meeting financial targets and directly contribute to the Trust meeting its corporate financial obligations.
- Lead the Divisional identification and achievement of organisational wide cost improvement programmes.
- Take early action where necessary to contain overspending budgets and developing long term cost improvement plans to balance quality, safety and service delivery to return to and maintain financial balance.
- Together with the Chief Finance Officer, promote financial responsibility and understanding among those who commit expenditure through internal budgetary and accounting arrangements.
- Operate within the Trust's standing orders, standing financial instructions and schemes of delegation.
- Provide the Chief Executive and the Board with operational analysis, information and advice which will assist them in mitigating operational risks, in maintaining overall operational control, and in monitoring the Trust's performance.

- Together with the Executive Chief Nurse and Executive Chief Medical Officer promote and ensure clinical risk management is managed well within the clinical divisions.
- Lead the regular review and mitigation of all operational risks linked to the Board Assurance Framework.
- Regularly review all corporate risks that are the responsibility of the Executive Chief Operating Officer and ensure the required reporting and mitigating actions are adhered to.

Emergency Planning, Resilience and Response:

To be the Accountable Emergency Officer (AEO) for the Trust, as outlined in the NHS Emergency Planning, Resilience and Response Framework.

The AEO will be responsible for ensuring that the Trust:

- is properly prepared and resourced to deal with an incident.
- and any sub-contractors are compliant with the EPRR requirements as set out in the CCA 2004, the 2005 Regulations, the NHS Act 2006, the Health and Care Act 2022 and the NHS Standard Contract, including this Framework and the Core Standards
- itself and any sub-contractors it commissions have robust business continuity planning arrangements in place that align to ISO 22301 or subsequent guidance that may supersede this.
- has a robust surge capacity plan that provides an integrated organisational response and has been tested with other providers and partner organisations in the local area served complies with any requirements of NHS England, in respect of monitoring compliance.
- provides NHS England with such information as it may require for the purpose of discharging its EPRR functions.
- is appropriately represented by director-level engagement with and effective contribution to any governance meetings, sub-groups or working groups of the LHRP and/or LRF, as appropriate.

KEY RELATIONSHIPS

Internal

- The post holder will have the highest level of interpersonal and communication skills.
- The post holder will build important relationships with the Trust Board and all four clinical divisional leadership teams and all non-clinical corporate leadership teams.
- Building good working relationships with our doctors, nurses, midwives, allied health professionals, clinical scientists and administrative staff

External

- The UHDB COO will be expected to develop a strong professional network to ensure all best practice learning opportunities from other organisations are realised for the benefit of our patients and staff.
- External to the Trust, UHDB is part of two integrated care systems, and it is essential that relationships are built with both ICS's leadership teams.
- UHDB is part of the East Midlands acute provider collaborative. You will be required to play a full and active role in this.
- Regulatory bodies such as NHSE, DHSC, ICO, CQC.
- Service Commissioners such as ICB's, ICP's, Place and Primary Care Network leads.
- Other local and regional health and care providers.

GENERAL DUTIES

Health and Wellbeing:

All colleagues are expected to take all reasonable steps to look after both their physical health and mental health. To support employees to achieve this UHDB offers a wide range of health and wellbeing activities and interventions. The full programme can be viewed at on the Trust Intranet.

Line managers are expected to encourage and support staff to look after their health and wellbeing, including the release of staff to attend health and wellbeing activities and interventions.

General Policies Procedures and Practices:

To comply with all Trust policies, procedures, and practices and to be responsible for keeping up to date with any changes to these.

Job Revision:

This job description should be regarded as a guide to the duties required and is not definitive or restrictive in any way. The duties of the post may be varied from time to time in response to changing circumstances. This job description does not form part of the contract of employment.

Equality, Inclusion and Diversity:

The Trust is fully committed to promoting inclusion, equality, diversity and human rights in employment and delivery of its services. The Trust is committed to providing an environment where all employees, patients, carers, and visitors experience equality of opportunity by means of understanding and appreciating the value of diversity.

The Trust works to eliminate all forms of discrimination in line with the Equality Act 2010, and recognises that this requires, not only a commitment to remove discrimination, but also action through positive policies to redress inequalities.

The Trust actively encourages its employees to challenge discrimination and promote equality of opportunity for all.

Trust employees are required to comply with its policies and values around equality, inclusion, diversity and human rights. Failure to do so will be treated as misconduct under the Trusts' Disciplinary Policy and Procedure, which may result in dismissal."

Freedom to Speak Up:

The Trust is committed to listening to our colleagues and learning lessons. There are a variety of ways in which concerns can be raised in person, by phone or in writing (including email). We also have a Freedom to Speak Up Guardian who works with Trust leadership teams to create a culture where colleagues feel able to speak up to protect patient safety and empower workers. Full details can be found on the Trust Intranet

Data Protection:

Organisations are required to comply with the General Data Protection Regulation; the UK Data Protection Act 2018; all other data protection legislation and other local policies and procedures regarding the handling of information. All employees retain the right to request information held about them.

Confidentiality:

The Trust requires all staff to maintain a high standard of confidentiality, and any disclosure of information outside the proper and recognised course of duty will be treated as a serious disciplinary offence.

Infection Control:

The prevention and management of infection is a key priority for the Trust. As an employee of the Trust, you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself.
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must always follow these to maintain a safe environment for patients, visitors, and colleagues.
- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at mandatory training and ongoing continuing professional development.
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

Health and Safety at Work Act:

All colleagues must not wilfully endanger themselves or others whilst at work. Safe practices and precautions must be adhered to.

Smoke Free Trust:

The Smoke Free Policy applies to all colleagues, patients, resident's visitors, and contractors.

Research:

"The Trust comprises research-active hospitals with a developing culture of research and innovation across the whole organisation. All clinicians are expected to engage in research, development & innovation.

Engagement of clinical staff in research covers a spectrum of involvement, ranging from having an awareness of the studies and trials taking place in their areas, to assisting with the identification of research participants, to research-experienced individuals who win research funding and assume the role of Chief Investigator for multi-centre trials and studies.

This job description outlines the duties as currently required but may be amended by mutual agreement to reflect future transformation and integration of the Trust.

Signed: (Employee)		Date	
Signed: (Line Manager)		Date	

PERSON SPECIFICATION – FOR RECRUITMENT PURPOSES

	Essential	Desirable
Qualification & experience	<ul style="list-style-type: none"> • Evidence of a very senior operational leadership role in a large complex healthcare organisation. • Education to degree level or equivalent • Management qualification. • Evidence of personal and professional development. 	<ul style="list-style-type: none"> • Board level experience. • Educated to masters degree level.
Previous experience	<ul style="list-style-type: none"> • Significant senior leadership experience at Director level in a large and complex organization. • Experience of working as a senior leader within a complex health and social care system with demonstrable examples of positive impact. • Extensive experience of successfully leading operational functions within a large NHS acute provider at a senior level, delivering across Quality and Safety metrics, improving productivity levels, delivering core standards within financial constraints. • Evidence of leading intervention to reduce health inequalities. • Demonstrable track record of sound financial management and delivery in a Board level position • Demonstrable track record of leading a Quality Improvement and transformation mindset and methodology across a large and complex organisation. 	
Communication / relationship Skills	<ul style="list-style-type: none"> • Ability to motivate and inspire confidence from an organisation's leadership community. • Experience of confidently engaging with the media. • Working with and directly influencing clinicians or equivalent staff groups. • Presentation skills and the ability to present to large multi-level groups. • Evidence of effective influence over a wide range of key internal and system stakeholders. 	
Analytical & judgmental skills	<ul style="list-style-type: none"> • Able to interpret complex data and information to provide an intelligent narrative to inform decision making at Board level. • Demonstrates professional and personal 	

	<p>credibility and integrity and is a respected leader.</p> <ul style="list-style-type: none"> • Able to take difficult and challenging decisions that support strategic aims and long-term vision. 	
Planning & organisational skills	<ul style="list-style-type: none"> • Ability to create and shape innovative strategic vision and plans for the best possible long term benefit of patients, the organisation and health and care systems. 	
People management / Leadership	<ul style="list-style-type: none"> • An affinity with the vision and values of UHDB and the Derbyshire and Staffordshire systems • An ability to evidence commitment and impact to Equality Diversity and Inclusion • Demonstrate the ability to create constructive and patient and staff focused teams across our organisations. • Lead a team successfully. • Bring a curiosity to learn, improve and work with partners to develop our services for the benefit of the communities we serve and our workforce. • Ability to motivate people and strong interpersonal skills. • In-depth experience of use of the Quality Improvement, continuous improvement mindset and methodology. • Experience of building staff capacity and capability, ideally through a structured leadership culture development programme. • Experience of working across multi-agency partnerships. 	
Leadership skills	<ul style="list-style-type: none"> • Demonstrate and role model the Trust's values and behaviours at all times. • Ability to prioritise, delegate and meet challenging deadlines. 	
Emotional skills	<ul style="list-style-type: none"> • Ability to maintain personal resilience and exhibit high levels of emotional intelligence. • Exhibit energy, enthusiasm, and resilience to drive through transformative change, required outcomes and improvements. 	

NHS leadership competency framework for board members

Domain 1: Driving high quality, sustainable outcomes

Competencies	
1	I contribute as a leader:
1a	To ensure that my organisation delivers the best possible care for patients
1b	To ensure that my organisation creates the culture, capability, and approach for continuous improvement, applied systematically across the organisation
2	I assess and understand:
2a	The performance of my organisation and ensure that, where required, actions are taken to improve
2b	The importance of efficient use of limited resources and seek to maximise: <ol style="list-style-type: none"> i. productivity and value for money ii. delivery of high quality and safe services at population level
2c	The need for a balanced and evidence-based approach in the context of the board's risk appetite when considering innovative solutions and improvement
3	I recognise and champion the importance of:
3a	Attracting, developing, and retaining an excellent and motivated workforce
3b	Building diverse talent pipelines and ensuring appropriate succession plans are in place for critical roles
3c	Retaining staff with key skills and experience in the NHS, supporting flexible working options as appropriate
4	I personally:
4a	Seek out and act on performance feedback and review, and continually build my own skills and capability
4b	Model behaviours that demonstrate my willingness to learn and improve, including undertaking relevant training.

Domain 2: Setting strategy and delivering long term transformation

Competencies	
1	I contribute as a leader:
1a	The development of strategy that meets the needs of patients and communities, as well as statutory duties, national and local system priorities
1b	Ensure there is a long-term strategic focus while delivering short-term objectives
1c	Ensure that our strategies are informed by the political, economic, social, and technological environment in which the organisation operates
1d	Ensure effective prioritisation within the resources available when setting strategy and help others to do the same
2	I assess and understand:
2a	The important of continually understanding the impact of the delivery of strategic plans, including through quality and inequalities impact assessments
2b	The need to include evaluation and monitoring arrangements for key financial, quality and performance indicators as part of developing strategy
2c	Clinical best practice, regulation, legislation, national and local priorities, risk, and financial implications when developing strategies and delivery plans
3	I recognise and champion the importance of long-term transformation that:
3a	Benefits the whole system
3b	Promotes workforce reform
3c	Incorporates the adoption of proven improvement and safety approaches
3d	Takes data and digital innovation and other technology developments into account
4	I personally:
4a	Listen with care to the views of the public, staff and people who use services, and support the organisation to develop the appropriate engagement skills to do the same

4b	Seek out and use new insights on current and future trends and use evidence, research, and innovation to help inform strategies
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Domain 3: Promoting equality and inclusion, and reducing health inequalities

Competencies	
1	I contribute as a leader:
1a	Improve population health outcomes and reduce health inequalities by improving access, experience, and the quality of care
1b	Ensure that resource deployment takes account of the need to improve equity of health outcomes with measurable impact and identifiable outcomes
1c	Reduce workforce inequalities and promote inclusive and compassionate leadership across all staff groups
2	I assess and understand:
2a	The need to work in partnership with other boards and organisations across the system to improve population health and reduce health inequalities (linked to Domain 6)
3	I recognise and champion:
3a	The need for the board to consider population health risks as well as organisational and system risks
4	I personally:
4a	Demonstrate social and cultural awareness and work professionally and thoughtfully with people from all backgrounds
4b	Encourage challenge to the way I lead and use this to continually improve my approaches to equality, diversity and inclusion and reducing health and workforce inequalities

Domain 4: Providing robust governance and assurance

Competencies	
1	I contribute as a leader by:
1a	Working collaboratively on the implementation of agreed strategies
1b	Participating in robust and respectful debate and constructive challenge to other board members
1c	Being bound by collective decisions based on objective evaluation of research, evidence, risks, and options
1d	Contributing to effective governance and risk management arrangements
1e	Contributing to evaluation and development of board effectiveness
2	I understand board member responsibilities and my individual contribution in relation to:
2a	Financial performance
2b	Establishing and maintaining arrangements to meet statutory duties, national and local system priorities
2c	Delivery of high quality and safe care
2d	Continuous, measurable improvement
3	I assess and understand:
3a	The level and quality of assurance from the board's committees and other sources
3b	Where I need to challenge other board members to provide evidence and assurance on risks and how they impact decision making
3c	How to proactively monitor my organisation's risks through the use of the Board Assurance Framework, the risk management strategy and risk appetite statements
3d	The use of intelligence and data from a variety of sources to recognise and identify early warning signals and risks
4	I recognise and champion:
4a	The need to triangulate observations from direct engagement with staff, patients and service users, and engagement with stakeholders

4b	Working across systems, particularly in responding to patient safety incidents, and an understanding of how this links with continuous quality improvement
5	I personally:
5a	Understand the individual and collective strengths of the board, and I use my personal and professional knowledge and experience to contribute at the board and support others to do the same

Domain 5: Creating a compassionate, just and positive culture

Competencies	
1	I contribute as a leader:
1a	To develop a supportive, just and positive culture across the organisation (and system) to enable all staff to work effectively for the benefit of patients, communities and colleagues
1b	To ensure that all staff can take ownership of their work and contribute to meaningful decision making and improvement
1c	To improve staff engagement, experience and wellbeing in line with our NHS People Promise
1d	To ensure there is a safe culture of speaking up for our workforce
2	I assess and understand:
2a	My role in leading the organisation's approach to improving quality, from immediate safety responses to creating a proactive and improvement-focussed culture
3	I recognise and champion:
3a	Being respectful and I promote diversity and inclusion in my work
3b	The ability to respond effectively in times of crisis or uncertainty
4	I personally:
4a	Demonstrate visible, compassionate and inclusive leadership
4b	Speak up against any form of racism, discrimination, bullying, aggression, sexual misconduct or violence, even when I might be the only voice
4c	Challenge constructively, speaking up when I see actions and behaviours which are inappropriate and lead to staff or people using services feeling unsafe; or staff or people being excluded in any way or treated unfairly
4d	Promote flexible working where possible and use data at board level to monitor impact on staff wellbeing and retention

Domain 6: Building trusted relationships with partners and communities

Competencies	
1	I contribute as a leader by:
1a	Fostering productive partnerships and harnessing opportunities to build and strengthen collaborative working, including with regulators and external partners
1b	Identifying and communicating the priorities for financial, access and quality improvement, working with system partners to align our efforts where the need for improvement is greatest
2	I assess and understand:
2a	The need to demonstrate continued curiosity and develop knowledge to understand and learn about the different part of my own and other systems
2b	The need to seek insight from patient, carer, staff and public groups across different parts of the system, including Patient Safety Partners
3	I recognise and champion:
3a	Management, and transparent sharing, of organisational and system level information about financial and other risks, concerns and issues
3b	Open and constructive communication with all system partners to share a common purpose, vision and strategy