

## **Job Description**

**Job title:** Head of Operations - Scotland  
**Directorate:** Operations  
**Location:** Hollybush House  
**Accountable to:** Director of Operations  
**Accountable for:** Deputy Hub Manager, Deputy Manager Community Services and the following Scotland Hub positions: Consultant Clinical Psychologist, Senior Administrator, Senior Occupational Therapist, Consultant Psychiatrist  
**Pay grade:** 8b

## **Values Framework**

All staff are expected to know and understand the values of the organisation and uphold these values whilst at work.

- Together
- Focused
- Bold
- Personal

## **General Overview of Role**

To provide strategic, service and operational management of the England South Small Hub (Non-Nurse Residential) and the England Central Small Hub and CTS Team. This includes the achievement of all operational performance targets including quality, safety, access, activity, finance, targets and staff performance and governance standards, and the development of appropriate strategies for these services, ensuring the quality of services to patients and improving services towards best practice standards. This postholder will be CQC Registered Manager for the South Region.

The post holder reports to the Director of Operations and will be accountable for the overall operational management of all patient services within the scope of the role and will be expected to make a positive contribution to the design and delivery of the services within their region. To be responsible for the management of the Hub in Scotland as defined by the relevant legislation and the Care Inspectorate Scotland.

The post holder will provide professional leadership and will take responsibility for the development and modernisation of the service, working with partner agencies in order to optimise opportunities for joint working in association with agreed plans. They will also take responsibility for the business planning process to ensure that clear plans are communicated, actioned, and delivered in a timely manner on behalf of the Director of Operations.

As a Senior Manager within the Charity the post holder has a responsibility to uphold the values and standards expected of all employees in Combat Stress. This involves not just setting an example that others should aspire to but taking the responsibility to challenge those whose behaviour is unacceptable.

## **Main Duties and Key Responsibilities**

- To take charge of the day to day operation of the Scotland Hub.
- Provide visible operational leadership to the Charity and promote continual improvement in quality, performance and delivery of the Charities' objectives.
- Demonstrate a high level of professional knowledge/expertise in order to provide detailed advice to all staff across the Charity.
- Lead the establishment of accountability structures ensuring that responsibility is delegated appropriately so that decisions are able to be taken close to service provision.
- Lead, manage and motivate staff to deliver and improve services so meeting the needs of patients.
- Ensure that all staff are appropriately line managed, either directly or through delegated responsibility.
- Develop the business and planning processes throughout the Charity to deliver services to required standards and within the available resource base.
- Develop processes for the entire team to jointly manage the business, delivery and development of services.
- Deputise for the Director of Operations and participate in the senior manager on-call rota.
- To take budget responsibility in relation to day to day operation within Hub, ensuring efficient and effective control over the management of expenditure and income.
- To ensure compliance with the essential standards of the Care Quality Commission,
- To oversee and participate in the recruitment and selection of staff.
- To provide leadership, management support, guidance and supervision to direct reports, and through them to other staff within the Hub.
- To promote and contribute to the development of the service within a culture of change.

## **Service Delivery**

- Ensure the efficient organisation of clinical, welfare and non-clinical services, making best use of capacity to deliver activity within the terms of the Charities' objectives, Contractual obligations (including Service Level Agreements (SLAs)) and with cost effective utilisation of staff and non-pay resources.
- Review national and local policies and assess local service delivery against these - where necessary, develop and implement action plans with the clinical service providers to ensure service models are veteran centred, meet recommendations and standards and promote a culture of continuous quality improvement.
- Develop patient pathways with clinical staff, which deliver best practice and make progress towards achievement of the Charities' strategic intentions.
- Ensure that activity targets, waiting list targets and quality targets are met; within agreed financial constraints to deliver the Charity's strategic direction, goals, objectives, contractual obligations, policies and procedures.
- Ensure that the environment is fit for purpose and ensure that appropriate contingency arrangements are made if it is not possible for the Charity to provide a normal service;
- Provide high profile visible managerial leadership and develop effective working relationships with staff at all levels.

## **Financial & Performance Management**

- Responsible for managing the resources allocated to each service; responsibility for ensuring the most efficient use of resources and contributing to the financial objectives as set out by the Charity.
- Responsible for the effective management of the budgets to ensure efficient and effective control over the management of expenditure and income.
- Where appropriate, action the procurement plans for equipment and supplies (capital and revenue) across the service areas as determined by the Charity.
- Lead on all cost improvement targets within their service areas ensuring all expenditure targets and cost improvement plans are met.
- Ensure that financial implications are taken through due process in order to establish accurate business planning and service development.
- Act as a budgetary signature to authorise expenditure in line with Charity's Standing Financial Arrangements.
- Implement agreed performance monitoring system for service delivery in line with current and future CIS requirements, best evidence-based practice, and through the use of professionally validated benchmarking tools.
- Conduct regular quality and performance monitoring of the services and take remedial action to address any identified deficits or shortcomings to ensure compliance with all performance and regulatory targets and standards.
- Responsible for leading on the development and implementation plans to deliver QIPP.

## **Business Development**

- Continually assess the healthcare market within which Combat Stress operates, to ensure the Charity is best placed to achieve growth and has the appropriate strategies to mitigate risks.
- Work with clinical leads in order to develop and implement strategies to ensure that all new business opportunities have sound business cases with the correct levels of authorisation, planning, and financial input.
- Support the Director of Operations and Executive Management Team in delivering on a wide range of projects, ensuring all elements of the projects are underpinned by sound business management principles.
- Apply a range of service improvement techniques e.g. process mapping, and capacity and demand analysis in order to develop and understand opportunities and constraints to service delivery that pertain to the Director of Operations' area of responsibility.
- Work with the Executive Directors to operationalise the existing partnership arrangements and to develop the case to support new service and business partnerships, commercial ventures, and creative contract solutions to further the Charity's strategic aims.
- Support local teams in the formation of Service Level Agreements, contracts and agreements to ensure that all aspects of the charity governance procedures are covered.
- Support the Director of Operations and Medical Director in the expansion of research, innovation and development with particular focus on the business drive and commercial development.
- Work with the Veterans, the Executive Management Team, Charity Committees and senior leaders to ensure they are seen as customers, with customer satisfaction being central to strategic success.

## **Quality & Improvement**

The post holder will:

- Take a leading role in the implementation of clinical strategy and oversee the implementation of clinical governance within the hubs, to ensure that all services meet legal requirements and regulatory requirements (CIS and healthcare Inspectorates).
- Embed the use of service line and patient level reporting across the hubs to support service improvement work focusing on enhancing quality and efficiency.
- Lead on service improvement projects and quality initiative programmes both within their service areas and across the Charity as required.
- Responsible for co-ordinating the investigation of serious untoward incidents and complaints in their responsible services, and for ensuring the necessary changes are made to working practices to prevent reoccurrence and that lessons learned from such investigations are shared.
- Responsible for minimising risk by implementing effective risk management strategies and drawing up effective risk management plans.
- Ensure regular and appropriate audit, research and bench marking of services is undertaken to ensure continued effectiveness and efficiency of service provision.
- Responsible for developing performance reports on activity and service performance for the Director of Operations.
- Participate in the development of policies and procedures to develop the service and maintain compliance with legislative and regulatory requirements.

## **Audit and research**

- To lead on auditing of clinical practice and data collection for research, implementing findings to deliver evidence-based practice.

## **Staff Management**

- Responsible for developing short and medium term workforce plans to ensure that these meet the service needs and staffing requirements.
- Develop and implement skill-mix reviews and other manpower planning strategies within the region with the appropriate Managers and ensure that appropriate recruitment, selection and performance management of staff takes place.
- Provide direction and line management for day to day running of services, including line management of the senior management team, and other services leads as directed by the Director of Operations.
- Ensure regular arrangements are in place for both clinical and managerial supervision for team members and provide supervision for key staff.
- Responsible for ensuring that all staff in their service areas have appraisals and personal development plans in place.
- Support the Charity in the reduction of staff sickness levels.
- Support the Director of Operations and the Medical Director in all medical staffing issues including the annual review of Consultant job plans and revalidation.
- Ensure business continuity at times of staff leave and absence.
- Ensure that a training needs analysis is completed for all staff and ensure the provision of appropriate training to meet these needs.

## **Communication**

- Contribute to the communication strategy within and external to the Charity.
- Create a climate that encourages teamwork, maximises individuals' potential, stimulates innovation and is customer facing.
- Identify risks and potential incidents that affect business continuity and escalate to relevant member of staff as necessary.
- Liaise and represent the Charity at external meetings with the Commissioners, other Charities and service providers/agencies.
- Support the Executive on any other projects as requested by the Director of Operations.

## **Clinical Responsibilities**

- Ensure that treatment and support in the Hub are recovery focused and provided in a person-centred way, using person centred approaches.
- To oversee the treatment planning, risk assessment processes, local safeguarding procedures and organisational protocols are followed.
- To provide specialist knowledge and advice on the management of clients entering and attending the Hubs.
- To ensure that NMC / HCPC and other professional standards are adhered to by all staff.
- To lead on Clinical Governance within the Hubs, ensuring remedial action is taken where deficits are found.
- Ensuring effective arrangements are in place for medicines management within the Hubs in accordance with policy and legislation.
- Ensuring complaints and incidents are reported in a comprehensive and timely manner.
- Overseeing the planning, promotion and development of Recovery and Social Reintegration breaks and in the development of policies and procedures relating to these.

## **Education and Training**

- Identifying training needs of staff and ensuring appropriate training is in place to meet these needs.

## **Professional responsibilities**

- Ensure the efficient organisation of clinical, welfare and non-clinical services across the region, making best use of capacity to deliver activity within the terms of the Charities' objects, Contractual obligations (including Service Level Agreements (SLAs)) and with cost effective utilisation of staff and non-pay resources.
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- Ensure that the environment is fit for purpose and ensure that appropriate contingency arrangements are made if it is not possible for the Charity to provide a normal service.
- Provide high profile visible managerial leadership and develop effective working relationships with staff at all levels.
- Ensure all staff maintain their professional registration, where appropriate to their role, and follow their guidelines for conduct and professional practice.
- Ensure confidentiality of all client data is maintained in line with organisational policy and the Data Protection Act 1998.

### **Administrative responsibilities**

- Ensure clinical records, psychometric testing reports and data collection in general is kept up to date, in accordance with legislation and the policies of the Charity, and incident reports are completed in accordance with the policies of the Charity.

### **General responsibilities**

- To fully understand and adhere to the policies and procedures of the Charity.
- To be compliant with the administrative and clinical processes defined.
- To work in a flexible and responsive way to meet the changing needs of the service users and demands of the service.
- To promote a recovery focus throughout the Veterans' treatment journey.
- To promote equality, diversity and the rights of the service users.
- To support partnership working.
- To follow safeguarding procedures to minimise risk of harm to children or vulnerable adults.
- To contribute to the maintenance of a healthy and safe working environment by adhering to Health and Safety Organisational policies.
- To work closely with the Fundraising and Communication Teams and facilitate where required visitors to the treatment centre.

### **Other Duties**

- To undertake any other duties at the request of the line manager which are commensurate with the role, including project work, internal rotation (as per contract) and absence cover.

### **Risk Management**

As an employee of the Charity, the postholder is required to be risk aware and readily able to identify risks faced in the course of day-to-day duties. Where a new risk is identified it is to be reported through the postholder's line manager.

Date revised \_\_\_\_\_

Signature of postholder \_\_\_\_\_

Print name \_\_\_\_\_

Date \_\_\_\_\_