

JOB DESCRIPTION

Job title:	Head of Operations – Northern Ireland
Directorate:	Operations
Location:	Belfast with occasional travel to other Combat Stress Hubs.
Accountable to:	Director of Operations
Accountable for:	Interdisciplinary Team Northern Ireland
Pay grade:	8b

About Combat Stress

Combat Stress provides treatment for veterans with complex mental health issues.

Vision

Our vision is for all former military service personnel with complex mental health problems to live full and meaningful lives.

Mission

Our mission is to provide support and treatment to veterans with complex mental health problems to help them tackle the past and take on the future.

Values

Together: We are united in purpose, collaborative in action.

Focused: We're clear about what we will and won't do to deliver the best outcomes.

Bold: We'll do and say what we must to achieve our organisation's vision.

Personal: We respect diversity and appreciate everyone's individual needs and talents.

General Overview of Role

To provide the highest quality strategic and operational leadership of Combat Stress in Northern Ireland. The post holder will be the senior manager responsible for both representing and promoting Combat Stress across the country, building positive and productive relationships with statutory and third sector colleagues.

The Head of Operations will be an experienced and forward thinking registered health or social care professional providing inclusive, forward thinking, and inspirational leadership.

The role will be accountable for:

- Supporting strategic alignment with all national initiatives.
- Meeting and ideally exceeding Regulation and Quality Improvement Authority (RQIA) requirements.
- Ensuring the highest quality performance in all areas of service activity
- Driving a culture of continuous improvement and of active learning and development
- Informing and improving collaborative service design and delivery
- Ensuring high levels of co-production

- The postholder will serve as the Registered Manager for Combat Stress services in Northern Ireland.

The successful candidate will hold a current healthcare professional registration (RMN, OT, Psychology or Social Work). You will be expected to have significant experience of the core elements of management practice including budget management, recruitment and retention, performance, and quality improvement and both line management and supervision of staff. You will of course continue to be responsible for ensuring these aspects are of the highest quality when delivered by others.

The role provides a unique opportunity to:

- Positively influence Northern Ireland Government policy
- Actively contribute to the growth and development of a national organisation
- Represent Northern Ireland at UK wide events.
- Gain experience and expertise in the delivery of trauma focused services.
- Provide leadership for a multi-site national service ensuring regional equity.
- The provision of high quality, efficient, effective and evidence-based care to Northern Ireland's veterans

The post holder reports to the Director of Operations and will be expected to lead the design and delivery of the services within their area alongside Senior Clinicians.

The postholder will provide strategic leadership and will take responsibility for the development and continued modernisation of the service, working well with partner agencies to optimise opportunities for joint working in line with the Combat Stress strategic plan. They will also take responsibility for business planning to ensure that clear plans are communicated, actioned, and delivered in a timely manner. This includes service improvement, staff engagement, finance, areas of potential development and growth and risk management.

As a Senior Manager within the charity the postholder 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 also challenging those whose behaviour is unacceptable.

The key objectives for this role are:

- National leadership of the Northern Ireland team
- Accountability for operational services, their safe and effective delivery and that they meet regulatory requirement.
- To develop effective and beneficial strategic relationships with both statutory and third sector partners
- To ensure that Combat Stress actively and productively contributes to the principles outlined within Northern Ireland's Veteran Mental Health and Wellbeing Service and the principles of the Action Plan
- Deputise for the Director of Operations where appropriate and participate in the senior manager on-call rota.
- 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 to provide detailed advice to all staff across the Charity.
- Ensure that meaningful strategies and processes exist so veterans are at the centre of service decision-making.
- Lead the establishment of accountability structures so 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 veterans.
- 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.
- Ensure the efficient and effective control over the management of expenditure and income.
- To ensure compliance with the care standards of the RQIA and/or other regulatory bodies.
- Responsibility for the recruitment, retainment 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 continuous change.

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.
- 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.
- 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 regulatory requirements, best evidence-based practice, and using professionally validated benchmarking tools.

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.

- 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 Leadership 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 Director of Operations to strengthen 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.
- Work with the Veterans, the Executive Leadership 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.
- Lead on service improvement projects and quality initiative programmes both within their service areas and across the Charity as required.
- Responsible for coordinating 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.
- 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.
- 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.

Communication

- Contribute to the communication strategy within and external to the Charity.
- 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 ensure that NMC / HCPC and other professional standards are adhered to by all staff.
- Ensuring effective arrangements are in place for medicines management, where appropriate, within the Hubs in accordance with policy and legislation.
- Ensuring complaints and incidents are reported in a comprehensive and timely manner.

Professional responsibilities

- 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.
- 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 2018.

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 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 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 where appropriate

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.

Infection Prevention and Control

Maintain an up-to-date awareness of the Infection control procedures relevant to your area of work and implement these in practice. As a minimum this must include hand hygiene and the use of personal protective equipment as appropriate.

Signature of postholder

Print name

Date
