

JOB DESCRIPTION

Job Title	Deputy Chief Operating Officer
Grade / Banding	VSM
Reports to <i>Job title of direct manager</i>	Chief Operating Officer
Accountable to <i>If applicable - Job title of manager for professional accountability</i>	Chief Operating Officer
Date of this version	July 2024

Role Purpose	<p>The Deputy Chief Operating Officer will ensure that the organisational vision, strategic aims, objectives, values and culture of the Trust are actively promoted and be a role model for their delivery.</p> <p>Provide senior operational leadership and management of the Managing Directors and for the Divisions on behalf of the Chief Operating Officer ensuring high quality delivery of all operational services.</p> <p>Responsible for ensuring appropriate governance arrangements are in place, including risk management, health and safety, emergency planning (inc. business continuity).</p> <p>Ensure governance arrangements are maintained, in line with the Trusts risk management framework and are tested to provide assurance that quality standards and outcomes are delivered for patients and their carers.</p> <p>To oversee the Trust operational performance framework, coordinating teams as needed to achieve required standards.</p> <p>To provide managerial leadership, motivating and supporting staff to deliver the objectives of the Trust and the best possible patient experience and care 24 hours a day, 7 days a week.</p>
Key Activities / Responsibilities	<p>To support the Chief Operating Officer in coordinating trust-wide delivery of all clinical and operational services, to ensure that safe, high quality patient focused services are delivered to time and to budget, providing</p> <ul style="list-style-type: none"> • Oversight of all strategic, quality and operational issues relating to the clinical operational delivery and running of the Trust, with a specific focus upon • MH Bed flow and CRFD - Adult, Older Persons and Children (MH Deputy) • NCTR, UEC, Admission Avoidance and Discharge (Community Health Deputy) • Emergency Preparedness, Resilience and Response. (MH Deputy) • Winter Planning (Community Health Deputy) • System Transformation Plans oversight, grip and delivery (both Deputies) • Performance, Quality, Risk Mitigation, delivering Safe services (both Deputies)

<p>Freedom to act</p>	<p>Expected to act independently at times, taking timely and at times, significant decisions to ensure the operational delivery for the Division, driving change and improvement by supporting and influencing both the clinical services and corporate support teams.</p>
<p>Staff Responsibilities</p>	<p>QUALITY & GOVERNANCE</p> <ul style="list-style-type: none"> • Work collaboratively to support place based care and systems to manage adverse incidents, complaints, inquests, claims and safety alerts. • Establish and maintain governance structure and framework for reporting and escalation and response to issues/risks, utilise these systems to support the review of clinical standards of care and to provide assurance through the Trust's governance framework. • Ensure the senior Divisional leadership team are fully aware of their roles and responsibilities with regards to operational management, assurance/governance across their service. • Draw on significant experience of senior operational management within a large and complex service portfolio in a health and social care environment to ensure services within Divisions meet the needs of people. • Ensure the dissemination, of key communications to Divisions including the patient experience through continually learning from errors/incidents/near misses/complaints. • Ensure there are robust systems of control, and risk management are in place within Divisions to support monitoring of compliance and clinical governance, data monitoring systems and complaints, incidents, and audit. • Working with corporate governance ensure there are effective monitoring systems to review clinical standards and an appropriate clinical audit programme as part of a number of measures to provide assurance. • Ensure effective safeguarding arrangements are in place to meet statutory requirements linking with the local authority as required. • Support the delivery of high quality, affordable services for the local population, ensuring effective and safe delivery of the highest quality, and clinical outcomes. • To ensure robust, effective, and compliant governance arrangements are implemented and maintained, monitored, reported, and actioned, and systems and processes reflect the values of the Trust. • Exercise high levels of diplomacy and be particularly astute in identifying challenges and working with partners to broker effective solutions for our patients and carers. <p>STRATEGIC PLANNING AND ORGANISATION</p> <ul style="list-style-type: none"> • Work with partners, Primary Care, Acute systems and Local authority community providers to develop the strategic ambition, developing service strategies and plans that promote improvement at place and system footprint to support delivery of the strategic vision. • Support the development of each Divisions Annual Business Plan (including workforce plan) and oversee its delivery, contributing to the Trust's overarching Business Plan, ensuring the plans are congruent with one another and the service and capital strategies are developed accordingly.

- Identify new opportunities for developments within and across the Divisional services, which may arise from changes to the internal or external environment.
- Build productive relationships and work closely with key stakeholders including the development of new place-based models of service and delivery.

OPERATIONAL PLANNING, DELIVERY AND PERFORMANCE

- Support the Divisional leadership teams to ensure there are clearly defined performance objectives, ensuring accountability and governance is in place within the Divisions to support delivery of the Trust's vision, strategic aims and objectives, values and statutory and regulatory requirements.
- Ensure Divisions have developed and implement effective reporting arrangements to accurately record and monitor operational performance against local and national targets, and to pro-actively manage any variances.
- Identify and assess risks to the delivery of plans, considering options and taking action to control and adjust against key project milestones and objectives as appropriate.
- Triangulate data and information from key data sources to understand performance, quality issues, and the wider system narrative to drive improvements.
- Extract relevant information and data from various sources and use to produce and present high quality communication including reports on a wide range of highly complex matters frequently making cogent and rational arguments based on one's own assessment of options and providing clear recommendations as appropriate to the case.
- Build positive external relationships and play a full part in local care systems including local delivery systems, and place-based system meetings
- Support contract negotiations (health and social care) in conjunction with the Chief Operating Officer and Chief Finance Officer. Ensure business relationships are managed effectively through contracting and stakeholder management.
- Representing the Chief Operating Officer on partnership Boards, Health and Wellbeing and Health Overview and Scrutiny Boards as well as commissioning forums as appropriate across the range of places and systems within scope.
- Lead the system work to improve overall patients flow with the objectives to deliver care as close to home with the least restrictive practice for all our patients.
- Ensure effective interoperability of system leadership and electronic systems and effective development and maintenance of a performance framework
- Anticipate and manage opportunities and problems through the effective use of operational performance management systems; leading recovery plans and trajectories where performance requires intervention and support.
- Support the Chief Operating Officer in ensuring that all performance objectives are delivered in accordance with the agreed strategic intent and within the available resources.
- Contribute to the annual business planning process and ensure that cross-cutting issues are addressed effectively.

- Research and utilise best practice in proposing service improvements using an evidence-based approach and the outcomes of relevant audits.

LEADERSHIP AND MANAGEMENT

- Provide leadership and direction across situations where highly complex ideas or concepts need to be conveyed and implemented across the organisation, proposing major change in service delivery to stakeholders in easily understood language, clearly articulating benefits where acceptance and resistance to change exists.
- Ensure that staff in the Divisions are clear about what is expected and are working together, collaborate with the Division and the wider leadership team to drive performance delivery and improvement to achieve high quality patient services.
- Influence and negotiate compromise solutions in order to agree service developments or where there may be a highly complex set of financial, contractual or emotive barriers to overcome which may at times be hostile.
- Provide highly visible and inspiring leadership for staff throughout the Trust, championing a professional and open culture which empowers staff to deliver a consistently high quality of care with compassion, acting as a role model for the behaviours and high professional standards expected.
- Provide regular managerial support and supervision for the Managing Director and other members in the Divisional management teams.
- Develop and maintain effective working relationships with external partners and stakeholders, raising the profile and reputation of the Trust in order to maximise opportunities to enhance the provision of care.
- Challenge existing practices, ensuring that progressive solutions, which take into account models of best practice, are incorporated into Divisional plans.
- Work within the Acute Providers, Community, Social Care and the 3rd sector and VCS to ensure that the wider healthcare agenda is achieved, including improvements in equality and access.
- Ensure the Trust delivers the highest standards of treatment and care effectively and safely, meeting or exceeding national and local performance targets, assisting Divisions to build capability at all levels to enable them to achieve objectives.
- Support the Chief Operating Officer in developing and maintaining strong relationships with partner organisations and excellent and constructive relationship between professional and clinical groups.
- Participate in the Exec/senior manager on call director rota.
- With corporate OD and HR develop an OD plan to deliver Trust- wide Improvement Plan in support of our cultural aspirations, to create the right culture and environment for high performance, an open and inclusive culture with a focus on employee health and wellbeing, equality and diversity.
- Responsible for the management of operational service budgets on behalf of the Chief Operating Officer, including leading budget setting processes for areas of direct control.
- Maximise recruitment and retention opportunities, including options for flexible working, new roles, and new ways of working.

Additional Responsibilities

- Regularly deputise for the chief operating officer, taking a lead role in representing the operations function in internal and external meetings at a senior level, as such, there will be a significant component of the role ensuring effective inter agency working.

	<ul style="list-style-type: none"> • To lead Trust wide to improve patient flow to services including areas where access to services can be a challenge. • To represent the Chief Operating Officer on partnership, delivery, and commissioning forums as appropriate across the range of places and systems within scope.
<p>Financial Responsibilities</p>	<ul style="list-style-type: none"> • Hold the Managing Directors to account for Divisional expenditure, monitor financial performance, to ensure the achievement of the Trust's efficiency and cost improvement plans and associated programmes. • Work closely with the Chief Operating Officer, Chief Finance Officer and commissioners to secure new income, to support service developments. • Take a data driven and informed approach, using business intelligence to drive improvement and foster the embedding of data driven decision making to manage healthcare delivery against contracts whilst delivering on efficiencies and driving savings. • Oversee the development and delivery of the Financial Sustainability plan, strategic transformation projects and progress of agreed business cases, escalating and agreeing actions where performance does not meet the required position. • Ensure strong financial management, plan and secure income, monitor expenditure and activity, and implement any required actions to ensure all financial and activity targets are met holding regular review discussions with the Managing Directors and finance representatives.
<p>Physical, Mental and Emotional Effort</p>	<p>Requirement to concentrate for periods of time on highly complex information which may require the post holder to switch their attention and concentration to emerging issues which will be unpredictable.</p> <p>This postholder will be expected to have excellent communication, relational leadership, written and verbal presentation skills, and an ability to manage and reconcile conflicting views within the programme, the wider Trust and with partners, including to unfamiliar and potentially antagonistic or hostile audiences. There will be a need for this person to effectively communicate highly complex information which will be service provision related to senior managers.</p> <p>The analysis, interpretation and comparison of a range of highly complex information, data and options regarding the delivery and impact of the service will be a key skill required.</p>
<p>Working Conditions</p>	<p>Office based with VDU and advanced keyboard use. Exposure of areas where clinical care is delivered to service users as required.</p>

PERSON SPECIFICATION

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Criteria	Essential	Desirable
Qualifications	<p>Previous experience of successful senior healthcare leadership, line managing operational Directors within Divisions/Localities within a similar/equivalent size, scale and complexity.</p> <p>Demonstrable achievement in negotiating and influencing others to achieve desired outcomes and win-win through collaboration.</p> <p>DEPUTY COO (MH) - Previous experience of managing at a senior level a complex and large-scale provision of MH across multiple geographies.</p> <p>DEPUTY COO (Community Health) - Previous experience of managing at a senior level a complex and large-scale provision of Community Health services across multiple geographies.</p> <p>Postgraduate qualification in Leadership / Healthcare Management / Project Management.</p> <p>Evidence of professional development.</p>	<p>Clinical qualification and experience of working as a senior clinician within an equivalent setting.</p>
Experience needed – general or specific	<p>Proven track record of leadership at a senior level, managing an equivalent size, scale and complexity within a health or social care setting.</p>	

	<p>Highly developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams with the aim of enhancing service delivery and outcomes.</p> <p>Environmental and political awareness.</p> <p>Demonstrable political judgment and astuteness in understanding and working within complex policy and diverse interest groups, and common sense in knowing when to brief 'up the line'.</p> <p>Strong financial management skills.</p> <p>Ability to motivate and engage staff at all levels, improving confidence and containing anxiety.</p> <p>Able to demonstrate a genuine commitment to ensuring that services meet the needs of service users and their carers and are delivered with multi-cultural sensitivity.</p> <p>Able to express complex issues, both verbally and in writing for a range of audiences.</p> <p>Able to influence, persuade and negotiate.</p> <p>Ability to work collaboratively with central support services.</p> <p>Able to generate reports and correspondence.</p> <p>IT conversant including word processing and spreadsheet packages.</p>	
<p>What our services users expect of this post holder</p>	<p>A high level of organisation, self-motivation and flexibility in approach and attitude and ability to work constructively with internal and external partners to create the conditions for successful collaboration.</p> <p>Credibility with peers and external agencies, with sensitivity and diplomacy</p>	

OUR VALUES

You are obliged to adhere to and implement the Trust Values which define the way we want to work, the way we want to treat each other and the people we support.:

We CARE through:



Compassion



Accountability



Respect



Excellence

Compassion	we listen, we are kind, and put the needs of people first
Accountability	we work together openly and responsibly
Respect	we treat each person fairly, as an individual
Excellence	we empower people to continuously improve care

HEALTH AND SAFETY

Everyone is responsible for their own safety and the consequences of their own acts and omissions that can affect the health, safety and wellbeing of others. Southern Health NHS Foundation Trust is committed to promoting a healthy and safe environment for staff, visitors and patients that enter Trust premises. Employees have a duty under the Health and Safety at Work etc. Act 1974 to take responsibility for their own and others health and safety while at work or on Trust Business.

All SHFT employees are responsible for :

- Carrying out their work in a safe and competent manner, following detailed safe operating procedures, where applicable or directed by their relevant functional manager and in accordance with all SHFT policies and procedures.
- Attending mandatory and statutory training sessions and other training, as directed by their line manager. Employees must bring to the attention of their line manager any outstanding training requirements needed to ensure they carry out their work activities in a safe and competent manner. A member of staff should not carry out any work activity if they are not qualified or trained to carry out these tasks.
- Conducting activities with due regard for safety of themselves and others within the scope of their knowledge and training. All employees are required to co-operate with and assist workplace/departmental health and safety representatives as required, in accordance with the organisations' Health and Safety policy.
- Using any machinery, equipment, dangerous substances, transport equipment or personal protective equipment (PPE) provided, in a safe manner and in accordance with their level of competence and any training and instruction received.
- Reporting all health and safety related incidents/accidents, dangerous occurrences' and near miss events via the Trusts incident reporting system. If the incident or event requires immediate action to preserve evidence and an investigation is required, the member of staff should contact the Corporate Health and Safety Department.
- Not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare in pursuance of any of the relevant statutory provisions.

SUSTAINABLE DEVELOPMENT

It is the responsibility of all employees to support the Trusts' vision for sustainable development. To undertake their duties in a way that is not wasteful of environment, financial and social resources.

EQUALITY AND DIVERSITY

It is the responsibility of all employees to support the Trust's vision of promoting a positive approach to diversity and equality of opportunity, to eliminate discrimination and disadvantage in service delivery and employment, and to manage, support or comply through the implementation of Equality & Diversity Strategies and Policies.

INFORMATION GOVERNANCE

As an employee you will have access to information that is sensitive to either an individual or to the organisation and you are reminded that in accordance with the requirements of Information Governance, NHS Code of Confidentiality, Data Protection Act 1998 and also the terms and conditions in your contract of employment, you have a duty to process this information judiciously and lawfully; failure to do so may result in disciplinary action.

PERFORMANCE APPRAISAL AND PROFESSIONAL DEVELOPMENT

The Trust is committed to providing a high quality service through the effective management and development of its employees. The Performance Appraisal process ensures that the Trust is able to achieve its key aims of delivering cost effective, high quality and responsive healthcare, whilst enabling employees to understand how the outcome of their contribution fits within these overall aims.

All staff have the responsibility to support all learners and to keep their knowledge of supporting learners in practice up-to-date, according to appropriate governing bodies regulations.

STATUTORY AND MANDATORY TRAINING

The Trust will assess the requirements for Statutory and Mandatory training for all new staff prior to commencement and aims to ensure that all Statutory and Mandatory training requirements are completed before staff start their full duties.

All required Statutory and Mandatory training must be completed within the first three months of staff start date and refresher training must also be undertaken on a regular basis and in accordance with the Trust's policy.

INFECTION PREVENTION AND CONTROL

The Trust has designated the prevention and control of infection and the full implementation of the Code of Practice (2008) as a core component in the organisations clinical governance, managing risk and patient safety programmes. All employees are expected to follow consistently high standards in the prevention and control of infection, especially with reference to hand hygiene, adherence to dress/uniform code and for clinical staff all procedures involving aseptic technique. Be aware of and follow all Trust Infection Control guidelines and procedures relevant to their work. Participate in mandatory training and annual updates. Protecting patients from infection is everyone's responsibility.

SMOKE-FREE POLICY

This Trust operates a Smoke-free policy. This means that smoking is not permitted anywhere within owned or leased premises, including within their grounds and within owned or leased vehicles. In the interests of promoting responsible healthcare all staff are to refrain from smoking when off-site in uniform or wearing an identifying NHS badge in any public place. The policy also applies to all staff employed by the Trust at any location they may work, whether within or external to the Trust's premises. The policy contains further details including support facilities; subsequent failure to comply with this policy may result in disciplinary action.

CONFIDENTIALITY

In the course of your employment you will have access to confidential information of a personal and/or clinical nature, including information relating to the Trust, its clients, patients, employees and other parties.

You must not use such information for your own benefit nor disclose it to other persons without the consent of the Trust and the party concerned unless required to do so by law. This applies both during and after the termination of your employment. Any breach of confidentiality during employment may be regarded as serious misconduct and could lead to summary dismissal

REHABILITATION OF OFFENDERS ACT 1974

This post is subject to an exception order under the provisions of the Rehabilitation of Offenders Act 1974. This stipulates that all previous convictions, including those that are 'spent' must be declared. Previous convictions will not necessarily preclude an individual from employment but must be declared in writing at the appropriate stage during the recruitment process.

SAFEGUARDING CHILDREN AND ADULTS AT RISK

Southern Health Foundation Trust (SHFT) is committed to promoting the welfare and safeguarding of children, young people and adults at risk of abuse and neglect. As an employee, you are accountable to ensure that you know to how to respond when you are concerned for the safety of a child, young person or adult at risk, applying the principles of the Family Approach to ensure evidence based analysis, risk management and appropriate action and escalation. SHFT require staff to work effectively together using the Family Approach to achieve better outcomes for adults, children and families. The Trust will support you in this duty by providing ongoing training, support and advice and have a Corporate Safeguarding Team who can be contacted for guidance and the provision of safeguarding supervision.

DATA PROTECTION

As your employer, the Trust will need to process your personal information for purposes connected with your employment.

The sort of information we will process will include your contact details, your bank details and other information for payroll purposes, information about you from third parties when obtaining references and records relating to your career with the Trust (this is not an exhaustive

list). Further information about how your data is processed is available in the Privacy/Fair Processing Notice (workforce) available on the Trust intranet.

RECORDS MANAGEMENT AND QUALITY

As an employee, you are legally responsible for all records that you gather, create or use as part of your work within the Trust and they remain the property of the Trust. This includes patient, financial, personal and administrative records, whether paper based or on computer. All such records are considered public records and you have a legal duty of confidence to all service users.

You should consult the Trusts Records Management Policy and ask for guidance from your manager if you have any doubt about the correct management of records with which you work. All staff have a responsibility to ensure information quality standards are achieved.

INFORMATION SECURITY

Under the provisions of the Data Protection act, it is the responsibility of each member of staff to ensure that all personal data relating to patients and members of staff, whether held in manual or electronic format, is kept secure at all times. Computer passwords must not be shared either between systems or users. The Trust may monitor e-mail messages, any files stored on the networks or on equipment and usage of the Internet, NHS.net and computer systems, irrespective of whether these relate to trust or personal use.

Access and usage of the Trusts computers must be in accordance with the Trust's Policies. Safeguarding procedures are to be used for all electronic transfers of personal data. This is in order to protect the Trust's patients and staff, and its reputation and to ensure that it complies with the law and other guidelines.

NHS CONSTITUTION

You are obliged to comply with Staff Duties under the constitution, which are as follows:

1. To accept professional accountability and maintain the standards of professional practice as set out by the appropriate regulatory body applicable to your profession or role.
2. To take reasonable care of your health and safety at work for you, your team and others, and to cooperate with employers to ensure compliance with health and safety requirements.
3. To act in accordance with the express and implied terms of your contract of employment.
4. Not to discriminate against patients or staff and to adhere to equal opportunities and human rights legislation.
5. To protect the confidentiality of personal information you hold unless to do so would put anyone at risk of significant harm.
6. To be honest and truthful in applying for a job and in carrying out that job.