

## **JOB DESCRIPTION**

<b>POST:</b>	Service Director
<b>LOCATION:</b>	Belfast Health and Social Care Trust
<b>REPORTS TO:</b>	Chief Executive
<b>RESPONSIBLE TO:</b>	Chief Executive

### **JOB SUMMARY/MAIN PURPOSE:**

Service Directors are accountable for the delivery of safe services to patients and service users in line with the Trust's commitment to delivering the Right Care, at the Right Time and in the Right Place.

Service Directors are required to provide clear leadership and oversight of a number of Service Divisions ensuring the quality and safety of services to patients and service users through effective multidisciplinary working. In addition, the postholder will have a corporate role as a member of the Trust's Executive Team that will include helping to shape the Trust's overall objectives and will share corporate responsibility for the governance of the Trust and compliance with legal requirements. The role will require the ability to balance strategic outlook with operational responsibility in order to achieve a culture of high performance and collective leadership across multi- professional and multi-disciplinary teams.

Service Directors are responsible for ensuring the safety and quality of services under the six key elements of Safety, Effectiveness, Efficiency, Equity, Timeliness and Experience in line with the Trust's Quality Management System and will be expected to demonstrate good management in all of the above quality metrics.

### **Main Duties/Responsibilities**

#### **Service Delivery**

Service Directors are expected to:

- Have an excellent understanding and insight on the day-to-day business with a highly developed sensitivity to operations through the Charles Vincent model - seeking out problems and building better anticipation and preparedness to constantly improve.
- Make sense of one or more group of services within the Trust in terms of effective analysis and management of the overall quality of the service including:
  - Safety, outcomes, productivity, patient/service user experience, access including waiting list reduction/unmet need minimisation and overall efficiency;
  - Overall value for money;

- Effective management of risk
- Effective management of the workforce
- Work effectively and in partnership with the Collective Leadership Team making sense of one or more group of services within the Trust in terms of effective analysis and management of the overall quality of the services.
- Lead, organise and effectively manage the Services Directorate, including performance development and performance management of the staff managing and providing those services.
- Take personal responsibility and accountability for the continuous improvement and innovation of the quality of the services.
- Produce regular effective, contemporary management information, which makes sense of the service and provides a detailed analysis for presentation to the Trust's Executive and non-Executive Directors.
- Ensure that there is effective engagement with the community and staff in identifying population health and well-being needs, with a focus on reducing inequalities and promoting equity.
- Ensure the most efficient and effective use of all available resources in meeting all Ministerial targets.
- Ensure the delivery of Statutory Functions as outlined within the Scheme for the Delegation of Statutory Functions as relevant to their service areas.

### **People Management**

- Promote a culture where staff feel supported, empowered and accountable for the service they provide and managers are supported to lead, motivate and develop staff who feel valued and respected
- Provide clear and strategic leadership to staff within the Service Directorate and ensure the Service has a highly skilled, flexible and motivated workforce to provide high quality care.
- Provide clear and strategic leadership on ensuring workforce capacity and capability within the Service including attraction, recruitment and retention strategies linked to People and Culture priorities
- Ensure safe, efficient and effective delivery of care through leading and managing the teams, empowering Service collective leadership team and their teams to implement change and take decisions as appropriate.
- Provide strong visible leadership across the Service, and within the divisions, in partnership with the Senior Leadership Group and Corporate Directors and their teams.

- Ensure that all staff are regularly appraised and have set objectives and a Personal Development Plan.
- Ensure the most efficient and effective deployment of all staff within their areas of management.
- Ensure that management structures and practices support a culture of effective team working, continuous improvement and innovation.
- Ensure full engagement of all professional staff working in multi-disciplinary teams.

### **Financial Management**

- Ensure that the Service meets budgetary management responsibilities whilst supporting the team to respond to internal and external demands placed upon them.
- Review and monitor financial performance and to hold delegated budget holders to account ensuring services remain within their delegated expenditure limit
- Establish and oversee financial improvement programmes assisting in the formation and delivery of the programme for the Service and divisions
- Analyse cost pressures and put in place budget monitoring plans
- Ensure the delivery of all agreed plans to deliver the agreed level of income associated with the Service

### **Management Responsibilities**

The Trust supports and promotes a culture of collective leadership where those who have responsibility for managing other staff:

- Establish and promote a supportive, fair and open culture that encourages and enables all parts of the team to have clearly aligned goals and objectives, to meet the required performance standards and to achieve continuous improvement in the services they deliver.
- Ensure access to skills and personal development through appropriate training and support.
- Promote a culture of openness and honesty to enable shared learning.
- Encourage and empower others in their team to achieve their goals and reach their full potential through regular supportive conversation and shared decision making.
- Adhere to and promote Trust policy and procedure in all staffing matters, participating as appropriate in a way which underpins Trust values.

## **General Responsibilities**

Employees of the Trust are required to promote and support the mission and vision of the service for which they are responsible and:

- At all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.
- Promote and support effective team working, fostering a culture of openness and transparency. The post holder will ensure that they take all concerns raised with them seriously and act in accordance with Belfast Trust's Whistleblowing Policy and their professional code of conduct, where applicable.
- The post holder will, in the event of a concern being raised with them, ensure it is managed correctly under the Belfast Trust's Whistleblowing Policy, and ensure that feedback/learning is communicated at individual, team and organisational level regarding the concerns raised, and how they were resolved.
- Ensure a culture of safeguarding of patients and service users is embedded across their services
- Demonstrate their commitment by their regular attendance and the efficient completion of all tasks allocated to them.
- Comply with the Trust's Smoke Free Policy.
- Carry out their duties and responsibilities in compliance with the Health and Safety Policies and Statutory Regulations.
- Adhere to Equality and Good Relations duties throughout the course of their employment.
- Ensure the ongoing confidence of the public in-service provision.
- Maintain high standards of personal accountability.
- Comply with the HPSS Code of Conduct.

## **Information Governance**

All employees of Belfast Health & Social Care Trust are legally responsible for all records held, created or used as part of their business within the Belfast Health and Social Care Trust, including patient/client, corporate and administrative records whether paper based or electronic and also including e-mails. All such records are public records and are accessible to the general public, with limited exceptions, under the Freedom of Information Act 2000, the Environment Regulations 2004, the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. Employees are required to be conversant and to comply with the Belfast Health and Social Care Trust policies on Information Governance including for example the ICT Security Policy, Data Protection Policy and Records Management Policy and to seek advice if in doubt.

## **Environmental Cleaning Strategy**

The Trusts Environmental Cleaning Strategy recognizes the key principle that "Cleanliness matters is everyone's responsibility, not just the cleaners" Whilst there are staff employed who are responsible for cleaning services, all Trust staff have a responsibility to ensure a clean, comfortable, safe environment for patients, clients, residents, visitors, staff and members of the general public.



## **Infection Prevention and Control**

The Belfast Trust is committed to reducing Healthcare associated infections (HCAs) and all staff have a part to play in making this happen. Staff must comply with all policies in relation to Infection Prevention and Control and with ongoing reduction strategies. Standard Infection Prevention and Control Precautions must be used at all times to ensure the safety of patients and staff.

This includes:-

- Cleaning hands either with soap and water or a hand sanitiser at the appropriate times (WHO '5 moments');
- Using the correct '7 step' hand hygiene technique;
- Being 'bare below the elbows' when in a clinical environment;
- Following Trust policies and the Regional Infection Control Manual (found on intranet);
- Wearing the correct Personal Protective Equipment (PPE);
- Ensuring correct handling and disposal of waste (including sharps) and laundry;
- Ensuring all medical devices (equipment) are decontaminated appropriately i.e. cleaned, disinfected and/or sterilised;
- Ensuring compliance with High Impact Interventions.

## **Personal Public Involvement**

Lead on and be responsible for the planning, implementation, reporting and all other aspects relevant to the Trust's PPI Strategy within the Directorate. This will include ensuring robust arrangements are in place for active engagement with user groups and the voluntary and independent sectors in the design and delivery of services.

Please use the link below to access the PPI standards leaflet for further information.

[http://www.publichealth.hscni.net/sites/default/files/PPI\\_leaflet.pdf](http://www.publichealth.hscni.net/sites/default/files/PPI_leaflet.pdf)

## PERSONNEL SPECIFICATION

<b>JOB TITLE</b>	<b>Service Director</b>
<b>SALARY</b>	<b>£84,768 – £113,028 (To be confirmed)</b>

### Notes to applicants:

1. You must clearly demonstrate on your application form under each question, how you meet the required criteria as failure to do so may result in you not being shortlisted. You should clearly demonstrate this for both the essential and desirable criteria.
2. Shortlisting will be carried out on the basis of the essential criteria set out in Section 1 below, using the information provided by you on your application form. Please note the Trust reserves the right to use any desirable criteria outlined in Section 3 at shortlisting. You must clearly demonstrate on your application form how you meet the desirable criteria.
3. Proof of qualifications and/or professional registration will be required if an offer of employment is made – if you are unable to provide this, the offer may be withdrawn.

### ESSENTIAL CRITERIA

**SECTION 1:** The following are **ESSENTIAL** criteria which will initially be measured at shortlisting stage although may also be further explored during the interview/selection stage. You should therefore make it clear on your application form whether or not you meet these criteria. Failure to do so may result in you not being shortlisted. The stage in the process when the criteria will be measured is stated below.

Factor	Criteria	Method of Assessment
<b>Experience</b>	<p>A professional qualification or a University degree and worked for at least 3 years in a senior management* role in a major complex organisation**</p> <p>OR</p> <p>Be an existing Assistant Director or equivalent and worked for at least 5 years in a senior management* role in a major complex organisation**.</p>	Application Form / Interview

	<p>AND</p> <p>3 years' experience of:</p> <p>Leading and organising safe effective services in achieving successful outcomes.</p> <p>Continuous improvement and innovation in the quality of services.</p> <p>Effective identification and management of risk in the delivery of high quality safe services.</p> <p>Building strategic relationships and influencing key stakeholders for results.</p> <p>Effective management of resources to ensure value for money and effective workforce utilisation.</p> <p>AND</p> <p>Hold a full current driving licence valid for use in the UK and have access to a car on appointment.</p> <p><i>(This criteria will be waived in the case of applicants whose disability prohibits driving but who have access to a form of transport approved by the Trust which will permit them to carry out the duties of the post)</i></p>	<p>Application Form / Interview</p>
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The following additional clarification is provided:

\*"Senior Management" is defined as experience gained at Chief Executive, Director, Assistant Director or equivalent in a major complex organisation.

\*\*"Major complex organisation" is defined as one with at least 200 staff or an annual budget of at least £50 million and involving having to meet a wide range of objectives requiring a high degree of co-ordination with a range of stakeholders.

## SHORTLISTING

A shortlist of candidates for interview will be prepared on the basis of the information contained in the application form. It is therefore essential that all applicants demonstrate through their application how and to what extent their experience and qualities are relevant to this post and the extent to which they satisfy each criterion specified.

Candidates who are short-listed for final interview will need to demonstrate at interview that they have the required leadership behaviours to be effective in this demanding leadership role together with extensive relevant experience as listed above. The leadership behaviours concerned are given in the NHS Healthcare Leadership Model:

- Leading with Care
- Sharing the Vision
- Influencing for Results
- Engaging the Team
- Evaluating Information
- Inspiring Shared Purpose
- Holding to Account
- Developing Capability
- Connecting our Service

Further information on the NHS Leadership Model can be obtained from the website: [www.leadershipacademy.nhs.uk/discover/leadership-framework](http://www.leadershipacademy.nhs.uk/discover/leadership-framework)

## VALUE BASED RECRUITMENT

Values Based Recruitment is a process adopted by the Belfast Trust to attract and select employees on the basis that their individual values and behaviours align with those of the Trust and incorporating the NHS Healthcare Leadership Framework.

It focuses on the 'how' and 'why' people do what they do.

Candidates who are short-listed for interview will need to demonstrate at interview that they have the required knowledge, skills, competencies and values to be effective in the role.

In answering the value based questions, you have the opportunity to share examples of when you have demonstrated values relevant to the Belfast Trust.



All staff are expected to display the HSC Values at all times

### What does this mean?



#### Working together

We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.

### What does this look like in practice?

- I work with others and value everyone's contribution
- I treat people with respect and dignity
- I work as part of a team looking for opportunities to support and help people in both my own and other teams
- I actively engage people on issues that affect them
- I look for feedback and examples of good practice, aiming to improve where possible.



#### Excellence

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high quality, compassionate care and support.

- I put the people I care for and support at the centre of all I do to make a difference
- I take responsibility for my decisions and actions
- I commit to best practice and sharing learning, while continually learning and developing
- I try to improve by asking 'could we do this better?'



#### Openness & Honesty

We are open and honest with each other and act with integrity and candour.

- I am open and honest in order to develop trusting relationships
- I ask someone to help when needed
- I speak up if I have concerns
- I challenge inappropriate or unacceptable behaviour and practice.



#### Compassion

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.

- I am sensitive to the different needs and feelings of others and treat people with kindness
- I learn from others by listening carefully to them
- I look after my own health and wellbeing so that I can care and support others.

**Director of Adult Social and Primary Care**  
**Service Portfolio**

The Director of Adult Social and Primary Care will be responsible, through the Chief Executive, for the development and delivery of the following hospital and community based, direct patient and client services:

Meadowlands

Intermediate & Transitional Care

Community Health Nursing

Physical & Sensory Disability Service

Adult Social Work & Social Care Services

Adult Safeguarding (including Adult Protection Gateway Team)

Commissioned Services

Connected Communities

Home Care Services

Allied Health Professions

Dementia and Psychiatry of Old Age

## **Director of Unscheduled & Acute Care**

### **Service Portfolio**

The Director of Acute & Unscheduled Care will be responsible, through the Chief Executive, for the development and delivery of the following hospital and community based direct patient and client services:

Emergency Departments,

Urgent Care Centre,

Ambulatory Care

GP Out of Hours

Acute Medical Specialties:

- Acute Medicine
- Respiratory
- Endocrinology
- Gastroenterology
- Hepatology
- Infectious Diseases
- Adult Cardiology Services
- Neurology
- Stroke services

## **Director of Surgery and Anaesthetics, Critical Care, Theatres and Sterile Services (ACCTSS)**

### **Service Portfolio**

The Director of Surgery and ACCTSS will be responsible, through the Chief Executive, for the development and delivery of the following hospital, direct patient and client services:

#### Surgical Services:

- Cardiothoracic Services
- Vascular Surgery
- Burns Service
- Ophthalmology
- General Surgery (including EMSU)
- Breast Surgery
- Urology
- ENT
- Neurosurgery

Theatres including, Cardiac Theatres and Orthopaedic Theatres

Anaesthetics, Acute & Chronic Pain, Pre Assessment, Day of Surgery

Critical Care, Outreach, Resuscitation, Training Services

Endoscopy

Sterile Services including Lead Director for Decontamination