



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board

JOB DESCRIPTION

DEPARTMENT	Executive
JOB TITLE	Chief Operating Officer
PAY	JESP
BASE	Health Board Headquarters, Baglan
ACCOUNTABLE TO (PROFESSIONALLY/MANAGERIALLY):	Chief Executive
KEY RELATIONSHIPS:	<p>UHB Board</p> <p>Executive Directors & Executive Management Team</p> <p>Divisional Directors & Divisional Management Teams</p> <p>Clinical Directors & Directorate Management Teams</p> <p>Community Directors & Primary Care colleagues</p> <p>Senior Clinicians & Clinicians across all sectors</p> <p>Other NHS organisations</p> <p>Public Health Wales</p> <p>Local Authorities & Third Sector employers</p> <p>Local & national voluntary organisations</p> <p>Members of the Stakeholder Reference Group & Health Professionals Forum</p> <p>Staff representatives & trade unions/Local Partnership Forum</p> <p>Professional bodies & associations</p> <p>Patients / service users & their relatives/carers</p> <p>Community Health Councils</p> <p>Health Inspectorate Wales</p> <p>Education Institutions (higher and further)</p> <p>Local partnerships & Local Service Boards</p> <p>Independent Contractors</p> <p>Professional & regulatory bodies</p> <p>Criminal Justice Agencies</p> <p>Advisory Committees</p> <p>Assembly Members, Ministers & Welsh Government Officials</p> <p>Wales Audit Office</p> <p>Media</p>

Our Values

In this Health Board we aspire to be driven by our values; where every person that works for us, regardless of their role, is expected to demonstrate the values of “caring for each other”, “working together” and “always improving”.

Job Purpose

- The Chief Operating Officer is responsible for ensuring the successful system wide operational delivery, performance and continuous improvement of all clinical services provided by the Heath Board.
- The clinical services encompassed within the accountabilities for this post include primary care, (via independent contractors), community services, mental health, learning disability services and secondary and tertiary hospital based services.
- The Chief Operating Officer will be accountable to the Board for operational delivery of clinical and clinical support services that underpin the strategic direction of the organisation, with the key focus on overall performance and the need to continually improve patient experience and patient outcomes.
- The COO will have leadership responsibility for effective day to day management of clinical services, through 4 Service Groups. The COO will lead the Service Groups to provide safe, high quality, integrated, effective and cost effective services that are responsive to patients' and clients' needs across the whole system.
- As lead for operational performance and delivery, the COO will be responsible for contributing to the annual refresh of the Integrated Medium Term Plan to support the delivery of financial balance, to maximise service and workforce modernisation opportunities and to deliver services that aim to exceed national and local standards and targets, including those in the Annual Quality Framework (AQF).
- Provide leadership in the development and implementation of the overall service improvement agenda liaising with executive colleagues to ensure the workforce is prepared and able to meet the demands necessary to sustain improvements

Particular key responsibilities will be to:

- Provide operational leadership and management of the Service Groups, ensuring that they have appropriate leadership and management capacity to deliver their objectives.
- Lead in establishing the performance management arrangements for the Service Groups to ensure delivery of IMTP contributions.
- Lead in the development of a whole system approach with shared objectives across the Service Groups with particular emphasis on implementing revised pathways and new models of care aligned with UHB objectives designed to improve patient flow and shift the balance of care into the community.
- Clinical services encompassed within the role are arranged within 4 Service groups:
 - Primary and Community Care.

- Mental Health & Learning Disabilities.
 - Neath Port Talbot and Singleton Hospitals
 - Morriston Hospital
- Through leadership of the Service Groups, spearhead the development of innovative organisational and service solutions and ways of working to support the strategic aims of the health board. Ensure that successful service improvements are rapidly and systematically adopted across the health board, where appropriate.
 - Work in partnership with Board Director colleagues with professional and health improvement accountabilities in driving and sustaining operational performance management and delivery of all national and local standards and targets.
 - Recognise the assurance roles of executive director colleagues and work collaboratively with them to ensure required standards are delivered.
 - Develop and maintain effective mechanisms of communication across Service Groups ensuring engagement of clinicians across primary, secondary, mental health and specialist services and other professional and staff groups including Trade Unions.
 - Reflect and promote the values of the UHB in all activities, and take an active leadership role in the promotion of equality in the delivery of services and the development of the workforce.

Service Delivery and Performance

- Ensure alignment of operational plans to the delivery of UHB strategic objectives, including the achievement of financial balance, avoiding waste and exercising proper stewardship and accountability over public money and other resources.
- Lead, facilitate and enable cross boundary working and alignment of service direction and priorities. Working closely with other Directors, ensure the highest levels of clinical and staff engagement and involvement in the development and delivery of all services.
- Lead on performance management of the Service Groups, ensuring that appropriate mechanisms are in place.
- Challenge, motivate and empower clinical leaders, managers and staff to deliver improvements in quality, efficiency and effectiveness in all areas of work.
- Ensure a framework of effective controls is in place and rigorously applied within delivery units enabling risk to be assessed and managed.
- Lead and support Service Directors, and their teams, in delivering a range of whole system solutions that will deliver significant physical, psychological and social benefits for patients and the wider population.

- Drive performance in line with Health Board plans, creating robust performance management arrangements that will ensure that the UHB meets and aims to exceed all national and local targets and standards.
- Ensure robust business and financial planning to maximise the effective use of resources, managed in line with relevant UHB policy, procedure and standing financial instructions.
- Deliver safe, efficient and effective delivery of care through the Service Groups, empowering Service Directors and their teams to implement change and take decisions as appropriate.
- Drive forward and shape behaviours, fostering a culture of change, innovation, team work and shared accountability that will further enable cross boundary working, clinical leadership, continuous quality improvement and performance.
- Make challenging recommendations on priorities, managing ambiguity and complexity to create the vision for taking the organisation forward. The judgement of the Chief Operating Officer will be vital in helping the organisation manage risk and support the strategic vision.
- Utilise research and evidence to support the clinical services, workforce and investment planning for future services. Developing new models of services which facilitate the provision of care outside hospitals and closer to people's homes.
- Contribute to the NHS Wales vision for integrated, high quality and patient focused health services.

Governance and Quality

- Develop effective organisational arrangements and capacity that enables the UHB to meet its strategic aims within a framework of strong, effective governance.
- Ensure robust arrangements are in place to deal with governance issues across all services, ensuring that the highest standards of Corporate and Clinical Governance are maintained via the Service Groups. Work with the Medical Director, Director of Nursing and Patient Experience and Director of Therapies and Healthcare Science to address clinical governance issues across the whole system.
- In partnership with the Medical Director, Director of Nursing and Patient Experience and the Director of Therapies and Health Science ensure an alignment between the corporate, clinical and professional agenda where the ultimate goal is safety and quality of service for users and continuous improvement of the patient experience.
- Ensure that all risks are identified and managed appropriately to reduce harm. Inform the Chief Executive of any service or care issue that may be detrimental to patient safety, and / or the reputation or performance of the organisation.

Leadership and Management of Staff

- Provide strong and effective leadership by inspiring others with clear strategic vision and direction for the operational performance and delivery of services.
- Ensure clear lines of accountability and effective management of all direct reports, in accordance with the employment policies and practices of the UHB. This includes recruitment, selection, performance management, identification of training and development needs, and setting of annual objectives in line with UHB objectives and the Performance Appraisal Development Review Process. (PADR).
- Lead, coach, develop, and retain high-performance senior management team with an emphasis on developing capacity.
- Working with the Director of Primary Care, Community and Mental Health, ensure effective liaison and management arrangements exist in relation to independent contractors and their staff in GMS, GDS, Community Pharmacy and Optometry, recognising and understanding the complexity of their contractual status
- Ensure PADR is embedded within services achieving 100% compliance for all eligible staff.
- Challenge conventional approaches to drive forward change, demonstrating a commitment to creating a learning organisation culture delivering continuous improvement.
- Maintain and improve own knowledge, learning and ability to excel in the role setting an example for others.
- Adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner that reflects and promotes the values of the UHB.

Ambassador for the UHB

- As one of the cadre of senior leaders within Wales, to contribute to the wider health and organisational agenda of NHS Wales and Welsh Government.
- The Chief Operating Officer will act as an ambassador for the UHB and NHS Wales.

Other Responsibilities

Performance Appraisal

Performance will be appraised and objectives agreed on an annual basis with the UHB Chief Executive in line with the UHB's Performance and Accountability Framework.

Swansea Bay University Health Board

Chief Operating Officer Person Specification

Essential Qualifications/Development

- Educated to a minimum of Master's Degree level *equivalent qualification or level of experience*
- Evidence of Management and Leadership Development geared towards very senior posts
- Evidence of and a demonstrable commitment to Continual Professional Development with an active and varied CPD portfolio

Essential Experience and Knowledge

- Proven experience of working at a strategic level and contributing at a *very senior level, close to* or at Board level in a large complex organisation, preferably within the NHS and across whole healthcare systems
- Outstanding reputation and demonstrable successes at director/very senior level, with a proven track record of producing high quality results in the management and leadership of operations in a large organisation, preferably within the NHS
- Experience of managing significant resources and budgets and a proven track record of delivering financial balance, sustainability and value for money
- Experience of operational and capacity planning to meet organisational performance targets
- Understanding of clinical engagement with evidence of methodology and experience of implementation
- Experience of establishing and applying robust performance management systems and accountability frameworks
- Evidence of setting and *achieving* ambitious attainable targets and of leading and implementing innovative solutions, and complex change and modernisation programmes designed to improve quality and services within tight financial constraints
- Understanding of the NHS modernisation agenda and use of this knowledge to develop and implement strategy and service developments
- In depth knowledge of key health policies, objectives and national operating framework
- Understanding of the broader strategic and policy context for delivery of health services in Wales
- Experience of developing and implementing corporate strategies with a track record of successes in delivering against national and local targets

Essential Abilities and Personal Qualities

- Able to identify and manage critical issues and priorities
- Strong analytical and critical reasoning skills

- Excellent communication skills (written and verbal presentation)
- High level of managerial competency including ability to manage and lead a complex and dynamic professional environment
- Excellent leadership and influencing skills and demonstrable professional credibility.
- Strong commercial and business acumen, understanding the impact of operational efficiencies on overall revenue performance
- Proven service improvement and modernisation skills (e.g 6 Sigma, Lean etc)
- Programme and Project Management skills
- Able to develop and maintain effective working relationships with professional groups and senior managers within the organisation and in other agencies
- The energy, resilience, stamina and drive required of an Executive Director in a large University Health Board, with a proven ability to set and meet ambitious targets and monitor against targets.
- Commitment to public service values
- Extensive knowledge and understanding of the NHS, and politically astute, working effectively with key influencers to deliver across the whole healthcare system
- Able to recognise the wider interest groups and stakeholders within the UHB, and work sensitively to overcome their differing positions and interests.
- Innovation and vision, including an ability to build organisational capabilities, establishing a clear strategic vision and direction and translating this into successful outcomes
- Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions, and to articulate these to others; and the ability to cope with ambiguity and perform through uncertainty

Swansea Bay University Health Board

Chief Operating Officer Behavioural Competence Structure

<p><u>Personal Responsibility</u></p> <p>Draws upon values, strengths and abilities to deliver high standards of service.</p>	<ul style="list-style-type: none"> • Uses initiative to solve problems and inform others when aware of potential issues. • Manages performance by holding themselves and others accountable for service outcomes. • Appropriately challenge unhelpful behaviour • Be willing to go the extra mile for patients and clients and act on their feedback • Lead by example, influencing and inspiring confidence in others • Acts with integrity by behaving in an open, honest and ethical manner.
<p><u>Passion for Improvement</u></p> <p>Works with others in teams and networks to deliver and improve services.</p>	<ul style="list-style-type: none"> • Look at the working environment and actively look for ways of improving the patient and client experience • Drive continuous improvement and innovation by asking ‘how could we do this better?’ • Review what the ‘Best in Class’ would be for our area of responsibility and seek to achieve this. • Develops networks by working in partnership with patients, carers, service users and their representatives, and colleagues within and across systems to deliver and improve services • Leads service modernisation through using a range of strategies to shift the organisational emphasis from in-hospital care to effective prevention, early intervention and long term community based care
<p><u>Pride in What We Do</u></p> <p>Focuses on the success of the organisation.</p>	<ul style="list-style-type: none"> • Take pride in our own work and that of your team • Celebrate success and share good practice • Be a positive role model that looks smart and professional <ul style="list-style-type: none"> ○ Lead by example ○ Promote confidence in colleagues, teams and the organisation ○ Recognise and rewarding achievement ○ Value our workplace ○ Celebrate success ○ Learn from experience • Manages resources by knowing what resources are available and using their influence to ensure that resources are used efficiently and safely, and reflect the diversity of needs • Manages people by providing direction, reviewing performance, motivating others, and promoting equality and diversity
<p><u>Patient First</u></p>	<ul style="list-style-type: none"> • Listen to patients and visitors concerns and take action

<p>Makes a real difference to people's health by delivering high quality services and by developing improvements to services.</p>	<ul style="list-style-type: none"> • Give priority to actions that will improve the service and promote patient safety • Always report incidents or near misses that could cause harm to patients and clients
<p><u>Setting Direction</u></p> <p>Contributes to the strategy and aspirations of the organisation and acts in a manner consistent with its values.</p>	<ul style="list-style-type: none"> • Identifies the contexts for change by being aware of the range of factors to be taken into account • Applies knowledge and evidence by gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements • Evaluates impact by measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for own decisions.
<p><u>Creating the Vision</u></p> <p>Creates a compelling vision for the future, and communicates this within and across organisations.</p>	<ul style="list-style-type: none"> • Develops the vision of the organisation, looking to the future to determine the direction for the organisation • Communicates the vision and motivates others to work towards achieving it • Embodies the vision by behaving in ways which are consistent with the vision and values of the organisation • Frames the strategy by identifying strategic options for the organisation and drawing upon a wide range of information, knowledge and experience • Develops the strategy by engaging with colleagues and key stakeholders • Implements the strategy by organising, managing and assuming the risks of the organisation • Embeds the strategy by ensuring that strategic plans are achieved and sustained.