## Job Description

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| **Position Details** |
| **Title: Chief Operating Officer**  | **Band:**  | **Hours per week 37.5** |
| **Accountable to: Chief Executive**  | **Service: Executive Team**  | **Base: Highpoint HQ** |
| **Purpose of the Position** |
| **Key Relationships:** Directors, Non-Executive Directors, All staff within the organisation, External contacts such as CCG’s, Councils, regulators and partner agencies.**Summary of Responsibilities**: Reporting to the chief executive officer and operating as a peer within the executive team, the chiefoperating officer (COO) will be responsible for ensuring the delivery of safe, effective and timely services within contracted specification. They will enhance the internal organisation processes and infrastructure to allow Solent NHS Trust to continue to grow and fulfil its vision of providing great care, a great place to work and great value for money. A key requirement will be to establish a positive performance culture driving both pace and vision, strengthening clinical leadership and ensuring alignment of services to the Trusts strategic objectives.The post holder will lead the development of services within an integrated system positively promoting and delivering joined up services with social care, primary and secondary care, and other system partnersThe post holder will be an executive director of the trust and will be expected to work as part of a cohesive executive team, contributing to the Trust’s strategic leadership, vision and strategic direction, governance and sustainability of the organisation and, when necessary, take lead responsibility for corporate issues outside their immediate sphere of responsibility.They are the executive lead for Emergency Planning and, when necessary, will take a lead for corporate issues outside their immediate sphere of responsibility. The role is supported by Clinical Directors and Operations Directors for each service and by an Emergency Planning Officer for the EPRR responsibilities.**Critical success factors** * Delivery of high quality, patient centred services across services, ensuring that the Trust adheres to national policy and practice in all key areas of responsibility.
* Drive performance and ensure services are delivered against plan and within resources
* Ensure delivery of all service related national targets, quality standards and contractual requirements
* Ensure robust capacity planning and system resilience across services
* Deliver financial targets
* Lead the continued development and implementation of clinical service redesign and improvement, including identification and delivery of clinical transformation and cost improvement schemes
* Promote innovation in service design and delivery
* Establish and maintain excellent internal and external relationships, ensuring effective communication of Trust objectives and plans whilst supporting an active agenda of clinician engagement and patient involvement.
* Deliver city wide and accountable care system wide planning and transformation

The role is supported by Clinical Directors and Operations Directors for each service.  |
| **Main duties** |
| **Operational Services*** Operational accountability for:
	+ Adult Services – Portsmouth & Southampton
	+ Children’s Services – Portsmouth, Southampton, IOW & some areas of Hampshire
	+ Mental Health Services Portsmouth
	+ 0-19 and Immunisations and Vaccinations IOW
	+ SRO for community & mental health partnership between Solent & IOWT
	+ MSK, Podiatry and Pain services and the GP Practice
	+ Sexual Health – County wide and IOW
	+ Specialist Dental Services – County wide and IOW
	+ HIOW Veterans Mental Health High Intensity Service
	+ HIOW Covid Mass Vaccination centres programme
* Take strategic responsibility for implementation of the clinical service strategy, as well as ensuring the day-to-day delivery of clinical operations.
* Manage the delivery of all services across Solent
* Ensure predictive operational management is in place, to anticipate and to manage both opportunities and problems in service delivery.
* Deliver all of the mandated operational targets in service delivery within the agreed resources, particularly existing and new national targets provided by the Department of Health and in line with the agreed annual business plan.
* Co-ordinate operational services contributions to the annual business planning process, ensuring realistic and achievable plans are developed to support the Trust strategy.
* Make and foster connections between services to enhance lateral working and care pathway approaches.
* Provide one-to-one support and mentoring for the Clinical Directors, Operations Directors and senior clinical and managerial staff, to enable their strong leadership of the services.
* Act as a change agent within operational services, particularly in relation to service modernisation.
* Support the development of a strategy to ensure that senior service staff have the leadership and management skills and competences required in their management roles.
* Ensure the continuing development of service lines, to work effectively in a devolved way within the corporate framework of strategy, values, policies and systems. This will involve the development and implementation of systems of service line management.
* Support the Chief Nurse in the development of the organisation's quality and risk strategy which is consistent with the organisation’s objectives and priorities and enables the organisation to meet its key regulatory duties.
* Take Board responsibility for monitoring performance of clinical operations against the agreed business plan and targets. Contribute to the development of the overall performance management system for the Trust.
* Implement a performance management system that holds staff accountable for achieving Trust objectives within clinical operations activities.
* Ensure that delivery of operational targets is in line with resource allocation and quality standards as defined within the clinical governance framework.
* Working with the Chief Medical Officer and Chief Nurse, ensure that within each clinical service, effective systems and processes are established to enable the delivery of the clinical governance agenda.
* Work with the Director of Finance and Performance to ensure that comprehensive and effective information systems are in place to support clinical and managerial decision making in the Trust.
* Take a strategic role in the negotiation of service level agreements/contracts with CCG’s, NHSE and Local Authorities.

**Service Design, Innovation and Transformation*** Working with Clinical Directors and Operational Directors, lead the reconfiguration of clinical services to meet the Trust’s strategic direction.
* Lead key work streams to deliver the blueprint and accountable care system reform
* Take Board responsibility for the management of the Trust’s service improvement programme relating to the clinical service lines.
* Be responsible for driving forward and shaping a culture of change, innovation and modernisation to facilitate the implementation of the clinical leadership, and management arrangements and structures and to support service reconfiguration.
* Promote a positive change management and clinical transformation culture across the Trust.
* Develop the capability within staff groups to sustain a culture of continuous quality improvement.
* Establish and implement a comprehensive reporting system on service redesign issues which provides assurance to the Board that the strategy implementation is in control.

**Emergency Preparedness and Business Continuity Management** * Accountable Officer for Emergency Planning, Resilience and Response (EPRR), ensuring the Trust fulfils its statutory responsibilities in line with the Civil Contingencies Act (2005).
* Ensure development and implementation of all operational emergency planning activities including risk assessment of issues and development of plans to support these.
* Ensure effective and robust major incident plans are in place to deal with external and internal incidents.
* Implement a comprehensive testing programme to ensure plans are fit for purpose and remain valid when service reconfiguration or service improvements are implemented.
* Ensure a comprehensive training programme is in place for all key staff including Board members and anyone with on-call responsibilities.
* Provide regular reports to the Board on the level of control and compliance with EPRR.
* Ensure all services maintain a comprehensive business continuity system

**System Leadership*** In accordance with place based care, support delivery of the Southampton City Better Care Programme and the Portsmouth Health & Care Plan
* Take a leadership role across the Southampton & Portsmouth city systems - driving integrated care between Solent, city council, primary care, voluntary/community sector, UHS, PHU CCG and Southern Health.  Doing this in partnership with colleagues from sovereign organisations.
* Proactively identify commercial opportunities to better cement joined up working - through partnerships, sub contracts or integrated services.
* Actively drive cross organisation team development / leadership development in the city.
* Participate in Integrated Care Partnership structures and in Integrated Care System Programmes.

**Communications and Relationships*** Maintain effective communications with other Directors and service line staff in order to ensure a corporate approach to the delivery of clinical operations and all other aspects of the portfolio, where appropriate.
* Develop excellent relationships with the local community, including GPs, health organisations, Local Authorities, interest groups, and patient reference groups.
* Develop and maintain relevant external relationships with key bodies, such as the HPA to enable statutory duties to be fulfilled under the Civil Contingencies Act (2005).
* To be an active participant in Trust Board, Directors Meetings and the Trust Management Team.

**GENERAL RESPONSIBILITIES (ALL DIRECTORS)*** Take part in the Trust’s director on-call rota and provide support/advice to line management as required.
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| **Management and Leadership (where appropriate)** |
| Responsibility for ensuring that:* Staff are managed and standards of work are maintained and that Trust policies for the management of staff performance are adhered to.
* Appraisals of staff directly managed are undertaken and that the appraisal process is maintained throughout the team.
* Staff receive appropriate health and safety and other mandatory statutory training as prescribed and that relevant records are maintained.
* Other records are maintained by the team ensuring compliance with the agreed record keeping systems of the Trust.
* Informed consent is obtained where appropriate and documented in accordance with Trust procedures.
* New and replacement equipment is not used until it has been commissioned in accordance with Trust policy.
* Appropriate risk and other assessments are completed and documented in a timely manner in accordance with Trust Policy.
* Defective equipment is reported and made safe without delay in accordance with Trust procedures
* Equipment is maintained in accordance with Trust policy.
* Infection prevention and control procedures are followed by all staff within their area of responsibility.
* All staff follow Trust clinical governance requirements.
* We aim to deliver recovery orientated care

**Education*** Undertake training and mentoring of staff and other groups as prescribed.
* To take responsibility for identifying own training and development needs, suggestions for improvements to the service and policy changes to the line manager.
* Compliance with Trust arrangements for continuing professional development.
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| **Limits of Authority** |
| * May not dismiss staff under the disciplinary procedures and may not suspend them without working in conjunction with the Human Resources team.
* May not take annual leave without prior agreement of the manager.
* May authorise expenditure within agreed limits as set out in the Standing Financial Instructions and Scheme of Delegation.
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| **General Requirements** |
| Ensure they and where appropriate their staff:* Are familiar with and adhere to trust policies and procedures at all times,
* comply with trust standing orders, standing financial instructions, policies, procedures and guidelines,
* follow any policies and procedures in relation to infection, prevention and control
* are aware of their responsibilities in relation to safeguarding children, and vulnerable adults, and the specific responsibilities placed on individuals who care for such clients/patients. Adhering to any relevant safeguarding policies and acting in a way that safeguards the health, safety and well- being of children and vulnerable adults at all times.
* take all reasonable steps to manage and promote a safe and healthy working environment which is free from discrimination,
* comply with the trust policy on confidentiality, and the Data Protection Act 1998 as amended, relating to information held manually or on computerised systems,
* respect the confidentiality and privacy of clients and staff at all times,
* maintain a constant awareness of health, welfare and safety issues affecting colleagues, patients, visitors and themselves, reporting any accidents or fault in line with trust policy,
* fully participate in health and safety training,
* participate in statutory/mandatory, personal training, development, appraisal, and attend all relevant training courses as required.
* Comply with the professional body code of conduct
* Protect the environment by reducing waste and unnecessary travel whilst at work

This job description seeks to outline the key duties and responsibilities of the post; it is not a definitive document and does not form part of the main statement of Terms and Conditions. The post holder may, with their agreement, which should not reasonably be withheld, be required to undertake other duties as required, which fall within the grading of this post, to meet the needs of this new and developing service.Individuals who are required to hold a professional registration in order to practice must continue to be a member of their professional body throughout the lifespan of this job description. Such individuals will be required to notify the Trust immediately if their professional body limits or changes the terms of their registration.This job description will be reviewed yearly as part of the annual individual performance review, to ensure that it reflects the responsibilities of the post. No changes will be made without full consultation with the post holder.  |