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| **JOB DESCRIPTION AND PERSON SPECIFICATION FOR** | Head of Medical Staffing & Business  |
| **AGENDA FOR CHANGE BAND** |  |
| **HOURS AND DURATION** | As specified in the job advertisement and the Contract of Employment |
| **AGENDA FOR CHANGE REFERENCE NUMBER** | (reference No) |
| **DBS LEVEL** | None  |
| **REPORTS TO** | **Medical Director** with “dotted line” reporting line to Deputy Director of HR for professional advice and support  |
| **ACCOUNTABLE TO** | Medical Director  |
| **LOCATION** | The post holder will initially be based at the Trust HQ at Bridge Park Plaza. However, the Trust reserves the right, with consultation, to relocate post holders to any base within the Trust in line with service requirements. |

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| **JOB SUMMARY:** |
| Working with the Medical Director and Associate Medical Directors/Clinical Directors, the postholder will support the Medical Director in effective and efficient delivery in respect to; * the essential standards of quality and safety are at a minimum being met by every service and supporting the monitoring of continuous quality improvement and outcomes.
* supporting the MD to ensure clinical effectiveness and evidence-based practice reporting and performance monitoring processes are in place to include interpretation and implementation of local and national guidelines.
* support the MD/AMDs in the development and implementation of the Trust Clinical Strategy
* support the MD/AMDs in the development of their leadership skills to modernise medical working practices to enable them to lead the delivery of effective, safe, and person-centred care
* having full line management responsibility for the medical staffing team (including disciplinary, grievance, recruitment and selection, appraisals, mandatory training compliance) to ensure alignment with the priorities of the medical directorate and ensure actions undertaken in a timely and responsive way
* supporting the MD/AMDs in job planning, appraisal, and revalidation processes
* sound financial management and the achievement of expenditure and income targets, including the delivery of cost improvement programmes as the named budget manager for the medical staffing team. Own processes to robustly manage financial processes for the overall medical workforce to support the Medical Director as the overall budget holder.
* responsibility for developing and supporting implementation of LPT Step Up to Great transformation strategies on behalf of the medical director to further develop capabilities and capacity by maximising available resources and leading on elements of the new role’s agenda across the Trust;
	+ development and progression of a medical education strategy with the medical education manager together with key stakeholders to enhance the reputation of LPT for the training of both undergraduate and post graduate training
	+ development and progression of a research, development, and innovation strategy in respect to medical workforce and pharmacy that enables the Trust to be seen as a ‘centre of excellence’ for clinical practice.
	+ Support MD/AMDs in respect to effective clinical audit processes, learning and implementation
	+ development and progression of a recruitment and retention strategy in respect to the medical workforce
* development and analysis of highly complex business cases that details the comparison of different options and their implications before determining the most appropriate option. Leading on implementation of agreed business cases to gain support of management teams, staff and union colleagues.
* Overall responsibility for workforce policies relating to the medical workforce, in relation to their development and implementation, which impact across the Trust.

**Medical Directorate - Organogram** |
| **MAIN DUTIES AND RESPONSIBILITIES:** |
| **Strategy:*** support the MD in their contribution to the Trust’s annual report and framework of quality assurance for responsible officers and revalidation annual report/statement of compliance
* provide briefings to the Medical Director and AMDs in respect to any changes in conditions of service, interpreting legislation and national terms and conditions where necessary
* developing long term/multi year responsive business plans to maximise on opportunities to develop and enhance the medical workforce
* to develop and maintain an executive dashboard for both informal and formal medical matters to support the job planning process
* on behalf of the MD and AMD’s lead on and develop health & wellbeing strategies and approaches to promote a healthy medical workforce and to support the reduction of sickness absence
* to manage and oversee correct payment of the annual Clinical Excellence Awards (CEA) processes for all substantive consultant staff. This includes the calculation and sign off for payments for payroll and alignment with finance for the calculated spend.
* on behalf of the MD/AMDs lead on the review of existing medical policies and procedures and update where appropriate in accordance with legislation, national directives, regional alignment and local requirements, consulting with the medical workforce and working closely with HR leadership, other executive/senior managers as well as system and group partners
* to represent medical workforce at internal and external meetings as required by the MD/HRD – this may involve presenting information and reports. This will include communicating highly complex, highly sensitive or highly contentious information and require you negotiate, persuade, empathise, make presentations and communicate difficult news sensitively /provide reassurance
* To ensure that LNC functions effectively, including that secretarial functions are delivered to organise, plan, and arrange such meetings and ensuring minutes , action logs etc are in place and completed actions in a timely way
* As required, provide support to the RO to manage doctors in difficulty in accordance with the relevant Trust’s policy. This requires a knowledge of Maintaining High Professional Standards (MHPS) in respect to medical workforce.
* Link with the Psychiatry Royal College to source new guidance
* To support the MD/AMDs to ensure a culture of high performance and openness in the directorate in line with the vision and values for the Trust, by ensuring policies and procedures support medical performance and accountability.

**Service Provision:*** To line manage the operational manager for the Mental Health Act office on behalf of the MD
* To line manage the operational lead for medical staffing (B7) on behalf of the MD and AMDs alignment of the medical workforce priorities with HR and finance processes ensuring robust control
* write, submit, and present reports/papers/briefing notes as determined by the MD to the appropriate governance forum and negotiating committees
* determine appropriate service level KPI’s (agreed with MD, HRD and Deputy CEO, addressing areas of concern in respect to medical directorate performance and supporting plans to address risk in conjunction with the AMD’s. Analyse and recommend ways to improve key performance indicator data for medical workforce
* work with medical staffing and AMDs to analyse medical workforce report data to the directorates to share achievements but also to identify areas where improvement is required. Together with AMD’s and directorates support the development of developing supporting plans and actions to address areas of concern
* Working with the MD to support related work that arises from executive director meetings
* On behalf of the MD, overall responsibility for a range of medical policies in relation to their development and implementation, which impact across the Trust.
* Leadership and oversight of pay and remuneration policies and process in respect to medical workforce.
* Support MD/HRD in respect to effective running of medical workforce forums such as wide including management of Partnership Forums, Trust Joint Councils, Joint Local Negotiating Committees and working with Union and Professional organisations lead representatives, to develop a partnership approach.
* Support MD/HRD for assessing and analysing highly complex and highly sensitive HR issues and situations in both standard and unique situations where there may be no legal precedent set or legal solution available and deciding on appropriate solutions, including compiling, and negotiating agreements ensuring the needs of the Trust are met.
* To work closely with the MD/HRD and Directorate Management Teams to understand and diagnose key organisation issues providing guidance on medical workforce strategy, policies, procedures, and practices, ensuring that the approach taken, and advice provided develops the service and meets the needs of the Trust.
* Continually seek to improve the effectiveness of the medical staffing team function in term of quality and speed of response.
* Act as the link in the management of any casework on behalf of the MD together with HR.
* Align effective operational HR support for medical staff ER issues, to support greater integration and working with medical staffing and medical local negotiation committees.
* Support the MD in respect to medical engagement initiatives as appropriate organising and responding to the staff survey and other staff engagement.
* To work with the general HR team with the management of organisational change in respect to the medical workforce utilising agreed frameworks for consultation and negotiation
* Support the MD/HRD to ensure the development of a positive Employee Relations climate, ensuring that efficient consultation and involvement principles are in place to promote and maintain productive partnership working with medical staff and their trade unions.
* Ensure the alignment and provision of effective support and management for AMD’s and CD’s.

**Management:*** To support the medical budget allocations for the Directorate effectively ensuring processes for reimbursements and recharges are robust and aligned between the clinical directorates, finance, medical staffing, and finance.
* To support the Director of Medical Education (DME) in allocations of SIFT and MADEL incomes to directorates
* To work with the MD and DME to develop a long-term strategy for investment to support LPT becoming an exemplar site in respect to;
	+ Recruitment and retention
	+ Research – recognised regionally, nationally & internationally
	+ Excellent teaching opportunities for both staff and trainees

**Performance Management:*** Development of key performance indicators considering national benchmarking and local targets for monitoring performance and delivery of medical performance
* Use medical HR metrics as part of the wider workforce information requirements to improve medical performance in line with the Trust’s Performance Management framework.

**General:*** To support the MD in respect to developing research and supporting the development of medical best practice ensuring a thorough knowledge, understanding and interpretation of NHS strategies, policies and changing medical working practices to anticipate and react to the implications for Trust wide and Directorate working practices.
* To collaborate with AMD’s/CDs to ensure the delivery of a united and co-ordinated comprehensive medical service to the Trust.
* To support all medical staff to have regular appraisals and personal reviews in line with organisational targets.
* To participate in appraisals and personal reviews and work to achieve agreed set objectives of the medical staffing team.
* To develop close working relationships with all the Executive and Non-Executive Director colleagues and key stake holders. In addition, the post holder should be able to engage with the key medical staff of the Trust and regular engagement with the key persons from local universities.
* To undertake other relevant duties to meet the changing needs and priorities of the Trust, as determined by the MD.
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| **KEY RESULT AREAS:**  |
| * Provide business management and project support to the MD/AMDs ensuring a focus on quality and delivery at all times.
* Responsible for the co-ordination and delivery of the Medical Director portfolio as agreed with the MD/AMDs. The postholder will work closely with the wider operations and corporate directorates and will need to develop strong links with these colleagues to understand and align operational priorities.
* To support the MD/AMDs with recruitment and retention of medical staff, supporting both national and international opportunities ensuring candidates are responded and supported in a timely way to reduce reliance on agency locums
	+ To direct the with medical staffing team to ensure timeliness and responsiveness of actions to ensure optimal recruitment processes, support, and induction to the Trust of new employees of medical staff
	+ Support a culture of health & wellbeing and reducing sickness absence
* To support the MD/AMDs in the coordination and consistent provision of operational medical staffing service and advice is provided across the organisation
* Effective management of resources to ensure alignment between directorates of finance and funded establishments, support the delivery of achieving efficiencies and cost savings
* The post holder will frequently be the first point of contact for key stakeholders so will have a high level of communication skills to be able to provide and receive complex, sensitive and contentious matters, ensuring that a positive impression of the Trusts are maintained at all times. This will require the post holder to deal with situations such with tact, utilising their persuasive, motivational and re-assurance communication skills to reach a positive outcome.

**Review of Job Description/ Person Specification** This is not an exhaustive list of duties and responsibilities but indicates the key responsibilities of the post. The post holder may be required to undertake other duties as may reasonably be required commensurate with the grade and/ or hours of work at the postholder’s initial place of work or at any other of the Trust’s establishment. **NOTE: As t**his is a new role and is the description of the job as it is at present defined and will be reviewed after six months together with the postholder.  |
| **COMMUNICATION AND WORKING RELATIONSHIPS:** |
| Providing and receiving highly complex, sensitive, or contentious information where persuasive, motivational, negotiating, training, empathy or reassurance skills are required, * Board Members
* Other Directors and Senior Managers
* HEE
* Local NHS Trusts
* East Midlands Medical Directors Networks
* Professional/Trade Unions Organisations
* Commercial and other Partner Organisations
* NHS Institute for Innovation and Improvement
* ICS
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| **PHYSICAL DIMENSIONS:** |
| The Trust has circa 6500 employees. Trust income is circa £356m turnover **Physical Effort**Combination of sitting, standing, and walking. Will need to attend meetings throughout the organisation which may mean sitting for long periods of time. |
| **EFFORT AND ENVIRONMENT****Mental Effort:** * Frequently works to tight deadlines
* Deals with complex situations requiring immediate response and creative solutions and materials
* Frequent requirement for concentration; unpredictable pattern
* Occasional requirement for intense concentration (e.g., facilitation, training delivery and group interventions)

**Emotional effort required in the job:*** Requirement to deal with distressed individuals (facilitation feedback, performance management and change management situations)
* Frequent and significant resilience required to deal face to face with resistance to change at individual and group level often involving powerful and influential stakeholders
* Occasional exposure to verbal and/or difficult physical behaviour of staff and others

**Working conditions of the post (Environment):**Regularly uses a VDU |

**OUR LEADERSHIP BEHAVIOURS: IT STARTS WITH ME**

Our leadership behaviours framework set the standards of expectation we aspire to in our daily work. Meeting these standards and developing the capability to exceed them, will not only ensure that we continue to improve and respond flexibly to changing needs as an organisation, but will also help our staff to fulfil their potential, both in terms of personal achievement and career advancement.

The behaviours we expect to see at LPT are:



##  ADDITIONAL INFORMATION

## The NHS is in a period of continuing change due to developments and rationalisation of services. This will lead to a modification of structures and job descriptions. The post holder will be expected to co-operate with changes, subject to consultation, at any time throughout the duration of their contract.

## MOBILITY

## The person specification for the role will detail the mobility requirements of the post.

## However, employees may be required to work at any of the other sites within the organisation subject to consultation.

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| POLICIES AND PROCEDURESAll staff should comply with the Trust’s Policies and Procedures. It is the employee’s responsibility to ensure that they are aware of the relevant Policies and Procedures for their area of work. Key Policies and Procedures will be explained as part of local induction arrangements |
| **SAFEGUARDING CHILDREN AND ADULTS**The Trust takes the issues of Safeguarding Children and Adults and addressing domestic violence very seriously. All employees have a responsibility to support the Trust in its duties by adhering to all relevant national and local policies, procedures, practice guidance and professional codes; promptly reporting any concerns to the appropriate authority in line with safeguarding policy and guidance; attending mandatory training on Safeguarding children and adults; being familiar with individual and the Trust’s requirements under relevant legislation.  |
| **MENTAL CAPACITY ACT**All clinical staff will be aware of their responsibilities under the Mental capacity Act and will ensure that assessment for Deprivation of Liberty Safeguards is in place for any patient that is deemed to lack capacity to consent to their care and treatment. |
| **MAKING EVERY CONTACT COUNT**All staff are positively encouraged to contribute to improving health for themselves, their patients, service users and colleagues. This happens when, in everyday contact, the opportunity is taken to raise the subject of choosing better health by stopping smoking, reducing alcohol intake, eating more healthily and becoming more active. The Trust’s Making Every Contact Count programme has further information.  |
| **HEALTH AND SAFETY**It is the duty of all employees of the Trust to ensure that a safe working environment and safe working practices are maintained at all times. Any specific duties you are required to fulfil as part of the job you are employed to undertake will be detailed as part of your job description.All employees must comply with the duties imposed on them by the Health and Safety at Work Act 1974, i.e.* To take responsibility for the Health and Safety of themselves and of other persons who may be affected by their acts or omissions at work.
* To co-operate with their employer as far as is necessary to meet the requirement of the legislation.
* Not to intentionally or recklessly interfere with or misuse anything provided in the interest of health and safety or welfare

These duties apply to all staff whenever and wherever they are engaged on Trust business. |
| DATA PROTECTIONIn line with national legislation, and the Trust’s policies, you must process all personal data fairly and lawfully and in a transparent way, for the specific, explicit and legitimate purpose(s) it was obtained and not disclosed in any way incompatible with such purpose(s) or to any unauthorised persons or organisations, unless a lawful exemption applies.The post holder must be familiar with and comply with all Trust Policies on Data Protection, Confidentiality and Information Security and requests for personal information.The post holder must be familiar with and comply with the General Data Protection Regulation and Data Protection Act 2018. Personal Data must be:* Processed lawfully, fairly and in a transparent manner
* Collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
* Adequate, relevant, and limited to what is necessary
* Accurate and where necessary, kept up to date
* Kept in a form which permits identification of data subjects for no longer that is necessary for the purposes which it is processed
* Processed in manner that ensures appropriate security, including protection against unauthorised or unlawful processing and accidental loss, destruction or damage
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| **CONFIDENTIALITY**The Trust attaches the greatest importance to patient confidentiality and to the confidentiality of personal health data, personal data and other data held and processed by the Trust.  All data should be treated as confidential and should only be disclosed on a need-to-know basis.  Some data may be especially sensitive and is the subject of a specific organisation policy, including information relating to the diagnosis, treatment and/or care of patients and service users, as well as individual staff records.  Under no circumstances should any data be divulged or passed on to any third party who is not specifically authorised to receive such data.  In addition, staff must not access personal information unless authorised to do so as part of their role. Due to the importance that the organisation attaches to confidentiality, disciplinary action will be considered for any breach of confidentiality.  All members of staff are expected to comply with national legislation and local policy in respect of confidentiality and data protection.With the increased use of information technology and e-communications, staff should also be aware that safeguards are in place to protect the privacy of individuals when using these mechanisms, both inside and outside of work. This includes the use of social media i.e., Facebook, Twitter, Snapchat etc. Where privacy is breached disciplinary action will be considered.All employees should be mindful of the seven Caldicott principles when dealing with person identifiable information.1. Justify the purposes of using confidential information
2. Only use it when absolutely necessary
3. Use the minimum that is required
4. Access should be on a strict need to know basis
5. Everyone must understand his or her responsibilities
6. Understand and comply with the law
7. The duty to share information can be as important as the duty to protect patient confidentiality

If there is any doubt whether or not someone has legitimate access to information, always check before you disclose. |
| EQUALITY AND DIVERSITYWe aim to design and provide services and employment practices that meet the diverse needs of our service users and staff, ensuring that none are placed at a disadvantage over others. You will be expected to take into account the provisions of the Equality Act 2010 to advancing equal opportunity. You must act in your role to ensure that no one receives less favourable treatment due to their protected characteristics i.e., age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) or sexual orientation.In carrying out its functions, you must have due regard to the different needs of different protected equality groups in their area. |
| **INFECTION CONTROL**All employees have a responsibility to protect from infection themselves and other people, whether they be patients, other staff or visitors, as well as making all reasonable effort to reduce or prevent the risk of infection in their working environment. All staff have a duty to make themselves familiar with and comply with Infection Prevention and Control Policies and Procedures, carry out duties required by legislation such as the Health and Social Care Act 2008 (updated 2015) (and subsequent legislation), and to attend mandatory training relating to infection prevention and control. |
| **COUNTER FRAUD**Staff are expected to report any incidences of potential fraud to the Counter Fraud Helpline on 0800 028 40 60.  |
| SMOKING AT WORKThe Trust has a “Smoke Free Policy”, which applies to:* All persons present in or on any of the Trust grounds and premises
* All persons travelling in Trust owned vehicles (including lease cars) whilst on official business.
* Privately owned vehicles parked on Trust grounds or when transporting Service Users, Visitors on official Trust business.
* When wearing an NHS uniform.
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| **ELECTRONIC ROSTERING** ‘Our Electronic Rostering system is key to ensuring staff are in the right place with the right skills at the right time, to ensure we carry out this responsibility effectively; all LPT staff must adhere to the rostering standards and guidelines set out in the Electronic Rostering Policy, pertaining to their role’. |

**PERSON SPECIFICATION**

**JOB TITLE: Head of Medical Staffing & Business**

**AFC REF No:**

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| **Person Specification****Selection Criteria**: | **3. Essential/** **Minimum****1. Desirable** | **Stage measured at: i.e., application form/interview/test/presentation** |
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| **Qualifications (Equivalent qualifications will be considered where their equivalency can be demonstrated)**1. Educated to Master’s Degree level or equivalent experience in the relevant area
2. Experience in working closely with medical staff in the NHS
 | 33 | ApplicationInterview |
| **Experience (both work and ‘life’ related)** 1. Senior level operational experience in a large complex NHS organisation
2. Experience of developing and implementing related strategies to meet organisational needs
3. Experience of successful leadership and driving organisational change
4. Experience of influencing decisions at a senior level
5. Proven experience of innovation and successful change / project management
6. Experience of researching, developing, and writing policies and procedures.
7. Practical experience of handling complex matters
8. Experience of dealing with employment relations issues in a unionised environment
9. Experience of working with teams of medical professionals and people and a track record of supporting the team to deliver a high performing service
10. Experience of developing and implementing high quality business plans.
11. Demonstrate experience in setting and delivering against a wider corporate agenda
 | 33333333333 | Application/interviewApplication/interviewApplication/interviewApplication/interviewInterviewApplication/interviewApplicationApplication/interviewApplication/interviewApplication/interviewApplication/interview |
| Knowledge and Skills1. Proven experience of strategic thinking and development of long-term strategic approaches
2. Thorough understanding of current strategic agenda relating to the NHS
3. Thorough understanding of current strategic and operational medical issues within the NHS
4. Ability to project manage including manage project budgets and project teams
5. Ability to manage the work performance and attendance of a team
6. Excellent analytical skills and ability to interpret and report on highly complex data from a variety of sources
7. Ability to define and communicate highly complex agendas in a simple and effective manner including strategy and policy writing, presentations for Boards and large groups of staff
8. Ability to influence and deliver high level proactive improvements and outcomes
9. Ability to negotiate with, persuade and influence a wide range of stakeholders, senior stakeholders, from Executive level to frontline, internally and externally
10. Ability to provide politically sensitive answers / solutions to highly complex issues
11. Excellent time management, budget management and organisational skills, with ability to meet tight deadlines
12. Excellent oral and written communication and presentation skills Experience of successful leadership and driving organisational change
13. Sound IT skills, particularly in relation to Microsoft Office packages
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| **Personal Attributes**1. Ability to work under pressure and to meet deadlines whilst maintaining a high quality of work, dealing with competing priorities
2. Ability to act as catalyst for change, encouraging innovation and creativity in service redesign
3. Ability to prioritise and quickly identify the core issues in a situation
4. Ability to set high standards for self and others to deliver service priorities
5. Commitment to own personal development
6. Emotionally resilient to competing demands within the organisation and local health economy
 | 333333 | InterviewInterviewInterview/presentationInterviewApplicationInterview |
| Interpersonal Skills1. Ability to maintain credibility amongst all levels of staff
2. Able to establish strong working relationships for effective team working
 | 33 | InterviewInterview |
| Trust Commitments all Applicants are Expected to DemonstrateAwareness of Equality & Valuing Diversity PrinciplesUnderstanding of Confidentiality & Data Protection ActUnderstanding of the Trust’s service user group (which could include lived experience of conditions the Trust deals with or of receiving services relevant to those the Trust provides) | 333 | Interview/presentationInterview/presentationInterview/presentation |