

JOB DESCRIPTION

TITLE OF POST:	NWL Pathology Operations Director
SALARY BAND:	8d
LOCATION:	North West London Pathology
RESPONSIBLE TO:	NWLP Managing Director
PROFESSIONALLY ACCOUNTABLE TO:	NWL Pathology Managing Director
HOURS PER WEEK:	37.5

Imperial College Healthcare NHS Trust Values

We are absolutely committed to ensuring that our patients have the best possible experience within our hospitals. We are looking for people who are committed to delivering excellent patient care, whatever their role, and who take pride in what they do. We place a high value on treating all patients, customers and colleagues with respect and dignity, and seek people who strive for excellence and innovation in all that they do.

We value all of our staff and aim to provide rewarding careers and benefits, fulfilling work environments and exciting opportunities.

- Kind** - We are considerate and thoughtful, so you feel respected and included.
- Collaborative** - We actively seek others' views and ideas, so we achieve more together.
- Expert** - We draw on our diverse skills, knowledge and experience, so we provide the best possible care.
- Aspirational** - We are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

AIM OF THE ROLE:

Provide leadership, management and operational support to the departments and clinical services within NWL Pathology. Responsibility for developing and leading these services through liaison with the clinical and laboratory discipline leads. The role is to ensure the clinical and business success of NWL Pathology and support the Managing Director in ensuring the departments are staffed and managed effectively and contribute to the overall success of NWL Pathology. This involves participation in business planning, development of corporate policies and strategic plans, service improvement and initiating changes in line with NWL Pathology Board decisions.

The post holder will have budgetary responsibility for laboratory services and will provide overall support for the Managing Director, deputising as required.

KEY WORKING RELATIONSHIPS:

- NWL Pathology Board
- NWL Pathology Senior Management Team
- Senior Executives and clinicians in NWL Pathology partner organisations
- Senior Executives and clinicians from current and potential customers of NWL Pathology
- Performance leads within the NHS Commissioning Board
- NWL Pathology specialty leads and service managers
- Patient/Public representatives
- Private Healthcare providers.

KEY RESULT AREAS:

- Contributing to delivery and implementation of the full business case (FBC) for creation of NWL Pathology.
- Delivering the implementation plan.
- To ensure the implementation and monitoring of the NWL Pathology strategy and business & service delivery plans.
- Standards, policies and procedures, protocols and audit tools across the network.
- To link with marketing and business development functions ensuring that the resource matched requirements.
- To utilise the data currencies, definitions and counting methodologies for the collection, processing, analysis and interpretation of all activity across NWL Pathology.
- To ensure the development, implementation and co-ordination of NWL Pathology strategies and work programmes.
- To develop and implement appropriate systems and procedures which ensure sound, reliable budgetary management and control on behalf of NWL Pathology and its Owner Trusts.
- Subject to board approval to proceed, following the formation of the NWL Pathology to:
 - Provide senior management direction to the Clinical Director, Clinical Leads and specialty and business unit managers.
 - With the senior management team and in collaboration with discipline clinical, scientific and managerial colleagues to identify develop and implement appropriate modernisation programmes.

MAIN TASKS AND RESPONSIBILITIES:

1. Leadership

- 1.1 Provide strong visible leadership within the NWL Pathology partnership with the Managing Director, Finance Lead, HR Lead.
- 1.2 Lead the implementation of the NWL Pathology strategy and ensure alignment with the integrated business plan.

- 1.3 Introduce new and innovative business management strategies to maximise the organisational efficiency and effectiveness.
- 1.4 Provide professional support to the management teams
- 1.5 Ensure that all staff in the NWL Pathology are clear about what is expected and are working together in successful teams to achieve the vision and deliver high quality patient services.
- 1.6 Lead on the implementation of new policies.
- 1.7 Support delivery of targets to continually improve performance.

2. Service delivery

- 2.1 Ensure patient safety, experience and clinical outcomes are central to service performance through delivery of the key objectives.
- 2.2 Support the development of challenging and ambitious service strategies, anticipating future needs.
- 2.3 Challenge existing practices, ensuring that progressive solutions, that take into account models of best practice, are incorporated into service plans.
- 2.4 In conjunction with NWL Steering group/Shadow Pathology Board members and finance colleagues, negotiate with external agencies, where appropriate, to secure additional income for new services and to agree supporting Service Level Agreements (SLAs) and infrastructure.
- 2.5 Support clinicians to deliver service re-design projects that deliver improved clinical outcomes for patients, reduced waiting times and more efficient use of resources.
- 2.6 Act as an authorising signatory for capital and revenue budgets within limits agreed with the NWL Pathology Steering Group/Shadow Board.
- 2.7 Manage and report budget positions to the NWL Pathology Steering Group/Shadow Board.

3. Performance Management

- 3.1 Support the Managing Director to ensure each discipline has clearly defined performance objectives supported by a management regime to deliver continuous improvement.
- 3.2 Develop and implement effective reporting arrangements within the Discipline Management teams to accurately record and monitor performance against local and national targets and to pro-actively manage any variances.
- 3.3 Provide regular reports to the NWL Pathology Steering Group/Shadow Board with assurance that appropriate follow up actions will be completed.
- 3.4 Ensure NWL Pathology delivers a financial performance in line with the NWL Pathology Steering Group/Shadow Board's agreed financial plan, including CIPs, and to explore and implement actively opportunities for cost improvement.

4. Standards and Requirements for Healthcare Organisations

- 4.1 Work closely with clinicians, managers and pathway leads to ensure that the service is providing optimum quality of care in line with national healthcare standards.
- 4.2 Under the leadership of the Clinical Lead, to ensure that the service meets or exceeds relevant Care Quality Commission (CQC), Clinical Pathology Accreditation (UKAS), MHRA and HTA Standards for registration and continues to comply with licensing requirements and local healthcare targets.
- 4.3 Support the Consortium management teams to implement programmes of change to improve clinical care.
- 4.4 Investigate and manage the resolution of complaints, conflicts and issues from patients, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner in line with NWL Pathology policy, procedures and service delivery values and priorities.

5. Research and Development

- 5.1 Ensure that the Consortium contributes towards each Owner Trusts research strategy.
- 5.2 Link with Clinical research organisations and pharmaceutical companies to design trials enabling the Consortium to act as the central laboratory for R&D pathology testing.
- 5.3 Ensure that opportunities for medical/clinical research and audit at Specialty level are maximised to support the improvement of clinical outcomes and patient experience.

6. Governance and Risk

- 6.1 Promote a culture where governance and risk management are seen to be everyone's responsibility.
- 6.2 Help ensure that appropriate and necessary resources are made available to describe and deliver an annual governance plan, including relevant clinical audit activity.
- 6.3 Help ensure that patient safety is at the centre of NWL Pathology planning, analysis and delivery.
- 6.4 Investigate complaints and adverse incidents working alongside other staff to perform root cause analysis.

7. Communication

- 7.1 To establish effective two way channels of communication within NWL Pathology.
- 7.2 To establish excellent communication with other managers in the Owner Trusts and wider healthcare community to ensure that services are integrated.
- 7.3 Communicate to staff, groups from other organisations and members of the public.
- 7.4 Regularly meet with clinical and non-clinical staff to ensure they remain engaged in the vision for delivering excellence in all we do.
- 7.5 Ensure that good practice is rapidly shared within NWL Pathology and wider organisations where appropriate.

8. Human Resources

- 8.1 Regularly review the workforce to ensure it has the right numbers and the right level of knowledge skill and expertise to deliver services in the most effective and cost efficient way.
- 8.2 Line manage other members of the senior management team, discipline leads and the business support unit (IT, marketing and business development).
- 8.3 Ensure that managers are supported to lead, motivate and develop staff.
- 8.4 Ensure that managers have been trained in core HR policies such as Equality and Diversity, Discipline, Recruitment, organisational change, and are competent to deal with first line HR issues.
- 8.5 Ensure that all staff in NWL Pathology are regularly appraised and have a Personal Development Plan which supports the NWL Pathology performance agenda.
- 8.6 Ensure staff work within the requirements of the European Working Time Regulations and employment legislation.
- 8.7 Ensure NWL Pathology has an integrated workforce plan to ensure continuity of high quality service.
- 8.8 Promote a culture where staff feel empowered and accountable for service improvement at local levels.
- 8.9 Take positive action to improve staff experience.

9. Information Technology

- 9.1 Utilise IT systems (e.g. Electronic staff record, Procurement, Budget Management).
- 9.2 Access and analyse highly complex data to synthesise meaningful reports that identify and monitor key metrics and identify trends.
- 9.3 Promoting and facilitating the use of knowledge and information throughout NWL Pathology for the benefit of the service.

10. Other duties

- 10.1 Undertake any other duties requested as appropriate to the banding.

Scope and Purpose of Job Description

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder.

ADDITIONAL INFORMATION

Medical Examinations

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract

Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

Professional Registration

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

Work Visa/ Permits/Leave To Remain

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

NHS Constitution

The NHS Constitution establishes the principles and values of the NHS in England. You should aim to maintain the highest standards of care and service, treat every individual with compassion and respect, take responsibility for the care you provide and your wider contribution, take up training and development opportunities provided, raise any genuine concern you may have about a risk, malpractice or wrongdoing at work, involve patients, their families and carers fully in decisions, be open if anything goes wrong and contribute to a climate where the reporting of, and learning from, errors is encouraged. You should view the services you provide from a patient's standpoint and contribute to providing fair and equitable services for all. The above is a brief summary; you are encouraged to access the full document at: www.nhs.uk/constitution

Dignity & Respect

The Trust requires that you treat others with dignity and respect and that you do not harass or otherwise discriminate against any other member of staff, patient or visitor to the Trust or employees of any associated employers or contractors of the Trust on the grounds of race, colour, sex, age, disabilities, religious beliefs or sexual orientation.

Confidentiality/Information Quality Assurance/Freedom of Information

The post-holder must maintain confidentiality of information about staff, patients and health service business and be aware of the Data Protection Act (1984) and Access to Health Records Act (1990). As an employee of the Trust it is expected that you will take due diligence and care in regard to any information collected, recorded, processed or handled by you during the course of your work and that such information is collected, recorded, processed and handled in compliance with Trust requirements and instructions. Nonetheless the post-holder should be aware of the responsibility placed on employees under the Freedom of Information Act 2000 and is responsible for helping to ensure that the Trust complies with the Act when handling or dealing with any information relating to Trust activity.

Risk Management

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to co-operate with any investigation undertaken.

Health, Safety and Security

The post holder must co-operate with management in discharging its responsibilities under the Health and Safety at Work Act 1974, take reasonable care of themselves and others, and ensure the agreed safety procedures are carried out to maintain a safe environment for patients, employees and visitors. The Trust has adopted a Security Policy in order to help protect patients, visitors and staff and to safeguard their property; all employees have a responsibility to ensure that those persons using the Trust and its services are as secure as possible. The Trust operates a strict Non-Smoking Policy.

Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

Infection control

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

Clinical staff – on entering and leaving clinical areas, and between contacts with patients, staff should ensure that they apply alcohol gel to their hands and wash their hands frequently with soap and water. In addition, staff should ensure the appropriate use of personal protective clothing and the appropriate administration of antibiotic therapy. Staff are required to communicate any infection risks to the infection control team and, upon receipt of their advice, report hospital-acquired infections in line with the Trust's Incident Reporting Policy.

Non clinical staff and sub-contracted staff – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.

Staff have a responsibility to encourage adherence with policy amongst colleagues, visitors and patients and should challenge those who do not comply. You are also required to keep up to date with the latest infection control guidance via the documents library section on the intranet.

Clinical Governance and Risk management

The Trust believes everyone has a role to play in improving and contributing to the quality of care provided to our patients. As an employee of the Trust you are expected to take a proactive role in supporting the Trust's clinical governance agenda by:

- Taking part in activities for improving quality such as clinical audit
- Identifying and managing risks through incident and near miss reporting and undertaking risk assessments
- Following Trust policies, guidelines and procedures
- Maintaining your continue professional development

All Clinical staff making entries into patient health records are required to follow the Trust standards of record keeping

Professional Association/Trade Union Membership

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.

IMPERIAL COLLEGE HEALTHCARE NHS TRUST

PERSON SPECIFICATION

POST: Interim North West London Pathology Operations Director

DEPARTMENT: North West London Pathology

LINE MANAGER: NWL Pathology Managing Director

ATTRIBUTE/SKILLS	MEASUREMENT	ESSENTIAL	DESIRABLE
EDUCATION	<i>Application form/CV:</i>	<p>MBA or equivalent level of knowledge of leadership, strategy and management theory.</p> <p>Masters level understanding of Pathology Scientific Disciplines Evidence of Continued Professional development</p> <p>HPCPC registration as a Biomedical Scientist or Clinical Scientist</p>	
SKILLS/ABILITIES	<i>Application form/CV:</i>	<p>Capacity to plan and deliver against high level targets (some of which will be long term)</p> <p>Possess the keyboard skills necessary for manipulation of complex data in spread sheets, databases and business intelligence software (e.g. Excel, Access)</p> <p>Demonstrates the qualities of high level professional leadership people and management.</p> <p>Ability to develop and sustain professional relationships with a wide group of individuals and within groups.</p> <p>Ability to analyse and interpret highly complex and/or sensitive information.</p>	
	<i>Assessment/Interview:</i>	<p>Demonstrable ability to trouble shoot and to diffuse volatile, emotive or antagonistic situations The ability to resolve complex problems.</p> <p>Proven inspirational leadership with mentoring and motivation skills Negotiating/influencing skills</p>	
EXPERIENCE	<i>Application form/CV:</i>	Significant successful experience of planning developing and managing complex healthcare related services with a safety/quality	Experience of merging complex services across organisational boundaries

		<p>critical portfolio.</p> <p>NHS with evidence of direct involvement in service redesign, innovation and change management.</p> <p>Experience of leading organisational change and development</p> <p>A thorough knowledge of Government policies, including high level business and financial strategy as it relates to the NHS</p>	
	<i>Assessment/Interview:</i>	<p>High level of political awareness with an ability to work across organizational and professional boundaries</p> <p>Understanding of the key drivers for change and the implications for and impact on pathology services.</p> <p>Detailed knowledge and understanding of management principles and strategic development, and sound knowledge of NHS planning processes</p>	
COMMUNICATION SKILLS	<i>Application form/CV:</i>		
	<i>Assessment/Interview:</i>	<p>Ability to communicate and present complex and sometimes sensitive information to diverse audiences including public and patient representatives, individually or to groups</p> <p>Excellent communications skills, including the ability to be empathetic when necessary and to exercise tact and diplomacy.</p>	
PHYSICAL QUALITIES		Such as to meet the requirements of the role with any reasonable adjustments	
VALUES	<i>Assessment/Interview:</i>	Demonstrable ability to meet Trust values	

NORTH WEST LONDON PATHOLOGY

BACKGROUND INFORMATION

In response to a changing landscape, three organisations - Chelsea and Westminster NHS Foundation Trust incorporating West Middlesex University Hospital), Imperial College Healthcare NHS Trust, The Hillingdon Hospitals NHS Foundation Trust – have come together to modernise pathology services across north west London.

This partnership is based upon a vision of a sustainable service delivering outstanding quality to users and patients alike. The modernisation of pathology services provides a great opportunity to drive translational research and innovation in all aspects of pathology, as well as supporting training for medical and scientific staff. By coming together, the three organisations aim to create a world class service that will be able to attract the best professionals in the field.

This transformation will be effected through the establishment of a contractual NHS joint venture for the provision of the pathology services, which was signed and commenced September 2016. The joint venture is hosted by Imperial College Healthcare NHS Trust operating as an arm's length organisation on behalf of the 'owner trusts' and will be the employer of the staff providing pathology services in relation to the joint venture.

The approach - will be to consolidate pathology provision across the three organisations through a 'hub and spoke' model, with the majority of routine, specialist, non-urgent activity delivered at a central hub while pathology required urgently for immediate treatment delivered by 24/7 laboratories forming 'spokes' within the individual Trusts. This will enable best practice as described by Lord Carter in his review of pathology services.

INFORMATION ABOUT NWL PATHOLOGY TRUSTS:

Chelsea and Westminster NHS Foundation Trust: runs two main hospitals:

Chelsea & Westminster Hospital

Offers a wide range of specialist hospital services within an environment of academic specialisation. The hospital was designed and built with the purpose of providing specialist healthcare. Services provided include: Children's Diagnostic Services; HIV & Sexual Health; Medicine; and Women's Health Services Wards. More than 3,000 people work at Chelsea and Westminster including staff employed directly by the Trust, Facilities staff employed by contractors, and hospital volunteers.

West Middlesex University Hospital

Is an award winning, modern, busy acute hospital in West London serving a local population of around 400,000 people, covering the London Boroughs of Hounslow and Richmond upon Thames and neighbouring areas. Employing over 1,800 people, the hospital has around 400 beds. The Trust has an annual budget in excess of £154 million. West Middlesex has an impressive record: and has an outstanding record in comparative assessments of clinical performance.

Imperial College Healthcare NHS Trust: Provides acute and specialist healthcare for a population of just under two million people in north west London, and more beyond. Formed in 2007, one of the largest NHS trusts in the country.

With its academic partner, Imperial College London, the Trust is one of the UK's seven academic health science centres, working to ensure the rapid translation of research for better patient care.

The Trust provides care from five hospitals on four sites, as well as, increasingly, a range of community facilities across the region.

Charing Cross Hospital, Hammersmith – providing a range of acute and specialist care, it also hosts the hyper acute stroke unit for the region and is a growing hub for integrated care in partnership with local GPs and community providers. The clinical strategy envisages Charing Cross evolving to become a new type of local hospital, offering a wide range of specialist, planned care as well as integrated care and rehabilitation services for older people and those with long-term conditions. Charing Cross has a 24/7 A&E department.

St Mary's Hospital, Paddington – the major acute hospital for North West London as well as a maternity centre with consultant and midwife-led services. The hospital provides care across a wide range of specialties and runs one of four major trauma centres in London in addition to its 24/7 A&E department. The Trust is proposing a major redevelopment of the St Mary's site to bring together acute care in state-of-the-art facilities.

Hammersmith Hospital, Acton – a specialist hospital renowned for its strong research connections. It offers a range of services, including renal, haematology, cancer and cardiology care, and runs the regional specialist heart attack centre. As well as being a major base for Imperial College, the Acton site also hosts the clinical sciences centre of the Medical Research Council. Under a clinical strategy, the hospital would build further on its specialist and research reputation.

Queen Charlotte's & Chelsea Hospital, Acton – a maternity, women's and neonatal care hospital, also with strong research links. It has a midwife-led birth centre as well as specialist services for complicated pregnancies, foetal and neonatal care. The Trust's clinical strategy sets out a continuing role for both of the specialist hospitals sharing the Acton site, alongside major facilities for Imperial College London.

Western Eye Hospital, Marylebone – a specialist eye hospital with a 24/7 A&E department. We are planning to relocate the whole service to new facilities on the redeveloped St Mary's site.

The Hillingdon Hospitals NHS Foundation Trust: Comprehensive services are provided from both Hillingdon Hospital and Mount Vernon Hospital. The Trust has been identified as one of the major hospitals to provide services in the North West London Healthcare re-configuration. Maternity services have just recently transferred from Ealing hospitals and this will be followed by a paediatric transition in June 2016. The Trust employs over 2,400 members of staff working to deliver high quality healthcare to the residents of the London Borough of Hillingdon and those living in the surrounding areas, giving a total catchment population of over 350,000 people. The Trust also has a number of tertiary services – these include a well-established tertiary skin service incorporating the dermatopathologists and a well-regarded neuro rehab ward. The Trust in collaboration with Imperial College Healthcare successfully

bid to expand neuro-rehab services in North West London. A level two tier haem-oncology service is delivered via a Service level agreement to Ealing Hospital.

Mount Vernon Hospital – has a modern Diagnostic and Treatment Centre. With its spacious and contemporary design, the Mount Vernon Treatment Centre constitutes a new two-storey building and the existing Princess Christian Unit. The new buildings house four state-of-the-art operating theatres to carry out elective surgery, plus outpatient services.

Hillingdon Hospital – is the only acute hospital in Hillingdon with a busy Accident and Emergency, inpatients, day surgery, and outpatient clinics. The Trust also provides some services at the Mount Vernon Hospital, in co-operation with the East & North Hertfordshire NHS Trust.

Imperial College London: Is one of the largest and most influential medical schools nationally and internationally with excellent credentials in teaching and research. It is regularly assessed as one of the top three-biomedical research institutions in the UK. It is highly ranked for undergraduate medical education, has an outstanding record of postgraduate medical education and in producing research leaders of the future. The College has one of the largest operational estates of any UK University, including six central London campuses: the main South Kensington campus, Hammersmith, Charing Cross, Chelsea and Westminster, Royal Brompton and St Mary's Hospitals.