



Marie Curie Job Description

Job Title	Deputy Head of Operations
Directorate	Caring Services
Location	Flexible
Reports to	Head of Operations
Accountable to	Associate Director, Strategic Partnerships and Services

Organisation purpose

Everyone will be affected by dying, death and bereavement and deserves the best possible experience, reflecting what's most important to them. Marie Curie will lead in end of life experience to make this happen.

Marie Curie Values

Marie Curie is committed to its values, which will underpin your work. As a Marie Curie employee, you will be expected to behave in a way that is:

Always compassionate

Connecting and empathising with people, starting with each person's needs, respecting them and treating them with dignity, and supporting people's choices and decisions

Making things happen

Being clear and straightforward, listening so that we can understand and do the right thing, and being prepared to speak up and challenge on people's behalf

Leading in our field

Building on our unique skills, expertise and experience, sharing, innovating and partnering, and always seeking to improve in everything we do

Putting people at our heart

Valuing every individual, hearing and respecting all views and expectations, bringing people together and building relationships

Job Purpose/Summary

The Deputy Head of Operations is a key management role accountable for the management of multiple clinical and non clinical services with significant scope, span and budget.

They are accountable and responsible for ensuring the effective operational delivery of a range of designated current and new services, associated resource allocation and defined delivery activity. The post holder will be responsible for performance management of designated services, contribute to business planning, service review and improvement.

The Deputy Head of Operations will provide support in developing efficient and effective patient centred services in conjunction with Placed Based Leadership Team. Take day to day responsibility for meeting key financial and operational performance targets, implement effective processes for delivering national and local targets.

Key aims are:

- Provide timely, efficient and effective operational management for a range of designated clinical and non clinical services.
- Provide management & leadership for a group of defined current and new services engaging staff to ensure these are responsive, innovative and provided to the highest quality, meeting key performance standards.
- Responsible for the delivery of identified quality and service improvement projects and

development programmes that contribute to the modernisation of patient services.

- Lead on ensuring that all performance/quality targets are met and that new service delivery models are incorporated successfully into the management portfolios.
- Problem solve as appropriate, and develop and implement lasting solutions in conjunction with clinical colleagues. To be a key member of the management team taking full responsibility for actions and for keeping other team members fully informed at all times.

Accountabilities (Duties & Responsibilities)

Key Result Areas & Performance:

- To be responsible for daily/weekly/monthly reporting on all service performance and supporting the services in capacity planning to ensure sustained achievement of all targets.
- Plan and manage the implementation of projects to modernise services and to improve facilities and working practices to meet organisational and service delivery plans.
- Support the Place Based Leadership Team through day to day management of designated service areas.
- In collaboration with the Placed Based Leadership Team lead on the implementation of service redesign and workforce modernisation programmes of existing services to ensure successful integration and alignment of new services.
- Support the Place Based Leadership Team to ensure timely identification of financial and service performance issues at an early stage and the initiate corrective action
- Ensure effective communication systems are in place right through the services and between and across multidisciplinary teams, where relationships are key to the delivery of safe, effective and timely care to patients.

Service Management

- Be responsible for the day to day efficient and effective operational management of all aspects of a designated service area
To have day to day accountability for performance management and achievement against all key performance indicators, taking corrective action as required
- Support clinical teams within the designated services to respond to operational issues on a day to day basis and ensure plans are developed that will resolve issues swiftly.
- Be adaptable and flexible in how service improvement programmes are approached to reflect the audience to ensure staff engagement.
- To implement longer term solutions to issues raised, when required. These will range from basic administration issues to more complex approaches requiring the support and agreement of large teams of people and management of projects that deliver change.
- Work with clinical, service & departmental leads to develop and deliver high quality, responsive and cost effective services in line with national targets, audits and organisational objectives.
- Provide and develop a working environment and open culture which fosters high morale and commitment among all staff and promotes their well-being and personal development.
- Develop a strong understanding of the local and regional provision of palliative and end of life outside the charity and work with the clinical leaders to react to changes in that provision to secure strong services within the charity.
- Ensure the establishment and maintenance of good relationships and communication throughout the services. This will include the wider multi-disciplinary teams that play a role in delivery of the services, promoting a culture where clinical and other staff are actively involved in decisions on how services are provided and targets delivered.
- To contribute to and support any clinical/service related networks associated with Performance and Data Services.
- Support the production of accurate and timely information for the reporting of targets & audits.

Service Improvement

- Co-produce viable service improvement plans and initiate implementation

- Project manage successful improvement plans for services using Marie Curie approved improvement methodologies.
- Focus on sustainable delivery of service plans, through supporting staff within the place based services to develop new ways of working
- Review systems and processes that support service review and development building processes that enable effective data collection and reporting.
- Provide timely data to support decision making
- In collaboration with the Place Based Leadership Team engage and collaborate with staff across the designated services to facilitate, implement and oversee improvement
- To work with and clinical, administrative, and support staff to achieve sustained improvements, including in the following areas:
 - *Clinical quality*
 - *Patient satisfaction*
 - *Financial efficiency*
 - *Meeting local & national KPIs*

Performance

- Monitor compliance against policies and procedures; oversee the review and update of local guidelines enabling continuous quality improvement.
- Undertake thematic reviews of patient and family feedback, using this information to inform service design and delivery
- Receive and provide written and verbal monitoring reports on service delivery, ensuring information is available to the senior management team.
- Ensure effective partnership working with referring stakeholders to ensure timely responses.
- To agree service activity levels with the Leadership Team and monitor these to ensure achievement against key targets.

People Management

- Provide day-to-day line management within designated services areas as requested by the Senior Management Team ensuring effective management of recruitment, appraisal, CPD, performance, disciplinary and grievance in line with Marie Curie HR policies and procedures
- To co-produce with the Head of Quality and Clinical Practice, a range of training/education packages that support improvement.
- To participate in an annual workforce planning exercise for all staff groups, developing new ways of working, new roles and modernising practice.

Service Quality and Clinical Governance

- Ensure that all policies and procedures are adhered to
- To ensure full compliance with the charities complaints procedure, and that actions arising are completed to improve the quality of service to patients.
- Lead and support investigation of any relevant Serious Incident (SI) investigations.
- To participate in clinical and operational/performance audit.
- Support the Head of Operations and Head of Quality and Clinical Practice to monitor performance against health care standards and risk management standards and initiate appropriate action to ensure the standards are achieved and maintained.

Information and planning

- To provide the Leadership Team with key performance information, reviewing and escalating issues in a timely manner
- Understand national, charity and local data requirements including and work with the Leadership team in identifying systems to meet these requirements.
- Validate and distribute reports to teams Leadership Teams and external bodies as required.
- Understand data collection systems across Performance, Clinical and other Data sources.
- Work with Information Technology to produce information reports as required,

ensuring data is accurate, complete and informs service planning.

Financial

- Support the Head of Operations for the financial performance of key budgets and to ensure that the services meet their financial targets, enabling the Charity to meet its own corporate financial obligations.
- Ensure that all those within the services with influence over expenditure have the knowledge, ability and information required to understand the current financial framework.
- Work with the Finance, HR and IT to support delivery of services.
- Identify cost pressures, service development and cost improvement plans, develop business cases to meet requirements and present to Leadership Team as required.
- Ensure that the charities Standing Financial Instructions are adhered to and that all staff have an understanding of these instructions.
- To support processes aimed at improving financial information and budgetary control and to ensure that all assets operated by the Services are utilised effectively.

Additional Requirements

- In the absence of the Head of Operations and Head of Quality and Clinical Practice attend meetings, ensuring views are conveyed on appropriate matters, such as clinical governance, risk management meetings and ensure issues are brought back to the Senior Management Team for further discussion.
- Follow risk management procedures at all times including the identification, assessment and management of risk.
- Act up for the Head of Operations and Head of Quality and Clinical Practice during times of absence
- Participate on the On call rota as required
- To be responsible for own professional /personal development.

General

In addition to the specific duties and responsibilities outlined in this job description, all Marie Curie employees should be aware of their specific responsibilities towards the following:

- Marie Curie is committed to encouraging volunteering throughout the organisation and as such the post holder will be expected to support and respect volunteers and may be asked to work alongside or supervise a volunteer as part of their role whilst working at Marie Curie.
- Marie Curie operates a no-smoking policy. The post holder should either be a non-smoker or be prepared not to smoke in **any** Charity premises, grounds or vehicles or when on Marie Curie business outside the office.
- Adhere to all health and safety and fire regulations and to co-operate with the Charity in maintaining good standards of health and safety.
- Always adhere to all Marie Curie policies and procedures
- Actively promote and support the safeguarding of vulnerable adults, young people and children, observing and adhering to Marie Curie policies on safeguarding
- Uphold ethical and professional standards and not behave in a manner that is likely to bring the Charity into disrepute.
- Promote and sustain a responsible attitude towards equal opportunities and diversity within the Charity.
- Demonstrate a commitment to ongoing registration requirements or any national professional or occupational standards associated with the role.
- Demonstrate a commitment to ongoing learning and development and to participate in any training relevant to the role.
- For designated roles, the post holder will be responsible for health & safety, business continuity planning and/or risk management. (these responsibilities will be notified on appointment).
- Unites teams behind our Marie Curie values and behaviours; role modelling them to lead, engage, inspire and create a sense of purpose and belonging.

This job description is not exhaustive. It merely acts as a guide and may be amended to



Marie Curie
Person Specification

meet the changing requirements of the charity at any time after discussion with the post holder.

Job title:

Deputy Head of Operations

Criteria	Essential	Desirable
Skills/Abilities	Ability to develop new ways of working e.g experience of transformational service re-design Demonstrable achievements in change management and building cohesive cultures Analysis of complex data to produce succinct information appropriate for its audience Well-developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams. Ability to network and negotiate with senior stakeholders and partners Evidence of improvement and change management. Problem solving skills and ability to respond to sudden unexpected demands Ability to horizon scan, exploit opportunities and identify risks Communicates the vision and brings it alive – describes what the future needs to look like in Demonstrates a commitment to the highest ethical and professional values Able to take conscious steps to manage self under pressure – creating time for reflection and support for self and others Recognise others' anxieties and problems – encourage them to find ways of dealing constructively with stress Able to absorb and deal constructively with criticism and seek support as necessary	
Knowledge	Understanding of policies and drivers affecting the provision of health & social care Demonstrable ability to evaluate and improve service quality	
Qualifications, training and education	Educated to degree level or relevant level of skills and experience Recognised management qualification or equivalent experience Evidence of continuing education and development	Post graduate qualification
Experience	Experience of managing high performing teams groups of staff. Have in depth understanding of service design and delivery. Ability to understand complex issues, problem solve and propose solutions	Palliative and end of life service delivery.

	Experience of putting together a business case and contributing to its implementation Experience of successfully leading and implementing service improvement projects Ability to understand complex issues, problem solve and propose solutions Experience of working with a number of clinical and none clinical systems Experience of managing a budget	
Personal qualities, values and behaviours	Awareness of, and commitment to the Mission, Vision and Values of Marie Curie. Demonstrate commitment to the improvement of quality and the promotion of high standards to consistently improve patient outcomes. Values diversity and difference operates with integrity and openness. High level of work organisation, self-motivation and drive for performance. Builds and maintains constructive relationships based on shared understanding of issues with colleagues, partners and stakeholders. Passionate, positive and enthusiastic about delivering the best for patients and their carers and families. Able to demonstrate openness and honesty when things go wrong to facilitate an open learning culture Demonstrates understanding and ability to consistently and fairly apply policy and procedure in a person-centred way when dealing with people. Can demonstrate and self-awareness and resilience particularly when under pressure or dealing with difficult situations.	

Where appropriate, reasonable adjustments to these criteria will be considered to accommodate personal circumstances

