

# Portsmouth Hospitals

NHS Trust

REFERENCE CODE:

PORTSMOUTH HOSPITALS NHS TRUST

## JOB DESCRIPTION

<b>Job Group:</b> Senior Manager	<b>FOR OFFICE USE ONLY</b>
<b>Working Job Title:</b> Divisional Risk Manager	<b>Position No:</b>
<b>Existing Grade:</b> EX133 (Band 7)	<b>Approved Matching Classification</b>
<b>Directorate/Division:</b> Division of Medicine for Older People (DMOP)	<b>Job Analysis</b>
<b>Unit:</b> Portsmouth Hospitals Trust	<b>Job Evaluation</b>
<b>Location:</b> Based at QAH	<b>Band code:</b>
<b>Reports to:</b> Divisional General Manager (DMOP)	
<b>Accountable to:</b> Divisional General Manager (DMOP)	<b>Entered By:</b>

### 1. Job Purpose

To provide structure and support to the Division in meeting the risk, governance and emergency planning agendas. This role has a direct impact on the safe management of services and on development and improvement programmes across the Division. The post holder is a key member of the Divisional Management Team and has the freedom to act independently at all levels. The main functions of the role are:

- Governance/Risk Management
- Emergency Planning and Business Continuity
- Control of Substances Hazardous to Health
- Capital and Environmental Planning

### 2. Key Dimensions

**Capital & Revenue Budgets:** Indirect impact on Trust Risk Management Budget of £200,000  
Indirect impact on Divisional budget of £19 million

**Staff Numbers** - nil  
- 280 Adverse event reports per month

Divisional Statistics:

- Budget = £19 million
- Staff = 537 WTE
- Clinical sites = 4

Although the post holder does not manage a budget or line manage staff, this post is crucial to the delivery of safe clinical services within budget and has a responsibility towards every member of the divisional team.

### **3. Organisation Chart**

See appendix A.

Whilst this post is dedicated to this Division, the post holder will work in close liaison with the Trust Risk Department and other Divisional Risk Advisers.

### **4. Trust Organisational Expectations**

The post holder will contribute to

1. The successful overall performance of the Trust.
2. Act as an advocate for the Trust & its contribution to the Health Service arena through creating and maintaining effective partnerships and relationships with internal and external stakeholders.
3. Develop and support the Trust culture of collaborative, flexible cross-team working and commitment to delivering quality services and outcomes, which maintain the Government's policies on public health.
4. Work with sensitivity and an understanding of the issues facing those working to deliver health services to the UK population.
5. Comply with corporate governance structure in keeping with the principles and standards set out by the Trust.
6. The development of effective ways of working and the creation of strong partnerships and relationships with all stakeholders to support the implementation of the Government's policies on Health.

### **5. Shared Core Functions**

1. Manage Trust resources in the most efficient and effective manner so as to successfully deliver the Trust's key objectives to ensure the Trust makes a substantial, positive difference to the quality of health services delivered.
2. Provide internal leadership to Trust staff, particularly those who are contributing to the Division's objectives, through communicating Trust strategy, coaching & mentoring staff and visibly supporting Trust & Corporate policies and systems.
3. Contribute to the strategic direction of the Trust through provision of expert knowledge of the health service agenda and effectively influencing the Trust's partners.
4. Support Trust Directors and CEO to make the Trust's contribution & performance visible to key internal and external stakeholders and gain their support.
5. Support the development of the annual Divisional business plan, and deliver agreed targets.

6. Contribute to the development of the Trust knowledge & skill base through helping to identify the development of current staff, the early identification of necessary skills & knowledge, and supporting staff to develop in line with these needs.
7. Work closely with other managers to ensure an integrated approach to Trust service provision.

6. **Specific Core Functions:**

(a) **Governance/Risk Management:**

The post holder is the specialist lead for risk management throughout the Division and needs to have a strong and clear focus on safety/learning from experience. The post holder will provide support to the associated Divisional governance functions, working to under the direction of divisional senior managers with regards to managing identified risks, but working autonomously to develop and sustain risk systems and procedures and policy.

- Lead the development of an open (no blame) culture for risk management and ensure it is integral to the Division's performance management processes. The post holder will be expected to communicate complex, sensitive, contentious and serious risk issues to senior management colleagues throughout the Division and Trust.
- Advise the Divisional management team of new guidance or legislation on risk management that may require Divisional action to ensure compliance.
- Develop and implement a systematic review process to ensure that adverse incidents are reported, analysed, NPSA codes allocated, reviewed and effective actions taken to reduce risks. The post holder will be required to deal with sensitive and complex data, which will require a high level of mental and emotional effort.
- Ensure that risk assessments are undertaken in all clinical and non-clinical areas on a regular basis in order to ensure that all risks are identified and action taken to reduce known risks. This requires the skill of identifying and drawing together various multiple strands of complex information in order to determine the root causes.

In some cases risk reduction may not be practical (e.g. cost may outweigh the risk). In this situation the post holder will need to exercise complex judgement in order to assess the potential impact and probability of the risk occurring to advise the Divisional General Manager accordingly and then develop an appropriate Business Continuity Plan as directed (See below: Emergency Planning).

- Develop and maintain excel Risk Registers for all clinical and non-clinical areas, and a higher level Divisional Risk Register ensuring all high level risks are reported for the Corporate (Trust) Risk Register
- Undertake or commission surveys and audits to performance manage risk reduction

- Coordinated Serious Untoward Incident Reviews, analysing sensitive and complex information and preparing reports as required by the Trust, Coroner's Office, Health and Safety Executive, Litigation Department. Occasional direct exposure to distressing/emotional situations will occur and a high level of mental and emotional effort will be required.
  - Develop systems to ensure that lessons from errors are learned and shared across the Division. In some instances the post holder will have to overcome significant barriers to gain acceptance in what could be an emotive atmosphere
  - Design and implement an effective system for communicating Alerts/NPSA (National Patient Safety Agency) guidance containing confidential and sensitive information (as notified nationally) to ensure action is taken to counteract and/or reduce known risks
  - Support the work of the Divisional Governance Group by acting as secretary/operational officer and developing and maintaining governance systems as required, e.g.:
    - support the development/monitoring of the Divisional governance plan
    - develop and maintain a Divisional Register of Audit activity
    - support audit of compliance with the Standards for Better Health
    - support audit of compliance with CNST standards
  - Support the management of complaints within the department by overseeing the management of the complaints database, ensuring that investigation reports are forwarded promptly to the Divisional General Manager and preparing and monitoring against Red Peril action plans.
- (b) **Emergency Planning and Business Continuity:**  
 The post holder is responsible for coordinating emergency planning for the Division, to ensure appropriate preparation for response to Major Incidents, and that systems are in place to ensure continuity of services:
- Liaise with clinicians and senior managers to formulate long-term (strategic) plans to manage uncertainty/disasters
  - Regularly review and redesign the Division's Major Incident Policy and Action Cards, ensuring complex information is simplified for key officers who will be required to take the action. Ensure the Policy is updated and available at all times to ensure an immediate and effective response to a Major Incident. The post holder will be required to interpret national and local guidelines/policies.
  - Design and deliver training sessions for senior staff to prepare them for their role in the event of a Major Incident
  - Contribute to planned Major Incident Exercises to ensure that the Division's Plan is well tested
  - Actively participate as a member of the Trust Major Incident Planning Group

- Liaise with clinicians and senior managers to design, implement and review comprehensive Business Continuity Policies to ensure the Division can respond quickly to an internal disaster.
  - Attend courses held by the Strategic Health Authority and Regional Emergency Planning Agency
- (c) **Control of Substances Hazardous to Health:**  
To be responsible for ensuring that COSHH requirements are met and that assessments are undertaken and appropriate action is taken:
- Ensure compliance with COSHH regulations and requirements throughout the Division
  - Ensure that COSHH assessments are undertaken on a regular basis
  - Act as an adviser to the COSHH Assessors, agreeing any action to be taken and ensuring feedback to clinical staff
- (d) **Capital and Environmental Planning**
- Maintain the Divisional equipment register, ensuring that required replacements are highlighted in a timely fashion
  - Ensure that environmental work planning/requests meets the needs of the service and that costs are within the specified budget
  - Performance manage progress with environmental work, e.g. timescales quality etc
- (e) **General**
- Undertake specific project work as directed, e.g.: review of functional systems and processes to minimise risk and waste, represent the Division on Trust wide projects such as review of transport services
  - Deputise for ADGM regarding non clinical issues, e.g. support services functions
  - Oversee the production of the Divisional Manager on Call system, ensuring that the information in the on call folder is updated as appropriate
  - Support the work of the Divisional Management Team by acting as secretary for the group
  - The post holder may at time be required to meet with patients or relatives, in carrying out various functions of the role. Although this will be occasional, the issues may be sensitive or contentious, requiring high level communication skills.
  - The post is office based but will require the post holder to visit wards and departments across four clinical sites.

(f) **Personal Development**

- Participate in 1:1 supervision with the DGM, every month
- Participate in annual appraisal system and identify own learning needs, developing a personal development programme
- As this is a specialist role the post holder will need to network with peers in other Trusts who hold similar roles, in order to discuss and determine national guidance and the possibilities of how issues might be best managed.

7. **Communication and Key Working Relationships*****Within the Division***

- Divisional General Manager
- Divisional Clinical Director
- Associate Divisional General Manager
- Divisional Governance Lead
- Divisional Senior Nurse
- Consultants
- Modern Matrons
- Ward Sisters

***Within the Trust***

- Head of Governance
- Heads of other Corporate Services, e.g. Nursing
- Head of Risk Management
- Complaints Manager
- Other Divisional Risk Advisers
- Staff Organisation Representatives
- Carillion Hotel Support and Estates Team

***External***

- PCT Representatives
- SHA Major Incident Planning Team

8. **Other**

- Maintain personal and professional development to meet the changing demands of the job, participate in appropriate training activities and encourage and support the training of other members of staff
- Adhere to Trust policies and procedures, e.g. Health and Safety at Work, Equal Opportunities and No Smoking
- Respect the confidentiality of all materials that they may learn relating to their employments and other members of staff. All staff are expected to respect the requirements of the Data Protection Act 1998

This job description does not purport to cover all aspects of the job holder's duties but is intended to be indicative of the main areas of responsibility.

**JOB DESCRIPTION AGREEMENT**

Job Holder's Name:-  
(print)

Job Holder's Signature:-

Date:-

Line Manager's Name:-  
(print)

Line Manager's Signature:-

Date:-

Title:-

Prepared by Lesley Humphrey, DGM, 1<sup>st</sup> June 2007

**PERSON SPECIFICATION**  
**DIVISIONAL RISK ADVISOR**

**Division of Medicine for Older People**

Headings	Essential	Desirable
<b>Physical requirements of the post:</b>	<ul style="list-style-type: none"> <li>• Car driver with UK driving licence</li> </ul>	
<b>Qualifications (Knowledge and Training):</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent</li> </ul>	<ul style="list-style-type: none"> <li>• Institute of Risk Management (IRM) Diploma</li> <li>• NHS Emergency Planning Officers: Modular Training Programme</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• At least 5 years experience at a senior managerial or clinical level (need to be significant experience)</li> <li>• Experience of managing risks and emergency planning within healthcare environment</li> <li>• Ability to develop, plan and implement short and long range goals</li> <li>• Experience of developing policy and action plans</li> <li>• Understanding of health policy with specific reference to Governance and Risk Management Agendas</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working in complex service across multiple sites</li> </ul>
<b>Skills &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>• Analytical and critical appraisal skills</li> <li>• Negotiating and influencing skills</li> <li>• Articulate, with highly developed communication skills, the ability to network and build relationships at all levels</li> <li>• Ability to gather and analyse data and prepare accurate, timely reports and action plans</li> <li>• Excellent IT skills including Microsoft Package / HIS</li> </ul>	



<b>Personal qualities/ temperament:</b>	<ul style="list-style-type: none"> <li>• Excellent prioritisation and organisational skills</li> <li>• Professional role model</li> <li>• Drive and initiative</li> <li>• Strong interpersonal skills</li> <li>• Strong presentation skills</li> <li>• Effective communicator both orally and on paper</li> <li>• Self motivated and able to work on own recognizance whilst remaining a team player</li> <li>• Skill in working with multi-disciplinary teams</li> <li>• Project management experience</li> <li>• Well developed influencing skills across hierarchies and disciplines</li> <li>• Ability to act and ensure delivery of defined outcomes</li> <li>• Responsive and flexible attitude / approach</li> </ul>	
<b>Special requirements of the post:</b>	<ul style="list-style-type: none"> <li>• Innovative/lateral thinker</li> <li>• Ability to balance risks</li> <li>• Creative/ problem solver</li> </ul>	