Sheffield Teaching Hospitals

OPERATIONS DIRECTOR POST

Find out why you should join our patient focussed teams

Operating Services, Critical Care & Anaesthesia Care Group

PROUD TO MAKE A DIFFERENCE
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST
Sheffield Teaching Hospitals is one of the UK’s busiest and most successful NHS foundation trusts providing a full range of local hospital and community services for people in Sheffield, as well as specialist care for patients from further afield. As well as community health services, the Trust comprises five of Yorkshire’s best known teaching hospitals and has a history of high quality care, clinical excellence and innovation in medical research.

Our vision is to be recognised as the best provider of healthcare, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant and healthy city. We are proud to be the largest employer in the city with 16,500 staff working across acute and community services.

I am really pleased that you are interested in this role. We are looking for candidates who can work through others but also identify when they need to manage more closely. We are looking for leaders with an adaptive and engaging style that quickly engenders the trust and confidence of clinical teams whilst also holding them to account.

Sheffield Teaching Hospitals, like all NHS organisations, faces significant change and challenge. However, we are developing our team to be able to recognise these opportunities and embrace them so that we continue to develop as the highly successful organisation that we have been so far. As a result, we are looking for individuals who have exceptional leadership skills that have already demonstrated a track record delivering significant change.

The pressure to deliver and respond can be extremely high in today’s NHS but the opportunities to make a difference for patients and staff are there for the right candidates to seize, every single day.

If you think these opportunities are for you, then read on. This booklet will help to explain what the role involves and what you need to do next.

Sir Andrew Cash OBE
Chief Executive
WHO WE ARE

We are one of the UK’s biggest and most successful providers of hospital and community based healthcare.

We provide comprehensive NHS services ranging from maternity services to care of the elderly. We provide services to Sheffield, South Yorkshire, Mid Yorkshire and North Derbyshire but also specialist services to all parts of the UK.

We have a long history of providing high quality care, clinical excellence and innovation in medical research and we are proud to have been awarded an overall rating of ‘Good’ following the latest Care Quality Commission inspection.

With around 16,500 employees working within our hospitals and out in the community, we are one of the biggest employers locally. We aim to reflect the diversity of local communities and are proud of our partnerships with local people, patients, neighbouring NHS organisations, local authority and charitable bodies.

Through our partnerships with the University of Sheffield, Sheffield Hallam University, other health and social care providers and industry we remain at the forefront of advancements in clinical services, teaching and research.

Sheffield
Population 560,000
All adult clinical services

South Yorkshire including: (pop 2.2m)
- Cardiothoracic
- Vascular
- Bone
- Cancer

National including:
- Pulmonary Vascular Disease
- Ocular oncology
- Orthopaedics
- Gestational Trophoblastic Disease
- Spinal Injuries
- Infectious diseases
HOW WE MAKE A DIFFERENCE

VISION
To be recognised as the best provider of health, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant and healthy city region.

MISSION
We are here to improve health and well-being, to support people to keep mentally and physically well, to get better when they are ill and when they cannot fully recover, to stay as well as they can to the end of their lives. We aim to work at the limits of science - bringing the highest levels of human knowledge and skill to save lives and improve health. We touch lives at times of basic human need, when our care and compassion are what matter most.

VALUES
- Patient-first - Ensure that the people we serve are at the heart of all that we do
- Respectful - Be kind, respectful, fair and value diversity
- Ownership - Celebrate our successes, learn continuously and ensure we improve
- Unity - Work in partnership with others
- Deliver - Be efficient, effective and accountable for our actions

AIMS AND OBJECTIVES
- Deliver the best clinical outcomes
  - Treat and care for people in a high quality, safe environment and protect them from avoidable harm.
  - Help people to recover from episodes of ill health or following injury.
  - Maximise the health of those who use our services.
  - Enhance the quality of life for people with long-term conditions.
  - Ensure clinical practice is evidence-based.
  - Contribute to the development of locally tailored public health prevention strategies.
  - Ensure person centred and coordinated care for our patients near the end of life.

- Provide patient-centred services
  - Treat patients and their families with respect, dignity and care.
  - Provide the right care in the right place, first time, working in partnership.
  - Maximise the quality of the patient experience.
  - Provide patients with choice, giving them greater involvement and control over their care.
  - Move care closer to home where appropriate and evidence-based.
  - Communicate effectively and develop a vibrant system of engagement within the local community.
  - Learn from complaints, compliments and other feedback.

- Employ caring and cared for staff
  - Treat staff with dignity and respect, encouraging them to take responsibility for their own actions.
  - Ensure staff seek feedback from patients, visitors and colleagues.
  - Develop a culture that promotes and demonstrates PROUD values.
  - Employ engaged and motivated staff.
  - Engage, support and empower all staff to continually improve the services they deliver.
  - Promote health and well-being for all our staff, their families and the communities they live in.
  - Provide an environment where staff can achieve their potential and develop their leadership skills.

- Spend public money wisely
  - Ensure financial strength and stability.
  - Reduce inefficiencies and continually identify more efficient ways of working.
  - Ensure our services cost less to deliver than we receive in income.
  - Ensure value for money is central to all decision-making processes.
  - Learn from other health care providers both in the UK and abroad.

- Deliver excellent research, education and innovation
  - Become one of the top R&D performers in England.
  - Become a leading centre for innovation, spread and adoption, working with industry to create jobs and wealth.
  - Lead the development of top quality education and training for all staff.
  - Develop research in all disease areas.
  - Participate in NIHR, other UK and EU grant funding programmes.
  - To maximise the benefits from the use of technology.
A LEADER IN HEALTHCARE

The Northern General Hospital
The Northern General Hospital is home to Sheffield’s Accident and Emergency department which is also one of the three Major Trauma Centres in the Yorkshire and Humber region. A number of specialist medical and surgical services are located at the Northern General, including cardiac, orthopaedics, burns, plastic surgery, spinal injuries, gastroenterology and renal. A state of the art laboratory complex providing leading edge diagnostic services is based here at the Northern General, with the hospital also providing a wide range of specialist surgery including spinal cord, hand and kidney transplantation. The Northern General Hospital is home to one of three national centres of excellence for spinal injuries.

Royal Hallamshire Hospital
The Royal Hallamshire Hospital has a dedicated neurosciences department including an intensive care unit for patients with head injuries, neurological conditions such as stroke and for patients undergoing neurosurgery. The Sheffield Stereotactic Centre is recognised nationally for its expertise in neurosurgery. We also have a large tropical medicine and infectious diseases unit, ophthalmology centre, gynaecology and a specialist haematology centre, alongside other leading medical and surgical services.

Charles Clifford Dental Hospital
The Charles Clifford Dental Hospital provides specialist dental services for Sheffield and the surrounding areas. Located adjacent to the Royal Hallamshire Hospital it is a large dental teaching hospital linked to the University of Sheffield School of Clinical Dentistry. The School enjoys a national and international reputation for the quality of its teaching and research. Ninety two percent of research undertaken is graded as ‘world leading’ or ‘internationally excellent’. The School was rated in the top ten in the Guardian University Guide, with a student satisfaction score of 97%.

Jessop Wing
The Jessop Wing is a purpose built maternity unit where approximately 7500 babies are born each year. In addition to a labour ward, there are postnatal wards and one antenatal ward, an admission triage and a high dependency unit. The Jessop Wing also provides neonatal intensive and special care for sick and premature babies born in Sheffield and those transferred from other units in the region. It is also home to the Jessop Assisted Conception Unit.

Weston Park Hospital
Weston Park Hospital is one of only four dedicated cancer hospitals in the country. Its reputation as a centre of excellence for both cancer treatment and research is recognised, not only here in the UK, but also internationally. Our purpose built Cancer Research Centre, partly funded through charitable gifts and donations, is fully integrated within Weston Park Hospital and is credited as a pioneer of numerous modern advances within the field of cancer research. As home to one of the best radiotherapy departments in the UK (and the only one in the vicinity of South Yorkshire, North Nottinghamshire and North Derbyshire), Weston Park is ideally equipped to handle the 6,000 new cases of cancer diagnosed annually in this region alone. On average, nearly 60,000 patient visits are received every year by the department.
The care group treats 50,000 patients per year through their elective or emergency care pathway. Services covered include pre-operative assessment, anaesthesia, operating services and a general critical care department rated outstanding by the Care Quality Commission.

A business case for the development of 4 new operating theatres and building work has commenced on the Royal Hallamshire Hospital site. When completed this will provide facilities to allow for the full refurbishment of our operating theatres on A floor.

Operating Services and Anaesthesia
There are 41 operating theatres across the Sheffield Teaching Hospitals sites including a dedicated day surgery facility. Tertiary services are providing for numerous surgical specialties including Neurosurgery, Urology, Vascular and Cardiothoracics. The theatre complex provides a 24/7 service for patients requiring elective, trauma or emergency surgery.

Our Anaesthetic team also provide support to the Major Trauma Centre and several anaesthetists participate in providing medical support to the air ambulance.

In the last year our Anaesthetic department has achieved ACSA status (Anaesthesia Clinical Services Accreditation), a scheme developed by the Royal College of Anaesthetists that only four Trusts in the North of England have achieved in full. ACSA demonstrates our commitment to quality and patient care.

Pre-operative Assessment
We have pre–operative assessment units on both the Northern General Hospital and Royal Hallamshire hospital sites which provide a comprehensive service to ensure optimisation of patient fitness prior to elective procedures. The department is at the forefront of innovation and has been successfully using an Electronic Personal Assessment Questionnaire (EPAQ) for reducing the amount of time and number of visits patients have to make to clinic, while providing clinicians with the basic information they need about a patient’s condition. This innovative work has won an award for “using technology to improve efficiency” from the Yorkshire and Humber Academic Health Science Network.

Critical Care
The busy Critical Care units provide general critical care services across 3 sites. There are currently 42 commissioned general critical care beds housed within modern *state of the art* facilities. The critical care team has excellent medical and nursing provision with pharmacy and therapy support (dietetics, speech and language, physiotherapy, clinical psychology and Intensive Care technicians). In addition, we have recently developed a team of advanced critical care practitioners who work with the highly skilled medical and nursing staff to provide support for severely ill patients.

Patient care is further supported by a fully electronic patient note keeping record and prescribing system which is internally maintained by experienced support staff.

The Critical Care Unit has a thriving audit and research team and data is submitted to the Intensive Care National Audit and Research centre with clinical outcomes consistently better than the UK national average. Several multi-disciplinary staff members sit on national committees and our Critical Care units were considered “outstanding” following the recent Care Quality Commission inspection in 2015.

Research and Audit
The care group has a prolific output in service evaluation and audit projects and this is supported by an enthusiastic and motivated team. All subspecialties regularly produce work which is presented locally and at national and international meetings. This activity underpins our efforts to continuously improve the quality of care that we offer our patients and our department is recognised by the Clinical Effectiveness Unit as an example of excellence within the Trust.

There are approximately 1,200 staff in the care group and a budget of £50m.

MEET THE TEAM

Dr Nicholas Barron,
Clinical Director, Operating Services, Critical Care and Anaesthesia

I have been Clinical Director for Operating Services, Critical Care and Anaesthesia (OSCCA) for the last 4 years. I am extremely proud to work in Sheffield Teaching Hospitals and be involved in the running of a directorate with so many dedicated, hardworking staff.

Originally from Derby, I graduated from St. Mary’s Hospital Medical School in 1994. After moving to Sheffield, I undertook Anaesthetic and Intensive Care Medicine training with a year out as an advanced trainee in intensive care in Bristol. I was appointed as a consultant in Anaesthesia and ICM in 2004 and became clinical lead for Critical Care in 2011. I specialise in Intensive Care Medicine and Anaesthesia for upper GI surgery including bariatric surgery.

During the last four years I have been very happy to oversee Anaesthesia gaining accreditation with the Royal College of Anaesthetists (the first major centre in the UK to do so) and the Care Quality Commission to provide an extremely favourable assessment of any services involving OSCCA. This includes the outstanding rating for Critical Care. I have been keen to promote changes in working practices and enhancement in recruitment to provide appropriate staff to undertake appropriate tasks. I think STH is a great place to work from a medical and managerial perspective. The flexibility and skill of the staff is matched only by how friendly they are.

I look forward to taking the directorate further forward in the next two years with the new Operations Director.
The Operations Director is responsible for a Care Group. There are 10 Care Groups in total and they are made up of a number of Directorates as set out below:

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<tr>
<th>Acute &amp; Emergency Medicine</th>
<th>Head and Neck Services</th>
<th>Oral &amp; Dental Neurosciences ENT Ophthalmology</th>
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<td>Emergency Department</td>
<td>Gastroenterology</td>
<td>General Surgery Plastic Surgery Urology</td>
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<td>Acute Medicine</td>
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<td>Medicine &amp; Pharmacy Services</td>
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<td>OGN Medical Imaging and Medical Physics Laboratory Medicine</td>
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<td>Operating Services, Critical Care and Anaesthesia</td>
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<td>Medical Imaging and Medical Physics Laboratory Medicine</td>
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<td>Specialised Rehabilitation Services</td>
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<td>South Yorkshire Regional Services</td>
<td>Communicable Diseases and Specialised Medicine</td>
<td>Integrated Community Care Primary Care and Interface Services Integrated Geriatric and Stroke Medicine Therapeutics and Palliative Care</td>
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|                            | Musculo-Skeletal Services Orthopaedics | Rheumatology Specialist Pain Metabolic Bone Hand Centre Physiotherapy Physiotherapy正式 English
PERSON SPECIFICATION

Values and Behaviours

At Sheffield Teaching Hospitals we believe core values and behaviours are extremely important and we are looking for candidates who share our PROUD values:

Patient-first Ensure that the people we serve are at the heart of all we do
Respectful Be kind, respectful to everyone and value diversity
Ownership Celebrate our successes, learn continuously and ensure we improve
Unity Work in partnership and value the roles of others
Deliver Be efficient, effective and accountable for our actions

Education

- Educated to degree level, preferably with a masters level qualification in a management discipline
- Evidence of ongoing professional development in leadership or operational management skills

Experience

- Significant senior management experience gained within a large and complex organisation
- Sound understanding of the wider NHS policy agenda and demonstrable ability to translate national and local policy into action
- Experience of managing large budgets within a complex financial regimen and experience of people management
- Track record of leading innovation and change to support the delivery of patient centred services across organisational boundaries
- Ability to communicate complex information on a formal and informal basis
- Highly developed leadership and communication skills
- Team player able to work across complex, multi-disciplinary matrix arrangements
- Professional credibility and gravitas, integrity and honesty
- Well-developed negotiating/influencing skills
- Ability to assess complex multifaceted problems seeking to identify potential solutions
- Resilient behaviour and determination in meeting internally and externally imposed deadlines with strategic and financial consequences

Special Skills and Aptitudes

- Highly developed interpersonal skills, emotional and social intelligence
- Ability to manage complex change
- Ability to communicate and present complex information on a formal and informal basis to large groups
SALARY AND BENEFITS

Working for the NHS means that you will enjoy one of the most competitive and flexible benefits packages offered by any employer in the UK.

Salary - Operations Director
The salary is £89,533. This is commensurate with Band 9, point 51-52 of the Agenda for Change pay scale.

Pension
The NHS Pension Scheme is one of the most comprehensive and generous schemes within the UK. It is a key element of the overall reward package for staff.

Member contributions are enhanced by a further 14.3 per cent of salary contribution to the pension scheme by the Trust. Further information on the NHS Pension scheme and its associated benefits can be found at:
http://www.nhsbsa.nhs.uk/Pensions.aspx

Annual leave
The annual leave year runs from 1 April to 31 March, you will receive an entitlement based on the provision under the Agenda for Change Terms and Conditions of Service. The entitlement is based upon length of NHS service as follows:

- On appointment to the NHS – 27 days annual leave plus 8 days bank holiday per year
- After 5 years of NHS service – 29 days annual leave plus 8 days bank holiday per year
- After 10 years of NHS service – 33 days annual leave plus 8 days bank holiday per year
THE LOCATION

THE CITY
Sheffield is England’s fourth-largest city, with a population of over half a million. We have a wealth of facilities you would expect to find in a major city, yet maintain a welcoming and accessible feel. We are a friendly city with a prosperous economy and relatively low cost of living, all of which makes for an excellent quality of life.

The city of Sheffield contains an abundance of entertainment and cultural activities including award-winning theatres, such as the Crucible and Lyceum which are major regional attractions, museums and galleries, a variety of clubs and live music venues, and a range of spectator and participation sports. With a thriving cultural industries quarter and a range of city-wide events throughout the year, there is something on offer to suit everyone’s taste and interests.

THE AREA
Located on rolling hills and dissected by river valleys, Sheffield is one of the greenest and most wooded cities in Europe. More than a third of the city lies inside the beautiful Peak District National Park, and it is virtually surrounded by open countryside – over half the city’s population live within 15 minutes of open countryside. It is also the greenest city in England, with 175 woodlands and 75 public parks. There is also a wide range of affordable housing and excellent schools on offer.

Sheffield has good rail and road links, with a typical train journey to London St Pancras taking only two hours. Manchester Airport is also just over an hour away with an ever expanding repertoire of routes to national and international destinations.
**RECRUITMENT PROCESS**

We hope that you share our view that STH is a challenging but rewarding organisation to work for and that the Operations Director post is a key leadership post that offers an incredible opportunity to make a difference for our patients and staff.

Application forms can be found at [www.jobs.nhs.uk](http://www.jobs.nhs.uk)

Closing date for applications is tbc. Longlisted candidates will be required to undertake a series of online aptitude tests followed by an interview and discussion with Veredus, our recruitment partners.

Assessment days for shortlisted candidates will take place at the Northern General Hospital. This will include meeting key members of our teams and an interview.

**ADDITIONAL RESOURCES**

Further information about Sheffield Teaching Hospitals NHS Foundation Trust can be found on the Trust’s website at: [www.sth.nhs.uk](http://www.sth.nhs.uk)

- [*Working for Us*](http://www.sth.nhs.uk/work-for-us)
- [*Making a Difference Strategy*](http://www.sth.nhs.uk/futureplans)
- [*Research and Innovation*](http://www.sth.nhs.uk/research-innovation)
- [*Care Quality Commission inspection reports June 2016*](http://www.cqc.org.uk/provider/RHQ)
- [*NHS Staff Survey Results 2016*](http://www.nhsstaffsurveys.com/Caches/Files/NHS_staff_survey_2016_RHQ_sum.pdf)
CONTACT US

For further information please contact:
michael.harper@sth.nhs.uk
Michael Harper, Chief Operating Officer 0114 2714559

Members of the Care Group teams featured in this brochure welcome being contacted to discuss their areas.