

## JOB DESCRIPTION

<b>JOB TITLE:</b>	<b>LEAD BUSINESS PARTNER, BUSINESS &amp; PERFORMANCE</b>
<b>BAND:</b>	Band 8b
<b>LOCATION:</b>	Sentinel House with frequent travel
<b>ACCOUNTABLE TO:</b>	Associate Director of Business & Performance
<b>LINE MANAGER:</b>	Associate Director of Business & Performance
<b>KEY RELATIONSHIPS:</b>	All Directorate Directors; Associate Director of Programmes & Service Development, Business & Strategy Directorate, Nursing & Quality Directorate, Finance Directorate, HR Directorate, Communication & Service Engagement Directorate, IM&T department, fellow Business & Performance Teams and the Corporate Business & Performance Teams
<b>HOURS OF WORK:</b>	This is a full-time 37.5 hours per week. The post holder may be required to work flexibly to meet the needs of the service.
<b>JOB PURPOSE:</b>	<p>Working closely with the Service Director and operational teams, the post holder supports the development of improved performance and service delivery in the Children's and Families Directorate. They will ensure that performance targets and strategic objectives are met, promotes quality improvement including the management of capacity and demand. Developing a strategic approach to service improvement the post holder will lead on a range of programmes to address service issues and improve performance, and produce business plans/business cases to support development within the division.</p> <p>Responsible for line management, compiling business plans, developing strategy for the wider Business &amp; Performance teams supporting Children &amp; Families, Mental Health Service and Integrated Community Services, ensuring implementation and strategic objectives are met and a consistent approach across all Business &amp; Performance directorate support teams is maintained.</p>

### MAIN DUTIES AND RESPONSIBILITIES:

#### 1. MANAGERIAL

- 1.1 Ensure improved quality of care, maximise efficiency of service delivery, and optimal performance and productivity in the delivery of assigned service areas by:
- ensuring pathways and processes are designed to meet operational best practice and eliminate waste, inefficiency and delay;
  - ensuring pathways and processes are consistently applied in practice;

- ensuring that teams/staff engaged in the pathways are achieving maximum productivity within their available time.
- 1.2 Present highly complex and sensitive information at meetings involving all levels of staff (both senior management and senior clinical staff), presenting suggested actions plans and improvement initiatives in order to improvements in quality, performance and productivity and patient experience.
- 1.3 Use negotiation, persuasion and motivational techniques to ensure co-operational and agreement on the way forward where differences of opinion and resistance to change frequently occur. Managing multiple strong opinions and gaining consensus with diplomacy in the context of large workshops or meetings.
- 1.4 Responsible for benchmarking and identifying best practice business pathways and in conjunction with clinical teams design (or re-design) best practice pathways including pioneering new initiatives and approaches.
- 1.5 Responsible for the business performance of assigned service areas (SLA's Contracts, Liaison etc.).
- 1.6 Responsible for process design/ re-design for areas within assigned service areas.
- 1.7 Responsible for supporting the delivery of compliance targets (both nationally and locally agreed) including those relating to quality/risk and governance/performance and activity.
- 1.8 Responsible for ensuring that adequate, accurate, useful information and data is produced, which supports decision making and management processes across the division. This includes information for assurance (hindsight) and information for improvement (foresight and insight).
- 1.9 To take the lead in contract negotiations as appropriate to the services within the assigned directorate, including negotiations relating to performance, information provision, activity targets and related service provision.
- 1.10 To lead on / contribute to the development of business cases and tender applications for provision of services, in conjunction with the Business Development team.
- 1.11 Responsible for reporting requirements in Children & Families services whilst ensuring a consistent approach with other operational directorates.
- 1.12 Promote a matrix working arrangement, ensuring engagement, communication and consultation required to support work crossing organisational boundaries is achieved successfully.
- 1.13 Develop strategy and business plans across the wider Business & Performance teams including Mental Health Service and Integrated Community Services, ensuring implementation and strategic objectives are met and a consistent approach across all Business & Performance directorate support teams is maintained.

## 2. HUMAN RESOURCES/WORKFORCE

- 2.1 Responsible for the Children & Families Business & Performance Service, including direct line management for senior staff.
- 2.2 Line management responsibility for two other business & performance services

(Mental Health and Integrated Community Services), each with their own directorate portfolios.

- 2.3 Ensure that there is a clear professional and managerial leadership within this structure through the coaching and support of senior managers and team, in order to create a cohesive team that is skilled, effective, engaged and highly motivated, that is able to deliver the service requirements.
- 2.4 Leading the development, motivation and inspiration of staff ensuring adherence to the Trust's values and behaviours.

### 3. **FINANCE/RESOURCES**

- 3.1 Authorised signatory for financial payments up to an agreed limit.
- 3.2 Budget holder for team and has overall budget setting responsibility for several services (Children & Families Business & Performance service, Child Health Information Service, Mental Health Business & Performance service, Integrated Community Services Business & Performance service)
- 3.3 Responsible for signing timesheets, travel expenses, over time etc.
- 3.4 Ensure adherence to standing financial instructions and standing orders, written financial procedures and standards of business conduct are maintained.
- 3.5 Responsible for making sure that physical access of stores securing the use the purpose of which they are purchased.
- 3.6 Individual responsibility for safe keeping of own IT equipment and the office is secure when not in use.

### 4. **POLICY & SERVICE DEVELOPMENT**

- 4.1 Contribute to and help shape the development and implementation of the performance management and reporting strategy in line with the Trust's objectives.
- 4.2 Propose, contribute to and support the development of KPI's at a Directorate and corporate level.
- 4.3 Develop and implement robust performance management/improvement policies and processes within the assigned directorate and support corporate performance management by maintaining a consistent approach.
- 4.4 Support the co-ordination of service plans.
- 4.5 Lead on / plan / contribute to service improvement initiatives as approved by the Business Development & Strategy Directorate, often involving long term. strategic change programmes which have a wide scale impact on areas outside the post holders assigned area of remit.
- 4.6 Interprets national and trust policies and makes application to assigned directorate area, develops effective local policies and procedures for operational services. Developing a consistent approach to policies in respect of mental health, physical health and children & families where applicable.

**5. INFORMATION / DATA RESPONSIBILITIES**

- 5.1 Ensure systems are in place to monitor assigned directorate performance against national and local performance targets.
- 5.2 Provide a high quality information provision, interpretation and support service to meet directorate requirements.
- 5.3 Work closely with information analysis teams to understand, interpret and use available information.
- 5.4 Propose, support and lead on the implementation of additional information requirements to support directorate or Trust targets and initiatives.
- 5.5 Analyse and compare a range of complex information, facts, events and situations from various sources, including performance, activity, budget, workforce, demand and capacity information and simulated models. The data will require analysis, interpretation, comparison and triangulation in order to identify areas for improvement, greater collaboration, service improvement and re-design.
- 5.6 Provide advice and support in areas where expert opinions differ, and present information to groups where it may not be well received and be subject to robust challenge.

**6. PROFESSIONAL RESPONSIBILITIES**

- 6.1 Promote and enable in depth accurate specialist knowledge and understanding of all services within the portfolio.
- 6.2 Be an expert in Children & Families services, representing the Trust at system level meetings where appropriate.
- 6.3 Role modelling the Trust's values and behaviours.
- 6.4 Ensure effective communication and engagement is maintained across directorate/corporate business support & performance teams, to ensure consistency in reporting and performance management in respect of shared targets and business support processes.

**7. GENERAL**

- 7.1 Deputise for the Associate Director of Business & Performance for performance related matters as required.
- 7.2 Other duties relating to directorate support services as requested by the Associated Director of Business & Performance.

**8. ENVIRONMENTAL**

- 8.1 The post holder will be required to concentrate for sustained periods, e.g. when compiling or interpreting complex reports and analysing statistics.

- 8.2 The post holder will be required to frequently impart difficult and unwelcome news to service managers, directorate directors and senior colleagues (e.g. where performance/compliance targets have been breached, where project milestones have not been met).
- 8.3 Standard keyboard use.
- 8.4 The postholder will be required to frequently travel to meet with service managers and operational areas across Dorset.

## **SECTION B: TERMS AND CONDITIONS OF SERVICE**

1. Dorset HealthCare has a range of clinical, operational, financial, health & safety, risk management, human resource, equality & diversity and other policies, procedures and guidance, copies of which can be found on the Trust Intranet or obtained from the line manager or Human Resources Department. The post holder is expected to be aware of all policies, procedures and guidance which applies to them and to observe their provisions at all times.
2. Employment in this post is subject to a Disclosure & Barring Service criminal records Disclosure. The post holder may be required to undertake a Disclosure application at any time during employment.
3. Staff are not permitted to smoke on Dorset HealthCare premises, either inside or outside, or inside Trust vehicles.
4. Staff are expected to undertake all mandatory training and refresher training appropriate to their role. This may include preventative management of violence and aggression (PMVA) and/or breakaway techniques, and cardio-pulmonary resuscitation (CPR). If in doubt as to which mandatory training applies to this post, advice should be sought from the line manager.
5. All staff who are required to handle food and drink other than for their own consumption must comply with the Food Safety and Hygiene (England) Regulations 2013.
6. Dorset HealthCare is committed to promoting the welfare of children and vulnerable adults. Staff are expected to be aware of, and comply, with their roles and responsibilities in relation to safeguarding vulnerable groups.
7. Staff are expected to observe the highest standards of care and conduct and to engage constructively with managers, colleagues, patients/service users/carers and others in the course of their duties.

## **SECTION C: CORE ATTRIBUTES AND BEHAVIOURS**

Staff are expected to adhere to and demonstrate Dorset HealthCare's Core values and behaviours at all times.

### **Values**

Our values underpin all that we do and provide a sense of direction to people, teams and the Trust overall.

1. **Respect and dignity**  
We value each person as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits. We take what others have to say seriously. We are honest about our point of view and what we can and cannot do.
2. **Commitment to quality of care**  
We earn the trust placed in us by insisting on quality and striving to get the basics right every time: safety, confidentiality, professional and managerial integrity, accountability, dependable service and good communication. We welcome feedback, learn from our mistakes and build on our successes.
3. **Compassion and kindness**  
We respond with humanity and kindness to each person's pain, distress, anxiety or need. We search for the things we can do, however small, to give comfort and relieve suffering. We find time for those we serve and work alongside. We do not wait to be asked, because we care.
4. **Improving lives**  
We strive to improve health and wellbeing and people's experiences of the NHS. We value excellence and professionalism wherever we find it – in the everyday things that make people's lives better as much as in clinical practice, service improvements and innovation.
5. **Working together for patients**  
We put patients first in everything we do, by reaching out to staff, patients, carers, families, communities, and professionals outside the NHS. We put the needs of patients and communities before organisational boundaries.
6. **Everyone counts**  
We use our resources for the benefit of the whole community and make sure nobody is excluded or left behind. We accept that some people need more help, that difficult decisions have to be taken – and that when we waste resources we waste others' opportunities. We recognise that we all have a part to play in making ourselves and our communities healthier.

## **Behaviours**

Our behaviours provide a guide to how we can bring our values to life and constantly remind us that how we do things is as important as what we do and achieve.

7. **Positive**  
Embracing change and feedback, utilising constructive feedback to make improvements and promoting achievements of the Trust and others.
8. **Proactive**  
Challenging unacceptable behaviour, showcasing learning and innovation, actively encouraging ideas and involvement from others.
9. **Supportive**  
Being attentive, encouraging and helping others, giving and receiving feedback to enable people, teams and services to develop.
10. **Respectful**

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Empowering people to voice their opinion, introducing yourself and ensuring language is professional and inclusive.

11. **Reliable and trustworthy**

Being open and transparent, acknowledging errors, being honest about limitations and not over-promising.

**SECTION D: CHANGES**

This document represents a description of the job, and the skills, knowledge, experience and attributes required, at the date of issue.

Dorset HealthCare will periodically review this job description and person specification to ensure that it continues to meet service needs and will involve the post holder/s in the review process with the aim of reaching agreement on any reasonable changes which may be required. In the event that agreement is not achieved, Dorset HealthCare reserves the right to insist on reasonable changes following consultation with the post holder.