

**JOB DESCRIPTION**

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|------------------------|------------------------------------------------|
| <b>JOB TITLE:</b>      | Primary Care Director                          |
| <b>BAND:</b>           | 9                                              |
| <b>DEPARTMENT:</b>     | Primary Care                                   |
| <b>DIRECTORATE:</b>    | Primary Care                                   |
| <b>REPORTING TO:</b>   | Executive Director with Primary Care portfolio |
| <b>ACCOUNTABLE TO:</b> | Chief Executive                                |

**JOB SUMMARY**

1. The organisation and delivery of primary care services in ELFT is being re-visioned to reflect an aspiration to deliver services in a more integrated manner in collaboration with internal and external partners. To this end the portfolio of primary care services provided directly by the Trust is expanding and the model of service delivery is changing to include more direct participation of service users.
2. Directly provided primary care services range from specialist homeless practices to mainstream general practices and are located across a wide and diverse geography including central London and Bedfordshire. The role of Director of Primary Care will help to drive and support the service vision by working in close collaboration with service users, families and partner organisations.
3. The Long Term plan sets out the vision for Primary care to lead population Health. This role will work with community, and mental health services to create the model Primary care practices harnessing statutory and non statutory (Including 3<sup>rd</sup> Sector) resources in demonstrating outstanding population health for the registered population of the Trust run practices, modernising primary care delivery for the benefit of local residents.
4. **Job Purpose**
  - a. Working in tandem with the Medical Director to provide operational leadership for the services provided within the directorate.
  - b. To support the Executive Director and the Trust Executive Team in the agreement and delivery of strategic and operational service plans for Primary Care Services in the Directorate.

**KEY RESPONSIBILITIES**

**1. Operational Management**

- a. To lead and deliver the operational management of health care services provided by the Foundation Trust for registered population covered by the Directorate.
- b. To deliver the Integrated Business Plan of the Foundation Trust to time, quality and budget for the Directorate.



- c. To ensure the delivery of all operational priorities as agreed from time to time.
- d. To be responsible for the production of an annual service plan for the directorate.
- e. To ensure the seamless provision of high quality integrated health and social care to service users and their carers fulfilling all obligations under the agreement(s).
- f. To lead on the primary care modernization in the practices managed within the directorate and support the development of the local PCNs by taking a leading role.
- g. To deliver the Foundation Trust's contracts in particular those with commissioners ( NHSE, CCGs and Partners) to time, quality and budget.
- h. Working with the Primary Care Medical Director and lead GPs to ensure robust clinical governance systems are in place and maintained to maximise the clinical effectiveness of services consistent with national standards and NICE guidance.
- i. Promote joint working across all directorates in the Foundation Trust and other agencies to maximise the provision of effective mental health services.
- j. Support the Executive Team in the negotiating and contracting process with all commissioners as part of the annual planning review of service contracts.
- k. Enable the meaningful involvement of service users and carers in the development, deliver and monitoring of services.
- l. To lead the services in operating in a community-orientated culture to promote social inclusion and support for registered population taking into account the characteristics of the local community.
- m. To ensure services work closely and effectively with CCGs to support local network development.
- n. To foster joint working with all agencies, particularly local authorities to deliver integrated policies and procedures, record keeping and information sharing to support the joint provision of care services.
- o. To ensure managerial cover is in place in the Directorate.
- p. To, with the Medical Director, lead on the development of the Directorates Quality Improvement programme.

## 2. Management of Resources

- a. To support the Director of Finance as required to establish and agree income and expenditure budget plans for agreement by the Foundation Trust Board.
- b. To lead the Directorate Management Team in delivery of priorities, contracts

and services within agreed resources.

- c. To monitor resource consumption against plans and to identify variances from budget, to identify and implement agreed action/contingency plans to tackle variances.
- d. To ensure the implementation of all statutory requirements, Trust policies, Standing Orders and Standing Financial Instructions throughout the borough.
- e. To lead on the development of the Directorate's annual Financial Viability Plan.

### 3. Workforce

- a. To manage and supervise the Practice managers for each practice and to have active input into the management of the lead GPs' at each practice along with the Medical Director.
- b. To develop a cohesive, motivated high performing DMT ensuring the effective leadership of all staff.
- c. Ensure that an effective and robust system of appraisal is in place and functioning for all primary care staff consistent with Trust policies and procedures, with appropriate action and follow up taken including the identification and provision of Personal Development Plans.
- d. To, with Human Resources colleagues, ensure that the key messages for the Directorate from the Annual Staff Survey are widely understood within the Directorate and that action plans to address issues that need further development are produced and acted upon.
- e. To lead the DMT in the recruitment, training and management of all staff ensuring the workforce has the skills, expertise and motivation to deliver high quality care services.
- f. Instil and maintain a positive, dynamic and proactive culture within the DMT and the Directorate.
- g. To prepare others for change through effective personal and professional development programmes.
- h. To provide strong individual and professional leadership through change, supporting staff, colleagues and partners.
- i. To ensure processes and systems are in place to effectively manage disciplinarys and grievances across the borough in accordance with Foundation Trust policies. To provide support / input into other borough / service grievances as necessary to ensure Foundation Trust policies are implemented.

### 4. Strategic Development and Partnership Working

- a. Support the Executive Team in the development of the best quality, working relationships that are possible with , NHSE, CCG/ STP, the Local Authority and other partner organisations.
- b. Support the Executive Director in the development of strategic and service plans to implement and achieve the strategic objectives and visions of the Foundation Trust and its partners.
- c. Support the Executive Director in implementing the Primary Care strategies in active partnership with CCGs and Local Authorities.
- d. Support the Executive Director in all aspects of collaborative working with stakeholders ensuring the development and maintenance of effective joint working and relationships. As part of this task, participating and representing the Foundation Trust as required on all key fora such as the Clinical Quality Review meetings, the Local Authority. Health Scrutiny Committee, the Health & Wellbeing Board, Local network Boards, etc.

## 5. Performance Monitoring and Management

- a. Ensure the effective working of clinical governance system and processes within the service including the provision of timely, relevant and accurate information to support Foundation Trust Assurance requirements e.g. CQC, AIMS, PLACE, Infection Control, Health & Safety, Complaints, PP accreditations system.
- b. To support in the provision and use of accurate, relevant and timely reports to monitor service performance, to identify variances and to agree corrective actions consistent with Monitor requirements.
- c. To ensure the prompt and effective investigation of allegations or reports of abuse of any service users in line with national and local policies, procedures and standards.
- d. Development and maintenance of a Risk Register for the practices consistent with national standards ensuring high risks are notified to the relevant central departments.
- e. Encourage all staff personally participate in the evaluation and audit of services. Ensuring the dissemination of identified good practice within the borough and across the Foundation Trust.
- f. To ensure that all Serious Incidents (SIs) and complaints are notified to the relevant Foundation Trust central department consistent with the Foundation Trust policy. Then investigate the SIs and complaints to time and standard and then by implementing recommendations and actions plans.
- g. Ensure the participation and support of practice staff as necessary to implement Foundation Trust policies for SIs/Complaints across the Foundation Trust e.g. by serving as Investigating Officers and Panel members.
- h. To work closely with colleagues and other agencies to monitor and audit

service quality standards, and to apply the principles of Best value, continuous improvement and clinical governance to the Directorate's services.

- i. To ensure that information technology is used to its fullest potential to provide management information and to inform future service delivery.
- j. To manage the collection and analysis of statistical and management information within the Directorate.

**6. Corporate Responsibilities shared with all Directors/Service Managers**

- a. To ensure that the Foundation Trust's legal and statutory obligations are fulfilled in line with governance requirements within the resources available to the Foundation Trust.
- b. To identify and manage risks facing the Foundation Trust to ensure it remains financially and organisationally viable and delivers effective services.
- c. To operate as an effective member of the Service Delivery Board.
- d. To work to achieve effective partnerships working across organisational boundaries to ensure that services meet the needs of all communities in the Directorate, challenge discrimination and promote good relations.

**7. Other**

- a. To undertake such other duties within the scope of the role as may be determined from time to time by the Executive Director,
- b. With other senior manager colleagues, participate as a member of the Director on-call roster to ensure effective managerial out-of-hours support is provided.

**JOB DESCRIPTION AGREEMENT**

This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base of work may change to meet the needs of the service or because of the introduction of new technology. This job description may be reviewed from time to time and changed, after consultation with the postholder..



| <b>Statement on Employment Policies</b>                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| In addition to the requirement of all employees to co-operate in the implementation of Employment related policies, your attention is drawn to the following individual employee responsibilities:- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Health and Safety</b>                                                                                                                                                                            | Under the Health & Safety at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work, and to co-operate with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks or potential hazards.                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Equal Opportunities</b>                                                                                                                                                                          | <p>ELFT is committed to equality of opportunity for all employees, job applicants and service users. We are committed to ensuring that no one will be discriminated against on the grounds of race, colour, creed, ethnic or national origin, disability, religion, age, sex, sexual orientation or marital status. The Trust commits itself to promote equal opportunities and value diversity and will keep under review its policies, procedures and practices to ensure that all employees, users and providers of its services are treated according to their needs.</p> <p>For management posts, to ensure that within their service area fair employment practice and equality of opportunity are delivered.</p>                                                          |
| <b>Dealing With Harassment/ Bullying In The Workplace</b>                                                                                                                                           | <p>The Trust believes employees have the right to be treated with respect and to work in a harmonious and supportive working environment free from any form of harassment and / or bullying.</p> <p>The Trust has taken positive steps to ensure that bullying and harassment does not occur in the workplace and that procedures exist to resolve complaints as well as to provide support to staff. It is your responsibility as an employee to abide by and support these steps so all employees can work in a harmonious, friendly and supportive working environment free of any harassment or intimidation based on individual differences.</p> <p>Disciplinary action will be taken against any member of staff found to be transgressing the Dignity at Work Policy.</p> |
| <b>No Smoking</b>                                                                                                                                                                                   | To refrain from smoking in any of the organisations premises not designated as a smoking area. 'East London Foundation Trust is a Smokefree Trust – this means that staff must be smokefree when on duty or otherwise in uniform, wearing a badge or identifiable as ELFT staff or undertaking trust business.'                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Alcohol</b>                                                                                                                                                                                      | To recognise that even small amounts of alcohol can impair work performance and affect ones ability to deal with patients and the public in a proper and acceptable manner. Consumption of alcohol during work hours in not permitted.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Confidentiality</b>                                                                                                                                                                              | <p>As an employee of the Trust the post-holder may have access to confidential information. The postholder must safeguard at all times, the confidentiality of information relating to patients/clients and staff and under no circumstances should they disclose this information to an unauthorised person within or outside the Trust. The post-holder must ensure compliance with the requirements of the Data Protection Act 1998, Caldicott requirements and the Trust's Information and IM&amp;T Security Policy.</p> <p>To safeguard at all times, the confidentiality of information relating to patients/clients and staff.</p>                                                                                                                                        |
|                                                                                                                                                                                                     | To maintain the confidentiality of all personal data processed by the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





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| <b>General Data Protection Regulation (GDPR)</b>                 | organisation in line with the provisions of the GDPR.<br><br>As part of your employment with East London Foundation Trust, we will need to maintain your personal information in relation to work on your personal file. You have a right to request access to your personal file via the People & Culture Department.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Safeguarding</b>                                              | All employees must carry out their responsibilities in such a way as to minimise risk of harm to children, young people and adults and to safeguard and promote their welfare in accordance with current legislation, statutory guidance and Trust policies and procedures. Employees should undertake safeguarding training and receive safeguarding supervision appropriate to their role.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Service User and Carer Involvement</b>                        | ELFT is committed to developing effective user and carer involvement at all stages in the delivery of care. All employees are required to make positive efforts to support and promote successful user and carer participation as part of their day to day work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Personal Development</b>                                      | Each employee's development will be assessed using the Trust's Personal Development Review (PDR) process. You will have the opportunity to discuss your development needs with your Manager on an annual basis, with regular reviews.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Quality Improvement</b>                                       | The Trust encourages staff at all levels to engage in the Trust's approach to quality through quality improvement projects and quality assurance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Professional Standards</b>                                    | To maintain standards as set by professional regulatory bodies as appropriate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Conflict of Interests</b>                                     | You are not precluded from accepting employment outside your position with the Trust. However such other employment must not in any way hinder or conflict with the interests of your work for the Trust and must be with the knowledge of your line manager.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Risk Management</b>                                           | Risk Management involves the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Every employee must co-operate with the Trust to enable all statutory duties to be applied and work to standards set out in the Risk Management Strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Personal and Professional Development/Investors in People</b> | The Trust is accredited as an Investor in People employer and is consequently committed to developing its staff. You will have access to appropriate development opportunities from the Trust's training programme as identified within your knowledge and skills appraisal/personal development plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Infection Control</b>                                         | Infection Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trusts' Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of all Healthcare Associated Infections including MRSA. In particular, all staff have the following key responsibilities:<br>Staff must observe stringent hand hygiene. Alcohol rub should be used on entry to and exit from all clinical areas. Hands should be washed before and after following all patient contact. Alcohol hand rub before and after patient contact may be used instead of hand washing in some clinical situations.<br><br>Staff members have a duty to attend infection control training provided for them by the Trust as set in the infection control policy. Staff members who develop an infection that may be transmissible to patients have a duty to contact Occupational Health. |

**PERSON SPECIFICATION**

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|------------------------|--|
| <b>JOB TITLE:</b>      |  |
| <b>BAND:</b>           |  |
| <b>DEPARTMENT:</b>     |  |
| <b>DIRECTORATE:</b>    |  |
| <b>REPORTING TO:</b>   |  |
| <b>ACCOUNTABLE TO:</b> |  |

| <b>ATTRIBUTES</b>                                 | <b>ESSENTIAL/<br/>DESIRABLE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>SELECTON<br/>METHOD<br/>(S/I/T)</b>                |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| <b>Education/<br/>Qualification/<br/>Training</b> | <ul style="list-style-type: none"> <li>• Qualified to degree level or equivalent</li> <li>• Post-Graduate management qualification or equivalent</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• I</li> </ul> |
| <b>Experience</b>                                 | <ul style="list-style-type: none"> <li>• Extensive experience in primary care</li> <li>• Proven experience in delivering major service and organisational change especially in Primary Care.</li> <li>• Demonstrable experience of business planning processes on large organisations/ scale in primary care.</li> <li>• Experience of financial management including the setting and effective control of substantial budgets</li> <li>• Experience of working successfully at a senior level in a complex multi-disciplinary organisation, contributing to both corporate and departmental goals</li> <li>• Experience of partnership working with a range of internal and external bodies / statutory and non-statutory agencies</li> <li>• Detailed knowledge of legislation and the statutory responsibilities of health and social care agencies in the provision of Primary care services.</li> <li>• Knowledge of national trends and developments as they relate to primary care</li> </ul> | <ul style="list-style-type: none"> <li>• I</li> </ul> |
| <b>Knowledge and Skills</b>                       | <ul style="list-style-type: none"> <li>• Extensive understanding of Primary care services and national agenda of development of networks</li> <li>• Extensive understanding of primary care contracts</li> <li>• Knowledge of QI in primary care</li> <li>• Understanding of income maximization for primary care</li> <li>• Detailed knowledge of Practice modernization</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• I</li> </ul> |



*We care*

*We respect*

*We are inclusive*



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| <p><b>Managerial:<br/>Team<br/>Leadership</b></p>          | <ul style="list-style-type: none"> <li>• Possession of High Order leadership skills, able to generate a clear sense of direction for the service and its employees</li> <li>• Successful at building (selecting, training and developing) effective teams as well as leading them</li> <li>• Ability to deal effectively and constructively with performance and conduct issues.</li> <li>• Ability to effectively resolve conflict.</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>• I</li> </ul> |
| <p><b>Results<br/>Orientation</b></p>                      | <ul style="list-style-type: none"> <li>• Demonstrable experience in developing, delivery and performance management of high quality services</li> <li>• Commits to accomplishing challenging objectives</li> <li>• Sets objective measurements; develops and monitors systems for organising work and information</li> <li>• Displays initiative to improve performance</li> <li>• Determined, outcome driven completer-finisher</li> <li>• A bias for action with high degree of personal drive and motivation</li> </ul>     | <ul style="list-style-type: none"> <li>• I</li> </ul> |
| <p><b>Impact and<br/>Influence</b></p>                     | <ul style="list-style-type: none"> <li>• Can build professional and personal credibility to win support</li> <li>• High level of representational skills</li> <li>• Ability to motivate and empower managers and staff so as to build effective teams and relationships</li> <li>• Able to act as an ambassador for the organisation</li> <li>• Ability to influence and negotiate effectively</li> <li>• Ability to challenge orthodoxies</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>• I</li> </ul> |
| <p><b>Strategic<br/>Thinking</b></p>                       | <ul style="list-style-type: none"> <li>• Able to see key or underlying issues in complex situations</li> <li>• Ability to provide vision and direction to individuals and teams so as to gain ownership and commitment</li> <li>• Strong analytical skills</li> <li>• Ability to think laterally, able to interpret data and synthesise complex information from a range of sources</li> <li>• Able to develop and implement creative and innovative solutions allied with an entrepreneurial disposition to issues</li> </ul> | <ul style="list-style-type: none"> <li>• I</li> </ul> |
| <p><b>Interpersonal /<br/>Communication<br/>Skills</b></p> | <ul style="list-style-type: none"> <li>• Excellent oral and written communication skills</li> <li>• Excellent presentation style</li> <li>• Effective interpersonal skills and ability to communicate with staff and managers at all levels within the</li> </ul>                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• I</li> </ul> |

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|                    | <p>organisation, community organisations, service users and carers</p> <ul style="list-style-type: none"> <li>• Ability to present complex information to a mixed audience</li> <li>• Is capable of expressing ideas persuasively face-to-face, within management teams, to public meetings, and for the media</li> <li>• Expresses ideas clearly and succinctly on paper</li> </ul>                                                                                                                        |     |
| <b>Resilience</b>  | <ul style="list-style-type: none"> <li>• Maintains a high level of performance when faced with opposition or hostility from others, or when under conditions of stress</li> <li>• Has confidence in own ability to deal with challenging circumstances</li> <li>• Has the ability to handle failures constructively</li> <li>• Able to take risks and quantify the effects of these risks</li> </ul>                                                                                                        | • I |
| <b>Flexibility</b> | <ul style="list-style-type: none"> <li>• Adapts to and works effectively with a variety of solutions, individuals, or groups</li> <li>• Innovative and imaginative with a commitment to quality</li> <li>• Willing to learn from past experience</li> </ul>                                                                                                                                                                                                                                                 | • I |
| <b>Values</b>      | <ul style="list-style-type: none"> <li>• Demonstrable commitment to the provision of high quality, responsive and relevant mental health services to adults and older people</li> <li>• Personal commitment to challenge discrimination and promote equality and diversity both within the organisation and externally</li> <li>• A passion for ensuring meaningful involvement of service users and carers in the planning development and monitoring of services</li> <li>• Personal integrity</li> </ul> | • I |

S: Shortlisting I: Interview T: Test

