



**Proposal to
Restructure Operational Leadership
Employee Consultation Paper**

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1. Overview

Introduction

- 1.1 The purpose of this consultation paper is to outline the proposals to re-organise the operations leadership of Viapath's London laboratories, moving to a cross-site service-line management structure in 2 phases.
- 1.2 A formal 30 day consultation process will be launched in April 2016, in accordance with relevant organisational change policies. During this process we will engage widely with employees in scope of the proposals and other stakeholders. We will be open-minded in addressing concerns and counter-proposals and we will consider these properly during a period of reflection following the close of the formal consultation process.
- 1.3 Following a period of reflection we will confirm our position in relation to the original proposal and our response to the feedback we received during the consultation process, and we will announce our final plan and timescales for change.

Scope

These proposals are about alignment of Viapath operational leadership across its London sites and directly affect General Managers, Assistant General Managers (or equivalent), Service Delivery Managers, and other direct reports to the Chief Operating Officer. In addition we are proposing to create new part-time role on the Viapath Executive team of Chief Scientific Officer reporting to the Medical Director. We also acknowledge the wider impact this will have on the clinical and scientific leadership in Viapath so will be seeking views from these interested parties.

Consultation and feedback

- 1.4 The purpose of the consultation is to ask for the views and feedback from those people who will be affected by the proposed changes, so that Viapath can take them into account before making any final decisions affecting the operational management structure. Views and feedback will be reflected on and changes may be made to the original proposal, but no changes will be made or communicated until after the close of the consultation period.
- 1.5 Throughout the consultation period, the aim is to consider all comments and alternative suggestions to the proposals. We encourage employees and other interested parties to make comments, either personally or through their chosen representative.

- 1.6 Employees will be able to bring their representative along to any meeting, or involve them in any correspondence / conference calls that form part of this consultation process.
- 1.7 Members of the Viapath HR team will be available to speak to employees and their representatives to discuss alternative suggestions to the proposal.
- 1.8 Comments/alternative suggestions and / or questions can be directly addressed to Dougie Dryburgh or Mary Fitzgerald.

Timetable

- 1.9 The consultation process will begin on 18th April 2016 and will end at 5pm on 17th May 2016.
- 1.10 Following the close of the consultation process there will be a period of reflection, discussion at executive management level, possible revision to the proposals, and finally confirmation of the conclusion to the consultation process.
- 1.11 It is proposed that the new working arrangements which result from this consultation will be subject to implementation with effect from 1st August 2016.
- 1.12 A more detailed timetable of activities is provided in Section 9.

HR Policy

- 1.13 The process will be managed in line with the relevant Organisational Change Policy.

2. Where we are now

- 2.1 The purpose of this section is to outline the current situation and the strategic review process.

Background

- 2.2 The current legacy operating model in London is based on a hierarchy for each pathology discipline with duplicated service line management structures at Guy's and St Thomas' and King's College Hospitals. It is a complex, inefficient model of service delivery and improvement with significant risk and indeed evidence of silo working. Furthermore, it is a costly model with duplication of equipment, supplies, staff and other resources, and separate and incompatible IT platforms. This model was appropriate when Viapath was operating parallel services for its two principal London customers, but as

Viapath and the two Trusts intend to converge services within an aligned laboratory network, the current leadership model is no longer considered fit for purpose.

- 2.3 There is a need to create a stronger cross-site operational leadership team which aligns with the plan to rationalise services to our London customers, reduces complexity and focuses on delivery of better value from each of our service-lines. The creation of a Chief Scientific Officer post will strengthen the scientific voice and expertise at Executive Team level and as an input the board.
- 2.4 There is also a need to raise the bar in terms of Viapath's service delivery leadership and increase the capacity for change. Breaking down silos will play a key part in moving the organisational culture to a more commercially focussed, fast-moving environment able to exploit quality and operational synergies across our London network.
- 2.5 In addition, the re-structure will result in direct cost-efficiencies in management overhead.

Current Situation

- 2.6 Today the organisation is focussed around our London hospital sites – Guy's and St Thomas', and King's College Hospital, with many services duplicated across these sites.
- 2.7 Appendix 1 shows the current top-level management organisation.

3. Proposal

This section provides information on the proposals for re-organising the leadership of Viapath's London laboratories, moving to a single management structure for each Service line.

Proposed strategy

The proposal is to create a stronger operational team that aligns with the plan to rationalise services, reduces complexity, focuses on efficiently run cross-site management and generates savings. Viapath and its principal customers are intent on shifting the service model towards an integrated pathology network servicing current users, but also to facilitate growth in the customer base. A key requirement for this restructure is therefore to exploit cross site synergies, increase standardisation and break down organisational silos.

The proposed organisation is intended to provide a leadership structure that will improve service provision today, align with the strategic plans of the organisation

tomorrow, and provide a clearer more focused approach based on using the existing skills and talents within the organisation.

The proposal has two Phases:

- (i) Phase 1. The removal of the current site-based General and Assistant General Management arrangements, and replacing them with service-aligned Operations Directorates, a General Manager for Support Services and change of reporting lines for Head of Estates and Head of H&S. Also the appointment of a part-time Chief Scientific Officer as a member of the Executive Team.
- (ii) Phase 2. The introduction of service-line management, with cross-site functionally focussed Operational Managers replacing the current site-based Service Delivery Managers.

This consultation is about both phases of this proposal; although it is acknowledged that the second phase will, to a large extent, evolve from phase 1, and phase 2 will follow on from the successful completion of phase 1.

Appendix 2 shows the proposed top-level operational organisation.

Appendix 3 shows the job descriptions and person specifications for the two new Operations Director roles (Core Services and Reference Services) and the General Manager Support Services. Job descriptions for the cross-site service-line manager roles are not available at this time.

In summary, the first phase proposals result in:

- The creation of new roles:
 - Directors of Operations x 2
 - General Manger Support Services
 - Chief Scientific Officer
- The removal of roles:
 - General Managers at GSTT and KCH
 - General Manager Business Operations
 - Assistant General Managers x 2
 - Business Operations Manager at GSTT

Employees directly affected in Phase 1 are those occupying the following roles:

- The London Assistant General Managers and Business Operations Manager GSTT
- London General Managers

- General Manger Support Services

The second phase – the introduction of cross-site service-line management - will be led by the two new Operations Directors when they are in post. There will be an on-going dialogue about the second phase leading up to the appointment of the Operations Directors and beyond, and whilst we are committed to meaningful consultation, at this stage it is not envisaged that a further 30 day formal consultation period will be required for Phase 2.

4. Implications for employees

- 4.1 The purpose of this section is to provide details about the how employees will be affected by the proposals.
- 4.2 It is proposed that the current 2 x General Manager and 2 x Assistant General Manager, General Manager Business Operations and General Manager Support Services (GSTT) roles will cease to exist in the new structure.
- 4.3 The future provision of operational leadership reporting into the Chief Operating Officer will change to include the Director of Operations for Reference services, Director of Operations for Core Services and General Manager for Support Services (See Appendix 2).
- 4.4 On completion of the first phase, the London laboratory services will be directed on a cross-site basis, and Estates and H&S functions currently reporting directly to the Chief Operating Officer will instead report into the Support Services General Manager as will phlebotomy and CSR.
- 4.5 On appointment of the two Directors of Operations roles, the next phase of cross-site management will be assessed by these new post holders and consultation about the second phase will continue with a view to addressing the next level of management restructure, and therefore finalising the cross-site service delivery review.
- 4.6 Recruitment to the part-time Chief Scientific Officer post will be opened to any senior scientist already employed in Viapath who possesses the necessary scientific and academic credentials.
- 4.7 As part of this process the Clinical and Scientific leadership structure will need to be aligned to give cross-site cover. This will assist in building on the existing triumvirate model of a clinically-led, customer-focused and scientifically-driven pathology service. Having a unified, engaged and forward thinking strategic model ready leadership structure is an important end result of this restructuring process. This may entail the invitation to Clinical and Scientific leaders to volunteer for a cross-site lead role, but no decisions have

yet been made about the timing and nature of these changes – comments and suggestions on these matters are welcome.

Recruitment to new roles

- 4.8 The three new roles will be ring-fenced in the first instance for the three General Managers, the two Assistant General Managers and GSTT Business Operations Manager. Only in the event that a role remains unfilled following a first round of recruitment will the role be opened up more widely (internally and / or externally).
- 4.9 After the consultation period and the final Phase 1 plan is confirmed it is proposed to start recruitment. There will be short period (7-10 working days) for affected employees to make their application(s), and this will be followed by a selection process. Full details of this process will be communicated in the consultation outcome paper.

Redundancy Selection

- 4.10 Employees who are unsuccessful in the selection process will be at risk of redundancy.
- 4.11 At this point there will be a short period (a week or two) of individual consultation aimed at exploring any alternatives to redundancy and any measures which might mitigate the impact of redundancy.
- 4.12 In the event that redundancy cannot be avoided a discretionary redundancy payment will be offered, subject to the signing of a Settlement Agreement, payable at the end of the individual's contractual notice period. An Outplacement service (job search, interview preparation and career transition support) may also be made available if affected individuals wish to take advantage of this support.

Measures to Avoid Compulsory Redundancy

- 4.13 With immediate effect all existing senior operational vacancies will be subject to review in relation to any recruitment activity underway or proposed with a view to minimising the possibility of redundancies arising from either Phase 1 or Phase 2 of this proposal.
- 4.14 With immediate effect and until affected employees have worked their notice all vacancies arising in this time will be reviewed to determine whether they might provide redeployment opportunities for affected employees prior to any external or internal recruitment.
- 4.15 The contracts of employment in relation to temporary or fixed term employees in operational departments will be reviewed with a view to

determining whether these roles may provide redeployment opportunities for affected employees.

5. Consultation

Key steps

5.1 The purpose of this section is to provide information and dates on the key stages from the start of consultation onwards.

Consultation – What happens next?

Consultation meetings

5.2 We intend to meet with the employees to present the proposal and to ensure there is common understanding of what is being proposed. This is part of the consultation process and if employees wish to be accompanied by a colleague or employee representative on Viapath's Consultation and Communication Committee they will be made welcome. There will be an opportunity to ask questions and give feedback. This will be the best forum to raise issues that may affect everybody.

During the consultation period

5.3 No changes will be made during the consultation process.

5.4 Employees are encouraged to make comments to their appropriate manager.

5.5 In addition, questions and concerns may directly addressed to Dougie Dryburgh or Mary Fitzgerald. All questions will be recorded in a Questions and Answers log, which will be sent out to all affected employees.

5.6 Individual Meetings

All affected employees will be offered a meeting with the Chief Operating Officer and HR Director on an individual basis to discuss the proposed changes, how they might be affected personally and to make any representations. In addition, other individuals who are concerned about the impact of the proposals may also request a meeting. Alternatively if employees prefer to meet in small groups rather than individually this can also be requested. Employees may be accompanied by a representative if they wish.

After the consultation period

5.7 All comments and questions raised by employees will be recorded. All comments and feedback will be responded to in a formal outcome paper, as will the final plan following consideration of these.

6. Appeal process

- 6.1 If applicable, employees in the scope of the consultation who are placed at risk of redundancy have the right of appeal against the selection criteria for redundancy, the decision to dismiss on the grounds of redundancy or for a variation to contract.
- 6.2 Appeals will be held in accordance with the organisational change policy.

7. Implementation

- 7.1 Phase 1 will take effect, subject to the outcome of consultation and any appeal process.

8. Support

- 8.1 This section outlines the support available to employees.

Line management support

- 8.2 The Chief Operating Officer will be available to provide help, advice and general support throughout the process. In particular he is responsible for:
- Being the main point of contact
 - Providing an overview of support provided and in dealing with any special requests made
 - Dealing with information required/clarification on the consultation paper
 - Any other issues of an operational nature

Support from Human Resources

- 8.3 The Viapath HR Director will be available throughout the process to provide advice, guidance and support on a range of HR and employment issues as follows:
- Clarification on any points in relation to the relevant policies.
 - Clarification on any points in the consultation paper in relation to the non-operational issues e.g. timetable.
 - Any other issues of an HR or employment nature.

Support from Employee / Trade Union Representatives

- 8.4 Employee / Trade Union representatives will be available throughout the process to provide advice and guidance.

9. Timeline

9.1 Time-table of activities:

Action	Dates	What do I need to do?
Consultation launched	18 April 2016	Attend the meeting and reflect on the information given. Contact your trade union rep or colleague if you wish them to support you.
Consultation period	30 days	Submit any comments or suggestions you wish to make by email at consultation@viapath.co.uk . Raise any queries or concerns you have as early as possible – remember your comments are valuable and will be considered.
Consultation meetings	April and May by agreement	Listen to the proposals and ask questions to gain an understanding of the potential impact of the proposed changes on you and provide feedback.
1:1 Meetings with employees	April and May by agreement	Request a meeting if you would like one. Ask questions, gain an understanding of the potential impact of the proposed changes on you personally and provide information and suggestions to influence the changes. If you wish to have a representative available, arrange their attendance. HR will be present.
Consultation ends	17 th May 2016	Make sure you have taken time to get all your queries, comments and suggestions across.
Reflection Period	18 th May to 31 st May 2016	Viapath will consider information received and Review if any amendments should be made to the proposals in the light of feedback and suggestions made.
Outcome of consultation communicated to employees	1 st Week June 2016	
Deadline for receipt of applications	17 th June 2016	Submit your application in the required format.

Action	Dates	What do I need to do?
Selection process & job offers	w/c 20 th June 2016	Participate in the process.
Meetings as appropriate with employees adversely affected by the proposed change.	w/c 27 th June 2016	<p>For those employees who are affected.</p> <p>You will be advised on how the finalised proposal will affect you personally. You should attend the meeting to ensure that you are fully aware of what the impact of the changes is on you personally. Make sure your rep is available to attend with you. Ensure you know what the next steps are and what is expected of you.</p>
Appeals Process	July 2016	<p>If you wish to appeal any final decisions made after the consultation period, you need to do so in writing within five working days. Your appeal letter should explain why you wish to appeal.</p> <p>The manager/senior manager will notify HR of the appeal and make arrangements to meet with you for the appeal to be heard, giving one week's notice.</p> <p>At the meeting you will be asked to outline the reasons for appeal.</p> <p>Following the meeting, the appeal manager will make their decision and inform you of this in person, either face to face or telephone. They will follow this up in writing within five working days.</p>

10. Roles and Responsibilities

10.1 Summary of key roles and responsibilities

<p>Executive Sponsor Dougie Dryburgh</p>	<p>Keep the project on track and ensure delivery of the project on time and in budget. Manage and get approvals from Project Board. Manage key stakeholders. Ensure project governance. Ensure risks are identified and maintained.</p>
<p>Project Lead Dougie Dryburgh</p>	<p>Manage the consultation process on a day to day basis. Keep the process on track. Support Operational Managers. Escalate issues and problems to the Project Lead.</p>
<p>HR Lead Mary Fitzgerald</p>	<p>Guide managers through the consultation process. Key Consultation and Communication Committee / employee representative interface.</p>
<p>Consultation and Trade union representatives</p>	<p>Ask questions. Provide feedback. Attend meetings. Support members throughout the consultation process.</p>

11. Document Distribution

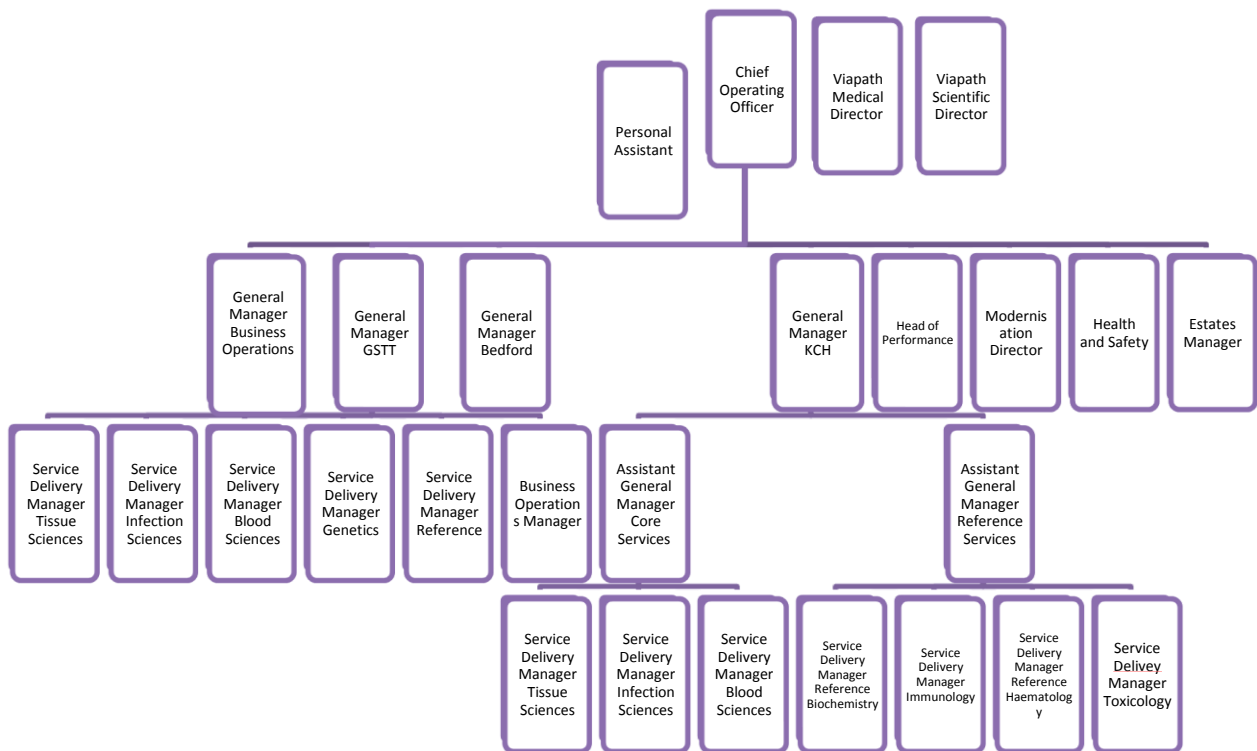
List of employees affected by Phase 1 and 2 (London-based employees only)

General Manager, Business Operations,
General Manager, GSTT,
General Manager, KCH,
Assistant General Managers,
Head of Estates,
Head of Health and Safety
Business Operations Manager GSTT
Service Delivery Managers

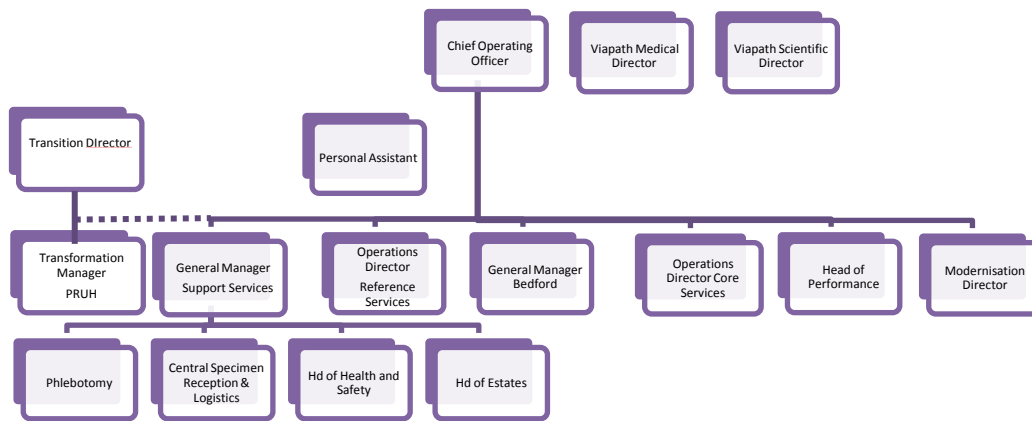
Other staff to receive a copy of the document.

Communication and Consultation Committee
Viapath Internal Communications
Viapath Executive
Viapath SLT Members
Scientific Directors
Viapath CSO working Group Members
Service-line Clinical and Scientific Leads

Current Top-level Organisation



Proposed Organisation



Job Description – Core Services**JOB DESCRIPTION****General Information**

JOB TITLE:	Director of Operations – Core Pathology Services.
GRADE:	Senior Management
HOURS OF DUTY:	Full time – 37.5 per week
ACCOUNTABLE TO:	Chief Operating Officer
RESPONSIBLE FOR:	1) Viapath Core Pathology Services. 2) Site management of GSTT or KCH

Job Purpose

The post holder reports to the Chief Operating Officer across the full range of their duties and responsibilities. The post holder is required to provide operational leadership to the operational and business management of designated area of responsibility, including the divisions and business units within it. The role holder will champion the improved operational performance of the Divisions and is responsible for the attainment/achievement of agreed financial plans and targets for the P&L.

The role is to focus upon delivering measurable improvement in clinical services, test turnaround times, quality of patient outcomes for clinicians, customer service and productivity as well as delivering value for money.

Key Relationships

Chief Operating Officer and his direct reports
Viapath Medical Director
Viapath Head of Quality
Viapath Finance Business Partners
Service line Operational Managers
Service line Clinical Leads
Service line Scientific Leads
Trust Clinical Leads



Divisional management teams
Business Development Account Managers
External partners and suppliers

Areas of Accountability

- 1) Blood Sciences (Inc. Blood Transfusion)
- 2) Infection Sciences
- 3) Tissue Sciences (Inc. Mortuary where required)

Duties and Responsibilities

Operations management/Service Delivery

1. Manage the operational performance of services so that high quality, safe and robust pathology services are delivered to internal and external customers within budgetary constraints.
2. Create clear lines of accountability and responsibility for service performance and set clear measurable objectives for operational, financial, quality and service provision.
3. Build strong working relationships with the individual service stakeholders to create alignment and partnership working between operations and clinicians.
4. Be responsible for the delivery of transformation of services, including service reorganisation and laboratory consolidation. Ensure that change plans are translated into concrete working practices which improve outcomes and support the delivery of Viapath's clinical strategies and achieve value for money.
5. Focus the operation on performance and outcomes, ensuring that performance standards are embedded and achieved via a culture of continuous improvement, clinical innovation and value for money.
6. Lead and manage their area of responsibility, holding to account clinical, scientific and operational leads and their teams for their performance.
7. Feed into the work undertaken by the Pathology Modernisation team to ensure that Viapath maximises opportunities to consolidate services across the three major London delivery centres.
8. Monitor, review and act upon operational reporting and metrics via the use of the OPMS system to ensure performance targets are met and issues resulting in breaches are addressed promptly. Report on performance on a regular basis to the Chief Operating Officer.
9. Ensure operations satisfy all legislative quality requirements including CPA/ISO, CQC, HTA and MHRA.
10. Ensure that robust systems are in place and used effectively to manage risk and that contingency plans are in place for system failures.
11. Monitor and review business and resource planning undertaken by the service line manager(s) to ensure that Viapath has core flexibility regarding resourcing levels and is resourced to achieve business plan targets and meet anticipated activity levels.

Financial & Commercial management

1. Take ownership and accountability for their pathology services P&L, focussing upon optimising operational costs and major non-pay cost lines, controlling expenditure and ensuring Viapath services are operating in a financially viable way.
2. Develop, deliver and report against a financial plan via a service line and business unit structure for the P&L as agreed with the Chief Operating Officer. Actively forecast costs and any potential variations to revenue performance or budget variations.
3. Draft business cases for capital investments and development of Viapath services.
4. Work with Business Development to provide resources and information to identify, bid and win incremental revenues for Viapath alongside Finance Business Partners.
5. Remove and agree the development and delivery of plans to maximise income and revenue from services inside accountable P&L.
7. Own and achieve financial revenue and cost targets as agreed with the Chief Operating Officer.

Leadership and organisation development

1. Manage a diverse team of direct reports while providing leadership and coaching regarding sound operations management.
2. Ensure that direct reports drive accountabilities for successful delivery throughout their teams.
3. Deliver the reconfiguration of laboratory working practices and the skills mix of resource to achieve on going optimum flexibility in the existing workforce to service anticipated and existing work patterns.
4. Promote employee engagement initiatives alongside HR Partners to lift morale and improve performance.
5. Support the clinical, scientific and operational leads and their teams in ensuring that day to day operational decisions are delegated to as near to where the service is delivered as possible.
6. Set and exemplify the Viapath behaviours and standards and ensure that our obligations to internal and external stakeholders are understood and met.
7. Take responsibility for the delivery of specific projects on behalf of the Chief Operating Officer.
8. Carry out regular performance planning reviews with all direct reports and teams managing objectives and providing feedback while investing in the development needs of the individual and the team.
9. Deal with external stakeholders as an ambassador for Viapath regarding services and operational issues.

Performance Management

1. Promote a strong emphasis on customer service and responsiveness within Viapath and a 'can do' approach in the service areas and laboratories.
2. Work with Clinical Directors to create an emphasis on patient care and set responsibilities for robust clinical governance.
3. Be accountable for agreed operational targets embedded into Service levels agreements with internal and external customers with a specific emphasis upon performance, quality and achieving best value.
4. Contribute to the strategic direction of the business, corporate business plans and the development of its products and services.
5. Keep the Chief Operating Officer up to date with regular performance and exception reporting.

Personal development

1. Ensure that professional knowledge is continuously updated and training undertaken if appropriate.
2. Participate in an annual individual performance review process where objectives will be agreed, performance monitored and personal development needs discussed.

General

The post holder is required to follow Viapath policies and procedures which are regularly updated including:

Confidentiality / Data Protection / Freedom of Information

Post holders must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act of 1998. Post holders must not, without prior permission, disclose any information regarding patients or staff. If any member of staff has communicated any such information to an unauthorised person those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information.

Following the Freedom of Information Act (FOI) 2005, post holders must apply Viapath FOI procedure if they receive a written request for information.

Equal Opportunities

Post holders must at all times fulfil their responsibilities with regard to Viapath Equal Opportunities Policy and equality laws.

Health and Safety

All post holders have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that Viapath health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees.

Infection Control

All post holders have a personal obligation to act to reduce healthcare-associated infections (HCAs). They must attend mandatory training in Infection Control and be compliant with all measures required by Viapath to reduce HCAs. All post holders must comply with Viapath infection screening and immunisation policies as well as be familiar with Infection Control Policies, including those that apply to their duties, such as Hand Decontamination Policy, Personal Protective Equipment Policy, safe procedures for using aseptic techniques and safe disposal of sharps.

Risk Management

All post holders have a responsibility to report risks such as clinical and non-clinical accidents or incidents promptly. They are expected to be familiar with the use of risk assessments to predict and control risk, as well as the incident reporting system for learning from mistakes and near misses in order to improve services. Post holders must also attend training identified by their manager, or stated by Viapath to be mandatory.

Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

Smoking Policy

It is Viapath's policy to promote health. Smoking, therefore, is actively discouraged. It is illegal within Trust sites, buildings and vehicles.

Review of this Job Description

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder.

PERSON SPECIFICATION

Person Specification

Education / Qualifications

Educated to degree level/equivalent professional qualification.

Postgraduate level qualification (Management an advantage).

Healthcare Professions Council (HCPC) registered Scientist status desirable.

Fellowship of Professional body and Chartered Scientist status desirable.

Knowledge and Experience

Significant senior management and leadership experience at senior manager level in a healthcare provider organisation.

Experience in Pathology in either the public and/or private sector.

Credibility at a senior level with the confidence of Clinicians.

Proven experience and ability in managing operational performance within tight financial constraints demonstrating effective budget management.

Experience of capacity planning and translating organisation strategy and vision into operational objectives.

Demonstrable experience of building, maintaining and utilising successful relationships with all staff especially clinicians within complex organisations.

Evidence of successfully leading transformational change in developing new models of service delivery.

An understanding of key national healthcare issues.

Demonstrate strong and credible leadership in being able to pull people together across systems and motivate them to deliver common aims and targets.

Demonstrable experience of P&L management and revenue building achievements.

Knowledge of process improvement and usage for productivity gains.

Leadership and Management Skills/Personal attributes

Highly effective communication skills – must be able to articulate complex issues to a wide range of recipients, both written and verbal.

Strong interpersonal and negotiating skills, with the ability to engage, build and sustain relationships across a wide range of stakeholders.

Sound financial management skills and business centred approach to healthcare provision.

Excellent organisational and time management skills to meet competing priorities.

Able to take 'tough' decisions and calculated risks and see required action through.

Excellent programme management skills as project manager or sponsor.

Ability to work under pressure and meet tight deadlines.

Well-developed IT literacy.

Ability to share vision and engender ownership in others.

Sharp intellect and a commercial approach.

Drive, energy and enthusiasm and resilience to deliver end results and improvements.

Team worker and effective collaborator.

Personal circumstances or other relevant criteria

Able to participate in the Executive Gold Commander Rota.



Access to an independent means of transport to enable travel between Viapath sites.

Job Description – Reference Services

JOB DESCRIPTION

General Information

JOB TITLE:	Director of Operations – Reference Pathology Services.
GRADE:	Senior Management
HOURS OF DUTY:	Full time – 37.5 per week
ACCOUNTABLE TO:	Chief Operating Officer
RESPONSIBLE FOR:	1) Viapath Reference Pathology Services. Inclusive of all Non-core services. 2) CQC registrant Manager for London sites. 3) Site management of GSTT or KCH

Job Purpose

The post holder reports to the Chief Operating Officer across the full range of their duties and responsibilities. The post holder is required to provide operational leadership to the operational and business management of designated area of responsibility, including the divisions and business units within it. The role holder will champion the improved operational performance of the Divisions and is responsible for the attainment/achievement of agreed financial plans and targets for the P&L.

The role is to focus upon delivering measurable improvement in clinical services, test turnaround times, quality of patient outcomes for clinicians, customer service and productivity as well as delivering value for money.

Key Relationships:

Chief Operating Officer and his direct reports
Viapath Medical Director
Viapath Finance Business Partners
Viapath Head of Quality
Service line General Managers
Service line Clinical Leads
Service line Scientific Leads
Trust Clinical Leads
Divisional management teams

Business Development Account Managers
External partners and suppliers

Areas of Accountability

Clinical Genomics and Molecular diagnostics
Reference Chemistry (Inc. Newborn Screening)
Reference Haematology
Specialist Haemostasis
Immunology
Toxicology
Clinical Transplantation Laboratories
Point of Care and Near to Patient Testing
Delegated responsibility as CQC registered manager for London sites for Diagnostic and screening procedures, Management of supply of blood and blood derived products.

Duties and Responsibilities

Operations management/Service Delivery

1. Manage the operational performance of services so that high quality, safe and robust pathology services are delivered to internal and external customers within budgetary constraints.
2. Create clear lines of accountability and responsibility for service performance and set clear measurable objectives for operational, financial, quality and service provision.
3. Build strong working relationships with the individual service stakeholders to create alignment and partnership working between operations and clinicians.
4. Be responsible for the delivery of transformation of services, including service reorganisation and laboratory consolidation. Ensure that change plans are translated into concrete working practices which improve outcomes and support the delivery of Viapath's clinical strategies and achieve value for money.
5. Focus the operation on performance and outcomes, ensuring that performance standards are embedded and achieved via a culture of continuous improvement, clinical innovation and value for money.
6. Lead and manage their area of responsibility, holding to account clinical, scientific and operational leads and their teams for their performance.
7. Feed into the work undertaken by the Pathology Modernisation team to ensure that Viapath maximises opportunities to consolidate services across the three major London delivery centres.
8. Monitor, review and act upon operational reporting and metrics via the use of the OPMS system to ensure performance targets are met and issues resulting in breaches are addressed promptly. Report on performance on a regular basis to the Chief Operating Officer.
9. Ensure operations satisfy all legislative quality requirements including CPA, CQC, HTA and MHRA.

10. Ensure that robust systems are in place and used effectively to manage risk and that contingency plans are in place for system failures.
11. Monitor and review business and resource planning undertaken by the service line manager(s) to ensure that Viapath has core flexibility regarding resourcing levels and is resourced to achieve business plan targets and meet anticipated activity levels.

Financial & Commercial management

1. Take ownership and accountability for the Specialist Pathology services P&L, focussing upon optimising operational costs and major non-pay cost lines, controlling expenditure and ensuring Viapath services are operating in a financially viable way.
2. Develop, deliver and report against a financial plan via a service line and business unit structure for the P&L as agreed with the Chief Operating Officer. Actively forecast costs and any potential variations to revenue performance or budget variations.
3. Draft business cases for capital investments and development of Viapath services.
4. Work with Business Development to provide resources and information to identify, bid and win incremental revenues for Viapath alongside Finance Business Partners.
5. Remove and agree the development and delivery of plans to maximise income and revenue from services inside accountable P&L.
6. Own and achieve financial revenue and cost targets as agreed with the Chief Operating Officer.

Leadership and organisation development

1. Manage a diverse team of direct reports while providing leadership and coaching regarding sound operations management.
2. Ensure that direct reports drive accountabilities for successful delivery throughout their teams.
3. Deliver the reconfiguration of laboratory working practices and the skills mix of resource to achieve on going optimum flexibility in the existing workforce to service anticipated and existing work patterns.
4. Promote employee engagement initiatives alongside HR Partners to lift morale and improve performance.
5. Support the clinical, scientific and operational leads and their teams in ensuring that day to day operational decisions are delegated to as near to where the service is delivered as possible.
6. Set and exemplify the Viapath behaviours and standards and ensure that our obligations to internal and external stakeholders are understood and met.
7. Take responsibility for the delivery of specific projects on behalf of the Chief Operating Officer.
8. Carry out regular performance planning reviews with all direct reports and teams managing objectives and providing feedback while investing in the

development needs of the individual and the team.

9. Deal with external stakeholders as an ambassador for Viapath regarding services and operational issues.

Performance Management

1. Promote a strong emphasis on customer service and responsiveness within Viapath and a 'can do' approach in the service areas and laboratories.
2. Work with Clinical Directors to create an emphasis on patient care and set responsibilities for robust clinical governance.
3. Be accountable for agreed operational targets embedded into Service levels agreements with internal and external customers with a specific emphasis upon performance, quality and achieving best value.
4. Contribute to the strategic direction of the business, corporate business plans and the development of its products and services.
5. Keep the Chief Operating Officer up to date with regular performance and exception reporting.

Risk and Corporate Governance

1. Manage the implementation of systems, control processes and risk management arrangements to support monitoring of compliance to CQC requirements and processes with an eye best practice requirements that are patient focused.
2. To ensure the resolution of complaints and issues from patients, staff, suppliers other internal and external service providers and partner organisations in a timely and appropriate manner in line with Viapath & Partner Trust policies, procedures and service delivery values and priorities.

Research and Development

1. Initiate and contribute to audit and research and development activities. Encourage and enable others to do the same.
2. Applying experience to manage the interface between research and development and the translation into practice

Personal development

1. Ensure that professional knowledge is continuously updated and training undertaken if appropriate.
2. Participate in an annual individual performance review process where objectives will be agreed, performance monitored and personal development needs discussed.

General



The post holder is required to follow Viapath policies and procedures which are regularly updated including:

Confidentiality / Data Protection / Freedom of Information

Post holders must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act of 1998. Post holders must not, without prior permission, disclose any information regarding patients or staff. If any member of staff has communicated any such information to an unauthorised person those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information.

Following the Freedom of Information Act (FOI) 2005, post holders must apply Viapath FOI procedure if they receive a written request for information.

Equal Opportunities

Post holders must at all times fulfil their responsibilities with regard to Viapath Equal Opportunities Policy and equality laws.

Health and Safety

All post holders have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that Viapath health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees.

Infection Control

All post holders have a personal obligation to act to reduce healthcare-associated infections (HCAIs). They must attend mandatory training in Infection Control and be compliant with all measures required by Viapath to reduce HCAIs. All post holders must comply with Viapath infection screening and immunisation policies as well as be familiar with Infection Control Policies, including those that apply to their duties, such as Hand Decontamination Policy, Personal Protective Equipment Policy, safe procedures for using aseptic techniques and safe disposal of sharps.

Risk Management

All post holders have a responsibility to report risks such as clinical and non-clinical accidents or incidents promptly. They are expected to be familiar with the use of risk assessments to predict and control risk, as well as the incident reporting system for learning from mistakes and near misses in order to improve services. Post holders must also attend training identified by their manager, or stated by VIAPATH to be mandatory.

Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of the specific duties relating to their role.

Smoking Policy

It is VIAPATH's policy to promote health. Smoking, therefore, is actively discouraged. It is illegal within Trust sites, buildings and vehicles.

Review of this Job Description

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder.

PERSON SPECIFICATION

Person Specification

Education / Qualifications

Educated to degree level/equivalent professional qualification.

Postgraduate level qualification (Management an advantage).

Healthcare Professions Council (HCPC) registered Scientist status desirable.

Fellowship of Professional body and Chartered Scientist status desirable.

Knowledge and Experience

Significant senior management and leadership experience at senior manager level in a healthcare provider organisation.

Experience in Pathology in either the public or private sector
Credibility at a senior level with the confidence of Clinicians.

Proven experience and ability in managing operational performance within tight financial constraints demonstrating effective budget management.

Experience of capacity planning and translating organisation strategy and vision into operational objectives.

Demonstrable experience of building, maintaining and utilising successful relationships with all staff especially clinicians within complex organisations.

Evidence of successfully leading transformational change in developing new models of service delivery.

An understanding of key national healthcare issues.

Demonstrate strong and credible leadership in being able to pull people together across systems and motivate them to deliver common aims and targets.

Demonstrable experience of P&L management and revenue building achievements.

Knowledge of process improvement and usage for productivity gains.

Leadership and Management Skills/Personal attributes

Highly effective communication skills – must be able to articulate complex issues to a wide range of recipients, both written and verbal.

Strong interpersonal and negotiating skills, with the ability to engage, build and sustain relationships across a wide range of stakeholders.

Sound financial management skills and business centred approach to healthcare provision.

Excellent organisational and time management skills to meet competing priorities.

Able to take 'tough' decisions and calculated risks and see required action through.

Excellent programme management skills as project manager or sponsor.



Ability to work under pressure and meet tight deadlines.

Well-developed IT literacy.

Ability to share vision and engender ownership in others.

Sharp intellect and a commercial approach.

Drive, energy and enthusiasm and resilience to deliver end results and improvements.

Team worker and effective collaborator.

Personal circumstances or other relevant criteria

Able to participate in the Executive Gold Commander Rota.

Access to an independent means of transport to enable travel between Viapath sites.

Job Description – General Manager Support Services

General Information

JOB TITLE: General Manager Support Services

RESPONSIBLE TO: Chief Operating Officer

RESPONSIBLE FOR: Estates, Health and Safety; CSR and Phlebotomy Services

BASE: Francis House, 9 King's Head Yard, London, SE1 1NA

Job Summary

The role holder is required to provide high-level cross-functional operational leadership to the operational, clinical and business management of Viapath; specifically leading the following functions: Estates, Health and Safety; CSR and Phlebotomy Services. The role includes identifying, defining, monitoring and measuring activities and outcomes, management of cross-functional and external dependencies and programme level risks and issues. The role holder will develop and drive plans to transform and enhance current portfolio and play their part in transitioning any new business smoothly and seamlessly. The role also includes support to the Chief Operating Officer with bespoke operational projects and resolution of operational issues, as required, to enhance the overall performance of laboratory services. The role is to focus upon delivering measurable improvement in clinical services, turnaround times, quality, customer service and productivity as well as delivering value for money.

The post holder reports to the Chief Operating Officer.

Key Relationships

- Chief Operating Officer and his direct reports
- Chief Operating Officer and his direct reports
- Viapath Finance Business Partners
- Viapath Head of Quality
- Service line managers
- Divisional management teams
- External partners and suppliers (eg Essentia)

Key Responsibilities

- Develop the support services programme plan for the 4 functions (H&S, Estates, CSR and Phlebotomy) and manage any implementation processes across Viapath functions and internal and external customers within budgetary constraints.

- Work closely with both the Operations Directors to understand the operational and transitional impact of new business acquisitions and the COO to understand the wider Transformation Programme.
- Contribute to the development and maintenance of the operational service model.
- Support the work streams and projects where appropriate in the management of their activities.
- Create clear lines of accountability and responsibility and take the lead role in the cross-functional design and delivery of the service model for their area of responsibility and for monitoring arrangements and performance management.
- Ensure that Support Service plans are comprehensive and aligned with Viapath's strategy and vision.
- With the Operations Director and Head of Performance, ensure that change plans are translated into concrete working practices, which improve outcomes and support the delivery of clinical strategies and achieve value for money.
- Ensure that all activities and targets are delivered to time, cost and quality.
- Ensure high standards of governance including the identification and management of risk.
- Work with the Pathology Modernisation team to ensure that Viapath maximises opportunities to consolidate services across its portfolio.
- Provide progress reports on a regular basis to the Chief Operating Officer.
- Work with the Operations Directors to ensure transitioned operations satisfy all legislative quality requirements including UKAS, CPA, CQC and MHRA.

Financial & Commercial Management

- Take ownership and accountability, focussing upon optimising operational costs and major non-pay cost lines, controlling expenditure and ensuring services transition in an optimal and financially viable way.
- Contribute to the Operational and Financial planning cycle by identifying key operational priorities.

Leadership and Organisational Development

- Provide leadership and sound operational management.
- Support the Operational Directors in facilitating the assessment of future development needs of their teams through transition.
- Lead the allocation of tasks and activities within the Support Services function.
- Promote employee engagement initiatives alongside HR Partners to lift morale and improve performance.
- Set and exemplify Viapath values and standards and ensure that our obligations to internal and external stakeholders are understood and met.
- Take responsibility for the delivery of specific projects on behalf of the Chief Operating Officer.

- Deal with external stakeholders as an ambassador for Viapath regarding services and operational issues.

Performance Management

- Promote a strong emphasis on customer service and responsiveness and a 'can do' approach.
- Contribute to the strategic direction of the business, corporate business plans and the development of its products and services.
- Keep the Chief Operating Officer up-to-date with regular reporting.

Personal Development

- Ensure that professional knowledge is continuously updated and training undertaken if appropriate.
- Participate in an annual individual performance review process where objectives will be agreed, performance monitored and personal development needs discussed.

Additional duties and responsibilities

- Strict adherence to the Departmental Health and Safety regulations.
- To participate in an annual appraisal cycle, and be assessed against the competences of the role.
- Undertake any other duties appropriate for the job.
- The post holder may be required to work at any other site belonging to Viapath Pathology other than their normal place of work.

General

The post holder is required to follow Viapath Pathology policies and procedures, which are regularly updated including:

Confidentiality / Data Protection / Freedom of Information

Post holders must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act of 1998.

Post holders must not, without prior permission, disclose any information regarding patients or staff. If any member of staff has communicated any such information to an unauthorised person those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information.

Equal Opportunities

Post holders must at all times fulfil their responsibilities with regard to the Viapath Pathology’s Equal Opportunities Policy and equality laws.

Health and Safety

All post holders have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that the health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees.

Risk Management

All post holders have a responsibility to report risks such as clinical and non-clinical accidents or incidents promptly. They are expected to be familiar with the use of risk assessments to predict and control risk, as well as the incident reporting system for learning from mistakes and near misses in order to improve services. Post holders must also attend training identified by their manager, or stated by Viapath Pathology to be mandatory.

PERSON SPECIFICATION

Requirements

Education Attainment/Qualifications	<ul style="list-style-type: none"> • Educated to degree level/equivalent professional qualification – relevant healthcare professional qualification desirable but not essential • Postgraduate level management qualification – MBA or equivalent management qualification desirable but not essential
Experience required	<ul style="list-style-type: none"> • Significant senior management and leadership experience at senior manager level in a healthcare provider organisation • Experience in Pathology in either the public or private sector would be an advantage. • Credibility at a senior level with the confidence of Clinician and Scientific Directors • Experience of managing complex operations • Experience of capacity planning and translating organisation strategy and vision into operational objectives. • Demonstrable experience of building,

	<p>maintaining and utilising successful in a complex stakeholder environment, especially clinicians</p> <ul style="list-style-type: none"> • Strong background of successfully leading transitional and transformational change and in developing new models of service delivery • An understanding of current healthcare policy issues • Demonstrate strong and credible leadership in being able to pull people together across systems and motivate them to deliver common aims and targets • Demonstrable experience of P&L management and revenue building achievements • Knowledge of process improvement and usage for productivity gains.
<p>Leadership and Management Skills/Personal attributes</p>	<ul style="list-style-type: none"> • Track record and aptitude for leading complex healthcare change projects • Highly effective communication skills – must be able to articulate complex issues to a wide range of recipients, both written and verbal • Strong interpersonal and negotiating skills, with the ability to engage, build and sustain relationships across a wide range of stakeholders • Sound financial management skills and business centred approach to healthcare provision • Excellent organisational and time management skills to meet competing priorities • Able to take 'tough' decisions and calculated risks and see required action through • Excellent programme management skills as project manager or sponsor • Ability to work under pressure and meet tight deadlines • Well developed IT literacy • Ability to share vision and engender ownership in others • Sharp intellect and a commercial approach • Drive, energy, enthusiasm and resilience to deliver end results and improvements • Team worker and effective collaborator

Personal circumstances or other relevant criteria

- Access to an independent means of transport to enable travel between Viapath sites