

Job Description

Job Title: Head of Operations

Accountable to: Operations Director, Health in Justice.

Location: Directorate dependent.

Practice Plus Group's mission is **Access to Excellence**. Our core values are;

- we treat patients and each other as we would like to be treated
- we act with integrity
- we embrace diversity
- we strive to do things better together

Patients can only access excellence if we commit to living our values in everything we do when we're at work.

The Opportunity

For the right individual, this presents an opportunity to be part of our directorate clinical leadership team within a niche sector for a forward thinking and growing service line. Over the last eight years Practice Plus Group's Health in Justice service line have grown from a portfolio 12 prisons to our current c.60 services. With a strong business development pipeline over the next 12 – 24 months, our future potential growth could also offer further development opportunities for the right individual. Practice Plus Group is recognised as a leading outsourced NHS provider within the UK and wants to be known as providing the 'best in class patient care within the criminal justice sector.

As a member of the Leadership Team, the Head of Operations will work with the Health in Justice (HiJ) Leadership Team to provide innovative, energetic, patient focused care. The role requires an understanding of the aspirations for the secure environments and non-custodial sector and finding positive solutions for the challenges being faced. A good grasp of the sector dynamics at both a Directorate and local level is required, as well as an understanding of the strategic direction for HiJ delivery. This includes the regulatory framework within which it operates, in particular but not restricted to, CQC and GPhC. The role also requires an ability to navigate a complex stakeholder & sub-contractor environment and influencing decision making both internally and externally.

The Head of Operations is responsible for day-to-day operational leadership across a portfolio of healthcare services within the locality/region, ensuring safe, effective, high-quality, and commercially sustainable service delivery.

The post holder will work in conjunction with the Head of Nursing and Quality to maintain consistent standards of care, robust governance, regulatory compliance, strong stakeholder relationships, and the achievement of contractual, operational, and financial objectives.

As Head of Operations, you will lead and inspire multidisciplinary teams to deliver innovative, patient-centred healthcare services while achieving agreed performance and financial targets. You will understand the priorities of local health systems, respond proactively to emerging challenges, and ensure our services become valued and integrated contributors to the wider healthcare landscape.

The role requires a strong understanding of healthcare sector dynamics at both Directorate and national levels, including health policy, commissioning arrangements, relevant legislation, and the evolving priorities of Integrated Care Boards (ICBs). You will be adept at navigating complex stakeholder environments across influencing organisational boundaries.

You will ensure all establishments operate in full compliance with company policy and operating procedures, Care Quality Commission (CQC) standards, contractual requirements, and all relevant statutory and regulatory frameworks.

Leading multiple Heads of Healthcare, you will ensure they achieve the required outcomes, manage their budget, and uphold the standards set by the Operations Directors. The Head of Operations holds overall budgetary responsibility for the region and acts as a key conduit between local operational teams and central corporate functions. The role requires strong commercial acumen, with responsibility for identifying opportunities, managing risks, and ensuring contractual obligations are consistently met.

The position is predominantly field based within a defined geography and requires regular travel between establishments, including newly mobilised services and regular corporate travel across the country. Attendance at central business meetings, commissioner meetings, contract review meetings and other stakeholder forums is an essential part of the role to ensure effective partnership working and service development.

Key Responsibilities:

Leadership and Operational Excellence

- Provide visible and effective leadership across the region, promoting a culture of accountability, collaboration, innovation, and continuous improvement. Lead, support, and develop Heads of Healthcare to deliver consistently high standards of performance and patient care.
- Ensure operational consistency across all services through the implementation of best practice, standardised processes, and shared learning
- Freedom to Act - The Head of Operations works with a high degree of autonomy in conjunction with the Head of Nursing & Quality. The post holder is accountable to the Operations Director and is expected to exercise professional judgement, provide expert advice and lead complex work programmes across the region
- The postholder will be guided by general health, organisational and broad occupational policies but will be expected to establish how these should be interpreted and implemented.
- Act in line with organisational financial governance expectations including Delegation of Authority specifications.

Quality, Governance and Patient Safety

- Ensure the delivery of safe, effective, and high-quality healthcare services that place patients at the centre of care.
- Maintain oversight of clinical governance, quality assurance, patient safety, risk management, and regulatory compliance across their locality
- Work collaboratively with the Head of Nursing and Quality to develop and implement clinical governance plans for the locality which ensure services are 'learning', developing, and enhancing clinical and managerial processes.
- Work with the Head of Nursing and Quality to ensure an effective framework is in place for clinical governance and risk management.
- Lead collaborative work with the clinical teams to develop and implement sustainable quality improvement plans.
- Promote a culture of learning by ensuring lessons learned, audit findings, incidents, and best practice are effectively shared and acted upon throughout the region.

- Ensure services are prepared for compliance with CQC and other regulatory inspections.

Stakeholder Engagement and Partnerships

- Develop and maintain effective relationships with commissioners, prison partners, healthcare providers, Integrated Care Boards, and other key stakeholders.
- Represent Practice Plus Group at commissioner meetings, contract reviews, partnership forums, and directorate healthcare networks.
- Support the development of services that respond to the needs of local health economies and align with wider strategic healthcare priorities.

Commercial and Financial Management

- Take overall accountability for locality financial performance, ensuring services operate efficiently and achieve agreed budgetary and margin targets.
- Monitor financial and operational performance, identifying opportunities to improve productivity, quality, and value.
- Maintain a strong understanding of the commercial, contractual, and operational risks associated with each service.
- Ensure contractual obligations, key performance indicators, and reporting requirements are delivered consistently.

Performance and Continuous Improvement

- Support the delivery of national and local healthcare priorities, performance targets, and organisational objectives.
- Drive continuous improvement through data-led decision-making and performance management.
- Identify opportunities for innovation and service development that enhance patient outcomes and organisational performance.
- Work proactively to understand risk, trends, and performance, ensuring that quality issues are fed into directorate governance processes.
- Ensure robust action plans are developed and implemented where performance falls below expected standards.

Person Profile

The successful candidate will demonstrate:

- Senior operational leadership experience within healthcare settings, including budget planning and control
- Experience managing large multi-professional teams towards common objectives and Key Performance Indicators.
- Experience of HR management, budgetary management, performance, and information management
- Proven track record of achieving challenging healthcare targets
- Ability to build successful teams
- Ability to influence and motivate staff to deliver challenging targets
- Ability to present complex data
- Ability to manage conflict
- Effective organisation skills
- A strong understanding of healthcare governance, quality improvement, and regulatory compliance.

- Experience managing budgets, contracts, and complex stakeholder relationships.
- Knowledge of commissioning landscape like Integrated Care Boards and wider NHS structures.
- Excellent leadership, communication, negotiation, and influencing skills.
- Strong commercial awareness and business acumen.
- The ability to lead through change and deliver sustainable service improvement.
- A solution-focused approach with the ability to make sound decisions in complex and challenging environments.
- A commitment to Practice Plus Group's values and to improving healthcare outcomes for vulnerable populations.

Additional information

Disclosure and Barring Service - Disclosure and Barring Service disclosure at the enhanced level is required for this role. A risk assessment will be undertaken if necessary.

Prison Vetting- a HMPPS (His Majesties Prison and Probation Service) clearance is required for this role in accordance with Ministry of Justice, plus local prison vetting.

Education and Training- continuing professional development is encouraged, and an annual appraisal system is in place to discuss ongoing objectives and support revalidation.