

## 1. JOB IDENTIFICATION

Job Title:	<b>Clinical Service Manager</b>
Responsible to:	General Manager
Division :	Lothian University Hospitals' Service
Site/Service :	WGH Cancer Services
Job Reference:	L-ACSM-CSM
No of Job Holders:	2

## 2. JOB PURPOSE

Accountable to the General Manager for the management and control of the Directorate resources, achievement of business performance objectives within quality standards e.g. local and national HEAT targets are achieved) and contribute to the corporate management of the Division through the Directorate Management Team.

The Clinical Service Manager has a key role to play in the infection prevention and control programme by promoting a culture of compliance and facilitating compliance with policy, to ensure NHS Lothian achieves locally and nationally set targets for reducing HAI.

Responsible for provision of operational support to the General Manager in the efficient and effective delivery of LRP. Work always within the context of NHS Lothian values.

The Clinical Service Manager needs to ensure that patient flow is optimised across all their services.

## 3. DIMENSIONS

The Clinical Service Manager will be responsible and accountable for all resources (workforce, finance and use of assets) within the Clinical Directorate in accordance with NHS Lothian's Quality and Clinical Governance policies, procedures and principles.

The Clinical Service Manager will be responsible for the delivery of services to ensure Safe, effective person centred patient and staff care.

The Cancer Services portfolio comprises of the following clinical services:

Oncology  
The Edinburgh Breast Unit  
South East Scotland Breast Screening  
Haematology  
Haemophilia  
Palliative Care

This postholder will be responsible for Oncology and Palliative Care although the portfolio may change according to service needs.

## 4. DEPARTMENTAL INFORMATION

### **Edinburgh Cancer Centre**

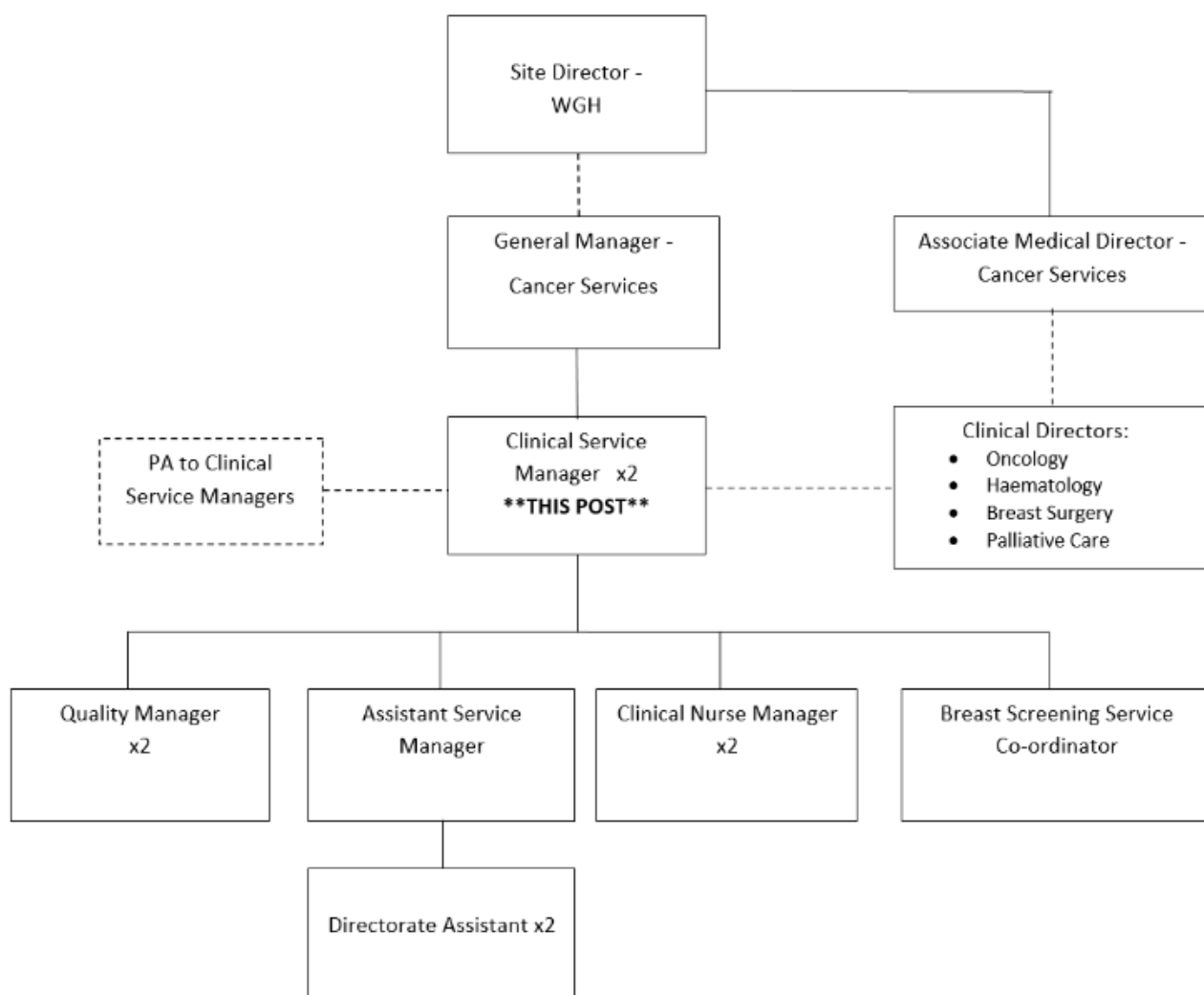
The Edinburgh Cancer Centre (ECC), based at the Western General Hospital, serves the South East of Scotland which consists of in Lothian, the Western General Hospital, New Royal Infirmary of Edinburgh and St John's in Livingston. In Fife, the Queen Margaret Hospital

Dunfermline and the Victoria Hospital Kirkcaldy are the main hospitals and in the Borders region, the Borders General Hospital and in Dumfries, The Dumfries and Galloway Royal Infirmary. The Cancer Centre offers specialist treatment for all cancers within the framework of site-specific multidisciplinary teams incorporated within the South East Scotland Cancer Network. There is a close collaboration with the CRUK Edinburgh Cancer Research Centre offering the potential for translational research.

The ECC, based at the Western General Hospital, serves the South East of Scotland. It offers tertiary referral specialist treatment for all cancers within the framework of site-specific multidisciplinary teams incorporated within the South East Scotland Cancer Network (SCAN).

There are 72 inpatient beds covering Oncology, Haematology and Breast Surgery including a bone-marrow transplant unit and a centre for teenage and young adult patients with cancer.

## 5. ORGANISATIONAL POSITION



## 6. ROLE OF DEPARTMENT

The role of the management team is to:

- Provide visible leadership and direction
- Deliver effective and efficient clinical services
- Manage all resources within designated clinical service

- Achieve all quality and performance targets
- Benchmark all services ensuring they provide value for money
- Ensure compliance with all governance standards

## **7. KEY RESULT AREAS**

1. Responsible for leading, developing and delivering high quality patient focused services within areas of responsibility, ensuring the provision of safe and effective care, taking into account clinical expertise as a significant part of the decision-making process.
2. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.
3. Provide sound leadership, direction and guidance across all disciplines ensuring staff can contribute effectively to the achievement of objectives and targets outlined in the overall strategy for the service/ Directorate / Division.
4. Line management responsibility for staff including leading, managing, coaching and directing the multi disciplinary team within the Clinical Directorate ensuring that all staff are managed in accordance with NHS Lothian's core values and policies.
5. Responsible for the operational management of the Directorate, including agreement and management of the budget consistent with Standing Financial Instructions. The post holder will hold the managerial accountability for other staff that hold delegated budgetary responsibilities.
6. Control and review the utilisation of all resources and expenditure against planned performance activity ensuring that services are provided within available funds, ensuring value for money.
7. Develop detailed operational business plans for the service consistent with the overall objectives of NHS Lothian.
8. Responsible for ensuring robust and auditable systems are in place to enable the successful monitoring of performance and the early identification of problem areas within the service.
9. Responsible for the operational management of local targets e.g. cancer waiting times/ RTT/ TTG, governance targets to ensure compliance and taking remedial action where necessary.
10. Responsible for implementation of clinical governance standards within area of responsibility, specifically in the areas of HAI, and Health and Safety, ensuring compliance at all times and effectively managing risk issues within department structure - including complaints, Health and Safety incidents, HEI /OPAH agenda and ensuring a dynamic Risk Register is in place.
11. Responsible for leading redesign initiatives that benefit patient services in line with strategic priorities, ensuring that all clinical pathways and patient flows enhance the patient experience and quality of service.
12. Provide business and general management support to the General Manager and to deputise as required.

13. Provide project management support, and where required lead agreed projects within the Directorate / Division.
14. Develop a robust and effective communication strategy to ensure that all staff are aware of the operational and developmental issues for the Directorate.
15. Responsible for effective management of infrastructure including accommodation, equipment and IT systems to meet service requirements.

#### **7a. EQUIPMENT AND MACHINERY**

The following are examples of equipment which will be used when undertaking the role

- PC / VDU
- Photocopier
- Telephone

**Note:** New equipment may be introduced as the organisation and technology develops, however training will be provided

#### **7b. SYSTEMS**

The following are examples of systems which will be used when undertaking the role

- Microsoft Office applications
- SSTS / eRostering
- Tableau
- Trakcare
- Internet/Intranet

**Note:** New systems may be introduced as the organisation and technology develops, however training will be provided.

#### **8. ASSIGNMENT AND REVIEW OF WORK**

The post holder will have a high level of autonomy and will work in a self-directed way within the parameters set for the post, responsible for prioritising workload and ensuring delivery of an effective and efficient service in both a proactive and reactive manner.

Annual objectives and development plan will be agreed and reviewed by the General Manager. Performance against these will be reviewed in line with the NHS Lothian PDP processes.

#### **9. DECISIONS AND JUDGEMENTS**

To anticipate problems and where possible identify solutions before they impact on the delivery of the service, including making decisions and judgements that may be highly complex, conflicting and consist of several components e.g. financial reports, DATIX and HR reports.

To anticipate, identify and provide innovative solutions to a variety of complex and multifaceted service and managerial issues, which will enhance services and enable achievement of quality goals and objectives.

Using information from a variety of performance management systems make informed decisions to enable appropriate allocation and use of service resources, both financial and staffing to ensure optimal efficiency and service delivery.

## **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

Ensuring service delivery meets demands and patient/staff expectations whilst remaining within the financial framework and achieving the quality standards required.

Lead change in a form that promotes proactive visioning rather than reactive and delivers co-operative working towards innovative solutions.

Balance demand management and capacity planning, given the challenges presented by national initiatives and policy change.

Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery, whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.

## **11. COMMUNICATIONS AND RELATIONSHIPS**

Excellent communication skills are paramount. The post holder will communicate regularly both formally and informally with:

Sub Directorate Management Team – lead, chair, manage, engage, inform

Directorate Management Team

Clinical Directors / Clinical Leads

Clinicians, Managers, and staff of all grades – lead, manage, involve and engage

Staff representatives and full time Trade Unions Officials – in the management of employee relations in partnership

Patient Support Groups – to form and chair patient support groups, ensuring they are involved in clinical service change

Other Health Boards - share best practice, network and in the provision of regional services

## **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

### Physical:

- Sitting for long periods of time at computer, dealing with electronic communication, attendances at meetings and interviews
- Display screen exposure daily.

### Mental:

- Ability to implement strategy and understand the 'big picture'.
- Balancing conflicting demands on time on a daily basis and dealing with unpredictable interruptions, which may result in a change of activity
- Requirement to maintain concentration while participating in meetings for long periods of time
- Frequent, high level of prolonged concentration required for analysis of data, report writing and attending meetings.

### Emotional:

- Frequent exposure to distress and emotional circumstances during communications with relatives / patients, involving highly sensitive, highly complex and contentious information e.g. dealing with complaints from patients / relatives
- Managing staff with performance / conduct issues

Environmental:

- Requirement to travel to and visit NHS Lothian premises including regular visits to departments/ward areas to ensure smooth running of services /deal with issues etc.
- Verbal aggression

**13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

Registered clinician or hold a first level degree **plus:**

Leadership/managerial postgraduate qualification or equivalent experience

Demonstrable track record of success in operational service management within a complex clinical multi-disciplinary environment, preferably in the NHS

Excellent interpersonal and leadership skills are essential, to exert influence and develop constructive working relationships across the disciplines with other service teams and with patients

Experience of service planning, performance monitoring, budgetary and people management

**14. JOB DESCRIPTION AGREEMENT**

A separate job description will need to be signed off by each job holder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date: