

JOB DESCRIPTION

1. JOB IDENTIFICATION

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| Job Title: | Assistant Service Manager |
| Responsible to: | Clinical Services Manager for Dermatology, Outpatients (RIE, LB) & Site Manager for LB |
| Clinical Management Team: | As per attached dimensions chart |
| Operating Division: | Acute Services |
| Job Reference | 246376 |
| No of Job Holders: | 2 |
| Last Update (insert date): | 09 December 2021 |

2. JOB PURPOSE

Work as a key member of the Clinical Management Team supporting the Clinical Service Manager, and the Clinical Management Team in the operational and performance management of the Service, including waiting times management.

To provide performance management (financial, capacity, planning and business management) support to the Clinical Service Manager, ensuring services are delivered within budget, that national and local targets are met, and that income is maximised.

To direct and manage the provision of administrative staff across the service.

To make recommendations to the service, and provide guidance to staff on, service redesign and capacity planning for the service in line with NHS Lothian's planning and modernisation agenda.

3. DIMENSIONS

The post holder supports the Clinical Service Manager and CMT in financial planning for Medical Staffing and Clinical Supplies across the service.

Responsible for Operational Management including A&C function, Trainee Medical rotations across the specialty and lead service Capacity Planning . Reporting on Waiting list management, Waiting times reductions and unscheduled care performance standards. Contributing to financial planning, service improvement through meetings, reporting and actions.

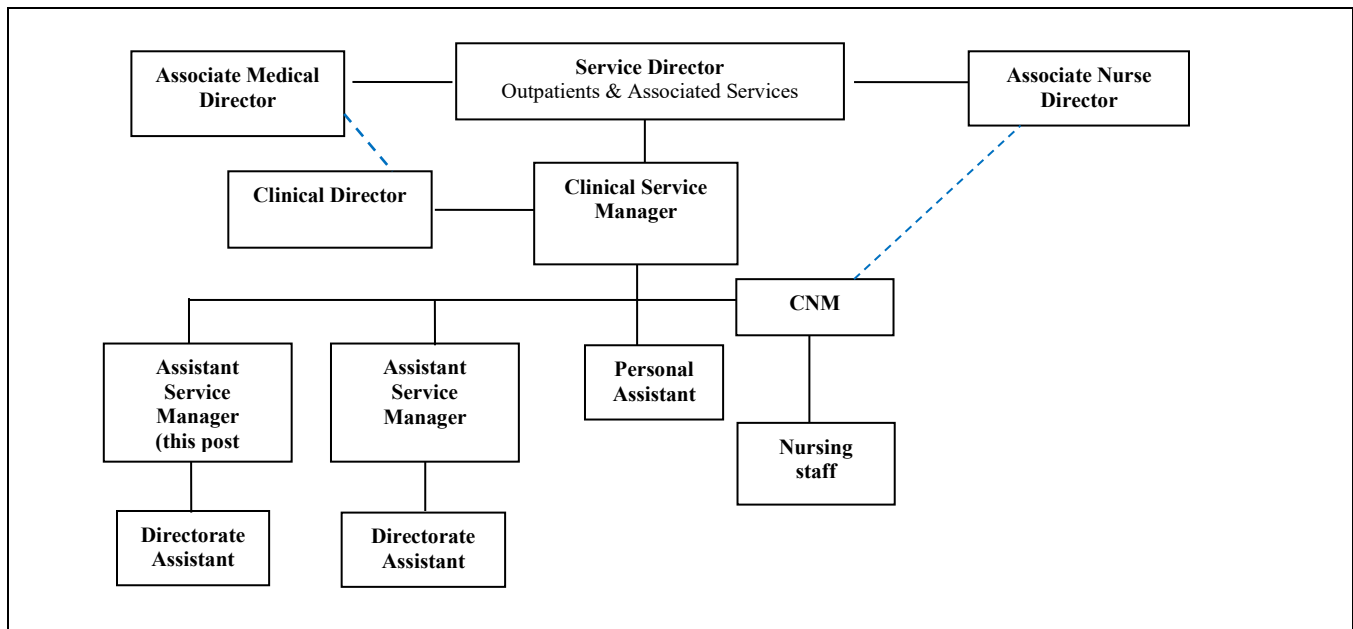
Operationally responsible for the management of collection, monitoring, interpreting and reporting service specific outpatient utilisation data which is used to support recommendations that drive performance improvement

The postholder must demonstrate efficient and responsible use of resources to deliver services and is an authorised signatory up to the value of £5000.

As a member of the Clinical Management Team, the postholder plays a full part in the management of the service. Deputising for the Clinical Service Manager, with lead responsibility for specific service areas which have been devolved by the Clinical Service Manager.

See attached dimensions chart

4. ORGANISATIONAL POSITION



5. ROLE OF DEPARTMENT

This role will focus primarily on supporting the Clinical Service Manager who has responsibility for Outpatient services delivered at both RIE and Lauriston as well as site lead responsibility for Lauriston building. The role will also work in collaboration with the Assistant Service Manager for Dermatology who also works to the Clinical service Manager.

Outpatients and Associated Services delivers services across 5 key NHS Lothian Hospital sites and covers national and regional specialist outpatient care in addition to that care for an increasing Lothian population of over 850,000. The Directorate delivers a wide range of specialist services and procedures, working closely with other on site specialties and primary care services.

The Directorate is also responsible for the following services including the management of all external healthcare provision to ensure that adequate resources are available to meet waiting times legislation, the management of the Lothian Flow Centre, managing urgent care flow into the acute setting and diverting to most appropriate service, the management of acute diabetic, dermatology and endocrinology services across Lothian, the adult audiology service and the redesign of outpatient services across NHS Lothian, standardising processes to optimise capacity and exploring and implementing new ways of working to optimise the experience for the patient

The role of the Clinical Management Team is to:

- provide visible leadership and direction
- deliver effective and efficient clinical services
- manage all resources within the designated clinical service
- achieve all quality and performance targets
- benchmark all services ensuring they provide value for money

6. KEY RESULT AREAS

1. To ensure the development of a culture of performance management which supports continuous improvement of services. Contribute to the management of regular effective review of all performance targets and where necessary take corrective action to address poor performance.
2. Regularly produce and analyse reports from Tableau Dashboard, highlighting areas of concern to the CSM and making recommendations for improvement.

3. Support and lead, with the Clinical Service Manager, Clinical Director and Associate Nurse Director, in the implementation of the performance management framework for the service including: This would include the provision and interpretation of key performance data for the directorate team (activity, utilisation of facilities such as clinics and theatres, financial information, EKSF compliance, SAE's and Complaints data from Datix etc) as well as the motivation and development of staff to achieve service objectives within own area of responsibility
4. Provide leadership and management in ensuring national waiting times targets e.g. unscheduled care/front door, outpatients, day cases, inpatients, cancer, are met for outpatient, day case/ inpatient and cancer across the service.
5. Undertake regular capacity planning and coordinate organisation of Waiting List Initiative Sessions to ensure targets are met and maintained.
6. Lead reviews on the appropriateness and quality of data provision ensuring improved timeliness and accuracy of information.
7. Budget holder for Administrative and Clerical staff, responsible for financial and performance management of this area, including monitoring of spend against budget, delivery of service redesign to ensure services,
8. Authorised signatory for all non-stock requisitions and invoices, ensuring areas stay within their budgetary allowances and staffing costs including additional hours, overtime and monthly personal expenses, including allocation of funding for training.
9. To participate in monthly meeting with clinical management team to review monthly expenditure across the service.
10. Responsible for identification and delivery of agreed cost improvement programmes for specific budgets as delegated by the service manager
11. Lead on data analytics support and interpretation of data to enable effective service planning and strategy development for the service and ensure robust operational plans are in place to back these up.
12. Initiate and deliver service change by modelling activity, capacity and financial plans, assessing the impact on service / waiting times and regional / national plans and targets. Leading on the development of local standard operating procedures to support service change/plans.
13. Lead, on specified projects, the forecasting, options appraisal and business case development for service development and new initiatives, and to maximise external income for the service.
14. Support the Clinical Director to effectively and efficiently deploy training grade medical staff by leading the process for ensuring effective training grade cover, bi-annual monitoring exercises for junior doctors hours in line with national policy,(supporting the CD to take steps to remedy areas of non-compliance) and rota design,

15. Line management responsibility for Admin and Clerical staff in line with the organisation's HR Strategy, Staff Governance Standards and ER policies and procedures including managing absence, recruitment, first stage disciplinary and grievance, PDPR processes with responsibility for the development, implementation and monitoring of local induction.
16. Review and monitor staffing profile of Admin and Clerical staff and Trainee Medical Staff (working closely with Clinical Director and Medical teams), including the development of new posts, to ensure appropriate skill mix and effective deployment and monitoring of Junior Doctors.
17. Lead by example, demonstrating support for A&C supervisors across the service, both direct reports and others, ensuring efficient use of staffing resource and opportunities for flexible employment to match anticipated activity.
18. 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.
19. Responsible for ensuring that appropriate complaints are dealt with in line with the organisation's complaints policy and deadlines, including direct contact and communication with patients in relation to complaints and waiting list management e.g. short notice cancellation of clinics/theatre sessions/site specific appointments.
20. Through incident reporting system, identify key themes from incidents and complaints, taking appropriate action and ensuring appropriate training and/or service development follows investigation and analysis. Attending and Quality Improvement Team meetings as necessary.
21. Lead and participate in the development and delivery of quality/innovation projects within the Directorate such as KSF, IIP and iMatters ensure the delivery and further development of person centred services.

7a. EQUIPMENT AND MACHINERY

PC / computer
 Photocopier
 Scanner
 Telephone
 Mobile

7b. SYSTEMS

HR Information System - eEss, SSTS
 Manpower Review Process – for replacement and recruitment of staff
 Personal Development Planning & Review process – TURAS
 Patient Administration Systems: TRAK
 Management of Waiting Times information – Activity reports / Business Objects / MIDAS

Financial and Procurement Systems – Budget reporting, supplies and ordering (PECOS) / e-expenses – primary authoriser for multiple staff groups, staff bank requests and authorisations.

DATIX – Incident Reporting

Internet and Intranet

Electronic data storage e.g. Word, Access, Excel, PowerPoint, other local databases.

MS Teams, Video conferencing systems and other communications systems.

8. ASSIGNMENT AND REVIEW OF WORK

Self-directing and autonomous. Works within broad guidelines/objectives agreed with the Clinical Service Manager to achieve service improvement and delivery against national/local targets.

The postholder will determine personal objectives and ensure key performance indicators and targets such as HEAT targets are demonstrated.

The post holder is required to be autonomous, plan, prioritise, and organise their own workload to meet the strict deadlines with the majority of duties, using own initiative.

Fortnightly meetings with Clinical Service Manager to review activities, service objectives and performance against targets.

Monthly meetings with Clinical Management Team to review services and priorities.

Individual objectives will be agreed with the Clinical Service Manager annually and reviewed 6 monthly.

9. DECISIONS AND JUDGEMENTS

Make decisions on the optimum use of resources within the service as a whole. Assess service issues and decide upon the best course of action to benefit the Service. This may include supporting the CSM on service Demand Capacity Access and Queue (DCAQ) analysis and presentation to others, as well as other aspects of data interpretation and presentation

In the absence of the Clinical Service Manager, provide service management support to the Clinical Management Team

Make autonomous decisions on all aspects of the role; judge when information and decision making is required to be escalated to Clinical Service Manager and/or Clinical Management Team.

Required to anticipate, identify and provide solutions to a variety of operational issues. This will include responsiveness to service capacity issues and the ability to ensure that national access HEAT targets and cancer targets are delivered, as well as working with other directorate team members to address staffing issues and shortfalls

Analyse and use judgement with highly complex information or critical situations, interpreting information and reaching workable solutions. This may include interpretation of Tableau data on service demand and capacity

Analysis of data and information relating to the full range of performance management (ie waiting times, DCAQ, workforce data, complaints data), identifying trends, discrepancies and determining improvement actions required.

10. MOST CHALLENGING /DIFFICULT PARTS OF THE JOB

Achieving financial viability and ensuring financial framework within the allocated budgetary responsibility.

Achieving all performance targets set for the Clinical Management Team.

Facilitating service modernisation within a challenging financial climate.

Plan and organise a wide range of complex activities, including operational and strategic business planning of services.

Maintaining staff morale and developing a cohesive team and site approach to the service changes, modernisation and challenging waiting times targets.

11. COMMUNICATIONS AND RELATIONSHIPS

The postholder is required to communicate and develop working relationships at a high level and to be able to influence and effect change with the following range of people both internal and external to NHS Lothian:

These will include:

Internal

- Clinical Management Team
- Junior Doctors
- Technical staff
- Admin staff
- Health Records
- Corporate Support functions: Service Improvement Managers, Human Resources, Finance, Procurement, IT, E-Health, Estates
- Trade Unions and Professional Organisations
- HR
- Multidisciplinary teams in each service
- Patient Liaison

External

- Scottish Executive
- Other NHS Boards
- NSD / NES / ISD / Professional Bodies
- Local Authority partners
- Further Education establishments
- Voluntary organisations / Local and National Charities
- Patients and Members of the Public
- External providers

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

Physical Skills and Effort

A combination of sitting, standing and walking.

Frequent VDU work, advanced keyboard skills required for report writing, manipulation and analysis of complex data in spreadsheet formats.

Regular requirement for light effort, e.g. transportation of relevant documents covering multiple sites.

Advanced minute taking skills – required for emotive and potentially contentious meetings.

Mental Demands

High levels of concentration and accuracy in analysing large amounts of complex activity and financial data and when dealing with complex HR issues whilst subject to frequent interruptions for advice.

Concentration required when chairing or participating in meetings.

Retention and communication of knowledge and information.

Responding to an unpredictable workload.

Responding to competing demands from the wide-range of staff across the service at all multi-disciplinary levels and at multiple sites.

Maintenance and management of precise and accurate records.

Emotional Demands

Deals with a range of complex service issues.

Frequently facilitates potentially emotive meetings.

Deals with sensitive staff problems and patient complaints involving direct contact with patients.

Provide support through organisational change within the working environment when there are barriers to understanding and acceptance.

Environmental and Working Conditions

May receive occasional verbal abuse.

Daily VDU usage

Requirement to travel across Lothian, the South East region and sometimes on a pan-Scotland basis

13. QUALIFICATIONS/EXPERIENCE SPECIFIED FOR THE POST

Educated to Post Graduate Diploma level in Business Management or similar subject
Extensive middle management experience within the NHS
Evidence of management education and training e.g. Data analytics, people management, leadership development.
Excellent communication skills, including influencing and negotiation skills
Demonstrable experience of budget management and business planning
Experience of staff management
Experience of successfully facilitating, leading and achieving service change
Effective leadership skills
Evidence of effective problem solving skills.

14. JOB DESCRIPTION AGREEMENT

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

Job Holder's Signature:

Date:

Head of Department Signature:

Date: