

AGENDA FOR CHANGE NHS JOB EVALUATION SCHEME



JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Dental Business Development & Operational Manager

Reports to: Head of Primary Care Services

Department, Ward or Section: Public Dental Service

CHP, Directorate or Corporate Department: Argyll & Bute IJB

Job Reference: ARGLCHPSNURSDENT09

No of Job Holders: 1

Effective date of this job description: May 2021

2. JOB PURPOSE

To provide comprehensive Business Management for the Public Dental Service (PDS) including budget and staff management on an Argyll & Bute IJB wide basis.

To manage the services provided for both PDS and Independent Dental Contractors by Primary Care Dental Services, e.g. Out of Hours Emergency Dental Service.

Working in partnership with the Clinical Director of the Public Dental Service:

- To ensure effective clinic management across the Argyll & Bute area, including project management for the programme of new premises development within the Public Dental Service.
- To lead and manage the Dental Support Teams across Argyll & Bute in order to provide effective delivery of Public Dental Services.
- To develop, implement and foster a patient-centred service culture.
- To deliver dental services to patients in accordance with the Board performance objectives, within budgetary limits and constraints for the benefit of NHS service users in keeping with the corporate values of NHS Highland.
- Budget holder for Dental Services support staff pay and joint responsibility for non-pay costs.
- To be part of the Dental Management Team and to participate in the formation of operational and strategic plans.

3. DIMENSIONS

The Public Dental Service provides a full range of dental care for people who are unable to obtain care from the General Dental Services of the Independent Contractor Sector. This includes people with learning and physical disabilities, complex medical conditions, dental anxiety and phobia, the frail elderly, homeless, housebound or who are geographically distant from dental services.

Services are provided from hospitals and community clinics. Emergency dental care is provided within normal working hours, weekends and public holidays. The Service also undertakes treatment under general anaesthesia, intravenous and inhalation sedation.

Oral Health Improvement Services are also undertaken for groups within the wider Community and Health Care staff.

Staff Management

- The post holder will have line management responsibility for all Dental support and administrative staff.

Budgets & Governance

- The post holder will have devolved budget management responsibility for support staff pay and joint responsibility for non-pay costs.
- The post holder will work alongside the PDS Clinical Lead and is jointly responsible for effective delivery of services, whilst ensuring robust governance e.g. performance management.

Support

- The post holder will work with staff of all grades including senior clinical and managerial staff across specialty boundaries to reshape the delivery of the current service in pursuit of improved patient pathways, increased activity levels & sound performance management objectives.
- The post holder will provide support and advice to all Independent dental contractors within Argyll & Bute regarding services that the department delivers.

4. ORGANISATIONAL POSITION

See attached

5. ROLE OF THE DEPARTMENT

The Public Dental Service provides services across Argyll & Bute to a variety of patients groups who require complex care, or who are unable to access NHS general dental practice. Prevention and Oral Health Improvement are important roles of the PDS and supports full participation in the Childsmile, Caring for Smiles, Open Wide and Smiles for Life programmes.

The role of the PDS, as defined by SGHD, is to:

- Promote oral health
- Monitor the oral health of the population of Argyll & Bute
- Inspect selected populations for oral disease as part of the National Dental Inspection Programme (NDIP)
- Provide training for members of the dental team both pre and post qualification
- Provide general dental services, including specialist services, for all those who cannot access the General Dental Service. These groups are:
 - anyone with a physical or learning disability who has difficulty accessing care in general dental practice
 - anyone with a medically compromising condition who has difficulty accessing care in general dental practice
 - anyone with a drug or alcohol abuse problem whose condition makes it difficult for them to access the general dental service
 - any children whose family cannot or will not take them to a dentist
 - anyone with mental illness who has difficulty accessing care in general dental practice
 - any patient in hospital
 - anyone in a care home who has difficulty accessing care in general dental practice
 - anyone whose fear of dentistry discourages them from seeking dental treatment
 - homeless people who have difficulty accessing care in general dental practice

6. MAIN TASKS, DUTIES AND RESPONSIBILITIES

Management

- To provide comprehensive management of NHS Highland's primary care dental support staff throughout the Argyll & Bute IJB area to ensure the effective use of resources and to facilitate the development of the service throughout Argyll & Bute in line with national and local policy.
- To develop, implement and monitor effective protocols that support safe and effective operation of the Dental Services. The post-holder will ensure that there is a consistent approach for the development of protocols within the Dental Services.
- To be responsible for the management of Public Dental Service Clinics.
- To be responsible for the operational management of the out of hours and weekday Emergency Dental Service including statistical analysis of data to inform the development of the service, recruitment of staff and organisation of education training events to support the service. The post-holder will be responsible for the monitoring of any practices that are in breach of their "Agreement to Participate" for the Clinical Dental Lead to action appropriately.
- To manage and develop staff within line management responsibility within the Dental Department in order that they can perform at an optimal level. This includes undertaking PDP, appraisal and performance management of staff in accordance with the performance review process and managing and developing staff in line with the objectives of Staff Governance.
- To advise the Clinical Dental Lead on dental surgery capacity in Argyll & Bute PDS, in order to inform Dentist, Therapist and Hygienist recruitment. Initiate recruitment of new clinicians on behalf of the Clinical Dental Lead.
- To be responsible for the monitoring and management of waiting lists for compliance with national targets. The post-holder will support the Clinical Dental Lead with the management of all PDS waiting lists to ensure equality of access to treatment and reduction of current waiting times to meet targets where possible, e.g. IV sedation, GA Services, Orthodontic Services etc.
- To project manage on-site issues of new PDS premises developments with the support of the Clinical Dental Lead. This will include attending any working group meetings representing dental services where appropriate, ensuring that the dental needs are met, This will include organising the re-location of staff, clinic equipment and materials and the identification of any new equipment that needs to be purchased and sourced.
- To oversee adequate induction programmes are in place for all new dental staff.
- To take overall responsibility for ensuring adequate training is in place for all support staff and systems are in place to record this. Co-ordinate the development of a long term training plan in conjunction with the PDS Dental Nurse Manager.
- Provide leadership and line management of the Dental Nurse Manager, Dental Centre Managers, and Dental support/administrative staff.

- Undertake and agree Personal Development Plans (PDPs) for Dental Nurse Manager, Dental Centre Managers, Oral Health improvement manager and Dental support/administrative staff ensuring that these reflect the needs of the service and the individual. Review PDPs at least annually.
- Ensure that dental support staff adhere to all NHS Highland and Dental Department policies and procedures.
- Lead responsibility for dental support staff workforce planning. Ensure that there are sufficient numbers of trained staff to support the dentists and hygienists/therapists in service delivery. Overall lead for the recruitment of dental support staff, chairing interviews for senior support staff posts.
- Overall lead on management of employee conduct and capability issues for dental support/administrative staff. Carry out formal investigations and chair disciplinary hearings.
- Manage projects on behalf of the Dental Management Team, which may be outwith own immediate area of responsibility.
- Ensure there is consistent interpretation and application of NHS Highland PIN guidelines across all support staff groups, monitoring this regularly. Develop and implement systems to monitor compliance.
- The post-holder is required to undertake surveys or audits to assist in service developments.
- Approve study leave forms forms.
- Manager role on Turas, eESS.
- Oversee annual checks- GDC registration, Driving Licence checks, Road Risk Assessments, Statutory/Mandatory training.
- Point of contact for information requests e.g. Subject Access Requests, MAPPA Requests

Financial

- Full budgetary responsibility for all support staff pay. Authorise replacement and new posts to proceed to workforce monitoring group. Authorised signatory for new entrant, change and termination forms.
- Joint responsibility with the Clinical Dental Lead for non-pay revenue budgets associated with direct service delivery. Monitor non-pay budgets, identify potential cash release savings from the budget as per Health Board directives and work in conjunction with the Clinical Dental Lead to ensure efficient use of resources. Monitor monthly budget statements; checking accuracy, investigating anomalies and report any variances.
- Carry out indicative annual budget setting in conjunction with Directorate Accountant.
- Lead on the development of standardised ordering and equipment use throughout the service, in conjunction with the Clinical Dental Lead and Dental Nurse Manager.
- Where additional resources are required develop a business case to present to the Dental Management Team and Argyll & Bute IJB management team for funding.

- Ensure that premises and equipment are of an adequate standard to support the dentists and hygienists/therapists within the service. Propose and gain approval for alteration work in dental premises to provide adequate facilities for effective delivery of service. Authorise equipment requests and minor improvements as agreed with the Finance Dept.
- Monitor use of resources within the network of primary care dental clinics, identify areas of underutilisation, investigate and take action when necessary. Refer to the Clinical Dental Lead when a clinical decision is needed.
- Authorise staff duty sheets
- Authorise expenses
- Authorise Pecos requisitions
- Oversee monthly cross charging, GDP payments, DPA payments
- Manage Endowment Funds
- Manage contracts including- Franking machines, Oxygen cylinders, cleaning contracts, R4 support, Clinical Waste

Health & Safety

- Review all reported non-clinical incidents within dental services and identify whether further action is required and take this forward with the relevant staff. Provide regular reports to the Dental Management Team and highlight any significant areas of concern.

7a. EQUIPMENT AND MACHINERY

Frequent use of a PC for generating of information and reports, communicating via e-mail, maintaining an electronic diary and use of internet/intranet.

Examples of other equipment and machinery used are:-

- Printer
- Telephone - landline and mobile
- Car

7b. SYSTEMS

IT systems and software packages extensively used include the following:

- MS 365
- R4, Dental Practice Management System
- Standing Financial instructions and financial management systems
- NHS Highland HR and H&S systems
- Clinical risk management systems, including incident and error reporting, e.g. Datix
- NHS Highland Safety Management Systems
- Project Management methodology
- The post-holder will be required to record and store information on a shared network

8. ASSIGNMENT AND REVIEW OF WORK

- Workload is determined by the needs of the Service or as directed by the Head of Primary Care Services. The post-holder will operate with significant autonomy with the majority of work being self-directed and prioritised in order to meet overall objectives and to ensure timely and effective delivery of Dental Services.
- The post holder works within national and NHS Highland policies, interpreting these and implementing them within Dental Services.
- The post holder is a member of the Dental Management Team (DMT), advising on non-clinical policy and will propose and implement changes with agreement from this group. The post-holder will contribute to the delivery of agreed projects which will be accountable to the Dental Management Team.
- Formal performance review and objective setting will be undertaken by the Head of Primary Care on an annual basis.
- A Personal Development Plan will be agreed between the post holder and the Head of Primary Care on an annual basis, with more frequent reviews if required.

9. DECISIONS AND JUDGEMENTS

- The post-holder takes decisions and initiates actions to take forward all the key result areas including confidential or sensitive matters.
- The post holder will constantly prioritise their workload, balancing immediate operational issues with longer term planning.
- Liaison with Directorate Accountant to set indicative budgets. Make decisions and recommendations on most appropriate use of resources to ensure best value for money. This involves analysis of a wide range of information and options, gaining advice on clinical matters from the Dental Clinical Lead. There will usually be a range of potential solutions.
- Advising Dental Nurse Manager and Oral Health Improvement Manager on the management of dental support/administrative staff, interpreting NHS Highland policies in order to inform local implementation.
- Workforce planning to inform NHS Highland and national workforce plans.
- Advising the Dental Management Team with regard to non-clinical policies and procedures, making recommendations for change.
- Decide on the appropriate level of delegation for certain tasks and management issues, and recognise when issues need to be considered by the Dental Management Team.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- The post-holder works autonomously, managed not supervised, and is required to make decisions on a daily basis in response to urgent staffing issues, ensuring that staffing levels are sufficient to maintain service.
- Analysis and interpretation of statistical data producing monthly reports.
- Prioritising a full workload dealing with frequent interruptions and ensuring all urgent requests are dealt with promptly.
- Providing leadership and managerial support to staff based in multiple and often remote locations across Argyll & Bute and the organisation and management of their own and other staff daily / weekly workload.
- Influencing staff to accept and implement required work practices, where there may be significant resistance to change.
- Leading conciliation in situations where there has been a breakdown in the team-working relationship.
- Responding to and supporting service change within demanding timescales.
- Conflict resolution within dental clinics as and when required, including resolution of complaints from members of the public.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder will be expected to communicate verbally and in writing with:

- **Dental Management Team;** Assistant Clinical Director, Senior Dental Officer, Dental Operational Manager, Oral Health Improvement Manager.
- **Clinical Dental Teams;** Orthodontists, Dentists, Therapists, Hygienists, Lead Dental Nurses, Centre Managers, Orthodontic Dental Nurse, Dental Nurses, Receptionists, Administrators, Oral Health Improvement Practitioners, Oral health Support Workers, LDU Operators, Out of Hours Staff.
- **Other NHS Highland contacts;** Human Resource Advisors, Employment Services, Infection Control, Health & Safety, Occupational Health, Learning & Development, Estates, Supplies Department, Pay Unit, Finance, eHealth, Oral Surgery, Sterile Services, HSCP Managers, Staff side representatives, Dental Primary Care Contracts staff, Director of Dentistry
- **Outwith NHS Highland;** Dental Departments in other health board areas, NHS Education for Scotland, other training and educational bodies, Scottish Dental Practice Board, General Dental Practices, Suppliers (e.g. Dental Directory, Henry Schien), Schools, Nurseries, Patients, Carers, Relatives, General public, External dental laboratories

- The post-holder requires excellent communication skills in order to lead and motivate dental support staff based in multiple sites throughout their area.
- Be empathetic when negotiating behaviour change and provide continuous motivation and persuasion to staff when introducing new ways of working, when they may be resistant to change.
- Persuasive and negotiating skills are required when implementing service change, persuading staff to accept new ways of working when they may be resistant to change, and explaining complex information to staff who have varying levels of knowledge and understanding.
- Ensure that staff are treated in a fair, consistent and sympathetic manner, responding to all queries and concerns, there may be the requirement to diffuse potentially difficult situations.
- The post-holder will be required to collate information from several different sources and prepare reports in different formats for each of the stakeholder groups to maximise the use of dental staff and departmental resources.
- The post-holder is required to regularly deliver presentations, reports and briefings to people working for Dental Services, Glasgow Dental Hospital, NES, etc. The post-holder will be expected to adapt the information and delivery to each of these groups as to ensure that the tone and complexity of the information is easily understood by everyone.

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

Physical

- Frequent travel throughout the Argyll & Bute area with the potential for overnight stays.
- The majority of the working day is spent working at a PC/laptop, or doing paperwork at a desk, which requires the post holder to sit in the same position for long periods of time.
- Moderate physical effort required for the setting up of equipment, projectors, displays, etc. for meetings.

Mental

- Long periods of concentration on complex pieces of work, e.g. analysing statistical data
- Coping with frequent interruptions.
- Post holder frequently has to switch between tasks in response to immediate operational issues.
- Constant demands from staff often looking for an immediate response.

Emotional

- Providing managerial support to staff in multiple sites, requiring excellent organisational and communication skills.
- Staff disciplinary issues, management of conflict within teams, breaking bad news and the ability to deal with challenging behaviour in a non-confrontational way.
- Supporting members of staff through difficult and emotional periods of their life, which is emotionally draining and mentally fatiguing.

Environmental

- Open plan office is distracting for required periods of concentration and confidentiality.

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

The post-holder will require specialist knowledge across the Business & Managerial/Healthcare spectrum to allow them to fulfil the requirements of the post, based on:

Qualifications and Training

- Educated to degree or equivalent level in a business/healthcare related discipline
- Additional formal healthcare management qualification/training/experience to Masters level
- Evidence of continuing professional development

Knowledge

- Knowledge of the NHS in Scotland
- In depth knowledge of NHS policies and procedures and strategic direction
- Understanding of Dental Services regulations, e.g. SDR
- Knowledge and experience of MS 365 package

Experience

- Significant experience in the management of large dispersed multidisciplinary teams
- Financial systems and experience of budget management; monitoring expenditure and developing business cases
- A proven record of managing service development and change, and persuading and influencing large multidisciplinary teams
- A demonstrable commitment to developing self and staff
- Ability to work across organisational and professional boundaries

Skills

- Leadership skills including influencing, well developed listening and interpreting skills
- Excellent oral and written communication skills, with the ability to communicate with and influence individuals from a range of backgrounds
- Well-developed problem solving and analytical skills
- Excellent interpersonal skills including diplomacy and discretion
- Self-motivated, able to work on own initiative and prioritise a complex workload
- Able to multi-task, and work flexibly to respond to issues as they arise
- Full driving licence is essential

15. JOB DESCRIPTION AGREEMENT

I agree that the above Job Description is an accurate reflection of my duties and responsibilities at the date of signing.

Job Holder's Signature:

Date:

Manager's Signature:

Date:

Dental Services

