

JOB DESCRIPTION

1. JOB IDENTIFICATION	
Job Title:	Dental Laboratory Manager
Responsible to:	General Manager
Department:	Oral Health Services
Directorate:	West Lothian Health and Social Care Partnership – Hosted Service
Operating Division:	NHS Lothian
Job Reference:	069049
No of Job Holders:	One
Last Update (insert date):	June 2021
2. JOB PURPOSE	
<p>To provide professional leadership and operational management of all Dental Laboratory Professionals working within Oral Health Service to ensure the delivery of high-quality custom designed and constructed Custom Medial Devices to clinicians for patients within agreed timescales.</p> <p>Development, management and control of the Department resources, performance targets and clinical standards for their areas of responsibility. Overall management responsibility ensuring these resources are deployed to provide effective support of the clinical services in line with strategic and operational plans. The Dental Laboratory Manager has a lead role to play in ensuring the Oral Health Service creates a culture that complies with local and national regulations, policies and procedures; including (but not exclusively) Health & Safety, Infection Prevention & Control, Medicines and Healthcare Products Regulatory Agency (MHRA) and Medical Devices Regulations.</p> <p>The Dental Laboratory Manager is to be a member of the senior management team of the Oral Health Service and will work together with colleagues to develop the vision, aims and objectives of the service and in line with legislation and policies, plan and implement them effectively. They will contribute to the corporate management of the Division through this management team.</p>	

3. DIMENSIONS

The post holder will be expected to work across any Oral Health Services location across NHS Lothian, though the dental laboratories are located in the Edinburgh Dental Institute (Lauriston Building) and Western General Hospital.

Staffing responsibilities

The holder is responsible for the direct line management of the 16wte NHS Lothian Oral Health Dental Laboratory Services. Direct line management responsibility for 7.0 wte Higher Specialist Dental Technicians.

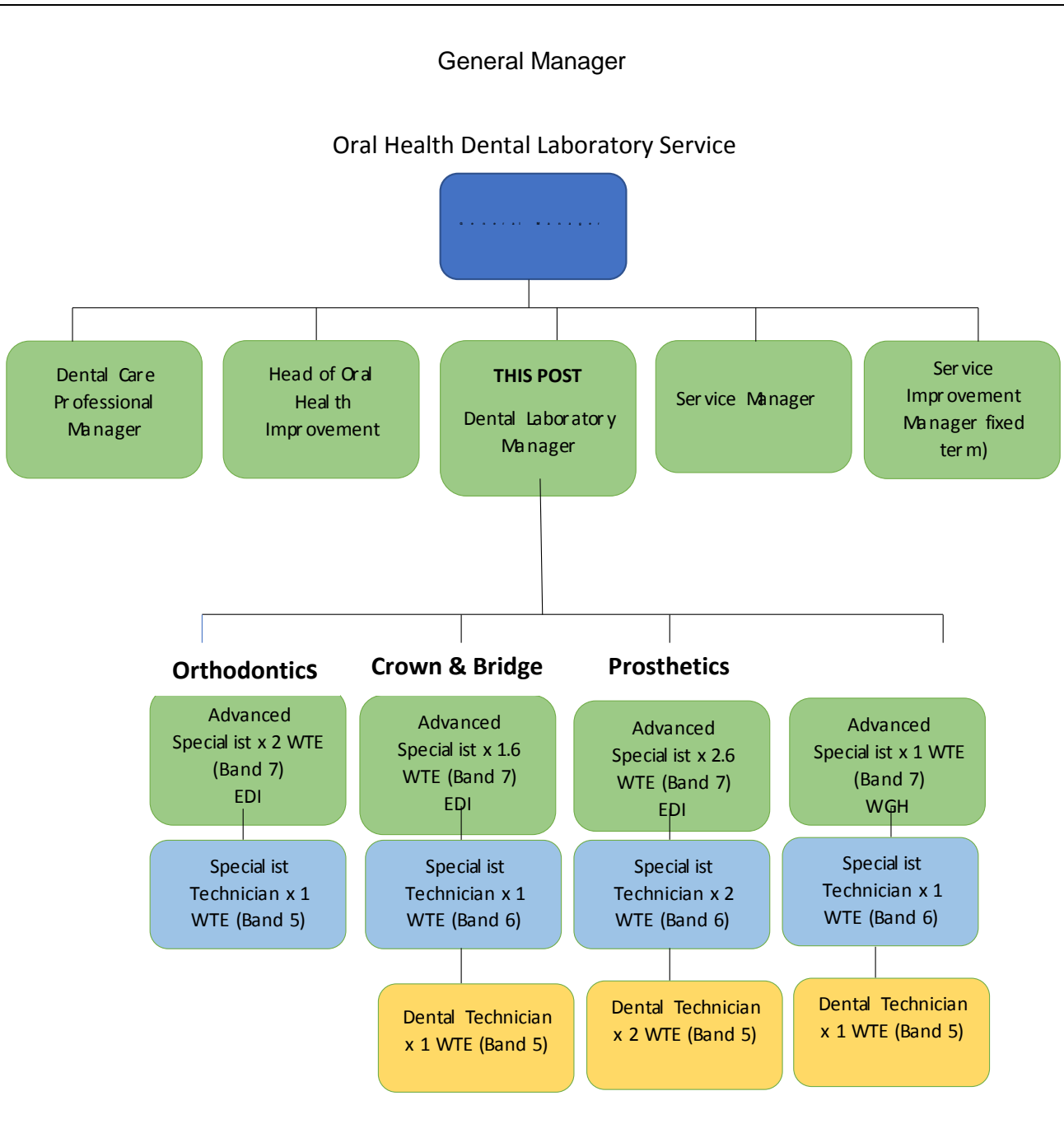
Financial responsibilities

The post holder is an authorised signatory up to £10,000 for the supply of stock and non-stock items.

Clinical responsibilities

Responsible for dental laboratory services including fixed / removable Prosthodontics, and Orthodontics and the interface with CAD/CAM technology and external providers when required.

4. ORGANISATIONAL POSITION



5. ROLE OF DEPARTMENT

The Oral Health Services, who are a hosted service under West Lothian Health and Social Care Partnership, provides clinical care, education and training for all Dental Personnel covering approximately 450 employees, and which covers 40 sites throughout Lothian. Service outcomes are to provide dental care for patients who cannot get this from General Dental Practice (GDP) (independent contractors). GDPs and General Medical Practitioner's (GMP's)

The Oral Health Services provide Consultant led primary and secondary specialist dental care for the population of the Lothian's.

The role of the Service is defined by Scottish Government as:

- Promote oral health
- Monitor the oral health of the population of Lothian
- Inspect selected populations for oral disease
- Provide training for all members of the dental team both pre and post qualification

- Acceptance of Referrals from General Dental Practitioners
- Patients who require more complex and specialised treatments
- Provide training and clinical supervision for under-graduate and post-graduate students wishing to specialise within an area of expertise

These groups are those with:

- a physical or learning disability who have difficulty accessing care in general dental practice
- complex specialist treatment which is unable to be provided in a general dental practice
- any medically compromising condition which results in difficulty accessing care in general dental practice
- drug or alcohol abuse problem whose condition makes it difficult for them to access care in general practice
- Anyone with mental illness who has difficulty accessing care in general dental practice
- Any patient in hospital
- Children in an additional learning need school
- Anyone in prison
- Homeless people who have difficulty accessing care in general dental practice
- Anyone with a need for urgent dental treatment for the relief of an acute condition who has no immediate access to care in a general dental practice

Anyone who requires access to specialist services - restorative, oral surgery, oral medicine, paediatrics and orthodontics

The Edinburgh Dental Institute (EDI) is the only wholly postgraduate dental facility in Scotland and only the second in the United Kingdom. It is the focus for specialist dental care in an environment of postgraduate education and research. The Institute provides all aspects of specialist dental treatment and forms the clinical focus for the Edinburgh Postgraduate Dental Institute of the College of Medicine and Veterinary Medicine of the University of Edinburgh. It offers opportunities for research and education for all members of the Dental Team. Higher taught clinical degrees are available in Dental Primary Care, Implantology (from 2015), Oral Medicine, Orthodontics, Paediatric Dentistry, Prosthodontics and Oral Surgery. The Institute provides Consultant led services in:

- Oral Medicine
- Oral Surgery
- Orthodontics
- Paediatric Dentistry
- Dental Radiology
- Restorative Dentistry
- Endodontics
- Prosthodontics
- Periodontology

The Dental Laboratory Service supports the work of these primary and secondary specialist dental care by providing a full range of technological services and supports the NHSL Oral Health Service in meeting its corporate objectives.

The Dental Laboratory Service provides teaching in Dental technology for trainee dental technicians, specialist dental trainees, postgraduate dentists from Edinburgh University and various groups of dental healthcare professionals.

The service provides unique dental technical support for research and technical developments taking place across both areas.

6. KEY RESULT AREAS

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.

Governance

1. Accountable for ensuring that all aspects of laboratory risks and clinical governance issues are robustly and effectively managed by implementing systems, control processes and risk management arrangements to support monitoring of compliance with internal/external governance and best practice requirements across the Oral Health Service.
2. Overall responsibility for all aspects of governance for the dental laboratories e.g. risk assessment, quality programmes, audit, policy development; including all health and safety matters and compliance with Medical Devices Agency directives and be prepared for audit at all times (audit conducted by national body).
3. To promote across the Oral Health Service, improvement in clinical practice by ensuring lessons learned following incident investigation and analysis.
4. Develop and support laboratory wide quality management systems (QMS) that evidences for example MHRA / medical devices regulation compliant systems and processes.

Managerial

5. Operationally, strategically and professionally manage a range of dental technical staff across the services to maximise efficiency and achieve desired quality of care so that clinicians and patients are provided with custom medical devices for their patients to the required quality standards within agreed timescales.
6. Develop and, implement strategies and policies for Dental Laboratory services in line with the strategic plan of NHSL Oral Health Service.
7. Responsible for recruitment, appraisal, personal development plans and the promotion of continuing professional development. Facilitate grievances, disputes, deal with disciplinary matters and the management of sickness absence including return to work interviews. Act as mentor/coach to new staff.
8. To identify and assess the training needs for all Dental Laboratory staff and provide supervision when required e.g. competency issues. Liaise with the training and development group to organise, facilitate and deliver training.
9. Responsible for Health and Safety Quarterly review and risk assessments, ensuring that clinical standards and NHS Lothian Policy and Procedures are adhered to within the team. To have monitoring systems in place to ensure compliance and taking appropriate action in the event of a breach.
10. Lead service developments taking account of advances in technology, the workforce with succession planning, skill mix, training and development priorities. E.g. introduction of CAD/CAM
11. Manage the Dental Laboratories budgets to ensure efficient use of resources and achievement of the organisational financial targets, Approving orders of dental supplies within delegated authorised signatory level.
12. Responsible for the performance of the Dental Laboratory services and ensuring they meet all locally agreed quality standards and performance targets; providing regular reports on all aspects of the laboratory service to the NHSL Oral Health Service e.g. financial and productivity data, complaints investigation etc
13. As a member of the senior management team, work with all departments and their leads/managers throughout NHSL Oral Health service to create a culture of multidisciplinary working. Also communicate with external colleagues to ensure effective and efficient services e.g. external providers, professional bodies etc

Technical

14. As a lead for the laboratory services, the post holder is required to provide advice, make decisions and judgements where necessary involving highly complex clinical/technical information. This is evident in the development of innovative techniques that require analysis of the situation that are complicated/ unique and where there may be a multitude of treatment options available.
15. The post holder will be required to provide guidance about developments in dental technology that may be implemented in the Laboratory Service, including the benefits of such developments and their cost implications.

16. Implementing appropriate Laboratory systems and processes to ensure efficient and effective laboratory service including service and laboratory wide use of Computer-aided design (CAD) and Computer-aided manufacturing (CAM) (CAD/CAM) technology.
17. To manufacture custom medical devices for patients at a highly specialised level commensurate with their education and training. The post-holder is expected to assess the individual treatments case by case and come to a solution using his/her specialist knowledge and experience.
18. Post holder may be required to be with the patients at the chair side, offering advice, commensurate with their education and training, regarding the technical aspect of the treatment plan with the clinician when required.
19. Take the lead in carrying out a variety of regular audits to ensure compliance with Clinical Governance and quality standards.
20. Responsible for all maintenance and safety checks on dental and emergency equipment. Ensuring maintenance records are kept up to date, and that any equipment faults are dealt with by the appropriate personnel.
21. Personally, undertake direct technical work, in a specialised field to support the work of the clinical staff throughout the NHSL Oral Health Service.

Education

22. Co-ordinate and ensure delivery of technical training to all postgraduate students and dental technicians.
23. To provide formal teaching either as lectures, seminars or demonstrations for visiting technicians, dentists and other members of the dental team and provide technical assistance with research.
24. To supervise and assist dental technical staff, postgraduate students and clinicians working in the dental laboratory services.

7a. EQUIPMENT AND MACHINERY

Responsible and knowledgeable in the safe use and assembly of all clinical and non-clinical equipment used within the area. This may include (but not exhaustively) the daily use of complex/highly specialised and potentially dangerous manufacturing equipment e.g. heat processing polymerization/boiling out units, pressure forming equipment, vacuum mixers, model trimmers, pressure curing chambers, casting machines and burnout furnaces.

The use of anatomical articulators, spot welders, micro-torch soldering apparatus, high speed micro motors, lathes that require a high level of skill, speed, manual dexterity and hand/eye co-ordination. A variety of specialist hand tools e.g. orthodontic pliers, wax carvers, Le Crone ash no. 5 carvers for use in clinical/technical procedures.

Regular preventive maintenance of plant/equipment as required. Also responsible for ensuring that cleanliness and hygiene within the laboratory is maintained.

Post-holder is responsible for checking maintenance carried out by others.

Regularly participates in research and development activity within the Laboratory, this includes equipment and material testing, taking part in audits and clinical/technical trials. The post holder is expected to keep up to date with developments in dental technology including CAD/CAM technology and lead service development that embraces technological advances.

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:

- HR Systems for recording of all staff information, training activity, pay information
- Rostering system (including requesting staff bank)
- Responsible for the completion of supplies and non-stock requisitions for authorisation,

(Pecos) and authorisation of stock purchases and non-stock requisition items

- Maintenance/updating of manual/computerised patient records (R4/Trak), maintaining client data in a secure environment, and the collection of patient charges and processing appropriate documentation using these systems.
- Storage and archive of patients' records/orthodontic study models in accordance with NHS guidance and local protocols. Ensure that the patient records and orthodontic study models are stored and disposed of in accordance with these guidelines.
- I.T including Outlook internal email system, Learnpro e-Learning system, Microsoft Office Software package for production of teaching materials and communication and production of activity, Turas for completion of PDP.
- System for recording all NHSL Dental Laboratory activity and tracks the work to ensure it meets appropriate standards including quality management system and CAD/CAM technology

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 is expected to operate at a senior level, within broad guidance and principles, to manage the dental laboratory service with appropriate direction from the General Manager

Post-holder attends regular meetings with Dental Laboratory staff to monitor and discuss workloads and agree specific projects.

Post-holder attends regular meetings with Professional Leads and Assistant Clinical Directors to monitor and discuss laboratory performance, outcomes and service improvement opportunities.

Regular meetings are held between the post holder and the General Manager. Work will be reviewed as part of the Personal Development and Performance Review process on an annual basis

9. DECISIONS AND JUDGEMENTS

On an ongoing basis, identify service pressures and priorities and analyse options in determining appropriate skill mix, staff deployment (in particular during periods of leave) and supplies procurement as effectively as possible within allocated funds.

Determine appropriate services areas for development and redesign, managing a range of highly complex and conflicting opinions, advice and political drivers in order to meet demand and delivery of a safe and effective service

To interpret and thereafter determine local application of divisional and national policies and national guidelines providing time scales for implementation and regular monitoring to ensure ongoing compliance e.g. extracting what is relevant from NHSL Oral Health strategy for the dental laboratories etc

To decide on validity of complaints and investigate issues where staff competency needs examination, applying staff disciplinary procedures if appropriate. Identify when an issue should be progressed to a formal disciplinary process

Analyse activity and budget trends and take appropriate action to address areas of concern highlighted e.g. limiting the companies that supplies are ordered from and negotiating discounts etc

Analysis of complex/highly complex treatment plans with professors, consultants, specialty registrars, postgraduate students and training grade staff advising them on the most appropriate technical course to achieve the best results.

Following consultation with key stakeholders, decide and agree timelines for care and quality standards for the dental laboratories.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

As the Dental Laboratories Manager, the post-holder is expected to anticipate problems and where possible identify solutions before they impact on the delivery of the service. In dealing with these problems, he/she is required to make decisions and judgements that may be highly complex, conflicting and consist of several components

Maintaining continuity of staffing, standards, communication and support across the range of specialisms within Dental Laboratory Services.

Keeping up to date with operational, strategic, professional and management issues, which have an impact on the range of Dental Laboratory Services whilst maintaining clinical knowledge.

Working under pressure and meeting deadlines for clinical work/other duties and obligations particularly managing differing expectations e.g. clinicians etc

To anticipate, identify and provide innovative solutions to a variety of complex and multifaceted service and technical issues, which will enhance services and enable achievement of quality goals and objectives e.g. The use of modern materials/equipment and techniques to overcome barriers, demands and expectations that exist in a constantly evolving profession.

11. COMMUNICATIONS AND RELATIONSHIPS

The postholder is required to demonstrate advanced interpersonal, communication and negotiation skills to facilitate effective engagement of key stakeholders to facilitate achievement of service objectives.

Internal

Senior Management Team- collaborate with others to achieve the strategic direction of the oral health services and negotiate and liaise regarding service delivery and planning issues to ensure a safe and effective service is delivered Dental team members including clinical leads/ Assistant Clinical Directors and Consultants-- work related issues

Training and Development Manager - in-house training/external courses/mandatory

Support services manager - reporting of equipment breakdown

Admin teams (reception staff, medical secretaries, waitlist office staff) - administrative enquiries

e-Health - I.T advice/queries

Estates for specific facilities e.g. building and water safety

Procurement - enquiries and ordering

Employee Relations –information or advice

Partnership working- Liaise with partnership, staff side representatives regarding service change and other disciplinary issues

External Agencies e.g. general dentists, University of Edinburgh, NHS NES, other HEI's

Communicate, negotiate and liaise with other agencies to optimise patient care and ensure efficient service delivery.

Communicate, negotiate and liaise with Higher Educational Institutes to ensure undergraduate and postgraduate training placements are effectively managed.

Liaise with procurement and supply companies to ensure effective use of resources.

Procurement – ordering systems, suppliers, financial issues, Pecos training and National Procurement

Patients / Services Users

Involve patients and users of the service where appropriate in-service changes.

Gather feedback from service users to be able to drive the service forward.

Deal with verbal and written complaints and meet with relatives and carers to reach resolution.

Network with appropriate Dental Laboratory colleagues and others, in undertaking development work to ensure delivery of clinically effective care.

Liaise with peer group to ensure service equity and use of resources are optimised within NHS Lothian.

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

Physical Effort and Skills:

Sitting in a position for a sustained period while undertaking laboratory work.

Manual dexterity and hand/eye co-ordination when manufacturing appliances.

Standard keyboard skills.

Mental Demands:

Concentration required when undertaking managerial and clinical elements of the role e.g. reading, report writing, analysing data. This may be subject to frequent interruptions to deal with staff, service and management issues necessitating change in activity to deal with staff and service crises.

Concentration required when making technical laboratory devices.

Emotional Demands:

Exposure to emotional circumstances when undertaking staff management responsibilities e.g. impact of service change, illness, bereavement, performance management etc.

Effective management of complaints from patients, students, staff and carers.

Working Conditions:

Potential exposure to hazards when undertaking technical procedures and working in the laboratory environment e.g. boiling water/steam for procedures, use of high speed grinders/lathes and Bunsen burners, noxious fumes and dust particles

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

- Registered dental technician holding a BSc in Dental Technology or equivalent, plus postgraduate level qualification or equivalent in at least one field in Dental Technology
- Registration with the General Dental Council
- Leadership/ management qualification to SQF11 or equivalent experience
- Strong leadership skills with experience of managing and motivating a team of staff
- Experience of business and financial planning and staff management.
- Experience of successfully project managing and facilitating service change
- Excellent communication skills and interpersonal skills with the skills to lead, advise, influence, motivate people and encourage team working.
- Evidence of continuing professional development
- Previous experience of teaching

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: