

Assistant General Manager – Galloway Community Hospital

Candidate Information Pack



Welcome

Dear Candidate,

If you are looking for a Directorate that has a wide range of practically everything related to providing and supporting acute adult healthcare then Acute & Diagnostics is the place for you!



Carole Morton
Acute &
Diagnostics

Based over three sites - Dumfries & Galloway Royal Infirmary, Galloway Community Hospital and Mountainhall Treatment Centre we provide all acute surgical, medical, diagnostic and the essential support services. While that means we host some of the most challenging and demanding roles, it is also true that we host some of the most rewarding and fulfilling roles too. So if you have strong knowledge, skills, positivity, resilience, good communication skills and a person centered approach, then I need to hear from you.

Our services are all delivered in some of the most modern, comfortable and safe clinical facilities in Scotland. Being a smaller Health Board means you can build strong and meaningful relationships within the teams, where the focus is not just on getting the job done but also on looking after each other. We receive excellent feedback from trainees across a range of disciplines about their experience and are keen to support your development with a strong commitment to undergraduate and postgraduate training.

It is very important to me that staff are happy and enjoy being part of this Directorate. We work hard to maintain good relationships at all levels and ensure that staff have the ability to tell me how they feel which shapes our current and future direction.

Dumfries and Galloway is a very beautiful and scenic part of Scotland. While you might not understand everything that is being said when you get out and about thanks to the pretty unique local dialect, it is the people of Dumfries & Galloway and the many who have moved here and made it their home that make it special. I would love to welcome you into that community and culture if you chose to come and work with us.

Kindest regards

Carole,

The Opportunity

1. Job Identification

Job Title	Assistant General Manager - Medicine
Band	Band 8A
Salary	£50,965 - £55,016 (pro rata)
Scale	Agenda for Change**
Hours	Full Time 37.5 hours per week
Contract Type	Permanent
Department	Acute & Diagnostics
Reporting to	Carole Morton
Base	Dumfries and Galloway Royal Infirmary

** NHS Scotland's AFC pay system differs slightly from NHS England, Wales or Northern Ireland. Please click [here](#) to access the most up to date pay scales and Terms and Conditions.

Contact Details

Line Manager

Carole Morton, General Manager Acute and Diagnostics

We welcome informal contact from prospective candidates who wish to better understand the role.

Please contact: Carole Morton – Carole.morton@nhs.scot or call our main switchboard 01387 246246 and ask for extension 32419

Job Description

1. JOB PURPOSE

The postholder will be accountable to the Deputy General Managers for the management and control of Sub-Direcorate resources.

The postholder will achieve business performance objectives within quality standards and will ensure that local and national HEAT targets are achieved.

The postholder will contribute to the corporate management of the Division through the Directorate Management Team and seamless working with their Clinical Director and Clinical Nurse Manager colleagues. Links must also be made with Senior Department Heads within Diagnostics and beyond to realise efficiencies and best working practices.

The postholder has operational responsibility for providing managerial and leadership in the running of the service and influencing the future service delivery and strategy.

The postholder will have a pivotal role within the delivery of the Quality Agenda and in the development of staff and practices, accountable for the delivery and standards of care provided to patients, working side by side appropriate Clinical Nurse Managers and Clinical Directors.

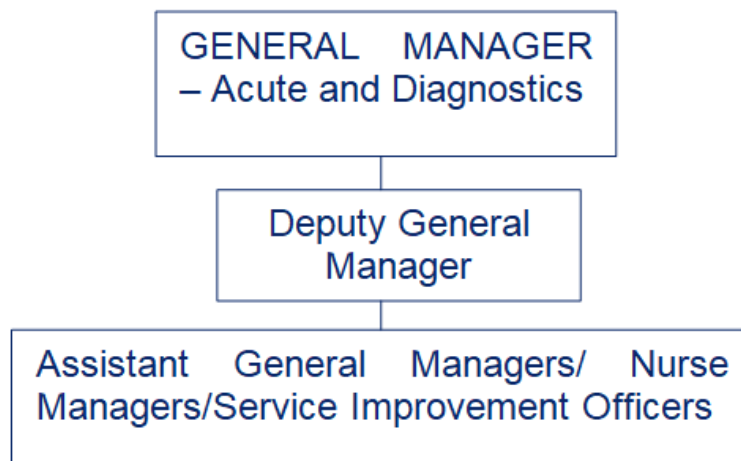
The postholder will have responsibility and accountability for budgets within their area of responsibility.

The post holder has lead responsibility for the interpretation, development and implementation of policies, both local and national, pertaining to areas of responsibility and liaises and influences other disciplines and agencies as appropriate.

The post has corporate and clinical governance accountabilities, ensuring safe, efficient and effective care compatible with professional and national clinical standards

Work closely with Clinical Directors and Assistant General Managers to deliver both operational and strategic objectives.

3. ORGANISATIONAL POSITION



Please note full organisational reporting structure will be confirmed depending on successful applicant skills etc.

4. SCOPE AND RANGE

The postholder has overall managerial responsibility and accountability for services with their agreed area.

Key points of Scope and Range:

- Provide leadership to staff within their remit and work with Clinical Nurse Managers and Clinical Directors to develop clinical leadership skills of Senior Charge Nurses and other service colleagues.
- Provide strong leadership with a visible accessible, authoritative and supportive presence.
- Act as an expert information resource.
- Take the lead in reducing the risk of Healthcare Associated Infection by ensuring that the standards required for a safe patient environment are achieved.
- The post holder is responsible for application of all HR values and procedures e.g. the recruitment and selection process within their remit, discipline, grievance, sickness absence and bullying and harassment.
- He / she will lead in Annual Development Review and setting of personal development plans for direct reports including eKSF and individual performance management.
- Manage all staff within remit and monitor standards of services provided.
- Advise and support Senior Charge Nurses and other Senior Managers/Department Heads in quickly resolving patient issues and complaints and improving ward/department environments.
- Lead by example and promote an environment where patients and staff are treated with compassion, dignity and respect at all times.

- In conjunction with the General Manager ensure clinical activity and financial targets are met along with the delivery of service redesign and improvement projects.
- Contribute to the strategic planning and development of services within wider organisational policies and procedures and the ongoing evaluation of the service delivery, including Specialty Service Reviews.
- Contribute to annual budget setting and in conjunction with other colleagues take responsibility for the monitoring and management of all ward/department budgets within their remit. The postholder is the authorised signatory.
- Accountable for ensuring the effective and efficient deployment of staffing resource, safe staffing levels and appropriate skill mix to meet patient need and dynamic levels of activity, linking closely with Clinical Nurse Managers, Clinical Directors and other Senior colleagues.
- Provide sound leadership and guidance across all disciplines ensuring staff can contribute effectively to the overall strategy for the service/directorate/division.
- Develop detailed business plans for the service consistent with the overall objectives of NHS D&G.

5. MAIN DUTIES / RESPONSIBILITIES

Clinical

- Accountable for the delivery and standards of care by directly managing the workforce/resources within their areas of responsibility.
- Has a key role in reducing the risk of Healthcare Associated Infection by ensuring that the standards required for a safe patient environment are achieved through the implementation and monitoring of action plans from environmental audits.
- Lead on and is responsible for promoting the development of improved patient services (clinical and facilities) at Ward/Department level.
- Responsible for ensuring the views of patients and users of the service are considered and improvements in service provision and care environments are achieved.
- Act as a role model through demonstration of strong leadership and demonstration of competent and professional practice.
- Contribute to and support the development of the Board's clinical governance strategy through implementation of evidence based practice and clinical risk management processes.
- Accountable for ensuring that all aspects of risk and clinical governance 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.
- Accountable for ensuring within the area of responsibility that effective systems are in place to investigate and respond to patient

complaints and adverse incidents within the required timescale, and monitor the timeliness and appropriateness of their resolution.

- Initiate local audit to measure clinical and non-clinical performance, in collaboration with the multi-disciplinary team. Liaise with internal and external agencies to optimise safe care and avoid risk.
- Promote and support innovation in clinical practice.
- Responsible for ensuring national best practice standards are implemented within area of responsibility, and subject to regular audit and review e.g.NICE/SIGN Guidelines and NHHIS Standards.
- In collaboration with the Clinical Nurse Managers/Clinical Directors and other senior managers develop services to ensure they are best provided to meet the developing needs of the service and changing models of care.
- Influence and participate within overall clinical and service change structure, and in particular within area of responsibility.

Professional:

- Provide exemplary professional leadership contributing to practice and workforce development, clinical governance and to the safe and effective delivery of clinical services within the Directorate.
- Work within the National Health Service (NHS), NHS Dumfries and Galloway and Health & Safety Executive (HSE) Legislation, Policy, Guidelines and Procedures.
- Promote and facilitate a culture which empowers patients to take responsibility for their health, well-being and future lifestyle by practising in an open transparent and inclusive manner, thereby ensuring patients have the relevant information to participate in decisions about their care.
- Responsible for activity managing conduct issues seeking professional guidance from the Acute & Diagnostic Lead Nurse, when appropriate and investigating such issues in line with board policies and procedures.
- Responsible for ensuring that all Registered Nurses are on the NMC Register by having a system in place for carrying out annual confirmation of registration via the NMC website. This will be managed in accordance with professional registration policy.
- Keep abreast of changes in practice and maintain own personal development.

Education and Research/Audit:

- Supports educational and development needs of staff and ensures that they have the skills and competencies to deliver high standards of patient care through Annual Development Review and develop the Knowledge and Skills Outlines for all posts in partnership with colleagues and Staff Side representatives.
- Provide guidance, supervision and support for staff undertaking research, audit or teaching activities.

- Network with other Managers within and outwith Dumfries and Galloway to share ideas and learn different practice.
- Responsible for identifying the educational, training and support needs for specialist/advanced practice roles and contribute to the development/delivery of educational programmes.

Organisational/Managerial:

- Accountable for ensuring effective budgetary control and contribute to the development of cost improvements as required.
- Accountable for the effective management of resources including stores supplies pharmacy and maintenance of equipment adhering to NHS D&G Standing Financial Instructions.
- Accountable for the efficient and effective management of resource including roster management and additional hours and authorisation of overtime hours, and reallocation of staff to optimise patient care, in association with medical and nursing colleagues.
- Responsible for the recruitment and selection process within remit to ensure skill mix/establishment meets workload, patient dependency levels and patient needs. Participating in Workforce Planning through benchmarking etc.
- Lead on and responsible for the interpretation, development and implementation of policies, both local and national, pertaining to areas of responsibility.
- In collaboration with the General Manager and other professional leads, develop and implement new roles and service developments in line with service/corporate needs taking consideration of finance and human resource implications.
- Work autonomously organising own time and that of staff within Directorate.
- Lead in the Annual Development Review and setting of personal development plans for Senior Charge Nurses and other senior nursing staff linking with relevant KSF outlines.
- Ensure all nursing staff within the remit complete KSF based PDPs which are reviewed on an annual basis.
- Share personal objectives with staff.
- Ensure absence is managed in line with NHS D&G attendance management policy to achieve corporate targets.
- Undertake ongoing review of the nursing establishment in collaboration with Clinical Nurse Manager to ensure that the staffing complement and skill mix is appropriate for, and in line with service requirements.
- Responsible for ensuring implementation of legislation at an operational level eg Child Protection, Disability Discrimination, Race Relations and Mental Health Act. Incapacity, equal opportunities.
- Contribute to the specifications and monitoring of Domestic/Catering Services within their area of responsibility ensuring standards of cleanliness and nutritional needs of patients are met. Liaise with Domestic/Catering Managers on a regular basis to discuss service

issues.

- Advise and contribute to the effective management of patient admissions/discharge to ensure waiting list targets are met and delayed discharges/patient cancellations are minimised. Liaise with Capacity Managers. Appraise the Deputy General Manager responsible for waiting times of any pressures likely to affect the waiting list, and the impact on patients.
- Exercise leadership in achieving high morale based on sound organisation, fair and clear staff relationships and good communications between sites within remit.
- Provide advice and information to the Deputy General Manager and Lead Nurse and on finance, relating to clinical service delivery.
- Contribute to developing, planning and implementing business cases for new services as delegated by the Deputy General Manager.
- Promote the development of a flexible and skilled workforce in line with NHS D&G and Everyone Matters 20:20 Vision as required.
- Contribute to the wider corporate agenda on specific projects as required.
- Work in partnership, within HR policies, local and national guidelines, for staff management e.g. in relation to attendance, performance, conduct and capability. Be responsible as the line manager for managing staff through the process of organisational change as it affects the directorate.
- Manage complaints, conflicts and issues from staff and other internal and external service providers and partner organisations.
- Effectively investigate and manage complaints and adverse incidents within the department, ensuring that mechanisms are in place for the reporting, investigation and monitoring of untoward incidents. In line with the divisional framework for clinical governance and in conjunction with the clinical services incident reporting group, ensure that any policy or procedural change required as a result of an adverse clinical incident is implemented effectively.
- Actively participate in the Unscheduled Care Collaborative and Planned Care Improvement Programme ensuring government targets are achieved.
- Participate in waiting list initiatives by organising staff through the use of redeployment or additional hours liaising with the General Manager. (if appropriate to area of responsibility).
- Participate in the implementation of the Major Incident Plan and act as the Major Incident Co-ordinator until control team arrives.

6. SYSTEMS AND EQUIPMENT

- Record personally generated information such as training records, NMC Registration data, sickness absence monitoring, additional hours monitoring.
- Occasionally undertake research and development linked with relevant directorate priorities.
- Use computer software on a daily basis to create reports,

spreadsheets and letters.

- Input and retrieve data for analysis from SSTS.
- Be responsible for ensuring that all staff are aware of and trained to meet responsibilities placed upon them under the Health and Safety at Work Act 1974, to ensure that the agreed safety procedures are carried out to maintain a safe working environment for patients, visitors and employees. Ensure that all areas within postholder's remit and activity take active steps to manage the Health and Safety system (eg control books).
- Take active steps to ensure that staff are compliant with the Data Protection Act, Caldicott Guidelines and local policies regarding confidentiality and access to medical records.
- Promote the use of Information Technology to benefit personal development and patient care. Based on clinical knowledge and expertise contribute to/influence the NHS D&G IT Strategy.

7. DECISIONS AND JUDGEMENTS

- The postholder will be responsible to the Deputy General Manager. Performance will be managed against agreed objectives that will be reviewed regularly in partnership with the Lead Nurse.
- This post involves highly complex facts and/or situations requiring further analysis and development of plans for resolution.
- The post holder interprets and applies NHS D&G policies within areas of responsibility.
- Work autonomously and act independently guided by national, local and professional guidelines making managerial and professional decisions.
- The post holder has a high degree of autonomy and responsibility for anticipating problems, proposing and implementing solutions.
- Provides leadership and management across all services, delegating appropriate duties as required.
- In the absence of policy initiates required action using own judgment.
- Manages analyses and interprets highly complex and challenging situations / data and develops practical workable solutions to address them.
- Initiates, investigates and follows through when a breach of policy occurs.
- Analyses and interprets highly complex problems and develops practical and workable solutions to address them.
- Investigates and responds to complaints from staff, patients, carers and member of the public and initiates corrective action.
- Oversees and adjusts staffing levels in response to workload required within the competing priorities of the service, deciding on grades numbers / skill mix required, on a daily basis.
- Is responsible for staff performance, conduct and capability issues, department workload and dependency, recruitment and retention, clinical and professional development.
- Identifies, assesses and analyses risk and develops/implements

action plans to eliminate or minimise the impact.

8. COMMUNICATIONS AND RELATIONSHIPS

- For the effective management of staff and the service the post holder requires a very high level of interpersonal and communication skills, to provide and receive highly complex / highly sensitive /contentious information particularly where there are barriers to understanding such as denial / resistance and to convey information sensitively when it is contradictory to patient / carer / staff expectations and desires.
- Communicate frequently with clinical and non-clinical staff in multiple departments/sites in NHS D&G and with colleagues in external organisations.
- Fully support and participate in the tripartite directorate management team.
- Use persuasive negotiating and influencing skills to achieve strategic objectives and to plan operational developments, including managing organisational change within the directorates.
- Engage in effective communication with patients, relatives and visitors; in particular take a pro-active role in preventing and addressing complaints.
- Act as a patient/ staff advocate through the application of ethical, legal and professional knowledge and skills.
- Provide support, empathy and reassurance in the delivery of patient care.
- Contribute to a supportive working environment in the interest of staff morale and patient care.
- Develop external professional networks which promote the organisation.

9. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB

Physical

- Moving between Wards /Departments on a frequent basis.
- Sitting for long periods of time inputting at key board and dealing with electronic communication, attendances at meetings and interviews.

Very occasional:

- Moving and handling of ward equipment.

Emotional

- Frequent exposure to distressing and emotional situations involving sensitive, complex and contentious information eg dealing with complaints from patients/relatives.
- Counselling staff with performance/ conduct issues.

- Balancing conflicting demands on time on a daily basis and dealing with unpredictable interruptions which may result in a change of activity.
- Frequent high level of prolonged concentration required for analysis of data, writing reports and attending meetings.
- Performing mentally challenging tasks during periods of constant interruption.
- Managing stressful situations – ie staff sickness / conduct / competency issues within the nursing workforce
- Occasional exposure to unpleasant working conditions ie verbal aggression and working in the vicinity of uncontained body fluids, foul linen, fleas, lice and noxious fumes but not dealing directly with them.

10. MOST CHALLENGING PARTS OF THE JOB

- Acting as an effective change agent at operational and professional level, communicating in potentially hostile, antagonistic or highly emotive atmosphere.
- Communicating / dealing with patients / relatives / staff following a serious incident/critical event.
- Communicating with and supporting distressed/anxious/worried relatives /patients/colleagues.
- Dealing with verbally abusive patients/members of the public.
- The post holder has frequent requirements for prolonged and occasional intense diligent concentration throughout the working day i.e. monitoring budget reports/spread sheets duty rosters, investigating incidents, complaints, counselling staff, implementing HR policies.
- Leading, developing and motivating a team in a challenging clinical environment.
- Ensuring a safe patient environment and delivery of effective care within the available resources.
- Managing resources to meet potentially conflicting priorities.

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

- Extensive management experience gained within a large complex multi-disciplinary Environment.
- First level degree supplemented by specialist knowledge/training/experience to master's level or equivalent.
- Management/leadership qualification or equivalent experience
- Experience of budgetary control and implementing HR policies for example, bullying and harassment, attendance management, discipline to grievance policies.
- Excellent interpersonal skills are essential, to exert influence and develop constructive working relationships with a wide range of clinical and non-clinical staff and patients.
- Experience of working with service redesign.

- Demonstrates ability to work effectively in a leadership role.
- Ability to fulfil criteria outlined in the job description.
- Ability to work under pressure and able to meet targets relating to clinical and management issues.
- Demonstrate strategic and political awareness responding to the rapidly changing health care agenda.

12. JOB DESCRIPTION AGREEMENT

Job Holder's Signature:

Date:

Head of Department Signature:

Date:

Person Specification

ESSENTIAL	DESIRABLE
<p>QUALIFICATIONS:</p> <ul style="list-style-type: none"> • First level degree supplemented by specialist knowledge/ training/ experience to master's level or equivalent. • Management/leadership qualification or equivalent experience. 	<ul style="list-style-type: none"> • Health related qualification.
<p>KNOWLEDGE:</p> <ul style="list-style-type: none"> • Keep abreast of changes in practise and maintain own professional development. • Effective budgetary control and resource management. • Knowledge of implementation of HR policies. 	<ul style="list-style-type: none"> • Knowledge and awareness of the complexity of the NHS and the political aspects of a rapidly changing health care agenda.
<p>EXPERIENCE:</p> <ul style="list-style-type: none"> • Extensive management experience gained within a large complex multi-disciplinary Environment. • Experience of managing or supervising staff. • Experience of leading / managing highly complex situations which require analyses and development of plans to achieve resolution. • Evidence of anticipating problems, proposing and implementing solutions. 	<ul style="list-style-type: none"> • Experience of working in a large public sector organisation. • Evidence of delivering successfully on clinical objectives. • Involved in investigating complaints / incidents and subsequent follow through actions
<p>SKILLS:</p> <ul style="list-style-type: none"> • Demonstrates ability to work effectively in a leadership role. • Ability to work under pressure and able to meet targets relating to clinical and management issues. • Ability to deliver on both operational and strategic objectives. • Ability to work collaboratively with colleagues in order to deliver on various agendas. 	<ul style="list-style-type: none"> • Able to provide evidence of leadership style and its impact. • Evidence of ability to produce business plans when required.
<p>PERSONAL CHARACTERISTICS:</p>	

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| <ul style="list-style-type: none">• Authoritative whilst effective leadership skills.• Contribute to a supportive working environment in the interest of staff morale and patient care.• Able to have positive working relationships whilst at the same time having difficult and challenging conversations in potentially hostile, antagonistic or highly emotive atmosphere.• Committed to delivering in the role.• Ability to deal with appropriate level of stress. | |
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Find Out More

For information on NHS Dumfries & Galloway, including details of our facilities and beautiful surroundings, check out our new [Work, Live, Play Digital Brochure](#).

To access the brochure, copy and paste the following link into your web browser:

www.nhsdg.co.uk/workwithus

