

## 1. JOB IDENTIFICATION

Job Title:	Team Lead Supplementary Staffing (Nursing, Medical, AHP/Other Clinical, & Non Clinical)
Responsible to:	Business Development & Administration Manager
Management Team:	Supplementary Staffing
Operating Division:	Corporate Nursing
Job Reference	097276
No of Job Holders:	3
Last Update (insert date):	September 2019

## 2. JOB PURPOSE

The post holder provides a comprehensive administration process for bank workers ensuring system databases are up to date and reflective of current bank worker status receiving requests for supplementary staffing, ensuring all requests are processed in order to secure appropriate workers with appropriate skills to match for demand.

To ensure day-to-day supervision, leadership, support and training to a team of resource coordinators and administration assistants, in order to provide and fulfil a comprehensive Pan Lothian Supplementary Staffing Service.

The post holder is expected to be conversant with and work in accordance with NHS Lothian's Financial procedure and the Divisional Payroll Policies and Procedures for Supplementary Staffing ensuring timely reconciliation of agency invoices.

The post holder will develop protocols and oversee the administration processes in relation to all aspects of supplementary staffing provided via NHS Lothian Staff Bank.

## 3. DIMENSIONS

The post holder supports the Business Development & Administration Manager ensuring services are delivered, and that national and local targets are met.

There are 3 posts, while having an individual function provides generic support as required to other teams.

**Post A:** Nursing & Midwifery

**Post B:** AHP, Non Clinical & Other Clinical

The Supplementary Staffing service encompasses a 7-day working rota, which covers NHS Lothian & NHS Borders and is responsible for the coordination of supplementary staffing workers and agency locum shifts.

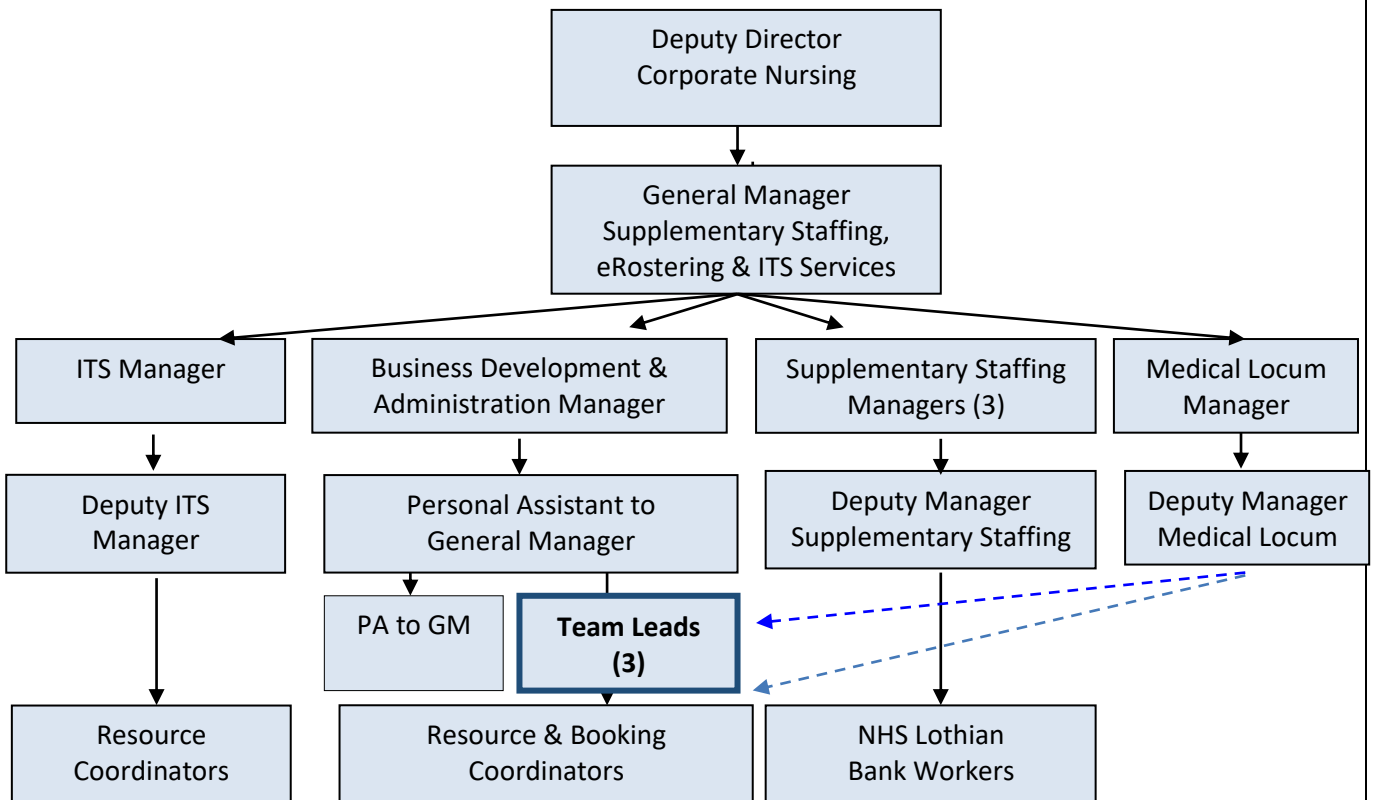
Providing a workforce of supplementary staff to meet the changing needs of the organisation and supplies in excess of 6000 shifts of supplementary staff per week for all Staff groups across NHS Lothian (both clinical and non-clinical).

### Post C: Medical Locums

The Medical Locum service deliver via an in-house service of bank workers and Medical Staffing Agencies to services across the whole of NHS Lothian, serving a population of approximately 800,000 through 27 hospital / clinic sites, 125 GP practices. The medical locums have implemented an internal direct engagement model. The Regional Medical Locum bank covers NHS Lothian, NHS Fife and NHS Borders and is responsible for the coordination of bank and agency locum shifts across these Boards.

The Regional Staff Bank processes approximately 20,000 medical locum shifts per year and via direct engagement coming to a total of around £7 million paid.

#### 4. ORGANISATIONAL POSITION



—————>  
Direct Management

- - - - ->  
Professional Guidance

## 5. ROLE OF DEPARTMENT

Corporate Nursing is responsible for providing expert advice on nursing, midwifery and allied health professional and the impact of other clinical and non-clinical staff throughout NHS Lothian on safe and effective patient care. This is achieved through the safe and effective development and application of NHS Lothian's Nursing, Midwifery and Allied health Professional resources and engaging with external suppliers and organisations.

The Directorate provides expert advice on Nursing, Midwifery, AHPs and other non-clinical staff throughout NHS Lothian; promotes good governance, application of and consistent compliance with Policies, Procedures and Protocols. The department also manages, on behalf of the NHS Board, the Medical Locum (ML) Team for NHS Lothian

The Staff Bank provides a supplementary staffing service across NHS Lothian by recruiting staff, matching available staff to requests, processing payment, accessing training and providing regular communications with bank workers and service users.

Responsible for supporting the implementation of a regional managed staff bank service for the South East of Scotland

## 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.

### Supervisory duties

1. Provide supervisory support and advice to resource co-ordinators within the Supplementary Staffing Service thus maintaining a high standard of service clinical and non-clinical areas across NHS Lothian. This includes, but is not limited to, workload allocation, contribution to selection and recruitment processes, undertaking performance management during probation periods, identifying and supporting training of staff/new starts and participating in PDPR processes.
2. The post holder(s) will allocate the overall workload among the available resource co-ordinators, negotiating changes to staffing requirements and has a responsibility to ensure deadlines are adhered to.
3. Monitoring the team performance against booking targets (set by Supplementary Staffing Managers) and assessing reasons for not meeting target fill rates.
4. Resolve outstanding queries in relation to supplementary staffing requirements in particular specific tailored requirements out with the normal routine request which requires understanding of specific roles and skills.
5. Supervisory responsibility for staff including undertaking return to work and promoting attendance at work meetings. Record and action administrative processes including Change forms, R2 sickness records, superannuation amendments, and Maternity/paternity leave.
6. Organise all local training to new & existing members of staff in regards to any changes of policy or processes. Leading sessions for the Resource Co-ordinator development programme, ensuring that team and personal objectives are set and monitored in line with NHS Lothian objectives.
7. Participate in the selection, recruitment, training and appraisal of the resource coordinators and Band 2-3 staff bank workers.

8. Manage performance of resource coordinators through probationary period and addressing any other issues as they arise. Compile and make decisions relating to 7-day rosters for the Resource Coordinators within budgetary boundaries to ensure there is an appropriate and adequate level of cover whilst taking into account all types of absence.

## **Administration**

9. Undertake pre-placement checks and audit the compliance with agency authorisations / escalations for agency workers and taking remedial action where non-compliance is identified.
10. To accurately finalise registration of all new workers on the Supplementary Staffing Database and ensure ongoing maintenance of the database content to ensure compliance with Data Protection legislation.
11. To ensure that the appointee are placed on the appropriate pay scale according to terms and conditions and AfC guidance or refer to the appropriate Supplementary Staffing Manager if no decision can be made from known criteria.
12. Ensure that annual professional nursing registration checks are carried out and recorded in the database and monitor the status of nursing staff registration at the start of each placement to ensure no restrictions have been applied. (Fitness to practice / Intention to practice).
13. Develop standard operating procedures and implement administrative practices for the Supplementary Staffing team responsible for (Medical / Nursing / AHP/Non Clinical), to maximise service delivery and manage the available resources effectively in times of absence, annual leave and increased activity.
14. Deal with telephone and face to face, enquiries from all staff groups, providing information, directing and prioritising queries as appropriate, to ensure efficiency and effectiveness of service delivery.
15. Manage bank workers personal files, ensuring information is accurate and up-to-date and securely stored locally or archived.

## **Financial**

16. The post holder is expected to be conversant with and work in accordance with NHS Lothian Financial procedure for Supplementary Staffing, and show an awareness of similar policies from other Health Boards.
17. Dealing with all queries regarding staff pays and where possible resolve them in relation to agreed rates of pay (variable between disciplines), overpayment of salaries, and annual leave allowances by calculating over payment recoveries and underpayments due, liaising with Supplementary Staffing Managers, payroll and finance colleagues in investigating payroll anomalies, within NHS Lothian.
18. Ensure all weekly and monthly paid staff timesheets are processed and establish if the bank worker qualifies for overtime and post these transactions to payroll, audit the timesheets and agency invoice processing function and check and run report for annual leave payments for bank workers.
19. Check the accuracy of bank and agency timesheets finalised by wards and ensuring all bank timesheets are finalised in a timely fashion, escalating back to the Service Area where required. Compile, process, and prepare invoices for file uplift to the accounts payable system ensuring deadlines are achieved. Creating recharge reports from agency uplift.
20. Provision of information relating to IR35 restrictions, manage difficult conversations about medical locum pay rate negotiation and non-compliance with IR35.

## 7a. EQUIPMENT AND MACHINERY

Networked IT server.

Telephone and headset.

Office equipment including printer, photocopier, scanner.

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

## 7b. SYSTEMS

Office filing systems

Electronic data storage for all Staff Bank functions (staff availability, requests, bookings, pays, communications).

e-mail.

Standard MS Office packages and PDF – Adobe Acrobat Pro.

Allocate; Bank Staff system for obtaining, inputting, searching, recording, producing information.

Allocate – HealthRoster.

DATIX.

Intranet and Internet i.e. websites – NMC, SPPA, Home Office.

PWA Core and Recruitment (Incoming Job Train System – Feb 2019).

Telephone – Contact Centre.

TURAS – Personal Development Plan.

EOL – Employee online.

Netcall contact centre.

NHS. Net (Text Service)

**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 be self-directed in the organisation of their own workload and is required to demonstrate initiative to meet priorities and deadlines as agreed with the Business Development & Administration Managers to achieve service delivery.

Line Management support is provided by fortnightly 1:1 meetings. Agreed performance measures are monitored monthly e.g. Bank fill rate, use of contract and off contract agency.

Objectives will be agreed annually with the Business Development & Administration Manager. Update of objectives and review of progress will take place through 1:1 meetings with a formal review mid-year and year-end.

The Clinical Service users and bank workers of NHS Lothian generate the workload.

## **9. DECISIONS AND JUDGEMENTS**

The post-holder is expected to exercise judgement when dealing with resource coordinators, admin assistants, bank workers and service user enquiries determining what can be dealt with within own remit and when the matter should be escalated to the line manager e.g. high levels of absence, impacting on reduce service cover, reducing stability of service function.

Make decisions in the out of hours period regarding prioritising, allocation and re-allocation of team workload and resources to ensure provision of an efficient resource and administrative service.

The post holder needs to have a full awareness of the financial impact of the cost of agency by knowing which of the agencies charge higher rates for differing skills/grades whilst ensuring the agency escalation process and controls is adhered to by all team members, and take action on any breaches.

Make judgements of when to refer issues or decisions, which may critically affect time scales and priorities or may impact on service reputation to the Business Development and Administration Manager or if unavailable to the Supplementary Staffing manager/General Manager to advise on more complex matters. E.g. Concerns relating to organisational reputation or risk to financial position on identification of worker overpayments or delays in invoice reconciliation/payments.

All decisions and judgements made are within the parameters as defined within the Supplementary Staffing Procedures and Protocols and in compliance with current legislation, e.g. contract for services.

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

Manage conflicting priorities by managing own time effectively and prioritising workload to meet competing demands and expectations from service users, bank workers and supplementary staffing team to ensure provision of a well-co-ordinated, efficient and professional service at all times.

Maintaining levels of focussed concentration required to undertake defined administration workload in particular payroll run which requires enhanced scrutiny, whilst responding to interruptions from service users/bank workers and team enquiries.

Managing and providing support as necessary, in order to maintain service provision during periods of absence and any organisational change. Effectively manage all staffing issues, including staff conflict, whilst maintaining a calm manner and service provision

Dealing with frequent verbal abuse from upset/angry bank workers and service users. e.g. pay queries, shifts not confirmed/signed off, unfilled shifts, over/under payment of salaries.

## **11. COMMUNICATIONS AND RELATIONSHIPS**

The post holder will communicate with a wide variety of individuals on a daily basis including other staff members, service users, bank workers, framework and external agencies, both verbally and in writing.

The post holder must acknowledge the sensitive nature of the topics discussed and judge where skills of tact and diplomacy are required.

Frequent verbal and communication with Clinical Managers, Service Managers and Clinical Directors based in participating Boards. This can be either by telephone or email to negotiate changes to requests, relay booking information/confirmation. Generate reports on a daily / weekly basis for Service Managers, Associate Nurse Directors and Clinical Directors.

### **Internal to NHS Lothian:**

Manager – escalation of non compliance which are unable to be resolved

Management team

Clinical and Administrative Managers, Senior Charge Nurses and Clinical and Service Managers – escalation of unpaid shifts/confirmation of specific requires out with normal requests.

Medical Director or Associates - escalation/discussion re ongoing medical gaps.

Bank workers – daily contact, responding to shifts concerns/unpaid shifts.

Potential recruits – advising of types of shifts available and process.

Facilities – daily contact relating to specific requests in particular block bookings of specific skills.

Employee Relations – discuss any employee concerns that require ongoing ER support and management.

IT and telecoms – escalate service disruption issues (cold be catastrophic if not actioned in timely manner).

Payroll Services – escalate unpaid shifts, request out of course payments.

Occupational Health Service – referrals to H for workers and substantive staff.

### **External to NHS Lothian:**

Agencies – discuss specific requests/queries invoices.

DHSS & Inland Revenue – respond to queries raised re worker status.

RSS storage (to archive material) – arrange and agree uplift of personal files or to retrieve personal files from storage.

HR/Payroll/Finance teams from participating Boards on a daily/weekly basis as necessary – pay queries/pay runs/pay advances/out of course payments to support periods of financial hardship of workers.

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

### Physical Demands:

Advanced keyboard skills requiring high degree of speed and accuracy.

80% of work is computer based therefore there may be the requirement to sit in a restricted position for a large proportion of duties.

Frequent moving and handling of personnel files, payroll and resource records.

### Mental Demands:

Prioritising and redirecting workload for individuals and for teams, ensuring tasks are completed in a timely and accurate manner against a range of time sensitive and potentially conflicted activities.

Concentration is required when filing, and dealing with payroll enquiries and when entering bank workers data into various systems, i.e. local databases.

Throughout the shift there is a requirement to respond to the dynamic workload and continuously analyse competing priorities.

There is a need to perform a range of tasks, largely communication or data entry related, whilst dealing with frequent interruptions from external sources that can add to or affect the workload and priorities in the short term e.g. often being distracted by bank workers calling into the office "ad hoc" with routine and complex queries.

### Emotional Demands:

Dealing with staff conflict within the supplementary staffing office.

Exposure to managers/departments annoyed/angry/irritated by staffing situations/gaps.

Exposure to workers upset/angry/irritated by working conditions/situations/pay discrepancies.

### Environmental Demands:

Constant use of VDU.

Shared office accommodation.

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

### Essential:

SVQ111/HNC Business Administration or equivalent experience **PLUS**.

Knowledge of NHS structures and organisation in particular the range of specialities and locations across the organisation or equivalent experience.

Knowledge of Payroll Policy and Procedures of NHS Lothian.

Knowledge of ER policies and procedures of NHS Lothian or equivalent knowledge base.

Previous experience of supervising staff.

Excellent organisational and oral and written communication skills.

Advanced keyboard skills.

Excellent Customer service skills.

.Understanding of the legislation around workers contracts and IR35.

Knowledge of Bank process and procedures.

**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: