NHS GRAMPIAN

JOB DESCRIPTION

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| **1** **JOB IDENTIFICATION** | Job Title | Service Manager |
|  | Department(s) | Acute Division of Medicine & Unscheduled Care |
|  | Location: | Aberdeen Royal Infirmary |
|  | Contract: | Fixed-Term |
|  | Hours: | 37.5 Hours per week |
|  | Salary: | Band 8A (£50,965 - £55,016) |
|  | Job Reference: | RM116713 |
| 2 JOB PURPOSEThe post holder will be responsible for the effective management and leadership of the Endoscopy Service along with other discrete services with the Division of Medicine. The post holder will ensure that resources are deployed efficiently to be responsive, innovative and delivered to the highest possible standard. The post holder will ensure:* Services provided meet the strategic direction of NHS Grampian within the context of national and regional strategy, including waiting time/list management
* Performance management data is used to develop and implement improvement plans
* Provision of line management and leadership to all staff for whom they are responsible
* Financial and physical resources are managed effectively and efficiently
* The highest quality services are provided within available resources
* As a member of the Division of Medicine management team the post holder will provide knowledge, experience and support to the team in respect to developing a strategic vision and direction for the Service
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| ORGANISATIONAL POSITION   |

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| SCOPE AND RANGEThe Division of Medicine consists of a number of medical specialties – Endoscopy, Gastroenterology, Dermatology, Rheumatology, Respiratory, Cardiology, General Medicine, Diabetes and Endocrinology, Infectious Diseases, Stroke, Renal, Palliative Care and Clinical Pharmacology. The post holder will primarily be focused on the delivery of the Endoscopy Service but will have a cross divisional role focusing on Cancer Performance. It is anticipated that the post will be split approximately 70% Endoscopy and 30% cross divisional work. The cross divisional element to the role may develop over time to encompass other performance and access priorities. Close working is anticipated between the Divisional General Manager, Divisional Clinical Director, Chief Nurse, Unit Operational Managers, Nurse Managers, Associated Senior Charge Nurses, Service or Clinical Leads, Unit Clinical Directors, HR, Finance and this post holder. |
| MAIN DUTIES/RESPONSIBILITIESTo manage the specialty teams, ensuring that high quality services are provided, meeting local plans, priorities and service objectives within physical and financial resources.MANAGERIAL AND CORPORATE * Organise own workload, ensuring it reflects the core components of the role of the Service Manager
* Be involved in regular review of service provision and contribute to future strategic planning for the services.
* Working closely with direct reports to ensure appropriate skill mix of staff.
* Through line management, lead, manage and motivate staff to deliver and develop excellence across the services.
* This will include recruitment and selection, grievance and discipline, appraisal, education provision, workforce planning and supervision.
* Regularly meet with Unit Operational Manager and teams to guarantee 2 way communication flow.
* Skilfully communicate contentious change issues in order to ensure acceptance and commitment e.g. redesign of workforce skill mix/grade profile within the services.
* Investigating and providing responses to complaints ensuring that learning from these is applied within the Unit Management Team as a whole.
* Assist in leading and then implement appropriate change within the services.
* Utilise expert knowledge for role redesign and for creation of new posts, duties and functions.
* Work across the division to improve performance measures associated with the delivery of cancer services e.g. lung, skin and liver pathways

CLINICAL * Ensuring all waiting time targets are achieved and sustained and the correct procedures are in place for effective and efficient management of waiting times.
* Regularly produce reports and action plans to reflect achievement of waiting time targets.
* Coach and support the staff to help them develop and reach their full potential.
* Take lead responsibility in identifying and addressing Health and Safety issues and ensure compliance with relevant legislation.
* To take responsibility for effective complaint management regarding issues in accordance with NHS Grampian complaints procedure and the Data Protection Act.

PROFESSIONAL* To maintain a high standard of professional and ethical responsibility.
* Adhere to all of NHS Grampian's policies and procedures at all times.
* Through liaison with Unit Operational Manager, identify and complete training requirements to extend and promote excellence for the maintenance of clinical expertise.

EDUCATION* To ensure all staff are educated, trained and developed to their full potential, to effectively and competently meet the requirements of the Services.
* Lead evaluation of programmes of training and education within the Services.
* Ensure that all staff have a personal development plan based on a review against their KSF post outline.

FINANCIAL* Post holder is accountable to the Unit Operational Manager for the services budget.
* Ensure all expenditure and financial frameworks are endorsed by the finance department.
* To work with the Unit Operational Manager to facilitate responsibility and accountability for authorising expenditure and ensuring effective utilisation within agreed budget.
* Monitor and manage the use of drugs and supplies expenditure across the Service to ensure cost effectiveness.

SYSTEMS AND EQUIPMENT* Awareness of all equipment and machinery and maintenance requirement used across the Services.
* Internet/Intranet
* Email throughout the day
* Clinical Systems e.g. PMS
* Presentation software
* Telephone, voicemail system.
* Business Management System- BOXI
* Bleep system.
* SSTS – Financial and payroll work
* PECOS
* PowerPoint presentations, excel, performance reviews and reports
* Datix reports
* Microsoft Teams
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| MANAGEMENT/LEADERSHIP* Participate in the development of operational and strategic planning, working closely with the Unit Operational Manager, Lead Clinicians and Nurse Manager.
* Provide appropriate leadership, strategic vision and direction for Endoscopy and the wider Divisional priorities.
* Initiate discussion and debate to drive the modernisation agenda, influencing and actioning quality improvement through change methodology.
* To be responsible for ensuring all national and local waiting time targets are met.
* Ensure appropriate systems and processes are in place in order that sessional capacity is used effectively and efficiently.
* Manage, complete analysis and make recommendations to achieve financial balance
* To lead and manage the teams in recruitment, retention and performance related issues, including disciplinary matters.
* To ensure systems are sustained in order that all staff are provided with performance review and appraisal and are supported to devise a personal development plan.
* Lead and foster effective teamwork and healthy working relationships through consistent and visible support, inspiring, empowering and motivating others.
* To ensure good systems of communication are in place for all staff.
* To be responsible for ensuring implementation of all relevant NHS Grampian Policies and Procedures including Infection Prevention & Control, Staff Governance, Health & Safety and HR policies.
* To be responsible for risk assessment and management.
* To contribute to corporate management through participation in working parties and other projects at corporate level, within or outside the team or group.

CARE DELIVERY* Ensure the teams develop and implement comprehensive care programmes to meet physical and psychological needs of patients, ensuring safe and effective evidence based care.
* Directly impact on patient care by leading and facilitating staff to implement change in clinical practice ensuring that care delivery is responsive to service needs.

QUALITY /SERVICE DEVELOPMENT* Lead on the development of frameworks and mechanisms to ensure that standards and quality of clinical practice are regularly reviewed, monitored and updated, creating a culture of continuous quality improvement.
* Lead initiatives that support evidence based practice and clinical effectiveness, demonstrating practice/service improvements.
* Take into account recommendations from any National Guidelines on services.
* Embrace Clinical Governance in its widest sense and ensure the culture is embedded throughout the team.
* Actively seeks views of services users to ensure that services are responsive to users needs
* Actively seek views of the team through staff satisfaction questionnaire that is done annually.
* Develop action plans in response to complaints and significant events ensuring patient care and safety is improved as a result of the learning.

EDUCATION AND CONTINUED PROFESSIONAL DEVELOPMENT* To be responsible for planning for Continued Professional Development/training needs for all line managed staff. Ensuring plans are responsive to service, practice and role development needs.
* Lead the implementation of a quality assured approach to the development and delivery of educational packages/information leaflets for patients/relatives and healthcare professionals.
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| COMMUNICATIONS AND RELATIONISHIPSThe post holder:* Is frequently expected to demonstrate core management behaviours including diplomacy, compassion, negotiation and influencing to engage in and respond positively to delivering change, modernisation and new ways of working initiatives.
* Communicate and translate local and national communications to aid understanding and implementation. Ensure that accurate information is disseminated in a timely manner.
* Is expected to display a high level of ability and experience in dealing with topics which are likely to be delicate, sensitive and controversial, e.g., service reconfiguration / redesign / relocation.
* Will provide and receive highly complex, information.
* Will communicate with staff, patients and relatives.
* Communicate with staff on highly sensitive issues of discipline, poor performance and grievance requiring negotiating, persuasive and motivational skills.
* Will present complex, sensitive or contentious information to small and large groups, e.g. service redesign.
* Demonstrate empathy when communicating with staff/patients/relatives
* Ensure appropriate systems are developed to facilitate dissemination of information up, down and across the organisation.
* Will communicate service related information to senior managers, staff and external agencies.
* Gives formal presentations to small and large groups using presentation aids, e.g. PowerPoint.

Key relationships not specified in the Organisation Chart will be with the following:* Heath Informatics
* Infection Prevention & Control Team
* Head of Operations – Cancer Performance
* Medical Physics Department
* Planning Department
* Estates Department
* Scottish Government Access & Performance colleagues
* Outside Agencies, e.g. contractors, suppliers, professional bodies
* Aberdeen University
* Primary Care
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| KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB* Educated to Degree Level or gained equivalent experience
* Proven ability to lead and manage change and facilitate continuous quality improvement, professional development and educational activity, working effectively as part of multidisciplinary team.
* Management qualification or portfolio of evidence demonstrating success.
* Will have the ability to understand highly complex information requiring analysis, interpretation and providing the evidence as a driver for change.
* Experience of project management, change management of workforce redesign.
* Demonstrates the ability to develop and sustain relationships with key partners and experience of working within a multidisciplinary team;
* Can demonstrate the ability to develop strategic and operational relationships to ensure effective, open and honest communications with all staff, patients, clinical networks, partnership colleagues and any relevant stakeholders;
* The ability to understand and influence how services are shaped and delivered for the benefit of patient, carers and staff
* Skill to facilitate and lead transformational changes to service delivery and devise methods of evaluation
* Skill to translate services vision into a reality
* The ability to switch between operational management and strategy and participate in shaping the vision for clinical services;
* The ability to empower and encourage creativity, innovation and experimentation in a supported environment to bring about health improvement change.
* Demonstrates an appropriate leadership style which in underpinned with strong values of quality, diversity, openness and partnership working
* Demonstrates development of self and others by performance review and creating opportunities for development in a learning culture
* Budgetary management skills
* Presentation skills
* IT skills
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| PHYSICAL DEMANDS OF THE JOBPhysical Skills:* Ability to respond swiftly and appropriately to an adverse situation
* Ability to work independently and as part of the management team to respond to the rapidly changing healthcare agenda

Physical Demands:* Use of VDU for prolonged periods, e.g. attending virtual meetings, writing reports, prioritizes results etc.
* Carry out normal office duties including keyboard and telephone use
* Combination of sitting, standing and walking

Mental Demands:* Frequent concentration required e.g. for reviewing / writing policies, analysis and writing reports / presentations, waiting list management
* Concentration required for long periods when driving
* Frequent interruptions to deal with service issues including staffing, and other operational issues that arise, responding to immediate significant events i.e. clinical, operational and staffing.
* Work pattern unpredictable – the post holder does manage a diary but will be expected to deal with any unplanned events which may occur. This may include problems regarding staff shortage in clinical areas, cancellation of lists and services issues
* Ability to manage and cope with changing priorities
* Frequently challenging the decisions/actions of multi-disciplinary staff and take appropriate action as necessary
* Undertaking investigations that may lead to a disciplinary action
* Support staff when dealing with difficult clinical, operational and personal issues as appropriate
* Meeting the needs of all stakeholders while managing financial and physical resources
* Managing sickness absence
* Maintaining consistent professional behaviour in unpredictable and stressful situations
* Delegated responsibility for supplies, nursing and other resources
* Continually motivate, enthuse and maintain staff morale within an ever changing environment
* Demonstrate strategic and political awareness responding to the rapidly changing health care agenda
* Managing workload over various sites within Grampian
* Ability to keep up to date with national and local policy directives, strategies and evidence based practice, interpreting appropriateness for adaptation for local implementation
* Ensuring appropriate representation at local and national events whilst maintaining visibility and accessibility within specialty
* Managing complaints and adverse event reviews as they arise and ensuring robust analysis in determining the root cause
* Ability to prioritise competing demands in a dynamic healthcare environment
* Ability to understand the government waiting times targets and prioritize the different targets

Emotional Demands:* Communicate with distressed / anxious / worried staff / patients / relatives
* Deal with patient and staff complaints (direct contact)
* Take staff through investigatory / disciplinary process
* Manage adverse events and carry out root cause analysis
* Experience exposure to distressing emotional situations when supporting staff, patients or relatives who are upset by the physical or mental condition of themselves or others
* Ongoing responsibility for dealing with distressing circumstances i.e. redeployment of staff, disciplinary and grievance issues
* Managing demanding and unreasonable behaviour exhibited by members of multidisciplinary team, staff, patients or relatives
* Supporting all team members with personal and professional issues
* Management of local / national targets / guarantees i.e. achieving waiting times
* Supporting staff on receipt of bad news
* Ability to hold confidence to make sound judgments and well informed decisions in a dynamic healthcare environment

Working Conditions:* Exposure to anger and aggression by patients, relatives or members of staff
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| DECISIONS AND JUDGEMENTSThe post holder* Has a high degree of autonomy in the leadership, management and decision-making.
* Demonstrates a high degree of initiative
* Accountable and responsible for managing unpredictable workload requiring the need to change focus and location to meet changing operational and strategic deadlines
* Make judgments/critical evaluation based on best available evidence or information
* Accountable and responsible for decisions relating to the management of physical, human and financial resources in one or more areas with specific fields of practice
* Will be expected to deputise for the UOM in their absence
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| MOST CHALLENGING /DIFFICULT PARTS OF THE JOB* Balancing demands of all stakeholders to provide an efficient, safe and effective service whilst working within the limitations of finance and physical resource
* Effective management and prioritisation of competing demands within several areas
* Ensuring effective management of physical/human and financial resources whilst maintaining a high standard of care
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| **NHS GRAMPIAN**PERSON SPECIFICATION |
| The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. Short listed candidates **MUST** possess all the essential components as detailed below.  |

# **POST/GRADE: Service Manager / Band 8A**

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**LOCATION/HOSPITALS: Aberdeen Royal Infirmary**

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| **ATTRIBUTES** | **ESSENTIAL** | **DESIRABLE** |
| Qualifications | Educated to Degree level (or equivalent experience)Evidence of continuing professional developmentEvidence of workforce and workload planning.Experience of working with multiple internal and external stakeholders in a challenging environment. | Holder of Post Graduate Leadership & Management qualification and/or project management qualification |
| Experience | Experience of working within an operational service Budgetary controlExperience in leading and implementing changes in practice and an understanding of change management theories.Experience in project management | Experience of secondary care specialties.Knowledge and experience of working with Waiting Lists |
| Special Aptitude and Abilities | Displays excellent leadership ability.Has excellent team motivational skills.Has excellent prioritisation and time- management skills.Displays excellent organisational skills.Has good interpersonal skills.Is IT literate.Is able to communicate a clear vision of the requirements and future plans for the Service, taking account of the national and local agendas.Is innovative and committed to facilitating change in order to develop and improve people and to design new posts to accommodate and deliver the current and future services.Ability to work under pressureExceptional problem solving skills.Ability to be analytical.Demonstrate excellence in accuracy and attention to detail. |  |
| Disposition | Forward thinking, innovative individualAbility to challenge appropriatelyEstablished influencing and negotiating skillsProfessional attitudeAbility to operate effectively under pressureDevelops trust and integrity with others | Diplomacy and commitment |
| Physical Requirements | Good work attendance |  |
| Particular Requirementsof the Post | Able to work on own initiative and as part of a teamHave evidence to support clinical credibilityEstablished decision making skillsEnthusiastic in the pursuit of clinical excellence |  |
| **MAJOR RISKS IN DOING THIS JOB** |
| *Please indicate the major risks the job holder could face in doing this job e.g. lifting patients/objects, working with hazardous substances, dealing with violence and aggression.**If there are no major risks for the job holder please tick this box*  |