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| 2. JOB PURPOSEThe Acute Division's role is to deliver high quality clinical services and non-clinical support functions that meet the immediate and future needs of the patient population in Lanarkshire.Through the Director of Hospital Services, the Service Manager is accountable for the entire operational and strategic management of their Service Area, including responsibility for its performance, resources and activity. In addition, the Service Manager is responsible for providing managerial input to the Division's strategic structure and for developing future clinical strategy via the Division's Clinical Groupings. Furthermore, in addition to Directorate business the Service Manager, directed by the Director of Hospital Services, is expected to work on a range of Service specific and NHSL wide issues. |

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| 3. ORGANISATIONAL POSITION |
| Service Support ManagersAdministration Coordinators |

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| Ward Managers |

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| Heads ofDepartment |

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| Specialist Nurses |

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| 4. | SCOPE AND RANGEThrough the line management structure the Service Manager for Surgery, Anaesthesia and Critical Care will direct and lead approx. 520 w.t.e. staff members across a range of professions and disciplines, including administration, technical, nursing, scientific, pan-medical and allied health professions.The Service Manager directly line manages Heads of Department/Ward Managers, Service Support Managers, Administration Co-ordinators and Clerical Officers within the Directorate, taking responsibility for service performance, service quality, recruitment, appraisal, continuing professional development and all aspects of staff governance.The Service Manager works closely with the Director of Hospital Services and is expected to carry out major Directorate wide and NHS Lanarkshire tasks, as required. In conjunction with the Clinical Director, the Service Manager is responsible for setting, monitoring and controlling the Directorate budget of £35 million.The Service Manager is proportionately responsible for the following: circa 198,000 outpatient visits, c 64,000 inpatient stays and 27,000 day-cases. |

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| 5. | MAIN DUTIES/RESPONSIBILITIESTo deliver agreed financial targets and budgets, including corporate recovery schemes, recurring savings programmes and efficiency measures.To deliver inpatient, day case, outpatient and specific waiting time guarantees as set out by Scottish Government Health Department.To deliver agreed activity targets for all services and functions within Directorate, including waiting lists.To lead, manage and direct all non-medical staff within the Directorate, reviewing performance of individual areas to ensure that effective and efficient patient services are provided, taking corrective action as required.To lead and deliver on all aspects of staff governance within the Directorate including e-ksf, partnership working, PDP implementation/review and development of Continuing Professional DevelopmentTo work closely with senior medical colleagues in order to secure commitment to Service objectives, influencing behaviours and actions in order to effect service change and service redesign.To support and implement the workings of the Consultant contract, the New Deal for Junior Doctors, Modernising Medical Careers, Agenda for Change andother national changes whilst ensuring that patient services are upheld in accordance with objectives and strategy.To co-ordinate and lead Directorate arrangements for health and safety, risk management, fire and security, ensuring that policies are implemented, reviewed and updated as necessary.To participate in On-Call rota, assuming overall managerial control for all activity and business occurring outside normal working hours, including weekends and public holidays. Specifically, this includes effective cross-site bed management, site staffing decisions and management of any emergency situations, including major incidents. |

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|  To fully participate as a member of the Divisional Management Team providing supporting information, advice and direction to senior colleagues. Participating in decision-making and influencing strategy development.To develop and prepare, along with the Clinical leaders, comprehensive and Innovative operational business plans along with business cases for service developments and capital projects. To define, develop and sustain an operational work and meetings programme to ensure that the Divisional activity is fully integrated, co-ordinated and aligned to its objectives. To fully ensure that the Division adheres to all relevant NHS Lanarkshire and NHS Scotland policies. To drive forward the Service Improvement agenda as set out by NHSLanarkshire strategic directives. This includes the specific aims Lanarkshire's LDP/AOP, 18 Week RTT and HEAT Targets/standards.To lead and motivate staff and stakeholders gaining commitment to progress to ensure the timely and effective delivery of service changes.To regularly undertake surveys and audits relating to service efficiency and patient care — taking corrective action wherever necessary. |
| 6. EQUIPMENT & MACHINERYThe Service Manager position carries overall managerial responsibility f0f safe operation and maintenance of equipment used with the Divisional area of service.The Service Manager is directly accountable through the health and safety management system, DATIX, IRI, Control Book system and HAZ/SAN notice system.Personal computer to produce typed documents, access and share information, access Intra- and Internet, receive and send emails, produce spreadsheets, and to set up and operate databases as required.Printers and photocopier to produce and reproduce hard copy documents and multicopies as required.Overhead and multi-media  projectors to deliver high quality presentations to meetings, workshops, seminars and other such events.Telephone, Fax and Dictaphones for purpose of general communications.Care to ensure most efficient use of time undertaking business of the organisation. |

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| 7. SYSTEMSThe Service Manager uses IT equipment on an extensive basis to secure relevant knowledge/understanding and present data/information in a meaningful way — e.g.Microsoft Word, Excel and PowerPoint along with a working knowledge of the Patient Management System.The Service  Manager is directly responsible for the management of the use of records in the clinical setting — particularly in regard to confidentiality, accessibility f0f clinical care purposes and overall integrity. This also applies to personnel. records and sensitive financial information.Interrogating local and national databases and other sources of information, such as ISD and Information Services, in order to identify, analyse and update transferable information thus ensuring informed decision making.Working with academic and education systems to ensure application and transfer of research, knowledge and expertise to the organisation in support of modernisation,change and Innovation.To be conversant with multiple systems within the organisation including: * Clinical Risk Management
* Human Resource Systems and Processes
* Workforce Monitoring
* Procurement Mechanisms
* Financial Systems and Policy
* Equality and Diversity
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| 8. DECISIONS & JUDGEMENTSThe Service Manager is accountable for personal decisions and ultimately those of all reports in the Divisional service area. In essence, only general health and NHS organisational policies guide the Service Manager, who determines how these are interpreted and acted upon. Furthermore, the Service Manager is required to interpret overall health service policy and strategy in order to establish goals and standards.The post holder will develop policies and procedures for the department.To plan and secure capacity requirements of the service across Lanarkshire.The post-holder is accountable for personal decisions on a day to day basis in terms of resolving issues this will involve taking important decisions that can have significant implications.The post holder is expected to work autonomously within a framework of annually agreed objectives and targets. The post holder will be expected to act on their own initiative and work creatively to achieve the alms of the service within the division and organisation.The post holder will manage outpatient and inpatient and day case waiting times. In particular, the post holder is expected to work with senior medical staff and influence their actions to achieve the targets through tact, negotiation and consensus agreement and re-directing patients to ensure national targets are met.The Acute Operating Division's formal review framework is used to gauge performance. Personal objectives will be agreed with the Director of Hospital Services and be subject to formal annual review.Furthermore, Divisional and subsequently Service Manager performance is monitored at quarterly formal review meetings chaired by the Chief Executive. |

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| 9. COMMUNICATIONS & RELATIONSHIPSInternal: The Service Manager, as the Senior Manager in their Service area, is the focus for all operational and service related management issues. Interacting with all staff, the Service Manager provides advice, information, motivation and support on a wide range of issues and therefore, must communicate effectively, both verbally and in writing. In particular, the Service Manager is expected to work with senior medical staff and influence their actions through tact, negotiation and consensus agreement. The Service Manager needs to communicate regularly and officially with the Director of Hospital Services and the rest of the Divisional Management Team producing high quality, well-structured/researched reports and business cases as required. The ability and confidence to speak publicly using excellent presentational skills is expected.Importantly, the Service Manager must communicate highly sensitive and contentious information to groups of staff and individuals, often in highly charged and emotional circumstances, typically involving policy changes that impact on service delivery or employment.External: The Service Manager is expected to represent the Division when appropriate. The Service Manager must maintain good working relationships and communications with the following: primary care, managed clinical networks, local authorities, private healthcare providers, external consultants, voluntary organisations, purchasing teams, health councils, partnership forums, staff organisations and the many other public sector health bodies including the Scottish Government Health Department. The ability to communicate well, and effectively take part in meetings is a prerequisite. The Service Manager is required to investigate patient complaints and write/ compile responses. This regularly involves 'face to face' meetings with patients and relatives. These meetings can be very emotional and often involve grieving relatives.  |



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| 10. DEMANDS OF THE JOB (physical, mental, emotional)Physical - The varied nature of the post demands multi-site working, therefore a driving licence is essential. The post also involves occasional travel within Scotland and U.K. Extensive PC use is also a feature.Mental — The Service Manager is frequently required to quickly provide information and decisions on varied and unrelated issues in an environment with many conflicting priorities, agendas and deadlines. The post involves frequent interruptions to make decisions and give clarification on issues. The Service Manager requires the mental capacity to deal with many competing demands for time whilst addressing complex problems that require action and resolution.Emotional — Delivering acute patient services and leading service change places great emotional pressure on Service Managers. Managing emotive issues such asorganisational change/ closure of services, termination of contract due to ill health, grievances and disputes, bullying and harassment, disciplinary processes, patient/relatives' complaints and the management of individual performance, carry considerable responsibility and emotional strain. Accordingly, the Service Manager has to balance these issues with the needs of patient services and take difficult decisions that often place strain on working relationships. |

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| 11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOBStriking the balance between the development and implementation of long-term strategic plans and the short-term operational management needs of the Acute Division is the greatest challenge within the post. The Service Manager needs to balance these competing priorities and deliver different objectives within prescribed timescales to acceptable standards. The workload is significant and the post holder must be able to work on many issues simultaneously, taking decisions under considerable pressure. The multi-site nature of the post requires the service manager to remotely manage a diverse range of staff and services at various sites. |



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| 12. KNOWLEDGE, TRAINING AND/OR EXPERIENCE REQUIRED TO DO THE JOB Educated to postgraduate/masters degree level or equivalent experience,preferably with an MBA or MSc management qualification.Demonstrable senior managerial experience with recent evidence of effectively implementing organisational changes and evidence of effective resourcemanagement.Proven track record of staff management, leadership and motivation through cohesive and effective team working.The Service Manager must be able to create an atmosphere of trust and cooperation during a period of rapid and complex change.The ability to plan, organise, direct and control a diverse range of staff is essential, together with an in depth knowledge of costing, personnel, risk, information and quality systems.Extensive knowledge of the NHS in Scotland and its organisations, its policies and its strategic goals. |
| Job Description AgreementJob Holder's SignaturePrint Name DateHead of Department SignaturePrint NameDate |