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| JOB IDENTIFICATION | |
| |  |  | | --- | --- | | Job Title: | Out of Hours Service Manager | | Department: | Falkirk Health and Social Care Partnership | | Location: | Hybrid Working. Forth Valley Royal Hospital/ Falkirk HSCP Headquarters | | Hours: | 37.5 | | Contract: | Permanent | | Job Reference: | BN - OOH -0523 (indicative banding) | | |
| **2. JOB PURPOSE** | |
| The post will provide leadership and operational management, incorporating the future development, of the Primary Care Out of Hours services across Forth Valley.  To ensure the provision of a high quality, efficient, safe and effective clinical service in line with national and local policies for the population.  To manage the budget for the Out of Hours service in line with organisational procedures and standing financial instructions.  Provides specialist advice on the use of Out of Hours resources.  Lead and manage the Primary Care Out of Hours staff and resource.  Co-ordinate the development of public/professional educational and training programmes and campaigns.  The post holder will lead the development of an effective, integrated and sustainable out of hours service, across Forth Valley, including ensuring effective interfaces with the wider unscheduled care system and other partner out of hours services.  Primary Care Out of Hours is a hosted service within the Falkirk Integration Joint Board, delivered across Forth Valley. | |
| **3. DIMENSIONS** | |
| There is a combination of contracted (salaried) and sessional GPs who work in the Primary Care Out of Hours Service. The service also employs, nursing, administrative, drivers and security staff. The service is delivered from sites which are geographically spread across the Board area. | |
| Primary care out of Hours service consists of:  Patient registered population c.310,000  bank GPs  ANPs  Clinical Leads  Lead Nurse  Admin  Drivers  OOH District Nursing Team Lead  OOH District Nursing team ( Band 5 and Band 3 practitioners) |  |

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| **4. SCOPE AND RANGE** |
| The post holder will lead and support the ongoing development of the service in line with national and local developments and policies. This network will bring together services across secondary, primary care, local authority, NHS24, SAS and other key stakeholders including third sector providers.  The aim will be to ensure the effective delivery of out of hours primary care services and the achievement of performance standards across the services. The staff governance arrangements will be supported by the post holder in the context of essential communications and engagement with all staff groups  The post holder will ensure that effective corporate staff and clinical governance structures are in place and deliver corporate governance by implementing effective operational financial controls in line with Standing Financial Instructions. The post holder will be responsible for a budget of £10.4m and be required to manage, audit and monitor the budget to ensure delivery and future service design within available resource.  This post combines the strategic development and leadership of Out of Hours planning and delivery across the NHS Forth Valley area, with line management of the specialist medical and nursing multi-disciplinary workforce. The post-holder interprets national, regional and local policies and guidance to develop inter-agency and interdisciplinary strategic plans. The post-holder is required to establish strong working relationships with a variety of staff, departments, stakeholders and partner organisations including senior NHS, Council and Partnership managers, clinicians, GPs, partner organisation management teams and community planning partners. Maintaining excellent working relationships with national and regional bodies, Universities and networks is a critical part of the role to support the future development of effective out of hours services.  The post-holder will be an experienced senior manager, with knowledge of clinical practice and the ability to lead, influence, negotiate and persuade in complex often hostile environments through proven skill, knowledge and experience in the field of unscheduled care.  The post holder has delegated responsibility for the budget, and will have a role in developing integrated out of hours services ensuring efficiency and effectiveness within available resources. This may require developing opportunities for income generation. |
| **5. ROLE OF DEPARTMENT** |
| To provide a high quality, safe and effective primary care out of hours service, managed through a hub and spoke approach, serving the population of Forth Valley, ensuring that there are robust corporate, healthcare, clinical and staff governance frameworks in place. Working in partnership with multi-disciplinary teams, AHP, internal and external agencies and stakeholders will be required to achieve this purpose. |
| **6. KEY RESULT AREAS** |
| * Ensure there are systems and processes in place to provide daily operational leadership, direction, motivation and management to all staff employed within the service ensuring the delivery of a safe effective quality service to the population * Analyse and accurately interpret daily and monthly complex statistical analysis and information which is provided from the service performance systems. Interpret the national performance data and capacity and demand data that is produced weekly and monthly by NHS24 and proactively use this to plan for service improvement. * Develop a suite of appropriate performance indicators and interpret, quantify and measure the service performance against Key Performance Indicators. Measure the clinical and non-clinical resource against capacity. * Take an intelligence led approach to service improvement. * Plan and organise new ways of delivering the service taking account of national strategic and local policies, establishing partnership and collaborative working involving partner acute sites, other health service providers, other out of hours delivery arrangements, NHS24, Scottish Ambulance Service, e.g. cross boundary cover with other board areas, and with other organisations and services delivering out of hours services. * Lead in the local direction and future development of the service in line with local and national policies. * Take forward Healthcare Improvement Scotland recommendations or other care standards as required. * Develop and ensure the effective operation of a service escalation plan to safeguard the service provision during peak load volume times or disaster recovery * Develop the service winter plan in collaboration with acute partners, HSCPs, Local Authorities and the National Planning Groups with direction from NHS Forth Valley, Falkirk and Clackmannanshire & Stirling IJBs, Community Planning Partners and the Scottish Government to ensure a whole system approach * Responsible for local and national policy implementation across a broad range of areas involving other agencies; Local Authorities, Scottish Ambulance Service, Mental Health Services , Social Services and the Scottish Government. * Ensure that Business Continuity Management is a core process in order that the service can continue to provide critical services in the event of major adverse situations occurring. * Responsible for internal formal communications with staff and for providing public and patient groups with relevant information. In conjunction with Corporate Communications colleagues responsible for addressing enquiries from Politicians and the Media. * Review of performance is undertaken through the agreement of performance objectives. Formal appraisal is undertaken on an annual cycle although the Head of Service will undertake informal reviews of current developments and progress on major issues on an ongoing basis. * The post-holder is expected to exercise considerable judgement in the scope of projects, methods of delivery and monitoring required. This will include analysis, interpretation of evidence and data. They will have the capacity to think creatively and independently and the ability to identify opportunities for redesign and innovative ways of working. This will require negotiation and engagement of expertise out with and across the NHS. This requires proven senior management skills and competencies to deliver projects within tight timescales. The projects/policies/strategies can range from immediate impact to longer term. * Represent Falkirk Health and Social Care Partnership at a national and local level. * Deputise for the Head of Primary Care Services as required. |
| **6. KEY RESULT AREAS (Continued)** |
| * Facilitate the annual service review and patient satisfaction survey in line with local and national procedures * Clinical Governance**:** Work in partnership with Chief Nurse to have an established and robust clinical governance framework that is based on safe and person centred care with the key principles of learning from adverse events and complaints whilst sharing learning opportunities across the system.. * Corporate Governance**:** implement effective operational and financial systems in line with Standing Financial Instructions. Responsible for managing the service budget and identifying and reducing any financial risk associated with the provision of out of hours services. * Lead and manage the complaints procedure for the service in line with the Partnership, the NHS Board and national policies. Identify, implement and audit service improvements and any remedial actions as required following the investigation process * Monitor and make recommendations on all aspects of health and safety including formal risk assessments and environmental working practices, to ensure that national health and safety guidelines and organisational recommendations are met * Represent the service at local and national forums sharing best practice and exchanging new developments and initiatives that may impact on the service delivery locally and nationally * Plan, develop, implement and monitor service change as agreed through the local organisational and national planning structures * Manage change and redesign and lead on projects which impact across the organisation and take the necessary actions to ensure delivery of agreed objectives * Participate in the senior management on call rota as required |

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| **7a. EQUIPMENT AND MACHINERY** |
| Personal computer & printer:  Adastra database system (All patient records are fully computerised)  Attend Anywhere ( Near Me)  Microsoft Office and software, micro soft project, excel, access  E-mail & internet  Telephone/fax machine/tele conferencing & video conferencing  Car  Laptop computer  Data projector  Teleconferencing equipment  Smart board  NHS 24 IT connections  Fax  Photocopier  General Office Equipment |
| **7b. SYSTEMS** |
| Personnel Records Complaints systems  Filing system  Adastra Data Base Patient administration systems  SSTS, EESS,TURAS, Trak  Paper files (Staff records/contracts, correspondence etc.)  Standing Financial Instructions  HR, H&S policies  Complaints  Advantage X Datix ~ Risk Reporting IT systems  QIS  Human Resources & HSE Policies |

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| **8. ASSIGNMENT AND REVIEW OF WORK** |
| The post holder will be expected to work autonomously at a senior level and to manage the service and resources to meet agreed objectives, which include budgetary, Standing Financial Instructions and Key Performance Indicators.  The post holder will be expected to identify and ensure their own Personal Development Plan is sustained and ensure that staff have a Knowledge Skills and Framework outline and Personal Development Plan.  Work will be self-generated through the service and include staff and workload areas that the post holder has responsibility for. Work will also be generated by the Line Manager and through national priorities.  The post holder will be expected to anticipate problems and take the necessary steps to resolve them.  Performance will be reviewed by the line Manager via TURAS, in line with the Boards performance management system. This post reports to Head of Primary Care Services. |
| **9. DECISIONS AND JUDGEMENTS** |
| This post contributes to the effective strategic direction and operation of the Primary Care Out of Hours services for NHS Forth Valley with decisions and judgements that may be broadly defined as both operational and strategic.  **Operational activities** relate to the operation of the whole service. The post holder is responsible for the leadership and management of the service on a daily basis. The post holder is required to make decisions without direct reference to line management in the majority of instances. Activities include: staff leadership, maintaining excellent communication with clinical and non-clinical staff, identifying the broad range of internal and external services, stakeholders and partners that link with the Out of Hours service and Unscheduled Care. Ensure that policies and procedures for operating in a safe and sustainable manner exist, and are reviewed and revised on a regular basis.  **Strategic activities** relate to the ongoing development and redesign of the out of hours range of services and require the post holder to keep abreast of national developments in relation to the provision of Out of Hours and Unscheduled Care and provide managerial leadership to the effective redesign and development of service, whilst ensuring the provision of a high quality, safe and sustainable service for the population. |

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| **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| Delivering significant operational and organisational challenges to meet deadlines and quality initiatives, some of which are identified through Quality Improvement Scotland. Ensuring budgets are met. Working through a large part time workforce .Working across a number of agencies to ensure an effective and sustainable service. Managing multi -disciplinary teams whose objectives can be at variance. Maintaining staff morale during change management process. Personal time management can be challenging. |
| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| The post holder is required to establish and maintain excellent working relationships with all staff across a broad range of disciplines, across both Health and Social Care Partnerships, the NHS, Independent GP Practices, Local Authorities, Community Planning Partners and the public based on mutual respect.  The post holder will require to utilise persuasive, influential, tact, diplomacy and confidentiality whilst dealing with a diverse range of issues.  **Internal:**  Staff in the HSCPs, Acute and Corporate services.  Executive Directors, Heads of Service, senior managers and staff, including Finance, Facilities, Payroll, IM&T and HR  A&E Staff, Consultants  NHS24 Team Leaders, CSM, Management & Directors  Medical Director  Administration staff  Head of Nursing/Chief Nurse  SAS  e Health  GPs & Clinicians  Nursing Staff including District, specialist, custody and Marie Curie nursing.  **External:**  Scottish Government  Public Health Scotland  Out of Hours service leads & groups  NHS 24  Health Improvement Scotland  Adastra (computer system supplier)  Community Health Partnerships  Lead nurses  General Practitioners  Dentists  Staff Side Representatives,  Scottish Ambulance Service  Police  Local Authority  Members of the Public  MPs, MSPs and Local Councillors  Community Councils and representatives |

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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Skills:**  Keyboard  Communication – verbal & written  Accuracy in minute/report writing  Driving, including long distances, evening and adverse weather  **Physical Demands:**  Long periods of time spent at computer  Multi-tasking skills  **Mental Demands:** Throughout the working day (i.e. more than half a day):  High levels of concentration required at all times, writing/reading reports, understanding statistical analysis  Unpredictability of workload requiring changing priorities.  Ability to remain flexible to manage frequent interruptions  Problem solving, influencing and negotiation skills  Motivating others whilst remaining focussed  Finding solutions to issues raised whilst on call  Less than half a working day:  Innovation to develop and maintain an Out of Hours Unscheduled Care Service  Organising rota coverage when manpower is in short supply  Problem solving new and emerging issues  Presentation skills  Driving during adverse weather conditions, and during the hours of darkness  **Working Conditions:** Extensive use of VDU  Driving to meetings  Extensive use of telephony equipment, mobile, blackberry, land line  **Emotional Demands:**  Establish & maintain effective working relationships at all levels  Meeting deadlines in a timely fashion  Participating in Public Meetings  Dealing with difficult patients/carers  Dealing with staff issues and conflict  Regular on-call commitment  Responsible to ensure clinical and non-clinical staffing levels are in place |

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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **Essential**  **Level of experience/knowledge required**  Educated to masters degree level or equivalent  Management qualification  Minimum of 3 years Senior Management experience  Excellent IT skills  Excellent communication and interpersonal skills  Leadership, negotiating, Influencing, co-ordinating, organisational, analysing, decision making, IT & budgetary management skills.  Interpretation & application of National Regulations  Flexibility  Experience in delivering change in a complex system  Project management skills  **Desirable**  Previous Experience Managing an Out of Hours Primary Care services |

**ORGANISATIONAL CHART**

Diagram

Description automatically generated

Note: there are professional leadership links from clinical posts (need to clarify the specifics for these

The post will also have a strong relationships with the GP clinical leads for both HSCPs, taking advice as appropriate to the role and working collaboratively to ensure effective and seamless out of hours working across the system.

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| **PERSON SPECIFICATION** | | |
| **POST/GRADE**: Service Manager- Primary Care Out of Hours services Band 8b  **LOCATION:** Falkirk, working across Forth Valley  **DEPARTMENT**: Falkirk Health and Social Care Partnership | | |
| 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. With the exceptions relating to displaced and disabled candidates noted in Sections 5.3 and 5.4 of this policy, shortlisted candidates must possess all the essential components as detailed below. | | |
| **GENERAL REQUIREMENTS** | | |
| **Factor** | Essential | Desirable |
| Qualification & Experience | Experience of working within a large complex organisation at senior management level.  Clinical knowledge of Unscheduled Care  Educated to masters degree level.  Experience in being part of high performing teams.  Excellent organisational skills  Experience effectively managing significant budgets  Experience of delivering significant change in a complex system | Experience in developing and delivering out of hours services |
| Circumstances & flexibility | Ability and willingness to work flexibly. |  |
| Particular requirements of the post | Ability to facilitate negotations around highly complex changes and, if necessary, sensitively address any impact these changes may have on service.  Identify and maximize opportunities for collaborative working with partners.  Assess performance and activity information for operational purposes and be able to provide interpretation and analysis.  Co-ordinate operational protocols and  procedures for new ways of working.  Works autonomously.  Able to manage unpredictable workload & meet deadlines | Knowledge and understanding of National and Local policies.  Experience of using NHS systems – e.g. SSTS, eEES, Tableaux Dashboards and Boxi, Trak, Adastra  Excellent IT skills- competent in use of a range of systems & programmes |
| Special Aptitude and Abilities | Practical ability to use a range of operational skills.  An ability to travel across Forth Valley.  Lone working  Report Writing and presenting  Full Driving License |  |
| Disposition | Persuasive and interpersonal skills.  Excellent written and verbal communication skills. |  |
| Physical Requirements | Ability and willingness to travel throughout the Forth Valley region. |  |