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### JOB DESCRIPTION

**Job Title Operational Services Manager**

**Department(s) Directorate of Public Health**

**CAJE ID NHSL20/025**

**No of Job Holders 2**

### JOB PURPOSE

Leads on commissioning/decommissioning/operational management for office moves, building closures, service developments for the Health & Social Care Partnership i.e. integrated rehabilitation teams and management of archive records.

Lead person for Localities & Hosted Services to meet governance and statutory requirements e.g. Health & Safety, business continuity Co-ordination, Mass Casualty, information governance, management of locality and hosted services admin staff ensuring all relevant HR procedures are adhered to e.g. Grievance/Disciplinary, Recruitment Management and sickness absence.

To ensure that locality premises are fit for purpose and meet strategic and statutory requirements. To develop business cases for individual projects (e.g. minor capital) and implement projects that are approved (e.g. demonstrator project, eESS, Turas and iMatter).

Managing and co-ordinating Fire Safety Training for all groups of staff across the Localities.

1. **ORGANISATIONAL POSITION**

**Director of Public Health**

**Operational Services Manager**

**x 2**

**Lead Consultant x 2**

 **Admin Team**

1. **SCOPE AND RANGE**

To provide performance management (staff governance, health & safety, procurement, and decommissioning of NHSL property) support to the health and social work integrated management team, ensuring services are delivered within budget, that national and local targets are met and that health & Safety Policy is adhered to.

Directs and manages all admin staff, A&C support staff across the 6 localities plus hosted services. This includes recruitment (Jobtrain, first point of contact for enquiries, short listing, interviewing & selection, approving references), appraisal and performance review and leads on investigation of grievance and disciplinary overseeing process and undertaking appropriate action from this process i.e. first and final warnings, recommendation for dismissal etc.

Manages staff absence, induction, training and development and leads on development of procedures and protocols for A&C staff. Lead mediation where required to promote local resolution.

Ensure that Locality and hosted services A&C staff meet statutory requirements for all compulsory training. Responsible for managing the training programme for administration teams across all localities and hosted services. Manages databases to meet KPI’s and provides data for NHSL performance management purposes.

Leads on commissioning services for the Health & social Care Partnership and will meet with staff and suppliers to discuss requirements e.g. IT, telephony, furniture and equipment, fixtures and fittings, security, car parking, asset management and procurement. Information Assurance sign off with General Manager and Head of property Services on completion of works.

Support NHSL values through the application of appropriate behaviours and attitude.

Leads on strategic plans on disposal/redesign of NHSL premises, introduction of new integrated services and redesign of current services e.g. health and Social Care integration and GMS contract. Due to complexity of Health & Social Care integration, plans may require adjustment.

Leads on Business continuity and Mass Casualty plans and leads emergency response drills. Develops action plans in response to Scottish fire and Rescue.

Carries out formal audits e.g. HAI, patient safety, health & safety and staff governance to ensure compliance with KPI’s.

Leads on commissioning services for H&SCP – identify and commission suitable accommodation, equipment and systems for the newly developed integrated rehabilitation teams and other developing services (working arising out of the GMS contract – e.g. Phlebotomy) for the 6 Localities.

The post holder is autonomous, planning and prioritising their own workload to meet strict deadlines.

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| 5. MAIN DUTIES/RESPONSIBILITIES* Lead and provide effective operational management of the Administrative Support Services.
* Develop and implement strategies/systems for operational support services to ensure continuous improvement of service to support clinical/non clinical changes
* Effectively manage the complex human resource issues of individuals and teams, including personal and professional issues, disputes, discipline and grievance processes, investigations, complaints, recruitment and performance monitoring.
* Manage all systems in the Localities to ensure compliance with, and effectively implement the Adults with Incapacity (Scotland) Act 2000, Mental Health (Care and Treatment) (Scotland) Act 2003 and Freedom of Information Act.
* Implementation, management and evaluation of PDP process within Administrative Services linking it to corporate agenda and identifying development and training needs.
* Provide the lead liaison, and point of contact, with the operational management of the Property and Support Services Division ensuring full Locality involvement with capital expenditure schemes.
* Designated Health & Safety Officer and Deputy Nominated Fire Officer to ensure statutory requirements are met, and the required training for all Unit staff is provided.
* Ensure accommodation and property within the Locality is used effectively, and all service development requirements and operational pressures are responded to in a proactive manner.
* Promote and provide effective communication between Management and a range of external stakeholders, for example Mental Welfare Commission, Voluntary Organisations, Public Interest representatives, Practice Managers and Independent Contractors.
* Deliver effective financial management for devolved budgets, including savings programmes and efficiency measures. Ensuring resources are utilised, managed and operated in ways consistent with NHS Lanarkshire and CHP financial strategies.
* Lead and monitor a range of functions for the locality to ensure smooth and effective service delivery and accountability; inclusive of:
* Collation, analysis and reporting on data related to waiting times performance, assisting in changes to outpatient activity to meet waiting time targets, e.g., facilitating additional clinic sessions where required
* Participate in Accountability Reviews with CHP Directors
* Administration of Financial Claims and Losses
* Response and Investigation of non-clinical complaints
* Authorisation of all payroll data and information
* Data Protection and Freedom of Information
* Unit Risk Registers
* Authorisation of weekly/monthly duty sheets and travel claims, duty sheets and other expenses.
* Review/ensure compliance of guidelines relation to clinical/non clinical confidentiality requirements.
* Promote Unit services within Public Involvement groups ensuring public involvement obligations are met.
* Work as a key member of the health and Social work management team supporting General Managers, Service Managers and professional Leads in the operational and performance management of Localities and Hosted Services, including waiting times management.
* Provides non clinical advice, information or guidance directly to patients, clients, relatives or carers e.g. complaints resolution, meeting face to face with complainants if they wish to discuss responses further in relation to administrative issues.
* Carries out patient satisfaction surveys on a rotational basis meeting patients/families and gathering their views on services/care provided.

Responsible for waiting time targets and regular monitoring to support continuous improvement of services. Contribute to the management of regular review and where necessary take corrective action. |

#### 6. EQUIPMENT & MACHINERY

Personal computer and a range of software packages.

Telephone

Fax Machine

Laminator

Photocopier

Multi-Media equipment

General Office equipment

**7. SYSTEMS**

The following systems are in support of the main duties and responsibilities listed in Section 5.

* Ensure compliance with Standing Financial Instructions
* Responsible for the collation, preparation and analysis, manually and electronically, of performance management information in respect of clinical and non-clinical activity.
* Manage and implement systems to record and plan Staff Training Activity (statutory and non-statutory) e.g. Moving and Handling, Management of Aggression and Course Leave & Study Leave.
* Designated Management responsibility for Health & Safety Control Book with proactive involvement with local Health and Safety meetings.
* Management of various working systems e.g. Child Health Database, School Health Database, Electronic Single Shared Assessment, Trojan, Datix, PIMS, PMS.
* Ensure compliance with record management policy.
* iMatter
* Turas
* eESS
* SSTS
* Pecos
* Datix
* LearnPro
* FirstPort
* Tolero
* TrakCare
* Jobtrain

## 8. DECISIONS & JUDGEMENTS

Make decisions on the use of resources within the service as a whole. Assess service issues and decide upon the best course of action to benefit the services. e.g. skill mix vacancies to meet CRES savings.

The diversity and complexity of the Localities and hosted services work portfolios across operational, strategic and professional domains can lead to pressurised deadlines and ability to be responsive and adaptive at short notice.

Analyse and use judgement to interpret complex information and reach workable solutions e.g. patient Safety, HAI, Health & Safety, Staff governance, ensuring compliance with KPI’s. Identify any funding requirement for the implementation of new or reconfiguration of services.

Makes decisions and recommendations within the framework of NHSL policies, making decisions relating to the management of operational issues, including making recommendations re service changes, allocation of budgets (e.g. skill mix) decisions including prioritisation of resources to ensure service delivery timescales and/or budgets are met.

Leads on development of local standard operating procedures used to support service change. Implement policies and propose changes that impact on Health & Social Care Partnership e.g. write local procedures for Health & Social Care integrated teams e.g. Integrated Addictions, Rehab Team.

Leads on specified projects, option appraisal and business case development for new initiatives e.g. work arising from GMS contract, Health visitor Universal Pathway, Health & Social Work Integration, staff moves from acute premises to primary care bases.

The post holder must demonstrate efficient and responsible use of resources to deliver services and is an authorised signatory to the value of £10,000 for all non-stock requisitions and invoices, endowments, ensuring areas stay within their budgetary allowances. Has a delegated A & C budget of 2.2 million for salaries and signs off travel expense claims.

Procures physical assets and supplies for several localities and hosted services e.g. Sexual Health, CAMHS, Paediatrics, and Integrated Addictions. Orders and maintains an up to date register of all mobile phones/IT equipment for all North Localities.

Responsible for cross charging within and outwith NHSL where appropriate e.g. Equipment Scrutiny Group part funded by North Lanarkshire Council.

Implement Primary Care policy and adapt where necessary to implement within departments e.g. fair warning, sickness absence within acute/primary care sites.

Leads on annual record destruction programme for archive records adhering to NHSL retention policy guidelines.

Responsible for developing local policies for delegated areas e.g. access/egress of buildings out of hours and accessing 4x4 vehicles for winter planning.

**9. COMMUNICATIONS & RELATIONSHIPS**

The post holder required to effectively communicate and build relationships with all grades of staff and a wide range of partners, therefore applying a high level of motivational, negotiation and persuasive skills on a daily basis to facilitate the smooth delivery of operational and strategic provision of services.

The post holder will require interpersonal skills to influence colleagues for whom they have no management responsibility to achieve operational change and service redesign.

It is a frequent occurrence for the post holder to communicate highly sensitive, highly complex outcomes requiring a high degree of tact, sensitivity, diplomacy and empathy.

These can relate to service changes, relocation of base, disciplinary matters, service withdrawal e.g. negotiate with staff re changes to accommodation for their service in order to accommodate new services where there may be barriers to acceptance and cultural differences between NHS, social work and external agencies.

**10. DEMANDS OF THE JOB (physical, mental, emotional)**

**Physical**

Frequent VDU work where advanced keyboard skills are required for report writing, manipulation and analysis of complex data in spreadsheet format, typing reports, confirming SSTS, maintaining databases for A&C staff across the 6 Localities and hosted services. (a cohort of 100+ staff)

There is a daily requirement to drive across NHSL sites.

**Mental Effort**

Prolonged concentration e.g. interviewing all day or on disciplinary panels dealing with complex HR issues and fair warning breaches.

Concentration required when typing reports and data analysis.

Responding to unpredictable work demands which often result in change of task.

**Emotional Effort**

Deals with a range of complex staff issues.

Occasionally facilitates potentially emotive meetings i.e. grievance/disciplinary

Deals with staff and patient complaints which may be sensitive in nature

Manages change within the working environment where there are barriers to understanding and acceptance.

**11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

Dealing effectively with a number of simultaneous tasks, with the level of commitment, urgency and adaptability that these require, and having the empowerment to ensure that these are carried out within the agreed timescales often under quite severe time pressure. This includes balancing priorities and managing stakeholder expectations.

Influencing, motivating, supporting and encouraging multi-disciplinary teams, whilst implementing changes in working practises/new systems.

Ensuring adherence to NHSL and national contracts for supplies and services and payment thereof where applicable and appropriate.

Ensuring that improvements and sustained and best practice promoted across A & C support teams, e.g. compliance with fire KPIs, health and safety, staff training etc.

**12. KNOWLEDGE, TRAINING AND/OR EXPERIENCE REQUIRED TO DO THE JOB**

Educated/Operating at degree level in Administration/Business Management/Public services or equivalent

Post Graduate qualification or equivalent experience.

Evidence/experience of Project Management

Significant knowledge and experience of commissioning/decommissioning

Experience of managing performance standards and contributing to improvements in patient services and staff governance.

Significant experience of leadership and team working

Experience of financial management

Proven staff management experience

Experience of project/programme management at a strategic level

Significant experience and understanding of Health & Safety regulations in the Workplace e.g. IOSH Certificate, Asbestos Certificate, Risk Assessment training.

Loggist training to facilitate Health & Safety, Mass Casualty and Business continuity.

Leadership and development programme

Managing poor performance training

Managing difficult people training

Coaching Skills

Sickness Absence training

Competency and Value Based Interview Skills training.

**Job Description Agreement**

**Job Holder’s Signature Date**

**Head of Department Signature Date**