

Scottish Ambulance Service

Job Description

1. JOB IDENTIFICATION

Job Title: Senior Clinical Support Manager

Department(s): Ambulance Control Centre

Job Holder Reference:

No of Job Holders:

2. JOB PURPOSE

The post holder will ensure that decisions made by the Control Centres are operationally and clinically appropriate, legally compliant and delivered within the Service's quality, performance and governance frameworks.

Post holder will have responsibility for maintaining a knowledge and overview of active, planned and spontaneous events, gatherings, demonstrations and other occurrences with the potential to impact on the requirement for resources or the continuity of business as usual within the Control area.

The Senior Clinical Support Manager will act as a senior point of contact for all clinical issues highlighted within the ACC, they will manage and mitigate presenting clinical risks ensuring that patient safety is maintained at all times. They will focus on improving the quality of the patient experience and through their decision making contribute to ensuring positive health outcomes for patients.

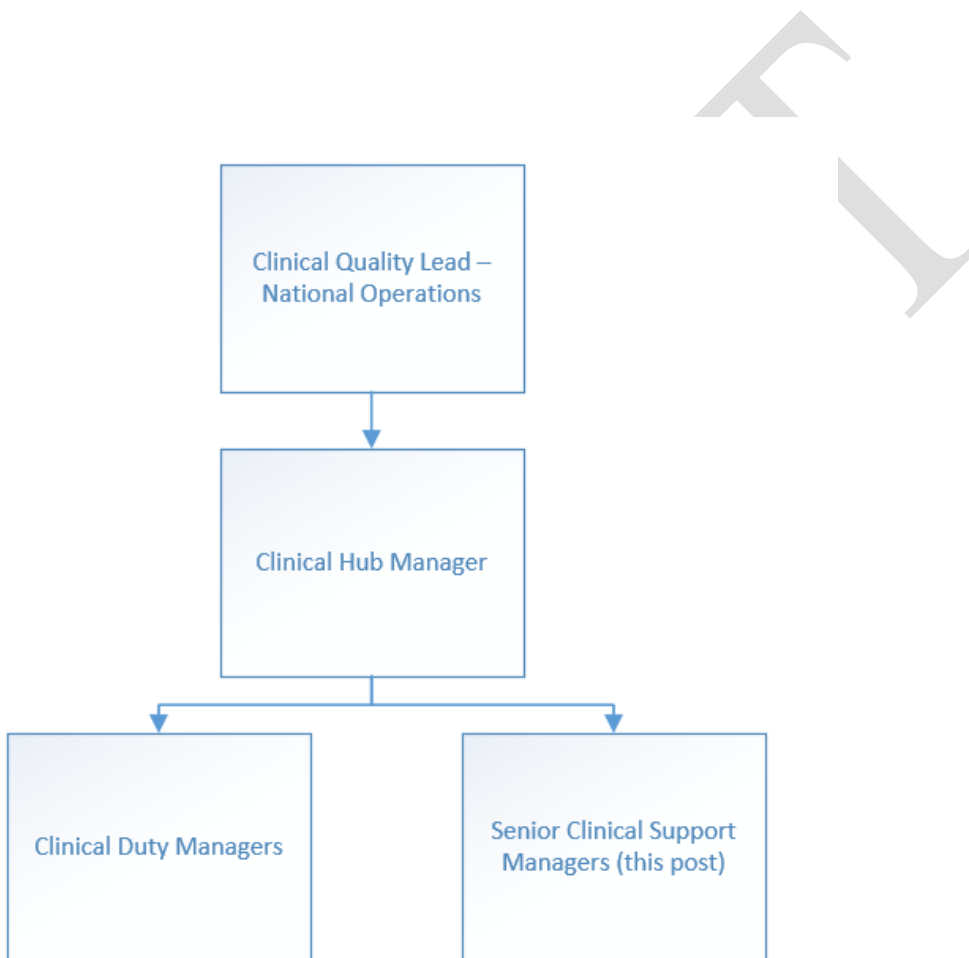
3. DIMENSIONS

Across 3 ACCs: Inverness, Norseman House (South Queensferry) and Cardonald (Glasgow). The three multi site virtual Scottish Ambulance Service Control Centres (and Fall-Back Centre) are a critical national infrastructure resource that provides the hub of clinical and operational decision making to ensure that patients receive the most appropriate response from the Service, including advice, mode of response and referral to other agencies. Work nationally to manage clinical risk and safety within the live stack demand.

The post holder will oversee the clinical management utilisation the following groups of staff based within the Control Centres:

- Supervisors – Emergency Operations and Non-Emergency
- Clinical Supervisors and Clinical Advisors
- Specialist desk staff such as Logistics, SORT, Air Ambulance & Specialist Retrieval
- Dispatch Staff
- Call Handlers
- Logistics, Data, Audit and Training Staff
- Volunteers

4. ORGANISATIONAL POSITION



5. MAIN TASKS, DUTIES AND RESPONSIBILITIES

Manage and provide direction to a multi-disciplinary team and will personally ensure the effective performance of each such team including, clinical and operational supervision, management of information, risk assessment, mentoring, coaching and the identification of issues and training needs. Work closely with the SOM, RTA and DM teams to manage the live time clinical stack and risk within the live ACC environment

To provide an effective continuous, real-time national clinical overview of activity, potential and developing issues and provide strategic management of service delivery.

Participating on the national conference calls to ensure all contributors to service delivery are fully briefed on the projected requirements for the day and throughout the day as required. Participate on unplanned conference calls in response to other unscheduled incidents or developing situations including Major Incidents.

Provide clinical overview and leadership of the initial responses to Major Incidents, ensuring that the breadth of Service and joint agency capability is mobilised as appropriate to attend the incident.

Maintain a close tactical and operational managerial overview of all activity carried out within the Ambulance Control Centre and delivered by the operational Service, including individuals and agencies acting on behalf of the Service.

Actively monitor, assess, advise and, intervene and re-prioritise plans as required to ensure that all physical assets, human resources, processes and systems are managed efficiently and effectively to meet both prevailing and anticipated demand.

Apply Service policies and procedures, including Health and Safety and Information Governance.

Maintain a comprehensive picture of active, planned and spontaneous events, gatherings, demonstrations and other occurrences with the potential to impact on the requirement for resources or the continuity of business as usual.

Ensure that all staff within the Ambulance Operations / Control Centre focus on:

- Patient and staff safety
- Event recording and reporting

Ensure that professional advice and clinical guidance is given to clinical advisors, advanced practitioners, call handlers, dispatchers and supervisors on each occasion when needed to support decision making ensuring that each intervention remains patient and people focussed.

Maintain a comprehensive knowledge of the skills and capabilities of different grades of clinical staff within the Service and of specialised capabilities such as clinical decontamination, casualty clearing, inland water incident, personal protection, difficult access and similar roles

designed to enhance patient access and treatment.

Maintain a comprehensive knowledge of the suite of generic and site specific emergency and contingency plans, participate as required in emergency and plan validation exercises and training as may be required.

- To provide 'real time' performance management information and act on any issues requiring immediate attention.
- To monitor the CSD queue and any other clinical work streams to ensure that the calls are handled in a safe, timely and appropriate manner.
- If required, to provide high quality clinical advice supporting clinicians in the operational environment using knowledge, skills, critical thinking and professional judgement supported by clinical assessment software and clinical decision protocols endorsed by the Service.

To ensure a healthy and safe working environment in which information is readily available, the working environment supports decision making and staff well-being is promoted and improved where possible.

Promote the Service vision and values by ensuring the organisation is clinically excellent, patient centred, acts with integrity, is leading edge, and encourages learning.

6 SYSTEM & EQUIPMENT

Following induction and training, knowledge software packages for the following:

- – for monitoring of staff information
- – for staff rostering
- – performance management system
- – payroll management system
- - recording of adverse events and near misses (DATIX)

And including but not limited to:

- Telephone Systems, including digital, analogue, mobile and satellite
- Airwave radio
- Voice Recording
- C3 Command and Control software, RPS/SPM/EIS
- ProQA software and MPDS card set, including evolutions and replacements
- Optima Predict, Optima Live
- Cleric and associated systems
- Engage Client
- Symposium – to monitor staff performance and availability
- Mobile Ambulance Control Unit (MACU) and Forward Command Vehicle (FCV) Systems
- Microsoft Office Systems (Word, Excel, PowerPoint, Outlook)

7. DECISIONS AND JUDGEMENTS

Using extensive operational and systems knowledge required to make judgements, especially in critical situations, and to be able to define and articulate the rationale behind decisions.

Making judgements and informed analysis on operational and clinical decision making, deciding on a course of action, including escalation, which will be questioned at daily operational conference calls or subsequent investigations.

Make operational judgements on response based on the skills and capabilities of different grades of clinical staff within the Service and of specialised access and treatment capabilities such as SORT.

Make effective decisions in response to a very dynamic, demand led environment, often with limited information.

Give direct instructions to operational and Control staff in a command and control environment, monitoring, motivating and developing the team.

Undertake investigations and progressing complaints with some leading to disciplinary or training implications.

Undertake self-generated and wider portfolio work, as necessary to achieve objectives.

Prepare background analysis and work for Team meetings, annual performance reviews and development plans.

Post holder would be expected to obtain and generate data and thereafter to analyse highly complex information from across all three Control Rooms, in order to facilitate a co-ordinated national decision making.

Apply specialised skills to generate reports from C3 and other systems.

Analysing highly complex information - the post holder would be expected to review data produced by Data Warehouse and Real Time Analysts to support report writing and presentation and options appraisal for presentation to the management team.

Specialised skills are required to generate reports from C3, MTTs and other systems.

Judgements and analysis will be questioned at daily operational conference calls.

Must be able to make effective decisions in response to a very dynamic, demand led environment, often with limited information.

Required to resolve staffing issues and conflicts within the team, including those arising between Divisional crews and Control Centre Clinicians.

Using extensive operational and systems knowledge required to analyse risk and threat and

make judgements, especially in clinically critical situations.

Interpret organisational policy to achieve appropriate and safe outcomes for the patient and the Service.

8. COMMUNICATIONS AND RELATIONSHIPS

Much of the above communication is of a complex nature, often involving very sensitive issues regarding members of staff and the public and the interface with external stakeholders. The post holder is required to lead a multi-skilled team promoting capability and compliance, quality and standards and including appraisal, attendance etc.

Post holder will be required to overcome barriers and resolve issues of conflicting priorities through the use of effective interpersonal skills..

The types of information communicated would include highly sensitive and confidential personal, patient, clinical and staff information, including complaints.

The post holder would be required to intervene in decisions made by clinical staff and supervisors and is required to direct and instruct appropriate to the circumstances as well as motivate, encourage, coach and mentor.

The post holder will participate in the Adverse Incident Reporting system, initiating and taking reports from front line staff, managing the incident and preparing reports.

The ability to Communicate effectively with a wide range of staff, partners and stakeholders is a prerequisite, relationships include:

Operational staff and managers, support services managers, visitors etc.

NHS, NHS Boards, NHS 24, Hospitals and Specialist Units, General Practitioners and Out of Hours Services, other Ambulance Services including Ambulance HART, Public Health, Health Protection; volunteers, including Voluntary Aid Societies
Emergency Services – Police including BTP, Fire, Coastguard, Mountain / Mines Rescue, Military etc;
Local Authorities, including Emergency Planning and Social Services;

9. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB

Physical Skills – Use of keyboard skills, data warehousing and retrieval, including emergency situations.

Physical Effort – Irregular working patterns, out of hours working. Managing for extended periods during complex and protracted Major incidents. This is a 24/7 role which requires all staff to work across these rota's.

Mental Effort – Analytical skills, leadership and motivational skills and operational decision making requiring considerable intense concentration.

Appropriately prioritise challenging situations on a frequent basis.

Emotional Effort – Providing support and direction to a large team of people, dealing with distressing circumstances, including fatalities and staff under emotional stress, including dealing with abusive or aggressive callers.

Dealing with disciplinary and grievance issues.

Reporting on Team and own performance during operational conference calls, highlighting to senior managers reasons for non-compliance or failure to achieve targets And justifying the reason for decisions made under pressure.

Advising staff of unwelcome news.

Dealing with clinicians including consultants, GPs and dealing with ambulance crews in stressful, high demand situations.

Assisting with police investigations and complaints.

Attendance at Court to give evidence on decisions made, as required.

DRAFT

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

A complex role presenting conflicting priorities, including performance managing a team dealing with emergency and non-emergency demand, within a continually changing environment, balancing conflicting demands.

Being the senior decision maker for the shift team on duty within the Control Centre.

Maintaining an analytical overview of the utilisation of all physical assets, human resources, processes and systems.

Making effective tactical and operational management decisions to prioritise challenging situations on a frequent basis.

Dealing with patient, relative, professional user, stakeholder and staff expectations.

Dealing with situations of a distressing and emotive atmosphere and supporting staff whilst under operational pressure.

Continually striving to achieve stringent corporate objectives with finite resources and unpredictable demand, using resources effectively to meet prevailing and anticipated national demand.

Maintaining the quality of clinical, operational and technical decision making and providing decision support. Knowing where to obtain the correct sources of further advice and specialist support.

Ensuring the safety and welfare of patients and staff.

Providing an overview of priorities, performance, trends, areas of challenge and non-compliance to senior staff.

Communicating effectively and motivating a shift team, ensuring that the team remains efficient but focussed on meeting the needs of individual patients.

Dealing with staff, stakeholders and the media and meeting their needs.

The Post holder may be required to represent the service at Fatal Accident Inquiries.

11. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Significant management experience, preferably in a critical decision making environment.

Evidence of leadership qualities and people management skills, which are aligned with Registered staff , such as paramedics, nurses, doctors and other medical staff.

Leadership skills preferably gained within a clinical setting e.g. Paramedic or Nurse with relevant training and experience in emergency care (Desirable but not essential).

Confident to advise non-specialists, senior managers and stakeholders on the impact of demand and other influences on operational performance and service delivery.

Significant breadth of knowledge and experience of the operation of the Service.

Confident to advise non-specialists, senior managers and stakeholders on the rationale behind operational and clinical decisions, including the reasons behind the choice to use or decision not to use different modes of response, specialised assets and sources of advice.

A good understanding of information governance and well developed ability to analyse complex information, produce reports and use data to better manage demand or deployment.

Clear reasoning, communication and influencing skills.

The post holder would be expected to have knowledge of the technical processes and systems operated within the Control Centres.

Ability to record facts and occurrences with accuracy, clarity and consistency

13. JOB DESCRIPTION AGREEMENT	
Job Holder's Signature:	Date:
Head of Department Signature:	Date: