JOB DESCRIPTION

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| **1.** | JOB IDENTIFICATION  |
| Job Title: | Cardiac Physiology Manager  |
| Agenda For Change Band:Responsible to  | Band 8AClinical Service Manager, Medical Specialties  |
| Department(s): | Glasgow Royal Infirmary and the New Stobhill Hospital  |
| Directorate: | North Sector, Acute Services  |
| Operating Division: | ACUTE SERVICES DIVISION |
| Job Reference: |  |
| Last update:  | April 2023 |

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| **2.** | **JOB PURPOSE** |
|  | Provide clinical, professional and managerial leadership for key responsibilities within the North Cardiology Physiology service or within clinical areas where cardiac physiology input is being provided. Provide a visible authoritative leadership presence to support the Cardiac Physiologists and associated staff in their implementation of all clinical and professional standards, to ensure that all Cardiac Physiologists and associated staff provide support that is responsive and appropriate to patient needs.The postholder will motivate and lead the Cardiac Physiologists and associated staff within the service to quality assure the care and diagnostic investigations and reporting of same plus continually strive to improve the patient experience (positive patient experience, effective cardiac physiology intervention and enhanced patient safety). In partnership with General Manager, Clinical Service Manager, finance, People and Change and clinical colleagues, will deliver Sector/Directorate department plans which drive financial efficiency and quality initiatives across the Sector/Directorate simultaneously ensuring person centred care is at the forefront of all decision making. The post holder will be actively involved in, and assist the GM and CSM in the planning, development and re-design of services and workforce. The post holder will be actively involved in, and assist the GM/CSM in the delivery of access standards. The post holder plays a pivotal role in the investigation of clinical/critical incidents within the service and provide expertise on the panels of RCA investigations. They also play an important role around the review and sign off of local Datix incidents and feedback to staff who report the incidents. |

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| **3.** | **ROLE OF THE DEPARTMENT**  |
|  | To provide professional leadership for the North Sector Cardiac Physiology services and to lead develop best professional and clinical standards which underpin excellent outcomes for patients are deployed in the Cardiac Physiology service. To provide expert professional advice to the Board on statutory and regulatory Cardiac Physiology requirements and assuring the Board of their delivery. To provide/contribute expert professional advice on the Board’s Cardiac Physiology Services. Cardiac Physiology Workforce planning and the inter-relationships between undergraduate education and postgraduate training to deliver a workforce that meets the needs of NHSGGC. |

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| **4.** | **ORGANISATIONAL POSITION** |
|  | Clinical Service ManagerBand 3 & 2 ATOSAdministration StaffBand 5Cardiac PhysiologistsBand 6Cardiac PhysiologistsBand 7Cardiac Physiologists**This Post** |

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| **5.** | **SCOPE AND RANGE**  |
|  | The post holder will lead and be responsible for the overall standards of clinical investigation, reporting of same and care across their area of responsibility in NHS Great Glasgow and Clyde (NHS GGC).The post holder is required to engage with a highly developed clinical workforce and is responsible for ensuring the care the workforce provides is aligned to the service requirements and that all dimensions of NHS Scotland’s Quality Strategy are met to ensure safe, effective, reliable person centred care is delivered every time.To lead and foster a culture where Cardiac Physiologists and associated staff are engaged with the effectiveness of performance, the quality of clinical care, the care environment and where practice is underpinned by research and evidence.As well as evidence of engagement with peers to share good practice across relevant clinical areas/departments e.g. other Cardiac Physiology services. To adhere to all aspects of professional standards, clinical, financial and staff governance.  |

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| **6.** | **MAIN TASKS, DUTIES AND RESPONSIBILITIES** |
|  | **The postholder will:** **Clinical** * Provide a visible accessible, authoritative and supportive presence to patients/relatives and staff.
* Provide onsite professional and clinical leadership in the co-ordination and operationally oversee, plus take necessary actions in the day to day management of the Cardiology Physiology services within the North Sector.
* The postholder will undertake a minimum of 8 clinical sessions per week to maintain clinical skills across a number of cardiac diagnostic modalities and provide direct leadership, supervision, and management support in area of responsibility.
* Ability to undertake a full range of invasive and non-invasive Cardiac Physiology Diagnostic tests/interventions to Physicians, Surgeons, Anaesthetists, General Practioners and the wider clinical teams.
* Using specialist knowledge analyse and complete clinical reports on full range of invasive and non-invasive Cardiac Physiology Diagnostic tests/interventions to Physicians, Surgeons, Anaesthetists, General Practioners and the wider clinical teams.
* Act independently in the assessment of referrals for cardiac procedures based on clinical need and agreed vetting criteria.
* Provide clinical/ professional leadership to the Cardiac Physiologists and associated staff and actively develop the clinical leadership skills within this staff group.

 * The post holder will work with their teams to develop quality person centred clinical care practices across their area of responsibility by supporting their teams to achieve the standards.
* The post holder will be responsible for undertaking self and peer assessments of the service and delivery of agreed service standards.
* Within areas of responsibility take the lead reducing the risk of Hospital Acquired Infection by ensuring that National HEI and SPSP standards are achieved for a safe patient/ staff environment.
* Liaise with infection control team in monitoring the prevention and control of infection ensuring action plans are implemented and completed from infection control audits.
* The postholder will provide leadership in caring behaviours in clinical practice and identify areas of good practice, suboptimal practice and manage improvements effectively. Monitor, audit and report on compliance, in particular focusing on service improvement.
* The post holder will seek to address deficits within clinical practice through robust implementation of evidence based research and quality improvement processes.
* Initiate and contribute to the planning and development of services within wider organisational policies and procedures.
* Maintain professional knowledge and skills to assist in the progression of service improvement.

**Professional*** Lead and motivate the team striving for a “can do” culture of ongoing safety and improvement maintaining the ethos and focus on “Patients First Always” Act as a positive role model and display professional leadership and organisational values and behaviours.
* Reinforce personal attributes of self-awareness, self- confidence and self- reliance.
* Reinforce professional leadership attributes with the Cardiac Physiologists and associated staff.
* Ensure effective career succession planning processes are in place.
* Develop the support mechanisms within the clinical setting to ensure full compliance with the required professional/regulatory requirements for self and others. Effectively monitor/ audit as required the process within the directorate to ensure all Cardiac Physiologists and associate staff maintain fitness to practice.

 * Provide informed, relevant and timely support and guidance to a broad range of staff.
* Provide the CSM with regular reports on professional issues and escalate professional concerns that cannot be resolved locally.
* Support the development of research and development in Cardiology and other services as required.
* Share personal objectives with staff and lead in the appraisal and setting of personal development plans for staff.
* Act as a change agent to support the successful development/implementation of improvement programmes.
* Ensure that staff comply with the Data Protection Act, Caldicott Guidelines and local policies regarding confidentiality and access to medical records.
* Uses own initiative and acts independently within the bounds of existing knowledge and skills.
* Initiate and follow through appropriate procedures when a breach of policy occurs.
* Professional role modelling
* Responsible for Clinical Governance within own area. Take a proactive rose with team around all aspects of Clinical Governance.

**Managerial** * Deal with highly complex, sensitive or contentious information, seeking and attaining understanding and engagement from a range of staff.
* Contribute (accountable for the devolved budget) to annual budget setting.
* Manage departmental resources efficiently and effectively (staff, budget, stock, equipment). The postholder has delegated responsibility for stock ordered for the department. The postholder is accountable for any overspends/underspends and explaining to CS/GM.
* Will provide professional advice on procurement of equipment or clinical sundries/devices considering cost /quality and aiming to make savings where possible.
* Responsible for the recruitment and selection process within remit to ensure skill mix/establishment meets workload, patient needs and within workforce budget.

 * With the CSM ensure job descriptions and skill mix meet the service requirements and within the service budget.
* To actively facilitate a progressive learning environment incorporating the PDP process. Responsible for the PDP of all Cardiac Physiologists and associated staff within the department.
* Ensure efficiency and safety in staff rostering that staffing levels/skill mix is appropriate for safe, effective patient and staff needs.
* Responsibility for the monitoring and management of all Cardiac Physiology Budget within remit along with Clinical Service Manager. The postholder is accountable for any overspends/underspends and explaining to General Manager/Clinical Service Manager. The postholder will provided professional advice for deciding on products or equipment purchased considering cost / quality and aiming to make savings where possible.
* As outlined in NHS GGC’s standing financial instructions authorised delegated Cardiac Philologist budget signatory for SSTS/ EES transactions (start and termination) and clinical sundries.
* Responsible for the implementation of NHS GG&C Board clinical and Human Resources, Once for Scotland policies including monitoring compliance with staff induction, attendance, capability, conduct and training requirements. Within area of responsibility ensure all staff have an annual EKSF and PDP.
* To ensure compliance by all staff of health and safety policies, promoting awareness of maintaining a safe environment by reporting and investigation of incidents. Also ensuring all staff complete and maintain mandatory and statutory training requirements.
* Proactively manage the work of Cardiac Physiology staff to develop and support safe patient flow in the acute hospital.

 * Proactively manage the work of Cardiac Physiology staff to develop and support delivery of access targets.
* Work with and influence key representatives across NHSGGC to bring about changes in the practices of individuals and services who may have a high level of emotional engagement and commitment to existing ways of working. This requires a high level of interpersonal skills and the ability to use different communication techniques and influencing strategies to obtain the required solution.
* To oversee the maintenance and working with relevant staff development of all information systems. NHS GGC Cardiac Physiology Services have different, hardware and software systems as well as hospital information systems.
* To ensure maintenance of equipment and reporting of faults – highly complex equipment that is essential to the smooth operation of the service. Maintaining good working relations with Clinical Physics and external engineers for servicing of equipment and repair of faults. This also involves replanning clinical sessions to minimise down time which would affect patient waiting times. Monitor down time to assist in updating equipment when required and preparing business case for replacement.
* To update departmental technology following procurement procedures. This involves keeping updated with the latest technologies, obtaining equipment on demonstration and deciding which machine to purchase and ensuring it complies with health board strategy.
* To maintain effective communication with team with regular departmental meetings with all staff, service meetings, budget meetings, directorate meetings with general manager, audit meetings. Also through departmental staff information board.
* Ensure accurate record keeping and documentation and lead on improvements as required.
* Participation in operational and clinical meetings to inform develop heart disease, policies and service needs.
* Dealing with and aiming to resolve situations before they reach a complaint, when this is not possible responding to complaints and changing practice when required.
* To operationally oversee and take necessary actions in the day to day management of patients attending/accessing the Cardiac Physiology services.
* To lead, implement and evaluate local standing operational procedures/policies and good practice guidelines.
* The post holder will contribute to the Site Safety meetings as required.
* Participate in service improvement projects in relation to the efficient and effective utilisation of the Cardiac Physiology departments/resources.
* To be overall responsible for completion of departmental risk assessments and Business Continuity Plans.

**Educational and Research*** Ensure the provision of an appropriate learning environment in line with NES Quality Placement Standards.
* To actively facilitate a progressive learning environment, incorporating the PDP process. Responsible for undertaking/ensuring all Cardiac Physiologists and associated staff have an annual PDP.
* Ensure that educational and development needs of Cardiac Physiologists, trainees and associated staff are met and that they have the skills and competencies to undertake the cardiac physiology tests/interventions in the delivery of a high standard of patient care.
* Identify educational and training needs for Cardiac Physiologists to include specialist/advanced practice roles and contribute to the development/delivery of educational programmes.
* Identify research/clinical audit priorities in conjunction with relevant professional groups and contribute to the development of Clinical Audit plan for the Cardiology Services or Directorate.
* Provide guidance, supervision and support for staff undertaking research, audit or teaching activities.
* Encouraging a shared learning/communication/support culture amongst the Cardiac Physiology and associate staff team
* Demonstrate own professional development.

**Quality Improvement*** Actively seek/ensure systems and processes are in place for patients to provide feedback on an ongoing basis for this feedback to be acted upon. Encourage a culture of continuing improvement.
* Working with consultant medical staff and Cardiac Physiologists ensure that there is robust clinic supervision and governance in the audit of activity and reporting within the service. Encourage a culture of continuing improvement and patient safety.
* Lead the implementation of patient improvement initiatives within the Cardiac Physiology service and the wider multidisciplinary team.
* To provide accurate reports as required and within agreed timescales regarding patient activity and capacity utilisation.
* Updating clinical teams on sharing of good practice and leading on quality improvement projects to support patient care.

**Workforce Planning and Human Resources** * A primary focus is to provide professional leadership, consultancy, training support to Cardiac Physiologists, their clinical team, and others healthcare professionals and managerial staff.
* This includes supporting and facilitating the provision and resolution of day to day issues ensure the continual maintenance of clinical excellence.

**The postholder will be responsible for:*** Supervising and managing the Cardiac Physiologists and associated staff resource budget to include e-roster/roster management.
* Ensuring efficient and effective utilisation of staff to maximise and sustain safe effect patient care and staff experience.

 * Responsible for the recruitment and selection process within remit to ensure skill mix/establishment meets workload, patient dependency levels, patient needs and within workforce budget.
* Responsible for the implementation of NHS GG&C Board clinical and Human Resources, Once for Scotland policies including monitoring compliance with staff induction, attendance, capability, conduct and training requirements. Within area of responsibility ensure all staff have an annual EKSF and PDP.
* Responsible for the implementation of NHS GG&C’s Health and Safety policy within the Cardiac Physiology Service, to include completion of risk assessments and ensuring compliance with same. Proactively taking steps to address of risk or non-compliance and escalation to CSM if unable to resolve/address.
* With the CSM ensure Cardiac Physiology and associated staff job descriptions and skill mix meet the service requirements and within the service budget.
* Recruitment and retention, career development and performance through PDP, appraisal, and sickness absence control and regulation of all Cardiac Physiologist and associated staff in line with directorate targets set by NHS GG&C
* The allocation of Cardiac Physiologists and associated staff to all areas within their sphere of responsibility
* Managing Cardiac Physiologist and associated staff through the process of organisational change.
* Recommending the termination of employment e.g. on the grounds of ill health or as a result of disciplinary action i.e. unsafe patient safety practices.
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| **7a** | EQUIPMENT AND MACHINERY |
|  | The post holder will have the knowledge and be responsible for the safe operation and maintenance of a range of equipment used by Cardiac Physiology and associated staff within Cardiac Physiology departments, wards/areas across the Sector/Directorate. Equipment used will include:* Electrocardiography (ECG) Machines
* Echocardiography equipment (TTE, TOE and handheld devices)
* Cardiac Brady/ ICD/CRT Devices and associated equipment
* Ambulatory Cardiac and Blood Pressure monitoring equipment
* Cardiac Loop devices and associated equipment
* Cardiac Exercise Tolerance Testing equipment
* Cardiac Tilt Testing equipment
* Moving and Handling equipment
* Personal computer/tablet
* Mobile phone
* Multimedia systems and audio/visual equipment
* Medical and educational devices
* Trakcare
* MEWS
* Microstrategy
* Clinical Portal
* Job Train
* DATIX
* Ambulatory Holter Database
* EES
* PECOS
* Cardiac Devices Database

Other systems as necessary.  |

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| **7b.** | **SYSTEMS** |
|  | The post holder will be responsible for the effective use and operation a range of systems manual and electronic) within the Sector/Directorate which allow the post holder to: * Demonstrate promotion and compliance with policies and procedures in relation to harm free care, person centeredness, public protection, Data Protection Act, Caldicott Guidelines and National and local Guidelines and policies regarding confidentiality and access to medical records, use of the intranet and internet, and email systems as they apply to self/team and work programme.
* Contribute to policy and service improvement proposals and development, interpretation, compliance, monitoring as well as be responsible for self and peer reviews in respect of Cardiac Physiology and clinical practices and the standards.
* Maintain accurate records and documentation in accordance with NHS GG&C guidelines, systems and policies.
* Maintain records for risk, incidents, adverse events and health & safety as well as reporting and dealing with concerns and complaints.
* Ensure departments focus working towards local resolution of patient complaints/concerns; take a lead role in supporting the complaints investigation processes and subsequent resolution for the patient and their families.
* Comply with organisational requirements for a range of systems including e.g. recruitment and selection, payroll and budgets, sickness absence/additional hours monitoring, staff learning and development and maintenance of Cardiac Physiology registration database.
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| **8.** | **DECISIONS AND JUDGEMENTS** |
|  | The postholder will:* Will self-direct within agreed annual objectives and that of their designated team noting this may vary depending on the nature of national and local priority. Making adjustments as required to reflect new or enhanced professional or organisational
* Is frequently required to elicit information / make decision / exercise judgement in assessing / identifying complex complicated possibly sensitive staff management / policy issues / patient care needs, which require interpretation and comparisons of a range of possible options. As well as Initiate and follow through appropriate procedures when a breach of policy occurs.
* Investigates and responds to complaints from staff, patients, carers and members of the public and ensures appropriate action plans are put in place.
* Challenge any interaction (clinical or non-clinical) which fails to deliver a quality service to patients and drive improvement.
* Is monitored on an ongoing basis and is appraised annually.
* The post holder will work autonomously assessing; planning, implementing and evaluating own workload.
* Works without direct supervision.
* Using specialist knowledge and clinical judgment the postholder is required to analyse clinical information/ data from cardiac physiology diagnostic modalities and compile clinical reports/records on same.
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| **9.** | **Communication and Relationships**  |
|  | The post holder will deliver, maintain and continually develop a range of highly effective communication and working relationships within NHS GG&C and its partner agencies.The post holder will:* Utilise excellent communication and negotiation skills in order to, engender co-operation in relation to development, improvement and the implementation and sustainability of service change and clinical improvement.
* Engage in effective communication with patients, relatives and staff in particular take a pro-active role in addressing complaints and provided information sensitively when it is contradictory to patient / carer / staff expectations and desires, particularly where there are barriers to understanding such as denial / resistance and to convey.
* Act as a patient/ staff advocate through the application of ethical, legal and professional knowledge and skills.
* Ensure effective verbal and written communication with all members of the multidisciplinary team within own department and relevant departments, which service the clinical area.
* The post holders will develop effective communication strategies to ensure the efficient and effective utilisations of the Cardiac Physiology resources.
* This will include responding to complex pressures of the service using both written and verbal communications.

 * Continuous processing, assimilating, analysing and responding to all types of information.

 **INTERNAL COMMUNICATIONS WILL INCLUDE:*** Cardiac Physiology staff
* Lead Nurses and all other nursing staff
* Clinical Service Managers
* General Managers
* Lead Clinicians
* Medical Records Staff
* Business Managers
* Medical staff
* Health Care Professional Students all disciplines
* Portering staff
* Domestic staff
* Theatre Staff
* Pharmacy Staff
* Infection control
* Diagnostic staff
* Discharge co-ordinator
* Patients/Relatives
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| **10.** | **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
|  | The post holder will require maintaining a strong set of emotional/ motivational skills to fulfil the role requirements.**Physical*** The post demands long periods of standing, moving and handling patient/ward/clinical equipment interspersed with long periods at office workstation and/ or clinical environment.
* Dexterity, co-ordination and sensory skills for use of advanced keyboard skills to input data and collate information.
* Occasional exposure to blood and body fluids e.g. during TOE.

 * The postholder may be required to travel on a flexible basis within different locations clinical and non-clinical across NHS GG&C and irregular travel out with the board.

**Mental*** The post holder will be required to use a high level of concentration to undertake analysis and the communication of complex information with the ability to deal effectively with frequent interruptions as required.
* Managing expectations (patient, carer and staff), maintaining highly developed knowledge and expertise, good organisational skills and effective time management and prioritisation skills.

**Emotional*** Dealing with contentious situations which arise within areas of the post e.g. addressing poor or/ fitness to practice issues and may also involve providing/ arranging access to effective support/counselling for staff.

 * The post holder will organise/ support/ work with staff who are required to undergo a supported educational or developmental programme including staff who do not meet professional, academic or employment standards.
* Skilled to diffuse emotive situations in a professional manner and maybe required to deal with strongly held views and differences in opinion when delivering difficult messages to staff.
* Remaining calm and in control when dealing with very difficult pressured situations
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| **11.** | **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**  |
|  | The challenges of this post are on a day to day basis and are clinical, managerial and operational. They are of a multi-factorial nature in relation to care and service provision for patients /relatives and staff. * Achieving a balance between responding to the change of pace of healthcare /priorities and to robustly and consistently lead and effectively manage the Cardiac Physiology staff through the changes whilst comprehensively communicating and consulting with the teams.
* Creating a positive team culture by supporting Human Resource policies, iMatters and Investors in People and where appropriate support flexible working options for staff to provide adequate service cover to meet clinical needs and improve retention & recruitment and provide adequate service cover to meet clinical needs.
* Meeting set timescales when multiple competing demands are being made of you. Ensuring you have the physical and mental stamina to balance the time demands of the clinical sessions against delivering on challenging objectives from non- clinical workload.

 * Communicating effectively with all disciplines across the whole service in preventing/managing /reconciling conflicting views or intra professional difference or issues.
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| **12.** | **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
|  | **Essential:** * Clinical Physiology Degree or equivalent (HNC).
* Registered with the Academy for Healthcare Science (ACHS) or the Registration Council for Clinical Physiologists (RCCP).
* Specialist knowledge and recognisable accreditation in Echocardiography (BSE) and/or Cardiac Pacing/Complex devices (BHRSS, HRUK).
* Recognised Leadership/ Management qualification and/or equivalent experience.
* Excellent interpersonal skills are essential, to exert influence and develop constructive working relationships with a wide range of clinical and non-clinical staff and patients. Demonstrable ability to work effectively in a leadership role.
* Ability to fulfil criteria outlined in the job description.

**Desirable:** * Experience of budgetary control
* Experiencing in implementing HR policies e.g. attendance management, disability discrimination, dignity at work.
* Experience of working on service redesign.
* Experience of working on service Improvement.
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