NHS TAYSIDE – AGENDA FOR CHANGE

JOB DESCRIPTION (original but under review)

Caje SC06 1768CP

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| JOB IDENTIFICATION | Job Title | Clinical Laboratory Manager, Cellular Pathology  |
| Department(s)/Location | Pathology Department, Ninewells |
| Number of job holders | 1 |
| JOB PURPOSEThe effective management and leadership of the pathology services for NHS Tayside ensuring that the highest quality services are provided. To directly manage the clinical/technical service for pathology.Accountable for the provision of the full range of highly specialised scientific/technical services for all sections of the Department.To be the lead specialist across areas of cellular pathology, including molecular pathology, anatomical pathology and diagnostic cytopathology. Cervical Cytopathology is delivered by NHS Greater Glasgow and Clyde on behalf of NHS Tayside, however, some legacy tasks remain on-site.Financial and physical resources are managed appropriately. To provide professional leadership for all Healthcare Science and Admin staff groups across the Department.To create, discuss and agree departmental service objectives in light of the NHS Scotland, NHS Tayside and Acute Services Division objectives.Accountable to Clinical Services Manager/Clinical Leaders for delivery of pathology services. |
| ORGANISATIONAL POSITION Associate Director Patient Access & Assurance Consultant Medical StaffClinical Leader Pathology Clinical Care Group Manager – Specialist ServicesClinical Lab Manager/Head Biomedical ScientistAdvanced PractitionerIT & Data Manager Quality & Training Manager and Lead Biomedical Scientist Pathology Section Lead MortuaryAdmin Service ManagerSenior Cytology Adminiistrator (Call/Recall)Admin Services SupervisorLaboratory StaffMortuary Staff |
| SCOPE AND RANGEManages Pathology Department and multiple sub departments providing pathology (histopathology including immunohistochemical companion diagnostics, post mortem services and diagnostic cytopathology) across NHS Tayside. Includes responsibility for service development, policy and strategic direction. Responsible for the day to day management for up to 80 staff and departmental authorised signatory. Provides professional leadership for Healthcare Science and Admin staff groups.  |

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| MAIN DUTIES/RESPONSIBILITIES**Scientific**1. To provide highly specialist, highly complex advice on the development of scientific services across pathology.
2. To interpret highly complex scientific tests.
3. To provide leadership using scientific knowledge to guide and develop new working practices and procedures
4. To work without direct supervision and to take responsibility for own workload and scheduling as appropriate
5. To provide professional leadership and guidance to the biomedical scientist staff group
6. To innovate and develop new scientific methods and new ways of working to enhance service delivery
7. To problem solve the most complex scientific or technical issues within the Departments
8. To maintain competencies in the scientific discipline to enable practice as a lead specialist in pathology and to HCPC standards.
9. To have advanced knowledge and expertise in carrying out pathological and immunological tests.
10. To interpret the scientific quality of the work microscopically to ensure the highest standards are achieved
11. To apply scientific knowledge to ensure standard operating procedures are developed and enhanced
12. Specialist immunological techniques inc companion diagnostics to demonstrate the patients’ immune status in relation to diagnosis and also to identify specific tumour sub types and infectious diseases to aid prognosis. This involves assessment of the quality of the demonstration and the ability to resolve complex problems in immunocytochemistry and immunofluorescence techniques.
13. Competent to identify highly complex tissue abnormalities at an ultra structural level e.g. poorly differentiated malignancies or viral inclusions (magnifications to 50,000 times).
14. Interpret and assess the quality microscopically, of in excess of 100 specimen types received in the laboratory. This involves observing under the microscope at various magnifications up to 2 hours in a session. This level of control involves decision making on the quality of staining, cutting and embedding and deciding whether the case should be rejected or accepted.

**Management****Strategic**1. To develop all strategic business plans for Pathology, in conjunction with the Clinical Leader
2. Ensures performance in the Department meets targets in relationship to waiting times and the performance assessment framework.
3. Develops risk management strategy for the Department.

**Planning**1. Creates long term strategic plans for Pathology (3-5 years), in conjunction with the Clinical Leader, which impact to requesting patterns of other Departments and GP Practices. Involves interpretation of highly complex data and reviewing national and local policies e.g. Cancer Strategy.
2. In conjunction with Clinical Leaders plan service delivery to meet NHS Tayside requirements.
3. Reviews and plans for any organisational changes in service requirements
4. Plan in conjunction with Clinical Leaders, and section leads service delivery.
5. Co-ordinates business plans extension/expansion to current service provision and developments.
6. Ensure staff planning rota’s meet the service requirements.

**Analysis**1. Analyses highly complex data to provide strategic direction for the service. This will require the highest levels of expert knowledge and opinion is challenged
2. Analyses financial outturns and assesses and takes appropriate action where expenditure is at variance from budget
3. Analyses highly complex laboratory tests ensuring scientific accuracy
4. Analyses workforce performance and turnaround and assesses against national benchmarks and takes appropriate action.
5. Analyses waiting times for clinics and implements plans to ensure national targets are met
6. Analyses departmental performances in relationship to the Performance assessment framework, HIS, EQA and SIGN guidelines and ISO 15189 standard requirements.
7. Audits all departmental activity and benchmarks against national norms.
8. Undertake Horizontal and Vertical Audits to ISO 15189 standard, identifying non-conformances to ensure adherence to departmental policies and standard operating procedures and make and implement quality improvement suggestions

**Human Resources**1. The day to day management of all scientific, technical and clerical staff across all sections of a large department employing over 50 staff including staff development, performance development review, appraisal and professional development
2. Use professional skills to advise clinical leader on HR issues in relation to medical staff
3. Undertake local investigations and make recommendations on actions, i.e. disciplinary
4. To provide Career Counselling to NHS Tayside staff as part of the career counselling programme
5. Ensuring complex rotas are in place to allow staff cover at all sites and sections
6. Skill mix and vacancy review , drawing up appropriate adverts and job descriptions, recruitment and induction of staff
7. Responsible for recruitment and retention strategy
8. Managing absence management including absence management meetings and issuing attendance standards where appropriate.
9. Developing the career pathway for biomedical scientists and ensuring through budgetary control appropriate personal development
10. Support the Training team and undertaking post graduated education e.g. MSc
11. Creates long term strategic workforce plans for pathology (3-5 years), in conjunction with Clinical Leader
12. Produces the annual service development plan including financial implications and risks
13. Produces highly complex business cases for consideration by the NHS Tayside Board, Executive Team and Group management for pathology development, in conjunction with Clinical Leader
14. Provides project management support for any major building works within the Department
15. Supports the chair the Departmental Clinical Governance Committee
16. Chair of Departmental Partnership Forum as required
17. Chairs multiple departmental meetings

Information Technology1. Overall management responsibility for the Pathology laboratory information management system
2. Uses all Microsoft packages including Teams to ensure appropriate management and development of the Departments
3. Develops reports on a wide range of complex national and local issues using specialized programmes e.g. Business Objects to analyze and produce reports.

Policy Development1. Creates new protocols and standard operating procedures for pathology which impact across other Departments e.g. oncology, head and neck and respiratory.
2. Interprets national policy for local implementation
3. Ensures appropriate procedures are in place which follow National and local NHS policy
4. Ensures staff comply with national and local policies following ISO 15189 standard

Genetics and University of Dundee1. Ensure joint working between Genetics, University and NHS is facilitated
2. Ensure in conjunction with the Tissue Bank Manager responsibility for ensuring protocols are developed and in place for tissue donation and advise on appropriate research methodologies.
3. To ensure joint University/NHS research is initiated, supported and developed
4. Support Medical students, PhD and BSc students working in the Department follow appropriate protocols and advise on scientific techniques as appropriate

**Finance**1. Authorised signatory for individual transaction to £25k, managing a revenue budget of £5.5 million
2. In conjunction with the Clinical Care Group Manager, responsible for financial planning for Department including business case development and matching budget to activity
3. Authorised signatory for timesheets, overtime etc for all staff (SSTS)
4. Authorised signatory for endowment accounts
5. Monitor and have accountability for resources within the department, ensuring that they are managed effectively and efficiently and that all organization and statutory policies are met. To have financial accountability for appropriate budgets.
6. Authorised signatory for all traveling expenses (eExpenses)
7. Responsible for ensuring stock meets the needs of the services and is managed appropriately.
8. Responsible for the safe use of expensive and highly complex equipment

**Health & Safety**1. As the accountable officer take responsibility for health and safety across the Department ensuring a safe working environment for all staff, patients, public and students
2. Attend the Departmental Health & Safety Committee and chair as appropriate
3. In conjunction with the NHS Tayside Health & Safety Advisers write and implement the Departmental Health & Safety Policy (required for Accreditation)
4. To be fully aware and competent in Health and Safety and to be able to manage utilizing COSHH and risk management methods to reduce risk.
5. Within the laboratory environment there is frequent use of hazardous chemicals and potential exposure to infectious agents.
6. Must be competent in dealing with potentially high risk unfixed infectious specimens under the appropriate containment facilities on a daily basis.
7. Must be competent in handling potential spillages of solvents, strong acids and alkalis and carcinogens in relation to daily workload.
8. Trained in risk management and assessment

Teaching, Research and Development1. Initiate and develop research programmes including the development and introduction of new diagnostic techniques, equipment development and equipment evaluation and testing.
2. Initiates and develops teaching programmes and continuing professional development for all grades of staff
3. Mentor as required MSc Projects and dissertations
4. Research new methods of scientific demonstration and implement as appropriate
5. Assess major grant applications from external agencies e.g. TASC
6. Assess departmental performance and develop new ways of working to improve service delivery e.g. rationalisation of service to one site and role extension for biomedical scientists
7. Initiate, evaluate and implement novel ways of working to improve quality and turnaround.
8. Lecture to audiences of up to 300 people.
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| COMMUNICATIONS AND RELATIONSHIPS1. The post holder will be accountable to the Clinical Care Group Manager for Specialist Services and to the Clinical Leader for Pathology.
2. Communicate highly complex/sensitive and contentious information to NHS\Tayside Board, Chief Executive, ASD Executive Team, Pathology Management and Staff e.g. rationalization of services and staff transfers and options. Requires highly developed motivational, negotiating, reassuring skills to ensure best option for service delivery and staff circumstances.
3. Communicates with NHS Tayside Board/ASD Executive Team in times of SSEA/SCEA (critical incidents) if necessary.
4. Meet with relatives of deceased who have expressed deep anxiety on retention of post mortem organs. Requires empathic and persuasive skills with significant barriers to understanding on the relatives part of why organs may or may not have been retained.
5. Communicate and discuss highly complex pathology related information internally with NHS Tayside staff
6. Communicates regularly at national meetings presenting complex and contentious information on Pathology modernization and professional development.
7. Communicates with estates to implement any Departmental upgrades.
8. Professionally they will communicate with the professional body the Institute of Biomedical Science, and the Health Care Professions Council for areas of professional conduct and CPD.
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| KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB1. Honours degree in Biomedical Sciences
2. Registered with the Health and Care Professions Council (HCPC)
3. Masters degree in **Biomedic**al **Science o**r equivalent and/or Fellowship of the Institute of Biomedical **Science** Highly specialist **knowledg**e o**f cellula**r pathology inc molecular pathology techniques and investigations
4. Evidence of Continuing Professional Development to HCPC requirements e.g. Chartered status
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ESSENTIAL ADDITIONAL INFORMATION

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| 1. SYSTEMS AND EQUIPMENT

Equipment The post holder will have highly specialist, advanced knowledge of the application of specialised, complex equipment, including IT and software packages in the delivery of Laboratory services. They will manage a rolling programme of equipment replacement, upgrading and disposal, will ensure timely submission of bids for capital equipment and will have responsibility for managing the procurement process. The post holder will manage, monitor and review maintenance contracts and managed service contracts, ensuring that they are appropriate for the needs of the service1. Networked Laboratory Information Management System software, utilised in the management and processing of specimens throughout the patient specimen journey within the Department.
2. Digital Pathology system and potentially artificial intelligence.
3. Proprietary software packages such as Microsoft Office, Excel, Q Pulse LabCentre, ICE and e-mail.
4. A wide range of complex and sophisticated automated, semi-automated and manual items of equipment.

RESPONSIBILITY FOR RECORDS MANAGEMENT All records created in the course of the business of NHS Tayside are corporate records and are public records under the terms of the Public Records (Scotland) Act 2011. This includes email messages and other electronic records. It is your responsibility to ensure that you keep appropriate records of your work in NHS Tayside and manage those records in keeping with the NHS Tayside Records Management Policy and with any guidance produced by NHS Tayside specific to your employment. |
| PHYSICAL DEMANDS OF THE JOBPhysical Skills1. Requires manipulation of sections being viewed by microscopy for up to 2 hours in a session
2. Requires advanced keyboard skills for typing correspondence, reports, business cases etc.

Physical Effort1. Requires sitting in a confined position carrying out microscope work
2. Requires keyboard to be used for up to 4 hour session
3. Requires small items of stock to be moved weighing up to 5kg for manual movement and moving larger weights by trolley

Mental1. There is a continuous requirement to concentrate for periods of up to 4 hours for example business case production, microscopy or exam setting.
2. The work is carried out with frequent interruptions from all staff groups and this requires changing thought process from e.g. financial management to questions about interpretation or choice of test for a particular patient biopsy.
3. To be able to move from dealing with scientific issues to management or patient issues which are unpredictable.

Emotional1. There is exposure to patient specimens and reports with obvious advanced malignant disease. Daily/frequent
2. Occasional exposure to fetal post mortem and its emotional effect (1/month)
3. Occasional exposure to post mortems as part of training and update.
4. Negotiating change in service provision which requires staff to move base or be redeployed
5. Meet with bereaved relatives in relationship to post mortem complaints and organ retention issues this is traumatic for all concerned. Can be hostile and antagonistic
6. Emotional aspect of dealing with patients who may have been given an inappropriate test result.
7. Deal with staff grievances on a daily basis which includes on occasions exposure to antagonistic attitudes and verbal abuse.
8. Manages investigatory procedure which can be hostile and antagonistic

**Working Conditions**1. Exposure to unfixed potentially infectious body fluids and tissue daily
2. Exposure to hazardous laboratory chemicals daily
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| DECISIONS AND JUDGEMENTS1. Manages all sections of the Pathology Department.
2. As the most senior biomedical scientist make the ultimate decisions of the biomedical scientist service provision.
3. Interprets national and local policy for implementation
4. Analyses trends in requesting and makes judgments on service delivery
5. Decides on skill mix and numbers required to deliver service
6. In conjunction with clinical leaders makes judgment calls on service change which impacts on a regional basis.
7. Practices at the highest level of the profession and has professional lead in decision making on the quality of biomedical scientist work and service delivery.
8. Decides on whether staff require to be referred to the HCPC when breaches of professional standards occur.
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| 10 MOST CHALLENGING/DIFFICULT PARTS OF THE JOB1. Developing and maintaining a strategic vision for the services
2. Maintaining in depth scientific skills while managing multiple Departments
3. Attaining financial support though business planning for laboratory development.
4. Maintaining national profile on working parties etc. while keeping up to date with normal duties
5. Developing new technologies and new ways of working to ensure laboratory is at the forefront of development
6. Introduction of new methods which impact across secondary and primary care
7. Local management of staff grievances, anxieties and discipline.
8. Motivating staff to develop to their potential
9. Budget negotiation with NSD, Clinical Care Group Manager and Finance
10. Represent NHS Tayside on the Scottish Pathology Network Steering Group
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| JOB DESCRIPTION AGREEMENT The job description will need to be signed off using the attached sheet by each post holder to whom the job description applies. |

**JOB DESCRIPTION AND ESSENTIAL ADDITIONAL INFORMATION FORM – SIGNATURE OF AGREEMENT**

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| **Post Title** | Clinical Lab Manager/Head Biomedical Scientist |
| **Reference Number** | Sco6/1768CP |

The attached job description and essential additional information will be used as part of the Agenda for Change assimilation exercise and therefore the job-matching panel may wish to seek further clarification on any issues contained within the documents. Should this be necessary please identify an appropriate Manager and Staff representative who can be contacted.

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| **Responsible Manager** | Karen Wright |
| **Contact No.** | 34164 |
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| **Staff Representative** |  |
| **Contact No.** |  |

I/we the undersigned agree the attached document is an accurate reflection of the requirements of the post. The essential additional information provides accurate information of additional job related factors.

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| Signed :- (Manager) |  |

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| Staff Members: |  |  |
| NAME(BLOCK CAPITALS PLEASE) | SIGNED | POST NO.(office use only) |
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