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#### **JOB DESCRIPTION**

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| JOB IDENTIFICATION |
|  **Job Title: Improvement and Development Manager for Screening – Bowel, Breast, Antenatal and Newborn (ANNB), and Abdominal Aortic Aneurysm (AAA) Screening Programmes****Responsible to: Public Health****Department(s): Public Health****Directorate: Public Health****Operating Division: Screening Programmes****No of Job Holders: 1** |

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| 2. JOB PURPOSE |
| The key purpose of this post is to provide scrutiny to screening programmes, leading on supporting the delivery and development of improved performance across a variety of screening programmes throughout Ayrshire and Arran to improve outcomes for patients. The promotion of quality improvement is an essential part of this role. The post holder will be accountable for the delivery of bowel, breast, antenatal and newborn (ANNB), and abdominal aortic aneurysm (AAA) screening programmes for NHS Ayrshire & Arran; responsible for the effective management, leadership and co-ordination of the comprehensive and quality assured programmes which are part of the National Screening Programmes; and to lead and manage national and transformation changes within the development of these screening programmes, ensuring the programmes are managed and delivered in line with the principles defined by National Services Scotland (NSD) and Healthcare Improvement Scotland (HIS). To provide leadership, advice, support, guidance and provide recommendations necessary for the service to the Lead Clinicians and the Board Co-ordinator for screening. The post holder will ensure effective communication between the screening and administration staff to support full integration of the teams. Ensure training, education, performance and quality assurance of all screening staff is maintained. To promote consistency, equity and quality of service throughout the patient integrated care pathway, and the bringing of service user and provider views to the service planning process. The post holder will also provide scrutiny on other screening programmes delivered in NHS Ayrshire & Arran, with responsibility to lead on identifying inequalities and areas for improvement within programmes, to lead on development of services, analysing and interpreting complex information, proposing a variety of options and leading on subsequent service changes to improve services and reduce inequalities.  |
| **3. DIMENSIONS** |
| **Budget Responsibility:*** Accountable for effective management of programme budgets and funding received from successful bids from other agencies with the ability to authorise expenditure against this.
* The post holder will be expected to oversee and contribute to the preparation of bids to secure funding to deliver future service change and developments.
* The post holder may also be expected to effectively manage budgets for other screening programmes.

**Staff Responsibility:*** The post holder is accountable for the management of some administration staff, to include recruitment, career development, performance and work evaluation.
* The post holder is accountable for the ensuring screener/graders meet the competency levels required for their respective screening programme, to ensure compliance with professional standards and identify and instigate any additional training needs as required.
* The post holder has responsibility to provide training to staff at all levels on a variety of screening programmes.
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| 4. ORGANISATIONAL POSITION |
| Director of Public HealthScreening Board Co-ordinatorsNational groups Clinical LeadsPost HolderStaff delivering screeningAdmin staff  |
| 5. ROLE OF DEPARTMENT |
| * Provision of leadership in driving the improvement of the health status of the population across the life course by taking account of national clinical priorities, inequalities in health and local priorities.
* Provision of multi-disciplinary clinical expertise to advise, guide and support the public health role of NHS Ayrshire & Arran.
* Delivery of statutory public functions associated with public health protection and promotion and environmental health.
* Co-ordination of the prevention and control of communicable diseases and environmental health threats to health.
* Provision of multi-disciplinary clinical expertise to advise, guide and support the promotion of health improvement through Community Planning and Community Health Partnerships, HSCPs.
* Instillation of a public health culture throughout the organisation.
* Surveillance of disease and its determinants.
* Ensuring that the Health and Governance agenda underpins the work of NHS Ayrshire & Arran as a public health organisation, with particular emphasis on ensuring appropriate governance and accountability in public health practice.
* Integration of the Public Health Annual Report with the planning cycle, ensuring that the Local Health Plan and Community Planning are driven by local health policies.
* Management of the public health component of the devolved budget within the Scheme of Delegation and Accountability.
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| 6. KEY RESULT AREAS |
| **Management, Leadership and Partnership Working:*** Provides leadership and management that will ensure a multidisciplinary integrated approach to delivery of the variety of screening programmes within in Ayrshire and Arran.
* Instigate and nurture involvement of the wide diverse groups of staff, patients, independent contractors, voluntary agencies involved in the screening programmes to develop and deliver plans that integrate with, and support a high quality, person centred, caring and safe screening programme.
* To lead on service development on the delivery of screening programmes within Ayrshire and Arran, developing and implementing policy for screening programmes, proposing changes after consultation with working groups, while maintaining service performance.
* Provide effective management of screening programmes in NHS Ayrshire & Arran that will support delivery of the local programme resulting in service improvements, developments and transformational changes.
* Develop, monitor and update local long-term strategic plans in collaboration with the respective screening steering group.
* To evidence the screening programme action plans for NHS Ayrshire & Arran and report to NHS National Services Scotland (NSS) on performance against criteria set out in the NHS Health Improvement Scotland Clinical Standards.
* Lead and manage screening and administration staff in the delivery of the screening programmes.
* Has the freedom to act and interpret national NHS guidelines set out by the National Screening Division while working independently and autonomously without supervision.

**Planning, Service Improvement and Change Management*** Initiate, identify and undertake rigorous evaluation of existing systems and processes, identifying issues and/or gaps in services, to influence the redesign of services, ensuring existing quality standard are maintained.
* To provide strategic management and leadership that ensures joint development and ownership of any service developments/transformational change to the screening programmes, thereby enabling them to be fully embedded within the organisation.
* Represent NHS Ayrshire & Arran at a national, regional and local level across the range of screening programmes.
* To lead on the transformational changes across screening programmes and deliver screening remobilisation in line with Scottish Government targets.
* To identify and address inequalities in screening access, uptake, and outcomes, in line with the national screening inequalities strategy.
* To oversee and contribute to the preparation of business cases that will secure funding to deliver service change.
* To lead on production of the annual screening reports. This will involve interpreting local and national strategies to ensure the report accurately reflects the range of service developments and activity within the screening programmes.
* To lead on development of quarterly programme reports to the national screening oversight groups and Scottish Government.
* To negotiate, motivate, influence and engage others, e.g. clinicians, managers, optometrists and other key stakeholders to ensure the key objectives of the screening programmes have shared ownership and commitment.
* To direct and support collaborative working with stakeholders to devise, design, test, implement and spread service improvements/transformational change within screening programmes that will contribute to improved screening/health of the population in NHS Ayrshire & Arran.
* To identify, monitor and analysis of risks to each of the screening programmes.
* To undertake continuing professional development (CPD) through attendance at events and meetings local and nationally ensuring that professional knowledge on screening programmes is kept up to date.

**Quality Assurance:*** To analyse complex performance data around a variety of screening programmes, including capacity, demands, and available budget, identifying areas for improvement, particularly around service delivery, design and collaborative working. Presenting a range of options for service improvements to appropriate screening steering groups as required.
* Analysis of current services, with analytic skills for future capacity planning, across a variety of screening programmes.
* The post holder will on occasion undertake complex surveys related to screening programmes to provide evidence that screening programmes are meeting appropriate standards, or to identify areas for service improvement.
* Accountable for the cervical screening call/recall system (others are managed regionally or nationally), to ensure all eligible patients are offered screening at an appropriate interval, and that patients who do not attend are followed up appropriately, ensuring accurate patient records are maintained in accordance with guidelines.
* To ensure each screening programme meets the national recommendations as defined by the NHS Health Improvement Scotland, National Screening Committee, NSS and any Clinical Standards.
* To ensure the screening programmes locally meet and complies with General Data Protection Regulation (GDPR).
* To ensure service users are placed on the relevant care pathways dependent on the results of their screening.
* Responsible for the continuous quantitative and qualitative audit of each screening programme, in line with local and national standards e.g. NHS Key Performance Indicators (KPI), NHS HIS and any Clinical Standards.
* Accountable for ensuring screeners meet national and local requirements for accreditation and quality assurance.
* Accountable for ensuring competency levels are monitored and maintained and further developments/training needs are offered and met which ensures compliance with local and professional standards.
* To work in partnership with each screening steering group and other stakeholders to ensure the service is delivered timely and safely within governance structures.
* Ensure sensitive and confidential patient information is handled in accordance with NHS Ayrshire & Arran Data Protection and Information Security Policy and Freedom of Information Act.
* To lead, manage and actively contribute to pre-assessment work, completion of documentation and gathering of evidence for NHS HIS visits to assess compliance with Clinical Standards.
* To monitor the national quarterly KPIs for each of the screening programmes, and highlight/take instigating actions as and when required.
* Responsible for reporting via the incident reporting system (DATIX) of any incidents that occur within the programme and investigate any issues.

**Staff Management:*** Accountable for the management of selected administration staff including recruitment, career development, performance and work evaluation.
* To provide direction, advice and support and ensure appropriate utilisation and management of staff skills that will result in an effective and motivated team.
* To implement the NHS Ayrshire & Arran Performance and Development Review process that will ensure that staff are working to a set of agreed objectives which are performance managed annually, supported by appropriate development in line with Turas principles.

 **Financial Management:*** Responsible for the management of screening programme funds (up to £50K) ensuring available resources are managed to their maximum benefit. Sign-off on individual items up to £3K.
* To anticipate potential financial challenges to the budget and seek advice/support as required.

**Communication and Reporting:*** To lead development and implementation of an effective communication plan for the DRSP that ensures robust reporting mechanisms are in place to enable colleagues, patients and all stakeholders receive or have access to relevant information, reports and documentation.
* Responsible for producing each screening programme Annual Report, involving the screening Board Co-ordinators, to ensure that the report accurately reflects the range of developments and activity within the programme.
* Provide and receive highly complex, sensitive or contentious information; present same information to large groups which could include major stakeholders, local partners, staff and different communities, in a manner that is conducive to their understanding.
* To use motivational skills to encourage collaborative working to improve services and performance where there may be resistance to change.
* To gather relevant information and prepare reports as and when required.
* To represent NHS Ayrshire & Arran in a management capacity at relevant local and national events/meetings.
* To ensure all stakeholders of relevant screening programmes are updated on progress of performance and developments/service changes.
* To act as the key contact for each of the screening programmes, with regards to aims, processes, progress and complaints, dealing with patients on an occasional basis.
* To promote and raise awareness of each screening programme within NHS Ayrshire & Arran amongst clinicians and other stakeholders to ensure reporting of results and maintenance of accurate patient records are carried out in accordance with local and national standards/policies.
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| 7a. EQUIPMENT AND MACHINERY |
| * Synchronisation of computer (including departmental laptops) and projection equipment when carrying out presentations.
* Video conferencing and the use of spider phones to participate in telephone conference calls.
* Telephone, photocopier, digital sender, laminator.
* Folding & Inserting Machine.
* Use of car to travel between local sites, national meetings/events.
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| **7b. SYSTEMS** |
| The post holder is expected to use the full range of IT office systems and equipment, including;* Microsoft Word, Excel, Access, PowerPoint and Publisher
* The post-holder has primary responsibility for the security, maintenance and the confidentiality of databases and information held on their own computer ensuring it meets GDPR
* Access to the mailing system to communicate with colleagues within and out with the NHS; electronic diary shared with staff to ensure good time management
* Access to Internet to keep up-to-date with evidenced based practice
* Access to the Intranet in order to provide staff with up-to-date literature and information
* Access to and application of HR policies and procedures within daily operation as a line manager
* Access to patient administration systems, i.e. TrackCare PMS and the Community Health Index
* Access to the clinical portal to track all patient correspondence of those referred Access to SCRRS, the national cervical screening call/recall system
* Access to DATIX to report and monitor incidents
* Access to SSTS to record staff attendance/holidays
* Access to TURAS – for monitoring the performance of staff and recording of own performance through Personal Development and Review
* Access to e-Expenses to record travel expenses
* Access to Learn Pro – Mandatory courses
* Access to eESS, HR management system
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| 8. ASSIGNMENT AND REVIEW OF WORK |
| **Assignment of work:*** The post holder will exercise a high degree of autonomy in the management of their workload and as such will have autonomy and self-direction in relation to prioritising their workload.
* Much of the activity will be self-generated in order to proactively manage programme developments/improvements and demands, and will have the freedom and responsibility to initiate work to meet objectives, seeking advice and expertise as necessary.
* The post holder will be guided by local and national strategies/policies relating to their sphere of work, but will be expected to use own initiative, act independently and be held accountable for their own actions in the interpretation and implementation of the strategies/policies.
* The post holder is responsible for initiating corrective actions/measures when problems arise and using their initiative to escalate problems to the Board Clinical Lead and Board Co-ordinator.
* The post holder is expected to anticipate and resolve problems independently which may be local to NHS Ayrshire & Arran or as a consequence of the requirements of HIS or Clinical Standards.

**Review of work:*** Work produced by the post holder will be subject to formal review through a process of forward job planning, target setting and annual appraisal, in line with the NHS Ayrshire & Arran Performance and Development Review. Review will take the form of face-to-face meetings and written reports.

**Human Resource/Staff Responsibility:*** Management responsibility for staff, recruitment, training, allocation of work, reviewing of work performance, appraisal and initial stages of grievance and discipline for administration staff.
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| **9. DECISIONS AND JUDGEMENTS** |
| * To operate with a high degree of autonomy and discretion to work dependently within broad parameters, to interpret local and national recommendations and policies, advise on implications and establish plans for effective implementation.
* There is a frequent requirement for the post holder to exercise judgement and making decisions relating to the diverse components of the screening programmes following analysis, interpretation and comparison of a complex range of often complicated options stemming from both local and national levels.
* Is expected to demonstrate a high level of initiative, adaptability and effective leadership.
* There is a frequent requirement for the post holder to deal with complex facts and situations that require analysis, interpretation and comparison of a range of options.
* Responsible for initiating corrective actions when problems arise and using initiative when escalating problems to the Clinical Lead and/or Board Co-ordinator.
* Exercise judgement and decision making in multi-agency forums which stakeholders would be involved in any particular projects and ensure on-going engagement of identified stakeholders.
* Is expected to anticipate and resolve problems independently which may be local to NHS Ayrshire & Arran or as a consequence of the requirements of the HIS Clinical Standards Is expected to manage conflicting view on projects/decisions etc and direct relevant parties to a common agreement.
* Is expected to assess the development strategy requirements pertaining to each of the screening programmes, and plan, develop and implement service change/developments. These may include decisions on care pathways, skill mix, application of policy and procedure when dealing with staffing issues, investigation and resolution of quality issues within each programme.
* Manage each programme taking account of own professional actions and justify decisions when making judgements which may affect patients care and the management of programmes.
* Responsible for the recruitment and selection of selected staff to each of the programmes.
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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Ensuring eligible people are screened in a timeous manner whilst maintaining the requirements of HIS and the Clinical Standards.
* Working to tight deadlines to meet demanding timescales.
* Develop strategies and implement new policies, protocols, change and innovation over a wide range of stakeholders in different geographical areas within limited resources.
* Creating an environment to enable the implementation of change, both policy and working practices, including engaging and motivating staff to embrace and implement change and overcome any resistance.
* To manage the conflicting demands of multiple projects and being able to prioritise to ensure the safe delivery of each programme.
* To lead/project manage the successful implementation of service/organisational developments and transformational change within each programme.
* Balancing the demands of staff and service to ensure each programme is delivered within the requirements of HIS and Clinical Standards.
* Manage change in line with any revisions made to the National programmes or screening algorithms.
* Ensuring ongoing involvement of relevant healthcare professionals within screening programmes and influencing and motivating where there may be resistance, apathy, lack of capacity and/or capacity to change.
* Maintain a wide-ranging, high level of knowledge of relevant guidelines and information pertinent to each screening programme.
* Management of staff, confronting unsatisfactory performance and behaviour whilst continuing to support, develop and ensure high quality patient care
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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| In support of our core purpose of working together to achieve the healthiest life possible for everyone in Ayrshire and Arran we are committed to a culture that is Caring Safe and Respectful. The post holder is required to work collaboratively in a safe, caring and respectful way.In addition it is essential to the success of the post that:* The post holder has the ability to communicate highly complex, and often sensitive information confidently and effectively around a variety of screening programmes.
* The post holder has motivational skills to encourage collaborative working across screening programmes, working to improve performance and services, particularly where there may be resistance to change.
* It is essential that the post-holder possesses excellent communication skills, with the ability to communicate confidently and effectively at all levels. This will include verbal, written, formal and informal individual/group contacts.
* The ability to work effectively with diverse groups, understanding their situation and point of view whilst remaining focussed on the overarching objectives of each of the screening programmes is particularly important.
* The post holder will have excellent interpersonal skills and will be able to function at the highest levels in order to win the commitment of others using tact, influencing, motivational, persuasive and negotiating skills to facilitate developmental change within screening programmes as required.
* The post holder is required to communicate highly sensitive/contentious information to the multidisciplinary team regarding service changes that may relate to change in working practices, and where there may be barriers to understanding where people may not easily accept that change is necessary. In order to expedite a smooth transition process of change the post-holder will be expected to communicate effectively.
* The post holder will require to communicate at all levels including providing information and advice directly to patients and families and carers.

**Internal Communication & Stakeholders:**The post holder will have key working relationships with staff at all levels within NHS Ayrshire & Arran, for example:* Public Health
* Health & Social Care Partnerships
* Acute Services – including Colposcopy, Gynaecology, Endoscopy service, and Colorectal services
* Primary Care
* NHS Corporate Services
* Digital Services
* Transformational Change Programme Board

**External Communication:**The post holder requires to participate in diverse communication processes throughout Ayrshire and Arran with a number of partner agencies, including:* Scottish Government
* National Services Scotland
* Health Improvement Scotland
* National DRS Collaborative
* NHS Boards
* Voluntary Agencies, e.g. Diabetes Scotland
* Public, patients and carers
* Research Bodies
* Local Authorities/Agencies
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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Effort/skills:*** Advanced keyboard skills to a high competency level for production of reports and paper work.
* Requirement to sit for long periods in a restricted position whilst using the personal computer.
* Hold full current driving licence; driving from site to site throughout NHS Ayrshire & Arran and to other NHS Boards and organisations across Scotland for meetings/events/conferences/training.
* Effective listening and interpretation sills to enable effective communication.
* Required to sit for long periods in restricted position whilst using the personal computer.

**Mental Effort/skills:*** Frequent requirement for prolonged concentration, and occasional requirement for intense concentration e.g. when analysing data, interpreting guidelines/reports for implementation, writing reports, business cases and responding to particularly sensitive or important documents.
* Workload is varied and can be unpredictable and there is often a need to respond at short notice to service demands, Freedom for Information requests, requests for support, attendance at meetings etc.
* Frequent interruptions on widely varying issues can result in immediate re-prioritisation of workload.
* Attention to detail is vital Translation of national guidance/policies into plans for implementation locally is an important aspect of this post.

**Emotional Demands:*** Pressure to meet tight and significant deadlines is a requirement of this post
* The post-holder requires to have excellent communication skills as they are occasionally exposed to distressing or emotional circumstances for example when dealing with distressed, anxious and worried patients/relatives/carers or when dealing with staffing issues such as issues relating to performance or absence
* The post-holder will be occasionally exposed to distressing and emotional circumstances at professional meetings, for example, imparting unwelcome news to stakeholders, e.g where performance targets have not been met
* Negotiating with senior staff regarding budgetary requirements and dealing with informal and verbal complaints can be highly emotional.
* Working within a multidisciplinary setting with various levels of staff, implementing national transformational service change including local developments requiring change management techniques, which can be stressful and require diplomacy and understanding.

**Environmental Conditions:*** The post will be predominantly based in an office environment.
* A significant amount of work is dealt with via email communications. This requires the continual use visual display equipment and keyboard skills for a large part of the working day.
* Frequent driving to meetings, throughout Ayrshire and to other areas across Scotland is a requirement of the post.
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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| Minimum required to undertake the role.**Essential:*** Educated to Masters degree level or have equivalent level of experience working either within a screening programme as a senior manager or extensive experience in a management role
* NHS managerial experience with the ability to demonstrate successful implementation of service improvements, develops and changes
* Evidence of continuous professional development
* Knowledge and understanding of key health policies and strategic direction of health in NHS Scotland and NHS Ayrshire & Arran
* Knowledge and understanding of national screening programmes
* Knowledge and understanding of screening care pathways
* Knowledge of all screening programmes delivered across NHS Ayrshire & Arran
* Excellent presentation, planning and organisational skills
* Excellent leadership, influencing, negotiating and teaching skills, and the ability to organise, motivate and develop staff
* A comprehensive understanding of the NHS and the systems and procedures that support it
* Ability to think strategically and translate strategic goals into operational plans
* Highly motivated team player with the ability to communicate clearly, concisely and sensitively with a wide range of disciplines and the general public
* Evidence of improving department/service performance through development and implementation of change models
* Knowledge and experience of audit to analyse, interpret and present extensive and or complex data and information
* Knowledge of change management and workforce redesign
* Evidence of engaging with health care professionals in organisational change
* Highly developed oral and written communication skills
* Highly computer literate – wide knowledge and understanding of IT systems and software applications gained through formal study, workplace learning and practice experience

**Desirable:*** Experience of staff management
* Experience in development and delivery of staff training programmes
* Driving license
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