

**NHS FORTH VALLEY**

**JOB DESCRIPTION**

**1. JOB DETAILS**

**Job Title:**  **Department Manager**

**Responsible to**: **Director of Midwifery / Head of Service / Service Manager / Head of Nursing (HON) Midwifery (HOM)**

**Department(s): Various Clinical Areas**

**Job Reference: G-CM-B8a**

**2. JOB PURPOSE**

The post carries a responsibility for the management and decision making for a department/s and specific activities within the Women, Children’s and Sexual Health Directorate. The post also has authority and responsibility for ensuring that processes are in place for the assessment of care needs, the development, implementation and evaluation of programmes of care and the setting of standards of care, in particular to ensure the flow through of inpatient services is maintained at all times, as well as providing professional nursing and / or midwifery advice / support. The post holder will, as required deputise / act for the Director/Head of Service / Service Manager / Head of Nursing / Midwifery in the operational business, financial and strategic management of the area as well as being a professional lead within the clinical area/s of responsibility.

**The post will be responsible for the following:**

* To provide management support to the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) and NHS Forth Valley Executive Team in the day to day operation of the Clinical area/s of responsibility.
* To deploy staff, resources and allocate designated budgets, within clinical area/s of responsibility.
* To support and advise senior clinical staff and act as a professional resource for all members of staff in the clinical area.
* To provide clinical expertise to senior management within the organisation for the clinical area/s of responsibility as required.
* To work with the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) and other senior managers to achieve the Corporate Objectives.
* To promote and develop single system working wherever possible.
* As a member of the senior management team play a key role in service delivery and involvement in the strategic development of the clinical area.
* Deliver specific duties to maintain the effective flow through of the inpatient services.

**3. DIMENSIONS**

There is a responsibility for the direct line management of staff and also a staffing budget for the clinical area.

**4. KEY DUTIES**

**Responsibilities**

* **Patient Client Care**

**There is a responsibility to:**

Assess, determine and maintain standards of service and patient care, including contributing to audit, service review and standard setting and its implementation and evaluation within the designated clinical area.

Authorise and ensure the development, implementation and monitoring of local policies and protocols.

Authorise and ensure a system is in place for the safe administration, storage and ordering of drugs in the clinical area including monitoring of same.

Authorise and ensure an appropriate system is in place for health promotion and health education within the clinical area.

As directed by the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) liaise with medical colleagues to maximise the effective running of the clinical area.

Identify opportunities to improve patient care and services in the clinical area for individual patients and client groups.

Co-ordinate the management of the admission, transfer and discharge of patients on an ongoing basis in support of patient flow across the area/s of responsibility.

* **Policy and Service**

**There is a responsibility to:**

Ensure high standards of cleanliness in the clinical area are maintained and policies for the control of infection are strictly implemented.

Ensure that NHS Forth Valley complaints management process is implemented and responses from clinical areas are delivered within set time scales.

Ensure the delivery of safe and effective clinical care.

Ensure that patients, relatives, visitors and staff have a safe and secure environment.

Ensure all staff in the clinical area are aware of procedures pertaining to risk identification and management and incident reporting.

Ensure all clinical staff within the clinical area are aware of recommendations pertaining to clinical governance and that they fully engage with the process.

Plan and development the workforce within the clinical area/s of responsibility to ensure service needs are always met.

Participate in the preparation and delivery of plans for the development and reconfiguration of clinical area.

Ensure that all clinical staff are aware of and work within the confines of the clinical policies agreed by NHS Forth Valley.

* **Finance and Physical Assets**

**There is a responsibility to:**

Manage a delegated budget for the clinical area/s of responsibility

Effectively manage all other resources in the clinical area/s of responsibility.

* **Staff Management/Supervision, Human Resources, Leadership and/or Training**

**There is a responsibility to:**

Ensure that processes, staff and resources are in place that will guarantee the delivery of the pre-determined standard of service and patient focussed care within the clinical area, through effective leadership and in collaboration with the multi-disciplinary team.

Lead the recruitment, interviewing and induction of all new staff within the clinical area/s of responsibility.

Co-ordinate the annual leave of all of the clinical staff within the clinical area/s of responsibility to ensure adequate cover at all times.

Authorise all Payroll over time and extra hours’ payments for nursing / midwifery staff within the clinical area/s of responsibility.

Ensure a system is in place to guarantee that all NHS Forth Valley policies are implemented and appropriately interpreted, including attendance management and disciplinary procedures, when necessary.

Review all staff performance including participation in annual Personal Development Planning and Review (PDPR) for senior staff within the clinical area/s of responsibility.

Identify appropriate training opportunities, in partnership with the Learning and Development Department and educational institutions, to meet the above needs.

Support the implementation and evaluation of educational programmes for pre and post registered and non-registered staff and maintain the quality of the clinical area/s of responsibility as a learning environment.

Ensure statutory requirements of professional bodies are met, especially Continuous Professional Development (CPD).

Maintain continued professional development under the guidance of the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) through Professional Development Planning and Review objective setting.

Support the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) to ensure the clinical area follow respective external Guidelines where appropriate so that the clinical area is able to meet the criteria for external inspections.

Identify, assess, determine and allocate appropriate resources and support to facilitate the mandatory training and continuing professional development requirements of clinical staff within the clinical area, including students on placement to ensure the maintenance of clinical skills and competencies.

Provide professional and managerial leadership to the clinical staff within the clinical area, creating a sense of common purpose and developing the team’s ability to achieve patients’, service and organisational needs and objectives.

Build team support mechanisms, to enable the team to cope with the demands of the clinical area/s of responsibility.

Lead by example through effective role modelling to inspire and motivate staff to reach their potential for the good of the individual and the organisation.

Promote a culture that values staff and strives for excellence in practice.

* **Information Resources**

**There is a responsibility to:**

Ensure that all staff that contribute or have access to patients’ health records are familiar with and adhere to the NHS Forth Valley and their recognised professional body’s standards of record keeping.

Use a variety of systems such as:

* SSTS (Budget Scan)
* Laboratory and radiology results systems.
* NHS Forth Valley Intranet, Internet and email, Microsoft Office applications (Word, Outlook).

As requested by the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) or Director of Nursing, formulate reports, service plans, polices / procedures and other documentation required for the clinical area/s of responsibility.

* **Research and Development**

**There is a responsibility to:**

Support clinical audit and research to ensure that practice is evidence based and ensuring patients, public and staff involvement in evaluation and implementation as appropriate.

**Skills**

* **Physical**

**There is a requirement to:**

Ensure that staff within the clinical area/s of responsibility are trained in the use of the following equipment as appropriate:

Where appropriate, use small pieces of equipment in providing care such as needles, syringes, ampoules and bottles of medicines as well as instruments to change wound dressings, remove sutures or apply topical medication.

Equipment associated with the specialty and advise patients and carers regarding their use where appropriate. These might include:

**Respiratory equipment** e.g. nebulisers, suction, oxygen cylinders, humidifiers

**Intravenous infusion devices** e.g. various infusion pumps

**Patient monitoring equipment** e.g. Dynamap, Tympanic thermometers, ECG

machine, Blood Glucose monitoring, Oxygen saturation monitors, Cardiac monitors, troponin analyser, D-dimer analyser, BG equipment, telemetry monitoring, arterial blood gas analyser

**Emergency Equipment** e.g. Defibrillators and Resuscitation equipment

**Moving and Handling Equipment** e.g. Beds / profiling beds, chairs, hoists, trolleys, wheelchairs, patient moving slides, and pressure relieving mattresses and monitoring equipment as appropriate.

**There is a requirement to be familiar with the use, storage and maintenance of all equipment used within the clinical area of work**

* **Communication**

**There is a requirement to:**

Keep the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) informed and updated on any relevant issues.

Implement and review appropriate communication strategies within the clinical area/s of responsibility to ensure that the relevant information is provided in a timely manner.

Ensure effective communication with patients, carers and members of the multi-disciplinary and management teams, wards and departments and outside agencies where required, in styles appropriate to people and situations.

Regularly conduct complex and contentious interactions in a sensitive and skilled manner e.g. dealing with complainants, investigations, disciplinary procedures and grievance hearings.

Ensure a system is in place to ensure accurate record keeping and to support the maintenance of patient confidentiality at all times.

Minimise the potential for conflict and complaint, resolving disputes locally wherever possible and making appropriate referral to the senior management team in the rare circumstances when this is not possible.

Actively seek and listen to patient and public opinions on all aspects of care delivery.

* **Analytical and Judgements**

**There is a requirement to:**

Analyse complicated often convoluted patient flow situations and make decisions regarding the admission, transfer and / or discharge of patients, taking account of their condition/s and clinical progress.

Prepare written reports and make presentations as required within NHS Forth Valley and associated institutions.

Make decisions, grant authorisations and represent the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) as required for clinical, managerial and budgetary responsibilities as delegated (up to 5k), when they are unavailable.

* **Planning and Organising**

**There is a requirement to:**

Plan on an ongoing basis the flow through of inpatient activity to ensure the effective and most productive use of clinical resources within the area/s of responsibility of responsibility.

Plan and organise the management of clinical staff and resources to provide the relevant skill mix within the area/s of responsibility of responsibility to ensure the safe and effective care of the patient population.

Contribute to strategic and managerial planning within the clinical area and wider organisation, where appropriate as part of the wider Senior Management Team.

Collaborate with other Clinical and Management Teams in service review and strategic planning, managing the local change process associated with service development in conjunction with the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM).

Contribute to strategic and professional nursing / midwifery and managerial planning within NHS Forth Valley.

Network locally, nationally and with Primary, Secondary and Tertiary services and specialist professional groups to ensure consistency of care and practice.

**Effort and Environment**

* **Physical**

**There is a requirement to:**

Use a VDU for the majority of the work.

Work in a restricted position on an ongoing basis when completing papers and reports, meeting with staff, groups and managers.

* **Mental**

**There is a requirement to:**

Concentrate when balancing the clinical and managerial roles, prioritising and meeting competing demands from staff, colleagues, peers and managers.

Develop and maintain clinical leadership within the clinical area and the management lead for developments within the clinical area/s of responsibility.

Concentrate when dealing with complex and sensitive situations.

Concentrate when providing clinical advice and dealing with managerial work even though these may be subject to frequent interruptions.

Assess and anticipate behaviours that may be unpredictable.

Concentrate when communicate in difficult situations, for example: managing staff expectations, absence, competence, performance or when conducting investigations, and management level grievances and disciplinaries.

Support and manage staff members during professional and personal crises.

Manage conflict to resolution.

Deal with an unpredictable workload

* **Emotional**

**There is a requirement to:**

Deal with distressed / anxious / worried patients / relatives / staff in the clinical area.

Support staff who are caring for the terminally ill, difficult family situations, pregnancy loss, baby deaths and child protection issues.

Respond appropriately in emergency situations.

* **Working Conditions**

**There is:**

Potential exposure to body fluids if in the vicinity of patients.

Potential exposure to verbal / physical aggression.

**5. FREEDOM TO ACT WITHIN THE JOB**

The post is responsible to the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM). Work review is carried out on a regular basis informally and more formal as part of the Personal Development Planning and Review process annually when priorities and objectives will be discussed and agreed.

Workload is determined by the needs of the service, organisational priorities and external forces and there is an expectation to make autonomous clinical and managerial decisions on a daily basis, providing advice and guidance to staff as appropriate.

There is the freedom to make independent decisions with regard to the overall provision of care within the clinical area according to organisational and professional guidelines making judgements about the emotional needs of patients and staff.

There is a responsibility to monitor the overall delegated budget for the area/s of responsibility ensuring in the absence of the Director of Midwifery/Head of Service/Service Manager / Head of Nursing (HoN) / Midwifery (HoM) that the resources are spent to the best possible advantage to achieve financial balance.

There is a requirement to recognise situations that require assistance and support from the line manager, making use of agreed communication networks.

Responsible for managing own clinical knowledge and practice and that of other members of the clinical team to ensure safe and effective care delivery.

Responsible for ensuring that clinical competencies are always appropriate to meet the needs of patients, to ensure safe and effective care is delivered at all times.

Responsible for accepting delegated responsibility and inherent accountability for the quality of own practice and that of other members of the clinical team within the clinical area.

Professionally accountable for the standards of patient care delivered by staff within the clinical area.

Responsible for adherence to professional body requirements.

**6. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

**There is a requirement to posses:**

A Nursing, Healthcare Professions or Social Care qualification that is equivalent to a degree.

Experience having managed a clinical area with a responsibility for line management of staff including providing clinical supervision and mentorship, the management of absence, performance review and development and the appointment of staff.

Well developed professional knowledge of the principles and practices and concepts of the clinical area

A detailed knowledge and understanding of the National drivers affecting the clinical area

Specific knowledge of the relevant policies and procedures for the clinical area

Evidence of continuing professional development through extensive post registration experience in specialties relevant to the clinical area

**In addition to the above there is a requirement to have the skills to:**

Communicate effectively, displaying leadership skills and the ability to work across professional and organisational groups/boundaries.

Apply a collaborative approach to multidisciplinary teamwork.

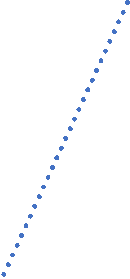
Excellent time management, report writing and presentation skills.

Have developed negotiation skills, be flexible, innovative, organised and thorough.

Be diplomatic, persuasive, practical, self-motivated and resilient.

**7. DEPARTMENT ORGANISATIONIONAL CHART**

Director of Midwifery

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Head of Service/Chief Midwife

Service Manager

**Department Manager**

Ward Managers/Team Leaders

Designated Teams