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| JOB IDENTIFICATION |
| **Job Title:** Switchboard Manager - Telecoms  **Responsible to (insert job title):** Telecommunications Service Manager  **Department(s):** Telecommunications Department  **Directorate:**  eHealth  **Operating Division:**  NHSGGC  **Job Reference:** SM - TEL  **Last Update (insert date):**  10th October 2022 |
| 2. JOB PURPOSE |
| To manage all operational aspects of maintaining the NHSGGC Switchboard Service, including staff management across two sites within the NHSGGC Health Area. The post holder is directly responsible for ensuring the smooth running of the service ensuring services are appropriately planned and delivered to meet user requirements and maintain national and local standards. Adjusting plans as required due to service and staffing pressures.  The post holder is directly responsible for maintaining adequate levels of staffing to safeguard the smooth running of switchboard services. |
| 3. ROLE OF DEPARTMENT |
| The overall aim of the eHealth Directorate is to deliver and maintain a comprehensive integrated information, technology and record management strategy in order to ensure that the right information is provided in the right place at the right time, to support highest possible levels of diagnosis, treatment and care of patients and clients, to support continuous improvement of the health of the populations we serve and to achieve more effective integration between Health and the care services of our Local Authority partners.    This includes patients’ case notes and other information for clinicians working in the community and primary care, in outpatient clinics, on the point of admission for inpatients/day cases and for review after discharge: it includes developing and supporting electronic information systems for clinical and management use: and it includes collection and analysis of data required by the Scottish Government Health Department, for local monitoring of activity or performance, and for surveillance and protection of the health of our populations.    The eHealth Directorate has approximately 1,642 staff, a revenue budget of approximately £70.7m (incl annual Scottish Government ring fenced funding), annual capital budget ranging between £7-8m and non-recurring eHealth budget of approximately £13.2m.  The eHealth Directorate comprises the following departments:   * **Operations** – responsible for the overall IT and Telecommunication service delivery to NHSGGC including the delivery of the underpinning technical infrastructure and applications to support the health and corporate directorates across NHSGGC to agreed KPI’s and SLA’s. In addition, Information security and compliance. * **Strategy and Programmes** - responsible for the development of the medium to long term eHealth Strategy and the delivery of a large number of highly complex programmes and projects including significant service reconfiguration and System development. * **Innovation** – responsible for development and delivery of eHealth enabled Innovation Programmes, linking with Innovators such as clinicians, R&D, industry and SME's within NHSGGC, West of Scotland, and the broader Innovation community. * **Information Management** – responsible for the collection and analysis of information, information governance and delivery of knowledge management services. This service comprises Knowledge Services (Libraries), Clinical Coding and Business Intelligence. * **Health Records** – delivery of Health Records services across NHSGGC, including provision of outpatient clinics and ward clerk services * **Business and Resource Management** – responsible for financial management, procurement & contract management, audit, risk management, Programme Management Office (PMO), Information Governance, FOI responses and overarching aspects of staff governance and organisational development, Health & Safety, general Directorate wide governance and facilities management activities. |
| 4. ORGANISATIONAL POSITION |
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| **5. SCOPE AND RANGE** |
| **Finance**  Signatory sign off up to £1000. Approving staff shifts on SSTS and authorising overtime when appropriate.  Responsible for the safe and effective use of NHSGGC Switchboard System used by NHSGGC staff, and the general public calling to access NHSGGC services.  **Staffing Responsibilities**  Day to day management of the Switchboard Service and operational management off staff comprising of Switchboard Team Leads and Call Handlers.  Indirect responsibility for onsite contractors i.e. BT Trainers and service engineers etc.  **Locations:** The postholder is required to work flexibly across NHSGGC locations to meet service demand The Switchboard Service is run from Hillington Contact Centre and the Royal Alexandra Hospital and services all sites , including Acute and Mental Health Hospitals, Health & Social Care Partnerships & GP practices.  **Users:**  Circa 35,000 +  The Switchboard is the first line of contact for Patient, Relatives, Visitors, GP enquiries and other organisations as well as handling internal calls from all Acute and Mental Health sites. Using the computer-based switchboard system calls are managed and transferred to the correct locations in a timely and efficient manner.  The switchboard also manages the call handling for all Medical Emergency (2222) calls for all of NHSGGC acute and mental health hospital sites and monitors and reacts to a range of Estates alarms.  In addition to being the first point of contact for a wide range of stakeholders calling NHSGGC, the department also assists with the OOH and On-Call rotas using Rotawatch, and managing the paging system for some 4000 page holders.  The switchboard is responsible for the consistent delivery of a high standard Telephony service. Operating as the focal point for NHSGGC and promoting a positive and professional image for its customers.  At times the Switchboard will contribute to project work to enhance and develop the wider Digital service/agenda on both a local and national level. |
| 6. MAIN TASKS, DUTIES AND RESPONSIBILITIES |
| 1. All aspects of the day-to-day management of the Switchboard Service and direct staff. Including annual appraisals/personal development plans, using TURAS, commensurate with current grades and responsibilities in line with relevant HR policies and procedures to ensure a consistently high quality of service is maintained. 2. Responsible for completing and maintaining essential staff records – including planning and controlling department/staff rosters, annual leave etc. using appropriate agreed National and local systems such as SSTS and eESS, ensuring European Working Time Regulations (EWTR) are maintained. 3. Regularly meet with Switchboard Team Leads to review staff performance and support/assist with staff performance review when required. 4. Ensure that the Switchboard Team adhere to statutory policies / procedures and departmental processes are followed at all times. And undertake regular auditing of services to demonstrate good practice and to confirm that standards are being achieved. 5. Meet with HR and Senior Management as required with regards various staffing issues and be the main dept contact in relation to any HR/ER issues. 6. Represent NHSGGC in conversations with switchboard systems suppliers, i.e. BT, MultiTone, Ascom etc., with regards to system requirements, faults and undertaking equipment testing. Explaining detailed issues in a manner that is clear for suppliers to understand and resolve. 7. Analyse, investigate and resolve complex telecommunications issues and system failures, reviewing options to minimise the impact of these. Provide complex reports and statistical evidence of system and team performance and delivery to senior management. 8. Develop and create reports covering major telecommunication systems and equipment operation, to ensure ongoing acceptable service performance is maintained. 9. Create and maintain protocols, policies, procedures, provide complex reports and other documentation as necessary for the switchboard system which impact services across NHS,GGC to a maintain safe and effective service and ensure information is available to staff and management as required. 10. Communicate complex information, including managing and reviewing, in partnership with Snr Clinical and Snr Management Teams, NHSGGC responses to emergency protocols including Cardiac Arrest Emergencies, Paediatric/Obstetric Emergencies, Fire Alarms, Bomb Threats and Major/Critical Incidents. 11. Respond to complaints both internal and external and compile reports for Senior Management 12. Develop and maintain relationships with Snr Management Teams, and that incident management and reporting is effectively managed and reported when required. 13. To provide Clinical Teams with reports and audits when requested to maintain safe and effective patient care e.g., Clinical Emergency 2222 call handling and pager group response rates/timings. 14. Participate in the Snr Manager Rota for On-call Out of Hour's Telecommunications Major Systems Failure. 15. Support the Telecommunication Service Manager to direct, lead and improve the corporate performance of Telecommunications Service throughout NHSGGC and implement service changes when required to ensure the highest quality service provision is provided to all users. 16. Update and Maintain NHSGGC emergency policies, procedures, protocols and business continuity / resiliency plans in the event of Telecommunication system and equipment failures to ensure the smooth running of the service. 17. Will ensure NHSGGC's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes are applied at all times. |
| 7a. EQUIPMENT AND MACHINERY |
| The following are examples of systems which will be used when undertaking the role:  IX Attendant Operator Console,  Desktop computers, laptops, printers, Wi-Fi devices and network peripherals.  Desk phone & Smartphone,  Videoconferencing equipment  Radio paging / Bleep systems and terminals (Ascom, MultiTone, etc.)  UPS Equipment  Multitone Estates Alarm Systems (remote monitoring, programming and technical maintenance) |
| **7b. SYSTEMS** |
| Systems include but are not limited to:  Windows 10 Enterprise operating system. Office 365 applications (Excel, Outlook, Teams & Word).  British Telecoms, Avaya System Manager  RotaWatch Administration GAMMA SIP management tool  Active Directory.  ASCOM Alert, MultiTone iMessage & radio pager / bleep – systems.  Switchboard Directory Administration. Hypersync  Pecos, electronic procurement system.  Internet and Intranet.  A comprehensive range of NHS GG&C & NHS Scotland applications. |
| 8. ASSIGNMENT AND REVIEW OF WORK |
| Workload is largely self-directed and assigned and determined by –  Demands of the department  Initiatives generated by the post holder.  As directed by the Telecommunications Service Manager.  Needs of the user departments/public calling the organisation.  Through liaison with BT and other service providers in response to system problems or possibilities.  **The post Holder -**  Will manage their daily tasks without direct supervision. They will need to respond to day-to-day requests from customers and escalations via the Datix system. Work is assigned using own initiative, only seeking extra support from Telecommunications Service Manager when required.  Maintain frequent contact with the Telecommunications Service Manager to discuss & review departmental priorities, individual performance, objectives, problem solving, and continuation training as required.  Attend regular team meetings to discuss work issues.  Review of work / performance is undertaken with the Telecommunication Service Manager on an ongoing basis, with a formal review, appraisal and personal development plan in line with NHS KSF/PDPR systems. |
| **8. DECISIONS AND JUDGEMENTS** |
| **The post holder will**:  Act as the Manager of the Switchboard Team and has the authority to manage workload priorities, issues, and risks and, where appropriate, escalate these to the Telecommunications Service Manager.  Manage the Switchboard System and Services in a safe and effective manner. Making decisions on service provision and reacting to staffing matters as appropriate  The post holder will have autonomy to take decisions, within their remit of department policies and procedures, seeking guidance from Service Manager when required.  Work to annual objectives agreed with Line manager, and exercise own initiative to resolve time critical telecommunications incidents and to minimise the impact on staff and patient services.  Develop rosters through liaison with the Telecoms Team Leads to ensure appropriate cover for telecommunications at all sites over a 24 hour period ensuring European Working Time Regulations (EWTR) are adhered to.  Make recruitment and selection decisions relating to requirements for new switchboard staff.  Run, compile reports and interpreting data from the Switchboard Reporting Suite and Emergency 2222 paging systems. This may come from an information request from clinical/management teams or be supplying dedicated reports for the Snr management team and local and National Digital Services meetings.  Use of technical knowledge to enhance and improve service delivery – An example of the application of technical experience, knowledge and decision making would be to assist with tendering and review of systems the post holder will define technical criteria and agree what hardware/software is required to ensure delivery and effective performance of the Switchboard and emergency paging systems, taking account of user perceptions, application security, performance and cost of related solutions. Evaluating options and recommending final solutions. |
| **9. COMMUNICATIONS AND RELATIONSHIPS** |
| **Internal:** The post-holder will be required to communicate highly complex and sensitive information such as findings from near miss and fatality investigations regarding Switchboard input, failures in system or human error, using a variety of methods including face-to-face, Microsoft Teams, telephone, electronic and written correspondence, with all members of the Telecommunications team within the normal course of their duties.  A great deal of time is spent communicating directly with staff at all levels of the organization. Determining what difficult to explain user problems or detailed requirements are and then explaining the solution to the user particularly if the user is not familiar with some of the concepts and technologies in use.  There will be occasions when the post-holder is required to work closely alongside clinical teams and other department members to ensure ongoing support of any Telecoms work-related tasks & projects taking place.  The post-holder will be required to communicate with customers, departments and services. This will often involve telephone, e-mail correspondence, Microsoft Teams and face to face meetings.  Work with Public Health, Senior Management Teams and Clinical Teams area wide to develop robust communication processes for Major and Critical incidents.  **External:** The type of communication includes telephone, face-to-face, e-mail, Teams / video calls, email and written correspondence.  The post-holder will be required to communicate closely with different suppliers and maintainers of switchboard telecommunication systems and equipment as part of their day-to-day duties. This includes telephone & email correspondence equipment upgrades, fault reporting and managing complex fault resolution, providing updates & systems advice.  The post holder will on occasion be required to respond to complaints from the general public. This may through verbal or written communication. |
| **10. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Skills:**  Advanced keyboard skills are required to input and manipulate complex information to support the investigating and reporting of telecommunication incidents requiring internal and external follow-up  **Physical Effort:**  Working for extended periods sitting at PC Screen / Keyboard. Light physical effort moving and handling equipment in line with manual handling guidance  **Mental Effort:**  Concentration while compiling complex, detailed statistical reports.  Retention and communication of technical knowledge and information  Managing ongoing aspects of the telecoms day to day service delivery and operations while interrupted in order address complex issues, queries from staff and patients and investigation of system failures  **Emotional Effort:**  Contingency planning in emergency situations during equipment outage or sudden loss of service. Communicating with distressed/anxious patients/relatives,  Dealing with staffing issues  **Working Conditions:**  VDU use most of the day,  Occasional exposure to verbal aggression from service users  Travel to multiple sites |
| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| Dealing with staffing issues in relation to staff counselling for absence, conduct, performance and stress when each issue and individual’s circumstances are different.  Working with often demanding clinical and non-clinical staff.  Investigating and answering written/verbal complaints.  Putting systems in place to address telecommunications failures whilst trying to cover as many eventualities as possible.  Participating in the Telecoms Rota for on-call support GGC Major Telecommunications Systems Failure. |
| 12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| Experience, Knowledge and Qualifications.Educated to SCQF level 9, e.g. Degree in business administration/office management/Information Technology related subject plus in-depth specialist knowledge in a Communications related discipline or equivalent and experience of managing current and new emerging Telecommunications/Switchboard systems.Previous experience of managing a large team / service, including working knowledge of NHS, Public Sector organisations or equivalent.Proficient in MS Office/365: i.e. Webmail/Outlook, Word, Excel, Powerpoint etc. Excellent organisational, oral and written communication skills.  Extensive Staff management experience.  Analytical problem-solving techniques when resolving complex problems such as system failures  Good customer service skills. |