**NHS GREATER GLASGOW & CLYDE**

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| 1. **JOB IDENTIFICATION**

**Job Title: Clinical Lead Prosthetic Service** Responsible to: Lead Clinical Scientist**Department(s):**  West of Scotland Mobility and Rehabilitation Service (WestMARC)**Operating Division of NHS GG&C:** Regional Services **No. of Job holders:** 0**Last Update:**  N/A |
| 1. **JOB PURPOSE**

This post will clinically lead and manage the prosthetic service and its multi-disciplinary team (MDT); to deliver a high quality service in compliance with statutory responsibilities, professional guidelines and the policies and procedures of the organisation. The post holder directly line manages the Prosthetics Team Lead, the Scottish Specialist Prosthetic Service (SSPS) coordination, Advanced Prosthetic Practitioner and Workshop Manager. The Prosthetic Clinical Lead is responsible for ensuring that the highly specialist clinical delivery from the WestMARC Prosthetic service is maintained. The post holder will be required to liaise with third party agencies to ensure best practice is maintained, and in addition will support the Lead Clinical Scientist in WestMARC.1. **DIMENSIONS**

The post holder will hold direct line management and clinical leadership responsibility of a large multi-disciplinary team which will include Prosthetists and Prosthetic Workshop Technicians. The post holder will be responsible for the delivery of the highest standards of multi-disciplinary care to patients and their relatives through the development, coaching and mentorship of staff.The post holder will function as an independent autonomous practitioner by virtue of in-depth knowledge, expertise, proficiency and experience to lead the team to provide a high quality service within the budgetary limits. The post holder will have professional credibility and clinical experience to collaborate as an equal colleague with medical consultants and other disciplines. The post holder will maintain a small but highly specialised clinical caseload, to facilitate team relationships and provide greater insight into the most efficient running of the prosthetic service. 1. **ROLE OF THE DEPARTMENT/ PROSTHETIC SERVICE**

WestMARC is a regional service based within NHS Greater Glasgow and Clyde, and delivers services to six health boards: Ayrshire and Arran, Dumfries and Galloway, Greater Glasgow and Clyde, Forth Valley, Highland (Argyll) and Lanarkshire. The Prosthetics Service provides lifelong prosthetics care for individuals with amputation and/or congenital absence of a limb. This may include patients with multiple level limb absence and/or complex clinical requirements. Patients may also be emotionally distressed, have physical or learning disabilities. The service also incorporates the Scottish Specialist Prosthetics Service (SSPS) which is an NSD funded service delivered from both WestMARC for the West of Scotland and SMART in the East. SSPS provides state of the art technology to veterans and civilians in Scotland. WestMARC is the largest of five prosthetic centres in Scotland (Aberdeen, Dundee, Edinburgh and Inverness) providing Mobility, Prosthetic and Bioengineering Services. The Glasgow based service covers 52% of Scotland’s population (about 2.6 million people) and has an active caseload of over 3,000 patients; employing approximately 30 people and has a budget of over £5m. The Physiotherapy and Occupational therapy service work as interdependencies to the prosthetic team and receive referrals from their colleagues as well as external agencies i.e. GP, physiotherapists from external Health Boards, consultant referrals other Health Care Professionals. The Physiotherapy department are responsible for the rehabilitation and safe use of the prosthetic limbs provided in WestMARC. They also review all patients referred for limb-fitting and are able to triage these patients often prior to prosthetic review.Referrals to the prosthetic service include:* New patient referrals from the Queen Elizabeth University Hospital and other amputating hospitals throughout the West of Scotland.
* Self-referrals from existing patients and or carers.
* Patients transferring from another prosthetic service.
* Referrals from General Practitioners, Consultants and other Health Care Professionals.
* Referrals/ Second opinions from any of the four prosthetic centre.
* Specialist Prosthetic Service referrals from the four other Prosthetic Centres in Scotland.

The department has its own specialist Prosthetic workshop and stores on site. WestMARC workshops provide in-house manufacturing and (outsourced) modified medical devices across the range of activities mentioned above. Whilst the post holder will operationally manage the service the Lead Clinical Scientist will provide professional engineering supervision of the workshop manager and hold quality assurance responsibilities of the workshop activities.Provision of prosthetic services must be implemented as per national and local guidelines and departmental policies. All clinical staff must comply with the Health and Care Professions Council standards of practice and rules of conduct. The post holder has overall responsibility for Prosthetics students on placement in WestMARC, the overall supervision of which is delegated to the Prosthetics Team Lead. |

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| 1. **ORGANISATIONAL POSITION –**

Lead Clinical Scientist**Clinical Lead Prosthetics Service** Prosthetist Team LeadProsthetics Workshop ManagerSSPS Clinical Co-ordinatorAdvanced Prosthetic PractitionerSenior Prosthetists Prosthetic Technicians |
| 1. **SCOPE AND RANGE/KEY RESULT AREAS**

Provide effective leadership and line management for staff in the prosthetic service, either directly or through senior staff, in order that they are enabled, supported, directed appropriately and developed in fulfilling their roles against agreed standards, performance targets and clinical objectives.Support the Lead Clinical Scientist with the ongoing service re-design, delivery, development and review of the prosthetic service within WestMARC and take a key role to ensure that those aims incorporate patients, carers and service providers’ perspectives. Hold devolved responsibility and accountability from the Lead Clinical Scientist for clinical and corporate governance within the prosthetics service multi-disciplinary team.In conjunction with Lead Clinical Scientist and other senior staff, plan, organise, manage and control the resources available to the prosthetics service. Promote and demonstrate best practice at all times by integrating evidence into practice and creating innovative ways of incorporating new evidence into clinical service delivery.Establish and maintain open and effective channels of formal and informal communication, providing a focal point for the collection and dissemination of information; and encourage innovative ideas and constructive criticism equally. In addition to operational and professional prosthetics duties key to this post, the postholder is a core member of the Acute Senior Team and committed member to Senior Team Forum and an essential member of AHP Clinical Governance Forum.Supports the AHP Directors portfolio and work plan, creating a visibility and consistency of approach and delivery across GGC AHPs. This includes transforming roles, AHP learning and development strategy, workforce planning and Quality strategy.All decisions and judgements will be set against the parameters of the overall strategy of the Regional Directorate, its transformational themes, its policies, procedures and guidelines, professional and clinical standards. |
| 1. **MAIN DUTIES AND RESPONSIBILITIES**

The post holder will have expert clinical knowledge which will allow them to interpret latest evidenced based practice and ensure this is embedded into the prosthetic service. The post holder will ensure the effective delivery of organisational, service and patient outcomes.The post holder will enhance the links between practice, professional bodies and academic and research institutions and contribute to the development of guidelines and standards at local and national level. Responsibility to promote excellent client care, ensuring the service respects the individuality, values, cultural and religious diversity of clients, and that all staff provide services which are sensitive to these needs.The post holder will have delegated responsibility for the effective line management of the team leads who deliver the prosthetic service and will demonstrates leadership within and out-with the organisation.The post holder will provide Professional consultation to facilitate vision, management advice and support to Prosthetic Service team members to ensure a proactive, effective and positive culture is in place including encouraging participation in shaping the service.Interprets professional guidelines, procedures and clinical policies advising the organisation regarding the implications of adoption and ensures integration of key aspects from policy into practice within prosthetics services.To lead clinical practice by example exhibiting advanced clinical skills and knowledge in the relevant professional area including the ability to provide assessment, differential diagnosis treatment and support staff with specialist second opinion for highly complex cases as and when required.Coaching and developing the multi-disciplinary team both personally and clinically as professionals. This includes ensuring that all staff has a Personal Development Plan/TURAS in place.Education and developmentEnsure that a robust system of CPD is in place for staff at every level and that professional registration with the HCPC is maintained within the legal requirements of practice. Retain and develop own clinical expertise and management skills to agree delivery of evidence-based practice to meet the requirements of the HCPC. Collaborates with peers e.g. AHP Networks, Managed Clinical Networks, Professional Bodies, Specialist Interest Groups to keep abreast of new developments and examples of good practice for service improvement.Research and EvidenceFoster a culture of identifying and using best clinical evidence to underpin service delivery. Identify, initiate, undertake and support appropriate audit, clinical research and quality improvement programmes to meet clinical and staff governance standards.Actively support research within clinical practice to improve clinical outcomes, this may stand alone projects or participation in multicentre or national projects.      To have responsibility for developing an annual learning plan for the physiotherapy service that reflects service, staff and patient needs to deliver evidence-based practice and fosters innovation in practice in turn influencing evidence. |
| 1. **EQUIPMENT**

The post holder is expected to have a high level of proficiency in the use of I.T Equipment: * Desktop and Lap top computer, iPads, telephone, facsimile, printer, photocopier (frequent/daily use)
* Microsoft Office Suite : Teams, Word, Power Point, Excel, PC packages for general reports, presentations, letters and communication (frequent/daily use)
* Email for communication (frequent/daily use)
* Access to the Internet is used for research, and enquiries for technical and professional issues (frequent/daily use)
* Video conference (frequent/daily use)

The post holder will require familiarity and awareness of the range and type of clinical and other equipment in use throughout the service ensuring availability and in working order.1. **SYSTEMS**

The post holder will be familiar and knowledgeable with the application of systems, policies and procedures necessary for the effective management of staff, finance and other resources, examples of which include:* ReTIS database for reporting, monitoring, financial and prescription analysis of the services (weekly).
* ReTIS/Clinical Portal Patient Information Systems (daily).
* SSTS pay system and leave
* Updating and maintaining own Continual Professional Development using TURAS system (weekly/ monthly).
* Human resource policies and Partnership Information Network guidelines e.g. absence management, family friendly policies, grievance and disciplinary procedures
* DATIX
* The NHS complaints procedure
* H&SC Partnership governance structures and lines of accountability e.g. health and safety, risk management clinical governance
* Responsible for adhering to the WestMARC Quality System (Q-Pulse) as applicable to the prosthetics service and Senior Management Team.

The post holder will be competent in the use of and have responsibility for ensuring that their team are competent to use the following:* Organisational & local Health and Safety Guidelines
* Quality Management Systems: Q-Pulse
* Risk Assessment
* DATIX Incident reporting mechanisms
* IT systems: SSTS, TURAS and LearnPro
* Patient Administration Systems: ReTIS Database, EQUIPU
* Patients’ Records: Trak Care, Clinical Portal
* Microsoft Office suite: MS Teams, MS Outlook, MS Word, MS PowerPoint
* Internet, Intranet
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| 1. **ASSIGNMENT & REVIEW OF WORK**

The post holder will be responsible to the Lead Clinical Scientist of WestMARC and will agree annual personal development objectives and service targets which will be reviewed regularly.The post holder will be a skilled problem solver, able to work on their own initiative, making decisions and judgements routinely. These will range from straightforward simple decisions to extremely complex decisions, which may involve prolonged consultation with others within and across different organisations.A significant amount of work will be self-generated and the post holder will be expected to exercise a high degree of initiative, independence, personal organisation and planning skills in order to effectively manage the prosthetic service, to anticipate and respond to changes in service needs and to meet agreed objectives. |
| 1. **DECISIONS AND JUDGEMENTS**

The Prosthetic Service Manager has delegated responsibility for the management, leadership and development of the Prosthetists and Prosthetic Technicians.The post holder requires high level communication and coaching skills to develop and maintain effective Team dynamics, including effectively motivating and directing staff to deliver organisational objectives. This will involve a high level of discretion in matters of staff management, clinical decision making and financial management.The post holder will be required to identify potential interpersonal conflict and manage these using motivational, persuasive and negotiating skills. They will anticipate and respond to service problems, staffing or complaints, verbal and written, in line with agreed policy. The scope and context of this role requires analysis of interpersonal information to aid decision making, often within emotive and challenging environments. They will be directly responsible, in conjunction with the Lead Clinical Scientist, for formulating the department’s response and decisions to external requests such as Scottish Government Information requests, Freedom of information requests, Safe haven requests, BAPO professional requests, Scottish Specialist Prosthetics Services (SSPS) and National managers groups.The post holder must be aware of his/her own scope of practice and that of the team members. Interpretation of national and local policy assessing impact on these highly specialised areas of healthcare. In addition, he/she is responsible for the delegated actions of others providing care. The post holder is accountable for his/her own professional actions and will use highly specialist clinical knowledge to support the Prosthetics service when providing direct clinical care, specifically in assisting with clinical decision making. They will prioritise their own workload, both the clinical and managerial aspects taking into account service priorities on an ongoing basis. |
| **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**The most challenging parts of the job are in relation to the following:* Ability to maintain oversight and problem solve effectively ensuring service delivery and value for money within a continuing change management environment
* Ability to manage the competing demands of the core functions of the post i.e. clinical, strategic, development, leadership and education
* Manage, effectively and efficiently, personal work and time, and meet objectives in the face of competing priorities, challenging timescales and diversions.
* Managing the complexity of relationships, agendas, outcomes and interfaces across several organisational structures both locally, regionally and nationally
* Developing partnership working and effective engagement of all stakeholders to a new service and managing expectations about service delivery
* Feedback and Management to address performance issues, whilst continuing to support, develop and ensure high quality patient care
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| 1. **COMMUNICATIONS AND RELATIONSHIPS**

The post holder has a key role in leading the service and maintaining effective communication and good working relationships with a wide range of personnel and agencies, examples of which include:**Internal*** Communicate sensitive condition related information to patients, relatives and multi-disciplinary team
* Communicate service related information to senior managers and other staff which requires negotiation, motivation, persuasion, empathy and reassurance.
* Give and receive highly complex information to members of the MDT
* Employ different communication techniques and strategies to motivate MDT, develop self-confidence and maximise participation and engagement
* Other managers within WestMARC for example Lead Clinical Scientist, Operational Service Manager
* Other relevant departments within the division, e.g. SSPS, Human Resources.

**External*** Prosthetics managers and peers at other centres to discuss clinical and operational management related issues
* Private Prosthetics companies regarding clinical and technical issues and for information and advice concerning their products
* Attendance and participation on committees and groups as required by the Lead Clinical ScientistNational Service Division to ensure communication regarding SSPS
* Inform the Scottish Government (Medical Devices Agency) in writing of any prosthetic component failures
* Universities: liaising on future research projects and student placements
* Other NHS Boards to share practice in prosthetic service provision
* Members of the Public: engagement and involvement during service changes
* Assist in writing responses that provide information for communication/ responses to press enquiries
* Representatives of Trade Unions/Professional Organisations: working with partnership forums during service re-organisations
* Network with a wide range of partners and stakeholders, locally, nationally and internationally

The post holder will often be required to prepare and present reports to, or discuss topics with, committees, and professional, management or staff groups.Types of communication required would be:-* Microsoft Teams Meetings
* Face to Face
* Team Meetings
* Formal Presentations
* Telephone/ e mail
* Computer/Laptop
* Written communication skills including report writing
* Verbal communication skills including persuasion and influencing skills
* Negotiating, facilitating, enabling, challenging and influencing behaviours displayed
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| **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**The post holder will support the Lead Clinical Scientist to balance the management of the current clinical service which is widely spread, whilst planning and implementing an expanding service.The post holder must also meet the demands and needs of service users, their carers and through the management role of clinical staff. Mental demands are significant in relation to the interpretation, retention and communication of knowledge and information regarding the service. The post holder’s leadership role is to manage the coordination of information to ensure the consensus decisions reached deliver the best outcome.The post holder requires the ability for prolonged concentration in a number of areas involving clinical issues, system development, workforce and financial planning. The post holder is required to manage issues in a sensitive and confidential manner with staff i.e. identification of poor clinical performance. The post holder must also manage interpersonal conflict and organisational and cultural conflict across organisational structures.The post holder must be able to seamlessly context switch frequently while maintaining concentration throughout the day moving from clinical issues, systems development, financial analysis, provision of clinical, technical/regulatory standards and patient advice. **Physical Demands*** Long periods spent sitting at computer, desk and at meetings
* Keyboard skills

**Mental Demands*** Manages unpredictable interruptions necessitating frequent switching of task / concentration between differing job roles i.e. clinical v operational management v leadership and development
* Long periods of concentration are required, e.g. with new or complex patients; interpreting legislation / policy; formulating professional reports; assessing incidents; analysing statistical data; chairing meetings (daily)
* Managing the complexity of different relationships and cultures
* Problem solving effectively ensuring service delivery and value for money within a change management environment
* Implementing creativity and innovation into the delivery of the prosthetics service
* Working within tight time scales on project work whilst balancing a clinical and management duties (daily)
* Constantly receiving, processing and analysing varied and complex information

**Emotional Demands*** Regularly dealing with challenging behaviour, conflict and concerns – staff, patients and the public
* Supporting staff whilst dealing with contentious staff management issues and interpersonal conflict
* The stress when providing care to and supporting patients and relatives when the service’s best endeavours have not or cannot meet the expectations or needs of the patient
* The stress when dealing with patient or service complaints, investigations and significant events in a timely manner
* Regularly experiencing the pressure of challenging timescales
* Regularly responding to urgent and significant situations
* Regularly considering organisational dilemmas and problems

**Working Conditions*** Frequently working in an office environment for example in a limited workspace, indoor lighting and using computer equipment
* Exposure to verbal abuse from patients and their relatives
* Travel to other prosthetic centres/ conferences
* Non office working conditions
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| 1. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

**Essential****Qualifications and Training*** Degree or equivalent qualification leading to registration with HCPC as a Prosthetist/Orthotist
* Master’s degree or equivalent highly specialist knowledge gained through short courses and/or structured self-learning programme.
* Registered with the Health and Care Professions Council (HCPC) and meet the continuous professional development requirements to remain on the register including a complete record of CPD activity relevant to the field of work as evidence of acquired skills and knowledge
* Demonstrates range of advanced professional and clinical knowledge and experience
* Proven track record in leading and supporting research and audit activity.

**Management Experience*** Extensive experience at team leader/supervisory level within the NHS
* Experience of Multidisciplinary work within organisation, across organisations and with external organisations and service user groups
* Evidence of management, education and training e.g. Data analytics, people management, leadership development
* Evidence of experience of leading and implementing change and major service redesign which relates to improved patient and staff
* Demonstrable experience of managing budgets, and developing business and recovery plans
* Evidence of excellent interpersonal /communication with developed negotiating and influencing skills

**Knowledge Skills and Abilities*** Expert knowledge and experience of NHS prosthetic service provision
* Proven track record of research in amputee rehabilitation and extensive knowledge of current evidence base and professional guidelines
* Proven track record in effective leadership – successful communication, negotiating, persuasion, influencing, challenging behaviours
* Proven track record in effective management –resolving interpersonal conflict, problem solving, prioritisation, planning and organisational skills
* Knowledge of the strategic Primary, secondary and National Care Agendas
* Ability to interpret National policy and develop complex systems of patient care through a variety of stakeholders
* Experience and understanding of the importance of evidenced based clinical research and it’s dissemination
* Experience of staff and financial/budget management in a healthcare setting.
* Report Writing skills
* Literate in current IT techniques

**Personal Qualities*** Ability to work on complex, broad, dynamic and varied agenda; prioritise work load and meet tight deadlines
* Thrives at working on own initiative
* Able to work with clinicians and managers at all levels in NHS GGC as well as partner agencies and patient groups
* Ability to manage change within a service and work in an environment of change
* Ability to work within professional, clinical and National standards.
* Excellent leadership, highly developed and effective written and verbal communication skills as well as tact, diplomacy and effective time management skills
* Understanding of the research framework for prosthetics and amputee rehabilitation

**Desirable**Nil |
| **JOB DESCRIPTION AGREEMENT****Job Holder’s Signature:****Head of Department Signature:**cid:image001.png@01DA0282.6AD3CB40 | **Date:****Date:** |