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| JOB DESCRIPTION |
| Job Title: **Women & Children’s Services Business**  **Manager**  Responsible to (insert job title): General Manager – Women & Children’s  Services  Department(s): Women & Children’s Services  Directorate: Acute Directorate  Operating Division: N/A  Job Reference: TBC  No of Job Holders: 1  Last Update (insert date): March 2022 |
| JOB PURPOSE |
| As lead for governance processes for the Services, ensure robust management of governance arrangements through effective support to the Women & Children’s Senior Team and continued development of improving governance systems. This post impacts on and has direct and significant influence on operational & clinical governance across all of Women & Children’s Services and delivery of our corporate objectives in terms of the wider organisation. As such the post holder must have the capacity to influence and provide specialist advice and expertise to the General Manager, Associate Nurse Director and senior team.    The post holder will build robust systems and processes and lead on the effective delivery of Women & Children’s business functions including:   * Meeting structures, * Strategic planning cycles, * Performance management, * Financial planning, * Administration, * Risk management * PFI Building Management * Charitable Funds Management * Staff governance arrangements * Corporate Records Management   On behalf of the General Manager, the post holder will lead on projects which can include implementation/design of services and implementation of national policy. As such, the Business Manager will represent NHS Ayrshire and Arran across a wide range of local, regional and national fora.  Delegated responsibility from the General Manager for decision making and undertaking pieces of work that span the breadth of the Services and impact on organisational objectives and delivery of Scottish Government directives.  Responsible for providing direct support and guidance to the General Manager, Associate Nurse Director and senior team; assisting with decision making, delivering deadlines and problem solving to enhance service delivery and patient experience.  To support the General Manager as well as enact on their behalf a wide range of decisions, issues and discussions across all of Women & Children’s Services.  The post holder will be responsible for providing direct support and guidance to the Senior Management Team to ensure the delivery of the revenue plan and CRES plan, ensuring robust and effective financial management and delivery of CRES savings, across services and accountable within own area of responsibility.  The post holder will be responsible and accountable for the development and provision of the administrative service within the Women & Children’s Services Management team, ensuring implementation of NHS Systems, to maintain effective support to all staff within the Services, thereby facilitating the delivery of organisational objectives.  Working closely with the NHS / PFI Contract Manager and PFI Site Supervisor, the post holder has delegated responsibility from the General Manager to ensure that the Ayrshire Maternity Unit facilities and estate are maintained to a suitable standard for service delivery. |
| DIMENSIONS |
| NHS Ayrshire and Arran serves a population of approximately 376,000 people    **Revenue budget of the Services:**  2021/22 – Women & Children Budget**:** £38.440m    Direct delegated budget of £525k for Management Support Team, Obstetric Medical Secretarial Team & Clinical Admin Assistant Team.  Delegated responsibility from the General Manager for:   * monitoring and forecasting of all Project budget expenditure, Best Start, SARC, Refresh Framework, etc to ensure financial balance * monitoring and forecasting of all Women & Children’s Endowments and Charitable Funds to ensure value for money and best use of resources * Oversight of additional nursing and midwifery staffing expenditure.   Operational Lead for   * Financial Inclusion Pathways and the Young People’s Family Fund * Children and Young Peoples Package of Care Budgets   Influence on the Service revenue budget of £38.44M in terms of revenue planning, CRES plans and guidance and advice to senior management on recruitment / efficiency savings.  Authorised signatory up to the limit of £1K, with delegated sign off for the General Manager / Associate Nurse Director for any projects that the post holder is leading on.  **Departments aligned to this post**   * Obstetrics * Maternity * Gynaecology * Sexual Health * Sexual Assault & Rape Services * Acute Paediatrics * Community Paediatrics   The post is based at Ayrshire Maternity Unit, Crosshouse, but is required to travel between sites as well as to other NHS Boards and areas as well as occasionally to Scottish Government Health Departments. The majority of the work is undertaken Monday to Friday, however, out of hours and weekend working is occasionally required.  The post holder will have line management responsibility for the associated administration and management / medical secretarial services within the areas of responsibility. The post holder also has budgetary responsibility for same. They provide operational and professional leadership across the services  **Staff:** Direct line management responsibility for a team of 17 administrative staff, including authority to make decisions on resourcing and recruitment, and responsibility for all employee matters including promoting attendance, capability processes, first stages of disciplines and grievances.  **Number of staff within the Services:**  c750 (including Administrative, Nurse/Midwifery, and Medical staff). The post holder will give guidance and advice to Service Leads on behalf of the General Manager which impact recruitment and resourcing of the services. |
| ORGANISATIONAL POSITION |
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| ROLE OF DEPARTMENT |
| Women & Children’s Services, within Ayrshire Maternity Unit and across Ayrshire, has responsibility for the delivery of   * Maternity * Obstetrics * Gynaecology * Sexual Health * Sexual Assault & Rape * Acute Paediatrics * Community Paediatrics & Children’s Community Nursing   All acute services run 24 hours a day, 7 days each week.  Services are currently run from   * Ayrshire Maternity Unit * University Hospital, Crosshouse * Ayr Hospital, Outpatients and Antenatal Clinics * The Willows, Biggart Hospital * The Gatehouse, Ayrshire Central Hospital * Rainbow House, Ayrshire Central Hospital * Community Midwifery Hubs – East, North South Ayrshire   Women & Children’s Services are required to optimise the use of staff, premises, equipment and other resources to ensure the delivery of high quality, safe, effective and patient centred services in line with corporate and clinical governance objectives.  The Service Management Team comprises the General Manager, Associate Nurse Director / Head of Midwifery, Clinical Directors, Assistant General Manager, Business Manager & Clinical Nurse / Midwifery Managers.  In addition, the General Manager and Associate Nurse Director play a key role in local, regional and national groups and committees relating to women and children’s health and service leadership, and are accountable for the delivery of programmes of work supporting national agendas relating to these services. |
| KEY RESULT AREAS |
| **Service**   * Participate in the development of operational and strategic planning working closely with the General Manager and other members of the Senior Management Team, taking responsibility for the implementation of specific initiatives and service developments within the service, and supporting with the development and implementation of long term strategic plans for the organisation within the scope of the Corporate & Service Objectives. * Lead specific projects assigned by the General Manager involving design of services or implementation of national policy. This includes the development and delivery of project and implementation plans, building relationships and working with a range of colleagues to design services, pathways and systems and processes on a local, regional and national level. The post holder will ensure robust governance and reporting for projects within their remit, Managing and monitoring of service delivery and performance, producing reports as required and ensuring timeous escalation to the General Manager by exception. * Designing and delivering sessions such as training, briefings or facilitated discussions to team members, the wider services, organisation and including regional/national colleagues and partners as required. This can be in relation to national/local policy that has been/is being implemented or design of pathways, services etc in terms of any projects the post holder is leading on. * Through a Values Management Approach, promote quality improvement and new ways of working in terms of the four pillars of People, Service, Quality and Finance, to reduce inefficiencies and enhance delivery of our Corporate and Service Objectives. * Developing, maintaining, and monitoring of the Business Continuity Plans for all services / sites. In the event of an emergency implement and co-ordinate the business continuity plan to ensure the services have the ability to provide the minimum service required. * Accountable and responsible for managing unpredictable workload requiring the need to change focus and location to meet changing operational and strategic deadlines. * The post holder will have the autonomy to make decisions on complex situations where there is a requirement to analyse, interpret and compare a range of options to determine the correct course of action and ensure that the service continues to operate effectively and efficiently. * Prepare responses to Scottish Government Ministerial enquiries, Press Enquiries and Freedom of Information requests. The post holder will manage the complaints process for all of the services and will be the primary contact for complaints * Support the Management Team to develop comprehensive plans for the delivery of CRES initiatives. * Support the Management Team in the delivery of key corporate and staff performance targets. * Budgetary responsibility for the associated administration service within the areas of responsibility, currently £525K, and budgetary responsibility for the assigned projects, Best Start, Refresh Framework, SARC etc Influence on the directorate revenue budget of £38.44M in terms of revenue planning, CRES plans and guidance and advice to senior management on recruitment/efficiency savings. Authorised signatory up to the limit of £1K within the standard for the Directorate, with delegated sign off for the General Manager / Associate Nurse Director in terms of any projects that the post holder is lead for which can include budgets associated with capital works. * Provide comprehensive management support to the General Management and Senior Team in a proactive way, ensuring actions are taken efficiently and delivered to high professional standards. This includes handling of highly sensitive and confidential matters, dealing with the public on behalf of the General Manager / Associate Nurse Director and senior team, monitoring progress of actions across the Services. * Apply delegated authority (both written and oral) for action with minimal direction from the General Manager, expediting managerial action and thus allowing the General Manager and senior team to meet objectives and deadlines. * Manage the business planning of Women & Children’s Services ensuring that the business and decision making processes of the Service Departments are appropriately and effectively operated through forward planning of activities and that meetings are organised to maximise the operational effectiveness of Service Departments so decisions are disseminated appropriately and timeously. * Provide an efficient research service for the General Manager and the senior team in respect of membership of various national working groups and committees, reports and statistical information, meetings, briefings, liaising directly or via others. This requires undertaking literature research and obtaining the necessary articles synthesising summaries of same and presenting to the General Manager in support of activity. * Member of a number of groups/committees, on behalf of the General Manager / Associate Nurse Director or NHS Ayrshire and Arran in the case of regional/national meetings, including Rape and Sexual Assault Working Group Service Business Meetings, Corporate Records Sub-group (Chair), Workforce Sub-group (Chair), Corporate Records Management Group, FOI Champions Group. * Creating and producing a range of documents to final form and to a high standard, including formal minutes of meetings, agendas (including drafting and approving), briefing documents and papers   **Staff**   * Workforce planning, including the co-ordination of recruitment and selection of staff (from advert to appointment), in order to maintain appropriate staffing levels and to provide an efficient and effective administrative service to the General Manager and their team. * Responsibility for management, leadership and development of all management secretarial and assigned administrative staff. * Responsible and accountable for the efficient delivery of the administrative service and authority to make decisions in terms of resourcing. * Responsibility for all employee matters including promoting attendance, capability and conduct and first stage grievances. * Ensure staff are trained and competent to undertake their duties and contribute fully to corporate aims and objectives. * Lead by example to shape the Services’ culture by demonstrating and exemplifying positive behaviours and attitudes that represent the organisation’s agreed values and behaviours. * Staff wellbeing will be a key component of this role, the post holder will demonstrate empathetic and listening skills, encouraging staff to openly and honestly discuss any concerns and, where appropriate work with other on-site resources to provide support. * Ensure the compilation, calculation and completed salaries and wages documentation, including overtime payments, sickness absence etc to ensure that staff are appropriately and timeously paid.   **Governance**   * Develop and maintain robust corporate business functions with clear systems, processes and standards in place for delivery, ensuring that these are customer (internal and external) focused, deliver the corporate objectives and comply with relevant legislations and policies (e.g. Health & Safety at Work Act, Freedom of Information Act, Disability Discrimination Act, Human Resources policies, Complaints Procedure, NMC processes, Data Protection Act, Financial Standing Orders). * The post holder will be responsible for the development of the Services revenue plan and CRES plan, ensuring robust and effective financial management and delivery of CRES savings. * Lead on the production of Service monthly governance reports. * With responsibility for the coordination of the Quality Assurance Agenda, the post holder will be responsible for developing the service operational risks register, ensuring the risks are correctly described and assessed, ensuring risks that require to be escalated to strategic level are discussed at the Services Senior Team meeting timeously, and facilitate appropriate governance reporting within the Services. * Production of papers for submission to NHS Board, Committees and other groups, particularly in relation to projects that the post holder is leading on, on behalf of the General Manager & Associate Nurse Director. The post holder will also present papers as required at a range of forums including The Best Start Working Group. * Production of covering papers on behalf of the General Manager for submission to Board Committees. * Supporting senior managers to produce papers to ensure quality and consistency. * Co-ordinate the production of performance reports for the Directorate (all aspects of governance – financial, corporate, staff). * Effective financial management of the hospitality, supplies and administration staffing budgets of the function, and effective management of assigned project budgets with associated performance reporting to Scottish Government as required - ensuring income and expenditure balance, compliance with Standing Orders and Financial Instructions, monitoring monthly budget statements, checking accuracy, investigating anomalies and reporting on any variances. * Lead and co-ordinate workforce governance arrangements for the Services, including the development of a Workforce Sub Group (which the post holder will chair), annual action plan and progress reports. * Be the nominated Service lead for Health and Safety Action Notices to ensure dissemination and action as appropriate * To act as a central point of liaison for internal audit, co-ordinating the response to any actions ensuring that the Directorate respond accordingly and that the Boards Head of Corporate Governance is kept fully up to date with evidence to support progress. * Accountable for ensuring adherence to guidelines by providing advice and information to staff as required to ensure compliance with a wide range of policies and procedures e.g. Health & Safety, Human Resource, Risk, regularly reviewing and updating data as appropriate and identifying any remedial action through non-compliance. |
| 7a. EQUIPMENT AND MACHINERY |
| * Personal Computer * Printer * Fax * Photocopier * Telephone * General Office Equipment * Car driver |
| 7b. SYSTEMS |
| * The post holder is required to have knowledge and skills in relation to personal computer including Microsoft Office 365 applications including outlook and MS Teams, SSTS, eESS, Pecos, iMatter portal, Turas * DATIX database (Adverse Events & Risk Register). * Use of excel for detailed project/implementation plans * Finance invoice viewing system |
| ASSIGNMENT AND REVIEW 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 or from within the service e.g. in the anticipation of events, and proactively managing service demands.    Annual performance objectives and Personal Development Plan are agreed with the General Manager and progress reviewed on a biannual basis, and these will be reviewed in accordance with NHS Ayrshire and Arran’s performance management systems  Although the job will operate within defined financial parameters and broad performance management and strategy frameworks, there will be a significant amount of work requiring judgement and political skill on an unpredictable basis.  The post holder will be required to take a proactive role in identifying new issues and in devising a response to these.  Post holder reports to and works with the General Manager and although daily contact is available they will be required to work on their own initiative, not only in managing the efficient running of the function but also other internal and external issues.  Post holder has delegated authority from the General Manager for the management and processing of correspondence and other relevant documents  Post holder has freedom to act and routinely works with and provides guidance and direction across the key result areas to members of the team. |
| DECISIONS AND JUDGEMENTS |
| The majority of work is self-assigned and directed, with the exception of specific pieces of work directly assigned by the General Manager  The post holder will identify and implement appropriate action plans to develop and improve services/performance within areas of responsibility.  The post holder will be responsible for a range of highly complex decisions and judgements within areas of responsibility including Human Resources, revenue planning and risk management.  The post holder is expected to anticipate and resolve problems independently.  Decisions are frequently time critical. In the absence of the General Manager or Associate Nurse Director, the post holder will take decisions on the appropriate course of action within the context of sound corporate governance.  The post holder is required to exercise judgement and initiative when determining issues that require urgent attention and at times without referral to the General Manager  The post holder is expected to instigate action on their own initiative on a daily basis, particularly in providing written or verbal advice and information in response to direct enquires from within/outwith the organisation.  Ensure governance arrangements are reviewed and updated to comply with any Scottish Government Health Directorate or other legislation, policy or Scottish Statutory Instrument issued. |
| MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| Diversity and complexity of the Services and breadth of knowledge required.    The establishment and monitoring of efficient processes for effective strategic support to the Directorate.  Operating within complex and conflicting organisational requirements. Dealing effectively with a number of simultaneous tasks with the level of commitment and urgency required, and having the empowerment to ensure that these are carried out within agreed timescales.  In the absence of the General Manager or Associate Nurse Director, to provide a proactive and professional point of contact and to use discretion and judgement in managing all enquires including those of political sensitivity.  Managing significant workload, balancing the constant and varied demands, including balancing development of new policy with effective maintenance of existing systems and procedures, and ensuring that key local and national targets are met.  The post holder will regularly be required to demonstrate empathy, persuasion, motivational and negotiating skills to achieve desired results. This will include influencing upwards to Senior Manager and Director Level to encourage positive outcomes and ensure that actions are taken and communications issued in a way that is in keeping with our corporate values and objectives. Supporting and motivating staff through periods of increased workload and a number of competing priorities, and through changes such as social distancing restrictions and distributed/home working.  Ensuring that staff working at all levels are involved in and contribute to service / department objectives to deliver improvement in service in line with local and national priorities.  Supporting the senior management team, at a time of significant change, whilst maintaining morale and motivation in the delivery of high quality services.  Initiating difficult conversations with highly distressed patients and/or relatives whilst maintaining empathy and compassion for their situation when dealing with highly complex complaints, or in terms of staff, when dealing with highly complex and sensitive Whistleblowing concerns and employee issues such as issues with work/life balance. |
| COMMUNICATIONS AND RELATIONSHIPS |
| Main communication and working relationships within NHS Ayrshire and Arran on a day to day basis are with the Women & Children’s Senior management team and their staff.  The post holder will develop working relationships and communicate regularly with a wide range of individuals, clinical and non-clinical, internal and external to NHS Ayrshire and Arran. These will include:   * All staff throughout NHS Ayrshire and Arran & NHS Colleagues throughout Scotland * Scottish Government Health Directorates – particularly Chief Midwife Office and Team * Central Legal Office * Local Authority Staff * Local PFI Staff * Members of the public (service users) * Patients and family / carers * Voluntary organisations and other external organisations * Scottish Public Sector Ombudsman * Police Scotland * Crown Office Procurator Fiscal * Scottish Police Authority   The postholder will frequently deal with sensitive information.  Relationships with all users of the service, staff and others, are crucial to the image and perception of Women & Children’s Services and the management of all interactions is a vital component of this post.  Communication might take the form of one to one conversations, meetings and telephone discussions. The skills which have to be utilised to varying degrees often in confidential/ sensitive/ charged circumstances involving discussions, are: negotiation, tact, diplomacy, influencing, advisory, guidance, training, listening and interpretation; often at a senior level, to comply with a course of action to meet the needs of the organisation.  Contact with members of the public can require sympathetic, patient listening skills. |
| PHYSICAL, MENTAL, EMOTIONAL & ENVIRONMENTAL DEMANDS OF THE JOB |
| **Physical Effort/Skills:**   * Advanced keyboard skills * The postholder may be required to sit for long periods of time. * Driving from site to site   **Mental Effort/Skills:**   * Mental dexterity in dealing with a large number of issues simultaneously. * On a regular basis the post holder will require a high level of concentration for long periods of time when preparing reports, papers, information etc. in relation to complex documentation and issues. * Ability to multi-task and cope with, and respond to, frequent interruptions. * Attention to detail and ensuring the production of accurate work, given that there are frequent interruptions. Frequent concentration for periods of approximately 2 hours at a time e.g. attending meetings, reviewing, checking and amending documentation. * When office based will receive frequent interruptions as regularly as every 10 to 15 minutes, on widely varying issues which can result in immediate re-prioritisation of present workload. * Intense concentration for long periods when preparing reports e.g. in response to complaints.   **Emotional Effort/Skills:**   * Interactions with challenging, aggressive and abusive service users and members of the public. * Dealing with conflicting views, hostility and confrontational behaviours, especially when trying to facilitate major changes or reviews within the service or partners agencies. * Dealing with people with challenging and aggressive behaviour and overcoming barriers to understanding especially when communicating contentious information. * The ability to maintain professionalism and not be provoked by displays of challenging and hostile behaviour. * Dealing with complaints and meeting with patients and relatives, including bereaved relatives, who are dissatisfied with level of service. * Dealing with staffing issues including competency and attendance management, formal grievances and disciplinary investigations and hearings. As a direct line manager, dealing with staffing issues including competency issues, promoting attendance, and first stage grievances. * Ability to cope with exposure to content which is highly distressing such as information about Childhood Sexual Abuse, Rape and Sexual Assault, Maternity & Paediatric Safeguarding as part of the work of the Services.   **Working Conditions:**   * Normal office conditions |
| KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **Knowledge**  Essential:   * Significant knowledge of the health and care sector * Awareness of political context of NHS including knowledge and understanding of when, how and with whom information can appropriately be shared. * Key legislations and guidance affecting the NHS including knowledge and understanding of legislation and Scottish Statutory Instruments relating to Board governance issues. * Principles of governance and public accountability * Significant financial awareness and experience of management of public funds * Demonstrable success in projects and changes management, preferably within a service delivery setting * Significant Business Management Experience   **Qualification and Training**  Essential:   * Qualified to degree in an appropriate subject * Evidence of post graduate level Management training * Project Management Qualification such as Prince 2 or equivalent experience * Record of continued professional development |
| **Core Competencies**   * Demonstrate innovative approach, seeking new or alternative methods of service delivery. * Awareness and understanding of relevant National and Local initiatives, imperatives and factors influencing service provision. * Demonstrates sound understanding of influencing and decision-making protocols across all stakeholders and ability to shape stakeholder opinions. * Promote collaboration and team working across services, cultivating network of relationships internal and external to NHS Ayrshire and Arran. |
| **Experience/Skills**   * Budget management experience * Ability to demonstrate integrity, effective leadership and management skills. * Working with staff at a senior management level in the organisation * Working across organisational and professional boundaries * Well developed problem solving and analytical skills. * Proven ability as an effective communicator through a range of mediums, particularly written and verbal communications, achieving results by motivational, influencing and negotiation skills * Good interpersonal skills including diplomacy and discretion using ability to develop and maintain effective, positive relationships. * Evidence of business management roles and developing innovative and creative solutions to achieve organisation objectives within a Healthcare or related environment. * Demonstrate in-depth understanding of governance principles and the development of systems and frameworks to establish clear accountabilities based on effective performance management protocols |
| **Professional Experience**   * Evidence of business management roles and developing innovative and creative solutions to achieve organisation objectives within a Healthcare or related environment. * Demonstrate in-depth understanding of governance principles and the development of systems and frameworks to establish clear accountabilities based on effective performance management protocols. * Demonstrate innovative approach, seeking new or alternative methods of service delivery. * Awareness and understanding of relevant National and Local initiatives, imperatives and factors influencing service provision. * Demonstrates sound understanding of influencing and decision-making protocols across all stakeholders and ability to shape stakeholder opinions. * Promote collaboration and team working across services and externally, cultivating network of relationships internal and external to NHS Ayrshire and Arran. |