



JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Clinical Service Manager

Department(s): Surgery / Medicine

HR Reference Number:

No of Job Holders:

2. JOB PURPOSE

Accountable to the General Manager for the management and control of the Divisions resources and achievement of business performance objectives within quality standards e.g. local and national HEAT targets are achieved) within their clinical service area (their 'Clinical Management Team) and contribute to the corporate management of the Division through the Divisional Management Team.

Responsible for provision of operational support to the General Manager in the efficient and effective delivery of the Local Delivery Plan. Work is always within the context of NHS Borders values.

The Clinical Service Manager needs to ensure that patient flow is optimised across all their services and that patient safety and capacity are maintained.

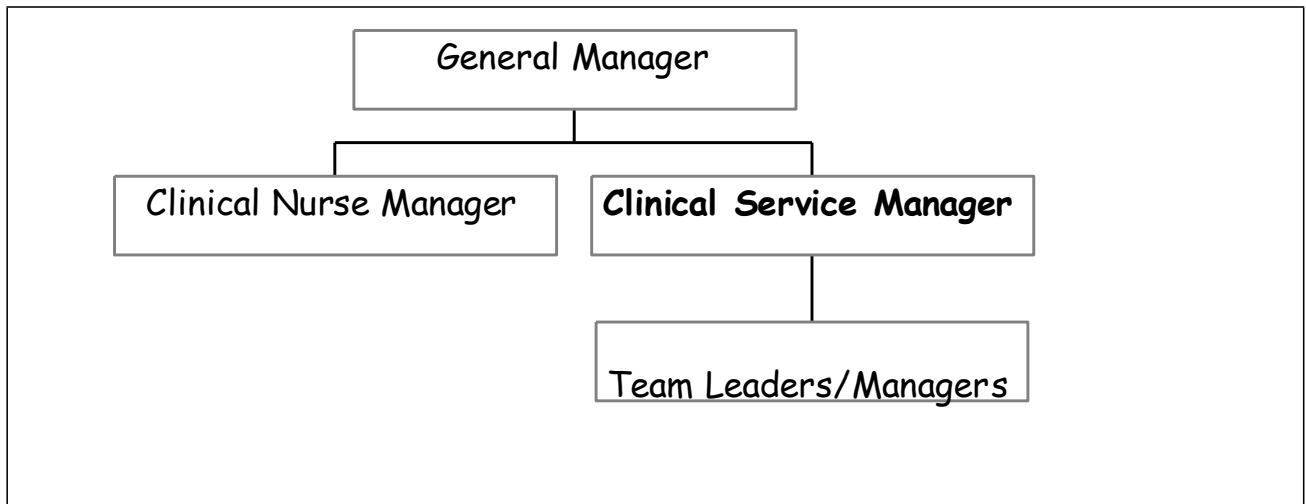
To actively participate in the Acute Services Senior Manager Oncall Rota.

3. ORGANISATIONAL POSITION

The Clinical Service Manager will be responsible and accountable for all resources (workforce, finance and use of assets) within their allocated clinical service area (their 'Clinical Management Team') within the overall Division in accordance with NHS Borders' Quality and Clinical Governance policies, procedures and principles.

The Clinical Service Manager will be responsible for the delivery of services to ensure Safe, effective person centred patient and staff care.

(See attached Table)



4. SCOPE AND RANGE

The role of the management team is to:

- Provide visible leadership and direction
- Deliver effective and efficient clinical services
- Manage all resources within designated clinical service
- Achieve all quality and performance targets
- Benchmark all services ensuring they provide value for money
- Ensure compliance with all governance standards

5. MAIN DUTIES/RESPONSIBILITIES

1. Responsible for leading, developing and delivering high quality patient focused services within areas of responsibility, ensuring the provision of safe and effective care, taking into account clinical expertise as a significant part of the decision-making process.
2. Provide sound leadership, direction and guidance across all disciplines ensuring staff can contribute effectively to the achievement of objectives and targets outlined in the overall strategy for the service/ Division.
3. Line management responsibility for staff including leading, managing, coaching and directing the multi-disciplinary team within the Clinical Service area ensuring that all staff are managed in accordance with NHS Borders' core values and policies.
4. Responsible for the operational management of the Clinical Service Areas, including agreement and management of the budget consistent with Standing Financial Instructions. The post holder will hold the managerial accountability for other staff that hold delegated budgetary responsibilities.
5. Control and review the utilisation of all resources and expenditure against planned performance activity ensuring that services are provided within available funds, ensuring value for money.
6. Develop detailed operational business plans for the service consistent with the overall objectives of NHS Borders.
7. Responsible for ensuring robust and auditable systems are in place to enable the successful monitoring of performance and the early identification of problem areas within the service.

8. Responsible for the operational delivery of local HEAT targets e.g. patient access targets/ RTT/ TTG, governance targets to ensure compliance and taking remedial action where necessary.
9. Responsible for implementation of clinical governance standards within area of responsibility, specifically in the areas of HAI, and Health and Safety, ensuring compliance at all times and effectively managing risk issues within department structure - including complaints, Health and Safety incidents, HEI /OPAH agenda and ensuring a dynamic Risk Register is in place.
10. Responsible for leading redesign initiatives that benefit patient services in line with strategic priorities, ensuring that all clinical pathways and patient flows enhance the patient experience and quality of service.
11. Provide business and general management support to the General Manager and to deputise as required.
12. Provide project management support, and where required lead agreed projects within the Directorate / Division. Develop a robust and effective communication strategy to ensure that all staff are aware of the operational and developmental issues for the Directorate. Responsible for effective management of infrastructure including accommodation, equipment and IT systems to meet service requirements.
13. Facilitates the Clinical Management Team's business meetings and agendas to ensure effective triumvirate working in the management of clinical services.

6. SYSTEMS AND EQUIPMENT

The following are examples of equipment which will be used when undertaking the role

- PC / VDU
- Photocopier
- Telephone

Note: New equipment may be introduced as the organisation and technology develops, however training will be provided

The following are examples of systems which will be used when undertaking the role

- Microsoft Office
- SSTS / eRostering
- Trakcare
- Internet/Intranet
- Datix

Note: New systems may be introduced as the organisation and technology develops, however training will be provided.

7. DECISIONS AND JUDGEMENTS

The post holder will have a high level of autonomy and will work in a self-directed way within the parameters set for the post, responsible for prioritising workload and ensuring delivery of an effective and efficient service in both a proactive and reactive manner.

Annual objectives and development plan will be agreed and reviewed by the General Manager. Performance against these will be reviewed in line with the NHS Borders PDP processes and through regular meetings with the General Manager.

To anticipate problems and where possible identify solutions before they impact on the delivery of the service, including making decisions and judgements that may be highly complex, conflicting and consist of several components e.g. financial reports, DATIX and HR reports.

To anticipate, identify and provide innovative solutions to a variety of complex and multifaceted service and managerial issues, which will enhance services and enable achievement of quality goals and objectives.

Using information from a variety of performance management systems make informed decisions to enable appropriate allocation and use of service resources, both financial and staffing to ensure optimal efficiency and service delivery.

8. COMMUNICATIONS AND RELATIONSHIPS

Excellent communication skills are paramount. The post holder will communicate regularly both formally and informally with:

Divisional Management Team – manage, engage, inform

Heads of Service / Clinical Leads

Clinicians, Managers, and staff of all grades – lead, manage, involve and engage

Staff representatives and full time Trade Unions Officials – in the management of employee relations in partnership

Patient Support Groups – to form and chair patient support groups, ensuring they are involved in clinical service change

Other Health Boards - share best practice, network and in the provision of regional services

9. PHYSICAL DEMANDS OF THE JOB

Physical:

- Sitting for long periods of time at computer, dealing with electronic communication, attendances at meetings and interviews
- Display screen exposure daily.

Mental:

- Ability to implement strategy and understand the 'big picture'.
- Balancing conflicting demands on time on a daily basis and dealing with unpredictable interruptions, which may result in a change of activity
- Requirement to maintain concentration while participating in meetings for long periods of time
- Frequent, high level of prolonged concentration required for analysis of data, report writing and attending meetings.

Emotional:

- Frequent exposure to distress and emotional circumstances during communications with relatives / patients, involving highly sensitive, highly complex and contentious information e.g. dealing with complaints from patients / relatives
- Managing staff with performance / conduct issues

Environmental:

- Requirement to visit NHS Borders premises including regular visits to departments/ ward areas to ensure smooth running of services /deal with issues etc.
- Verbal aggression

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Ensuring service delivery meets demands and patient/staff expectations whilst remaining within the financial framework and achieving the quality standards required.

Lead change in a form that promotes proactive visioning rather than reactive and delivers co-operative working towards innovative solutions.

Balance demand management and capacity planning, given the challenges presented by national initiatives and policy change.

Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery, whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals

PERSON SPECIFICATION

For the post of Clinical Service Manager

Below is the essential knowledge, training (including qualifications) and experience required to do this job.

ESSENTIAL

1. First level degree with significant operational/service management experience demonstrating the appropriate competencies and skills for the role, or equivalent level of experience.
2. Evidence of management education and training.
3. Ability to evidence highly developed specialist knowledge, underpinned by theory and practice.
4. Highly developed communication skills.
5. Effective leadership skills, change management and service improvement.
6. Operational experience.
7. Evidence of effective problem solving skills.
8. Time management skills and ability to prioritise workload.
9. Budget and staff management.
10. Strong personal Commitment to NHS Border Values

DESIRABLE

1. Knowledge of data and statistical analysis to formulate reports.
2. Establishing and maintaining good relationships with colleagues at Operational and Strategic level.
3. Ability to demonstrate a high level of initiative.
4. Commitment to life-long learning.
5. Emotional Intelligence.