JOB DESCRIPTION

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| 1. **JOB IDENTIFICATION** | |
| **Job Title:** | **General Manager** |
| **Responsible to (insert job title):** | Director of Midwifery / Acute Site Director – Women & Children’s Services |
| Department(s): | ***Gynaecology & Sexual Health, Acute and Community Paediatrics, Obstetrics & Maternity*** |
| **Directorate:** | Acute Services |
| **Operating Division:** | Women & Children’s Services |
| **Job Reference:** |  |
| **CAJE No:** | 800-3398 |
| **No of Job Holders** | 1 |
| **Last Update:** | November 2024 |

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| **2. JOB PURPOSE** |
| This is a key senior post within the Women & Children’s Triumvirate and a member of the Acute Services senior leadership team for Ayrshire & Arran and provides operational and financial oversight and assurance for all Women & Children’s Services delegated by the Director of Midwifery / Site Director  The post holder will work across NHS Ayrshire and Arran in collaboration with Divisional General Managers for Surgery, Diagnostics and Medicine and Emergency Care at University Hospitals Crosshouse and Ayr to ensure services are provided on an equitable and consistent basis across NHS Ayrshire and Arran.  This post forms part of the Senior Management Triumvirate led by the Director of Midwifery / Acute Site Director. The post holder has responsibility and accountability to lead multi-specialty operational services for Women & Children Services and strategic development across Women and Children services.  The General Manager for Women and Children requires to:   * Direct, lead and be responsible for the effective management and delivery of high quality cost-effective clinical and non-clinical services / departments within Women and Children’s Services. This includes specialties such as Acute and Community Paediatric Services, Children’s Community Nursing, Maternity Services, Gynaecology, Sexual Health, and Sexual Assault and Rape Coordination Services. * Establish effective partnership working across all agencies; facilitate integrated working with primary, specialist community and secondary care services; ensure effective joint working with social services, education, police, children’s reporter and third sector services and encourage /support the involvement of children, their families and the wider community to ensure that services are delivered to meet local needs. * Have a key role in the planning, delivery and evaluation of services for women, children, young people and the sexual health service, working closely with Public Health and HSCP Children’s Services to establish a shared understanding of wellbeing and to set targets for improving outcomes for children, young people and families * Lead the strategic direction, management and operational support to ensure service delivery achieves the best outcomes for patients and meets agreed targets and objectives. * Be responsible for budgetary management across all services through close monitoring and the provision of direction, advice and guidance to individual Clinical/Departmental Managers. Ensuring the specialties strive to meet agreed financial targets. * Provide strong leadership and direction, whilst continuing to drive change, working closely with Clinical Leads, clinical co-ordinators and all other senior clinicians within the Directorate to ensure the delivery of high quality, effective and efficient services. * To contribute fully to the wider development of NHS Ayrshire and Arran Women & Children’s System as a Senior Manager taking responsibility for areas of strategy or service development. * To contribute to and/or take the lead in local, regional and national initiatives. * Effectively manage the resources and ensure maintenance of the facilities within the Ayrshire Maternity Unit |

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| **3. DIMENSIONS** |
| NHS Ayrshire and Arran serves a population of approximately 376,000 people with an annual birth rate of 3100, and serving approximately 80,000 children and young people, contributing to the care of the adult population through Gynaecology and sexual health services.  Women & Children’s is one of three Sites, housing the Ayrshire Maternity Unit. NHS Ayrshire and Arran employs approximately 10,500 staff. Of those staff, approximately 2200 Women & Children’s staff will be within potholder’s remit.  **Inpatient Services**  Women & Children’s treats approximately 36,750 inpatients and day cases per year (elective and emergency).  Women & Children’s - bed breakdown as follows:  **Maternity**   |  |  | | --- | --- | | Maternity In Patient Ward | 23 | | Gynaecology Ward | 14 | | Paediatric Ward 1B | 23 | | Neonatal | 18 | | Family Rooms | 6 | | Labour Ward | 13 | | High Dependency | 2 | | Recovery | 4 | |  | 103 |   **Theatres**   |  |  | | --- | --- | | Maternity | 2 |   **Outpatient Services**  Women & Children’s delivers approximately 46,000 new outpatient appointments per year and, alongside a range of diagnostic services.  In addition, outpatient services associated to Women & Children’s are provided at Rainbow House & The Gate House at Ayrshire Central Hospital and a wide variety of community locations  **Budget - Approximately** £50 million  **The key job purpose of the General Manager** is to lead and manage specific aspects of safe, effective and person centred clinical service delivery and transformational change as delegated by the Director of Midwifery / Site Director.  In collaboration with the Site Triumvirates at University Hospital Ayr & University Hospital Crosshouse and through the matrix governance structure, the General Manager will provide an operational oversight for the Pan-Ayrshire divisions that are within the acute site with particular respect to the Children’s Agenda. These include:  Safeguarding  Transition to Adult Services  Specialist input to Paediatric Care  Medical Input to Maternal Care  Financial Inclusion  Areas of Responsibility   * Paediatric Services   + Paediatric Assessment Unit UHC   + Paediatric Acute Receiving / In Patient Unit (23 UHC)   + Paediatric Child Protection / Forensic Medical Examination Services   + Paediatric Mental Health Liaison Service De-escalation Suite   + Paediatric Outpatients (UHC)   + Neonatal Unit (AMU)   + Paediatric Emergency Department Nursing workforce (UHA and UHC)   + Community Paediatrics (Rainbow House, ACH)   + Looked After and Accommodated Children’s Health Service (Rainbow House, ACH)   + Children’s Community Nursing(Rainbow House, ACH) * Gynaecology Services   + Gynaecology Assessment Service pan Ayrshire   + Gynaecology receiving beds (13 AMU)   + Gynaecology In patient, Day Case and Outpatient services   + Gynaecology Urgent Cancer pathways * Women’s Health / TOPs Service * Maternity Services   + Maternity Services pan Ayrshire   + Early Pregnancy Assessment Service (AMU)   + Maternity Inpatients and Intrapartum Care   + Maternity Theatres   + Integrated Community Midwifery and Home Birth Teams   + Arran Midwives and Island Birth Team   + Maternity Safeguarding Team * Sexual Health Community Services (The Gatehouse, ACH) * Sexual Assault & Rape Coordination Services (The Willows, Biggart Hospital)   + Nominated Board Lead for Rape & Sexual Assault   Each of these areas have multiple elements i.e. All services are provided on an area-wide basis.  These services are provided on the main hospital sites and a number of peripheral locations across  Ayrshire and the Isle of Arran.  A key role of the service is to initiate, influence and develop services by working in close partnership with the other service areas across NHS Ayrshire and Arran and other healthcare/service providers to facilitate change and promote the Board’s policy of continuous service improvement.  The General Manager is also accountable for  **Service Transformation**  The General Manager is responsible for the development, implementation and monitoring of the Women & Children Improvement Plans and delivery of the national targets for Women & Children’s care across the board.  To achieve effectiveness across the organization a matrix management approach and collaborative working is essential across the Acute Directorate.  **Site Operations**  The post holder will have responsibility for site safety, capacity and flow management, including oversight of Duty and Out of Hours Operational arrangements  **Caring for Ayrshire Reform**  The Acute Services Directorate is developing a reform plan to support mobilisation of services following the pandemic to contribute to the Boards Strategic Ambition Caring for Ayrshire.  The post-holder will be responsible for the strategic development and delivery of delegated aspects of plan.  **Strategic Leadership**  The post holder is the Acute Services Lead for the Women & Children’s CRES & Financial Sustainability Programme, and leads on the operational delivery and performance of Elective and Unscheduled Care. The post holder is a key stakeholder in the Children’s system delivering corporate parenting and public protection services.  The postholder will represent Women & Childrens Services in System and Regional Planning for a for Children’s Services |

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| **4. ORGANISATIONAL POSITION** |
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| 1. **ROLE OF THE DEPARTMENT** |
| The Acute Services Directorate is responsible for the management and delivery of all acute services across NHS Ayrshire Arran, including Corporate Parenting and Child Protection, and community based services of paediatric outreach, community midwifery and Sexual Health |

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| 1. **KEY RESULT AREAS** |
| 1. To provide strategic and operational oversight and be responsible for the overall Management of the Women and Children’s Services. 2. Line management accountability for clinical and non-clinical services to achieve the targets outlined within agreed delivery plans and other agreed strategies within the financial allocations made, setting appropriate targets for individual services to achieve. 3. Ensure the management of services, both clinical and non-clinical by:    * Empowering patients, children, young people, parents/carers, public and staff to maximise health and manage problems    * Delivering prompt, clinically effective and cost effective services    * Developing Integrated Care Pathways    * Providing superb hospital services    * Working in partnership with families    * Supporting informed choice    * Promotion of wellbeing    * Providing high quality Women and Children’s Services    * Developing single shared multi agency plans 4. Provide and directly manage local NHS services for Women and Children in Ayrshire and Arran, ensuring effective operational service delivery through corporate and individual performance management in terms of patient centred, safe and effective care with recognition of value for money and meeting the organisation’s objectives, 5. To anticipate future needs and their financial consequences and plan proactively for these ensuring managers and other budget holders are able to exercise strong control of the financial resources allocated and provide assurance as to financial management and sustainability 6. Close working with line managers to ensure the availability of intelligence to assist their management and decision making processes to ensure value for money in the delivery of services. 7. Utilise technology to facilitate patient care by speeding up information exchange 8. Ensure public involvement in planning and decision making in accordance with NHS Board strategies. 9. Ensure that managers and the NHS Board are provided with data on all areas of organisational performance to enable the management of the service to comply with Local and National Governance 10. Ensure non-financial and non-clinical activities are managed in ways which minimise risks to patients, staff and the organisation, ensuring standards are maintained and best value achieved. 11. Accountable for delivery of performance targets including responsibility for providing the necessary level of operational support to ensure Waiting List/Waiting Times are achieved and waiting times reduced. 12. Accountable for the service budget to ensure appropriate and effective use of all resources and service delivery achieved within agreed budget parameters, this includes the identification of efficiency savings**.** 13. Participate in the Capital Management Fora; responsible for identification of capital priorities for Women & Children services and effective co-ordination of capital projects. 14. Lead responsibility for delivery of access policy for women and children within the span of responsibility, including outpatient and inpatient targets and other access targets as determined by national and local strategies**.** 15. Responsible for development of a multi-specialty, multi-agency team approach to achieve integrated healthcare delivery by influencing and promoting effective liaison with all key partners within and outwith service areas, e.g. Public Health, Local Authorities. G.Ps, Health Board, Health and Social Care Partnerships and National Bodies. 16. Accountable for oversight of the complaints system to ensure all complaints are investigated and responses issued within agreed timescales. Monitor implementation of any corrective actions agreed as part of complaints resolution and evaluate their effectiveness. 17. Establish, maintain and develop performance management processes, which monitor performance of the Women and Children services against agreed targets. Initiate corrective action where necessary to counteract variances. Co-ordinate the provision of statistical information to facilitate forecasting, planning and development of services. 18. Oversee effective patient/service flow management across services within span of responsibility in order to contribute to the daily emergency and elective workload across NHS Ayrshire and Arran; to be responsible for identifying and managing capacity/demand to cope with peaks in demand whilst maintaining service provision. 19. Lead responsibility for ensuring that there are robust and effective joint working with other agencies and that there are services, systems and processes in place across health to ensure that the NHS Board meets their requirements for the Protection of Vulnerable Children. 20. Responsible for influencing and shaping the West of Scotland Regional Planning Group for Children and Child Protection’s annual work plan and strategic thinking to take account of the requirements of Children’s service requirements in NHS Ayrshire and Arran. 21. Develop close working relationships with all clinicians, utilising individual skills and individual experiences to influence practice and ensure continuous review of service delivery. Lead and develop clinically-led service redesign that improve services and ensures they continue to meet the changing requirements of service. 22. Responsible for the management, leadership and development of all staff within General Manager’s direct responsibility in line with the framework of local and national Human Resource strategies in order to realise the potential of all staff and to ensure development of a flexible and skilled workforce underpinned by the principles of Staff Governance through the development and delivery of an annual staff governance development/action plan. 23. Responsible for promoting patient centred care through public, patient and family participation and involvement in service planning. 24. Support DoM / Site Director to ensure that management and organisational arrangements are in place to take forward and implement all parts of Quality Strategy across acute care. 25. The postholder is based at Ayrshire Maternity Unit 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 postholder also participates as a member of the On Call Management rota which involves on call, evening, night and weekend availability. |

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| **7a. EQUIPMENT AND MACHINERY** |
| The following equipment is used on a frequent basis in the execution of duties:   * Personal Computer * Laptop * Printers, etc * Audio Equipment * Video Conferencing * Car for transportation between sites |
| **7b. SYSTEMS** |
| * Standard Microsoft Office packages e.g. Word, Excel and Powerpoint to manipulate information and produce reports to aid decision making and insight into operational/strategic matters as well as to external parties. * Demonstrate a broad understanding of the key determinants of health and healthcare including national policy frameworks. * E-mail for routine communication on a daily basis. * Understand and can apply the concepts of clinical governance, quality systems, benchmarking and best practice. * Regular utilisation of patient and activity centred data at both national/local levels. * IT literate and competent in the use of IT in-house and related packages to analyse various activity, waiting list, risk and financial data and turn this into management information to aid decision making. An understanding of project, patient data and supplier operating systems is also required. Primary use will be to access and interpret data, but the re-forming or preparation of new data will also be undertaken. * Has a broad working understanding of NHS Ayrshire and Arran HR policies and procedures and apply them consistently. * Intranet, Internet for sourcing information to support development and delivery of services. * Working understanding of PMS. * DATIX |

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| **8. ASSIGNMENT AND REVIEW OF WORK** |
| The post operates with a high level of autonomy and has significant scope to determine how objectives should be met and to plan and prioritise work. Objectives are directly related to the delivery of Women & Children’s Services NHS Ayrshire and Arran’s aims, targets and performance standards.  Performance is largely assessed through service and project outcomes and the achievement of objectives and targets. The General Manager takes an ongoing overview of overall performance, undertaking a formal annual review against personal objectives. Progress is also measured against formal monthly performance management reports, e.g. budget, activity, quality indicators etc.  The post is directly accountable to the Director of midwifery / Acute Site Director for Women & Children’s Services and works under broad direction within the parameters of the priorities and direction for NHS Ayrshire and Arran. |

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| **9. DECISIONS AND JUDGEMENTS** |
| The postholder is required to make decisions which will affect Women and Children’s ability to meet its objectives, particularly with regards to waiting list, budgets, complaints, protection of children and governance targets.  The postholder is an authorised signatory with authority to order goods and services within standing financial instructions up to £10k.  The postholder is expected to anticipate and resolve problems independently and to initiate action to resolve situations. Typical judgements include decisions around local priorities for service and capital developments, actions to ensure delivery of challenging targets and operational actions in response to service delivery/staffing/bed management issues.  Developing local solutions in terms of staff payments or allowances to maintain patient services.  Developing business cases for projects including project management. Implementing new clinical and other developments to augment or change service delivery.  The postholder is required to have particular skills in managing both internal and external relationships and good communication skills to ensure the effective development of working relationships eg when presenting complex, sensitive or contentious information to large staff groups or members of the public following child protection issues, incidents, work with the police. |

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| **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB** |
| Managing the significant workload, balancing the constant and varied demands. Meet key national targets in relation to patient waiting times and other areas as stipulated by the Scottish Government.  Managing a multi-disciplinary team of staff whilst facilitating a consistent and enthusiastic contribution of all to services to ensure continuous improvement in services.  Taking decisions which impact directly on the employment status of staff.  Balancing the long-term strategic issues alongside the day to day operational demands of the role.  Identifying the necessary conditions for effective integration in the planning, management and delivery of women and children's services and the ability to articulate a shared vision into joint planning processes both internally and with external partners’ engaging key stakeholders in effecting Leadership and Change, understanding the complex policies, structures and relationships in managing that change.  Overall, managing competing priorities, resulting from a range of strategic and operational imperatives, within the constraints of time and finance, presents a significant and highly complex challenge. |

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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| The post holder will communicate regularly with a wide range of senior clinical and non-clinical staff across Ayrshire and Arran.  Excellent communication skills are required in order to influence and persuade others and to negotiate as required.  Strong presentational skills are required, as is the ability to express views coherently and sensitively. The following key relationships should be in place and continue to be developed:-   * Non-Executive Directors of NHS Ayrshire and Arran * Members of the Senior Management Team * Managers across the system * Clinical staff across the system * Hospital Volunteers * National and local representatives of Trade Unions and Staff Representatives, to build and further develop partnership working * MPs/MSPs/Health Council/Public Representative Groups/Patient Representatives – imparting information or providing responses to questions/concerns about services * Police Scotland   In this senior role the post holder will display a highly developed range of communication skills and ensure that their style and approach is appropriate to the need. Examples of this are;   * Presenting key strategic decisions to large numbers of staff within Acute Services such as workforce change, restructuring, service redesign. * Influencing members of the Acute Services senior management team, Directors and other senior stakeholders on highly complex decisions whereby a number of factors may require deliberation and conflict, i.e. finance, capital project proposals and staffing levels.   As a senior representative of the organisation represent the ‘public face’ and ‘voice’ of the organisation at relevant public engagement events.: |

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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical**   * Able to use PC and associated IT packages and equipment * Requirement to use car to travel between sites and external organisations, Able to work across a number of sites – NHS & partners - within same day * Combination of sitting, standing and walking   **Mental Effort**   * Unpredictable interruptions competing demands for attention to deal with clinical staff or personal issues * Strong analytical and numerical skills, and be able to quickly digest and take action on complex issues * Effective time management skills with the ability to prioritise and meet tight deadlines * Adaptable and able to respond to often unpredictable demands * Period of intense concentration required associated with decision making * Ability to think laterally to aid problem solving * Participating (Chair) in formal hearings, e.g. disciplinary and grievance hearing panels requiring intense concentration for the duration of the event which can take between a half day to 2 days.   **Emotional Effort**   * Frequent exposure to highly emotional and sensitive circumstances – dealing with upset and angry general public or families following poor experiences or following unexpected incidents associated with service provision. * Dealing with sensitive issues on a personal level which can be contentious and difficult. * Frequent exposure to distressed staff, e.g., dealing with those who have been involved in a clinical error/incident or complication regarding their practice. * Dealing with sensitive and emotional incidents involving child abuse/child sexual abuse. * Ability to relate to staff and the general public in an understanding and sympathetic manner. * Able to deal with conflict situations, for example Chairing Disciplinary Panels and formal grievances. * Able to deal sensitively with personal and difficult situations. * Dealing with complaints and meeting with patients and relatives who are dissatisfied with the level of service. * Maintaining composure and focus on business priorities in times of uncertainty/ organisation change and role modelling. * Dealing with enquiries and concerns expressed by councillors/ MPs. * Manage staff changes including redeployment.   **Environmental**   * Able to deal with significant movement on some days, between offices and between different sites. * Although frequently visiting patient care/service access, exposure to hazardous or unpleasant working conditions are rare. |

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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| * Educated to masters degree level or have equivalent qualification or experience e.g. a recognised management qualification, and evidence of continued personal development. * Worked in a senior management post with evidence of appropriate experience and development in appropriate healthcare setting, including responsibility for complex inter-department/agency working arrangements. * Demonstrate operational experience derived from general management roles, managing both scheduled and unscheduled care in key operational posts. An ability to meet deadlines, responsibility for revenue budgets, resource management, and with significant experience in managing people and employee relations issues. * Able to show clear leadership skills and have an understanding of the complexities, policies and structures of the health care environment. * Innovative, lateral thinker who is able to influence and effect change combined with sound organisational and operational decision making skills. * Excellent interpersonal skills with the ability to lead and manage diverse clinical and non-clinical teams. * Sound knowledge of current practices with healthcare, and awareness of National Strategic Direction issues and how these impact upon the local agenda and subsequent service delivery.   Experience, flexibility and interpersonal ability to function effectively under uncertain conditions, whilst managing the responsibility for delivery of critical outputs on behalf of NHS Ayrshire and Arran. |

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| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each jobholder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |