#### **JOB DESCRIPTION TEMPLATE**

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| JOB IDENTIFICATION |
|  Job Title:  **Managed Clinical Networks (MCN) Manager for Heart**  **Disease and Stroke Networks**Responsible to: Assistant General **Manager Medical Specialties**Department(s): **Managed Clinical Networks for Heart & Stroke** Directorate: MedicineOperating Division: Job Reference:CAJE No: 800-3399No of Job Holders: **1**Last Update (insert date): November 2024 |

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| 2. JOB PURPOSE |
| **1. Heart Disease and Stroke MCNs*** To lead development and management of Networks for Heart Disease and Stroke disease in NHS Ayrshire and Arran, and to be accountable for ensuring that the MCNs develop in line with the principles defined by The Scottish Government Health Department Letters HDL (2002) 69; (2007) 21; CEL 29 (2012), CEL 01 (2012), The Scottish Government Better Heart Disease and Stroke Action Plan (2009) and the The Scottish Government Heart and Stroke Improvement Plans (August 2014)together with all other relevant national and local strategies, policies and guidance. This involves interpreting the national and local strategies, policies and guidance in relation to MCNs and acting as adviser on the implications for each MCN with regard to policy and service developments.
* To establish collaborative relationships across traditional professional and organisational boundaries at local, regional and national level.
* To lead organisational change and contribute to senior level decision making processes.
* To act as a central co-ordinator to advise on planning of patient centred services.
* To represent NHS Ayrshire & Arran as MCN management representative in matters related to Heart Disease and Stroke services.
* To disseminate the work undertaken in NHS Ayrshire & Arran to other Health Board areas to promote and shared good practice
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| **3. DIMENSIONS** |
| **1) Budget Responsibility:*** Responsible for effective management of the MCN annual budget of £177k with the ability to authorise expenditure
* The postholder will be expected to develop, oversee and contribute to the preparation of bids to secure funding to deliver service change.

**2) Staff Responsibility:*** Day-to-day management and development responsibility for 4 members of the MCN Support Team

 3 x Band 4 1 x Band 5 **3) Scope:*** Multi-morbidity conditions, including Heart Disease and Stroke account have a significant financial impact in NHS Ayrshire & Arran. This work that the postholder will undertake has an impact on this spend.
* The postholder will develop and manage specified networks to enable delivery of services through integrated patient pathway approaches
* MCNs require a whole systems approach, including involvement of multidisciplinary teams in primary, secondary and tertiary care, and involving the wide range of disciplines, teams, Local Partnerships, third sector agencies, patients and carers and the general public to raise awareness of prevention of these conditions and immediate management. (see 11. Communications and Relationships)
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| 4. ORGANISATIONAL POSITION – refer to separate page for structure used for another more recent job description |
| Manager Medical Specialties**MCN Heart Disease and Stroke Networks Manager**Other MCN Managers MCN Quality & Audit FacilitatorMCN Clinical Audit Assistant at Ayr HospMCN Clinical Audit Assistant at Crosshouse HospMCN Administrator |

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| 5. ROLE OF DEPARTMENT |
| To deliver high quality care to people with Heart Disease or Stroke in Ayrshire & Arran, which is patient centred and delivers care between organisations and professional groups. |

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| 6. KEY RESULT AREAS |
| It is a key feature of these Key Result Areas that the postholder will adopt matrix working practices within and across the networks to support the deliver of integrated care pathways and shifting the balance of care.**6.1 Management, Leadership and Partnership Working**To provide leadership and management within the networks that will ensure a multidisciplinary integrated approach to delivery of strategic plans To instigate and nurture involvement of the large diverse groups of staff, patients and third sector partnersinvolved in the networks to develop and deliver plans that integrate with, and support the health and social care agenda and improve service equity and accessTo provide effective management of local Project Plans and contribute to the overall objectives of initiatives.To provide effective management and direction to enable testing and implementation of service improvements to support staff to deliver patient care throughout their pathway of care.To proactively develop working relationships with other MCNs and programmes, that will further enhance and promote matrix working practices.**6.2 Planning, Service Improvement and Change Management**To develop, in conjunction with appropriate clinical and management colleagues, integrated care pathways that will contribute to shifting the balance of care by delivering sustainable services that are provided as close as possible to patients' homes.To ensure involvement of operational management to ensure joint development and ownership of new service models and patient pathways developed by the MCNs, thereby enabling them to be fully embedded within the organisation. To lead development of the annual MCN workplans. This will involve interpreting local and national strategies (e.g. The Scottish Government Heart Disease and Stroke Action and Improvements Plans, A Progressive Stroke Pathway, Health Promoting Health Service Plan, Health Improvement and Scottish Guidelines and Standards) to ensure that the local implications are identified, included and progressed. To develop, maintain and monitor the project plans including identification and analysis of risks. To negotiate, motivate, influence and engage others e.g clinicians, managers and other key stakeholders to ensure the key objectives of the MCN workplan and other project plans have shared ownership and commitment.To ensure implementation of the MCN workplans and other project plans are monitored effectively, and provide regular progress reports to the appropriate MCN and any other appropriate agencies.To direct and support collaborative working with respective MCN and other project colleagues to devise, design, test, implement and spread service improvements that will contribute to improved health of the affected patients/carer populationTo oversee and contribute to the preparation of business cases to secure funding to deliver service change.**6.3 Patient Focus and Public Involvement (PFPI)**To lead, direct and advise on a robust programme of patient involvement at all levels of the MCNs, and ensure there is liaison with NHS Ayrshire & Arran PFPI team regarding policies and procedures and effective feedback mechanisms are in place.To support patient involvement through engagement, training, facilitation and supporting local groups to ensure that involvement is meaningful, effective and is a positive experience. **6.4 Quality Assurance**To formulate, produce and monitor a Quality Assurance programme for each MCN that meets the requirements of the Scottish Stroke Care Audit and Healthcare Improvement Scotland ( HIS), and satisfies the Clinical Governance requirements within NHS Ayrshire & Arran.To lead, manage and actively contribute to pre-assessment work, completion of documentation and gathering of evidence for NHS HIS visits to assess compliance with clinical standards.To oversee the yearly collation and submission of data for the Scottish Stroke Care Audit and National Heart Disease Datasets.**6.5 Staff Management**To be responsible for recruitment and management of the MCN Support Team. To provide direction, advice and support to the MCN Support Team and ensure appropriate utilisation and management of staff skills that will result in an effective and motivated team.To implement the NHS Ayrshire & Arran Performance and Development Review process that will ensure that staff are working to a set of agreed objectives which are performance managed year on year, supported by appropriate development in line with KSF principles.**6.6 Financial Management**To act as budget holder for the MCN other projects, ensuring available resources are managed to their maximum benefitTo anticipate potential financial challenges to the budget and seek advice/support as required.**6.7 Communication and Reporting**To lead development and implementation of a communication plan for the MCNs and other projects that ensures robust reporting mechanisms are in place to enable colleagues, patients and network partners to receive or have access to relevant information, reports and documentation.To write the MCN Annual Reports, involving Lead Clinicians and MCN colleagues to ensure that the report accurately reflects the range of developments and activity within the network. To gather relevant information and prepare newsletters and bulletins on a regular basis for dissemination to the Local MCNs, patients and carers, third sector partners, primary care and other key contacts.To represent NHS Ayrshire & Arran in a management capacity at relevant local and national level events and meetings and be a member of the National Advisory Committee MCN Managers Groups. |

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| 7a. EQUIPMENT AND MACHINERY |
| * The postholder is expected to use the full range of IT office systems and equipment, including;

 - Microsoft Word, Excel, Access, Powerpoint, Project  - Intranet, AthenA, and Internet and external Heart-e, STARS Stroke  - E-Health technology including Business Objects, SSTS, Datix, Learnpro and eESS  - Use of computer and projection equipment in education centres when carrying out presentations - Setting up and synchronisation of departmental laptop and projector in a variety of locations - Video conferencing, telephone conference calls and MS Teams - Telephone, photocopier/printer/scanner, laminator - Use of car, as travelling between sites and to local / national events |
| **7b. SYSTEMS** |
| * The postholder has primary responsibility for the security, maintenance and the confidentiality of databases and information on their own and all department computers.
* Designing, formatting and populating databases using Microsoft and statistical products
* Authorisation of payroll for MCN Support Team, using SSTS payroll systems
* Authorising of travel claims for MCN support staff using SSTS expenses system
* Processing and authorisation of claims for locum fees (e.g GPs, patient representatives) prior to sending to Finance using excel, email, word and mail delivery system
* Reporting and investigating Incidents using Datix system
* Development and maintenance of system to monitor use of all funds within MCN budget using Boxi, excel worksheets and comparing with budget summaries sent via email
* Development of communication strategy for the MCN including creation and maintenance of electronic

 distribution lists through emailing systems* Provision of MCN information on MCN Athena site, NHS A&A Public Website, e-news; emailing systems and to communication department for media release
* Recruitment and selection systems using the NHS Scotland National Digital Recruitment system - Jobtrain, word processing, email system
* Use of eESS for payroll change, appointments and terminations
* Electronic data storage e.g. Word, Access, Excel, Powerpoint, SPSS, Heart and Stroke databases
* Personal Development Planning and Review – using Turas Appraisal
* Audit and performance monitoring reporting systems, Scottish Government Health Improvement Plans, Scottish Stroke Care Audit. A Progressive Stroke Pathway and SIGN Guidelines using electronic templates, excel worksheets, interrogating heart and stroke databases
* Analysis of data and reporting e.g. Cardiac Rehabilitation database, Heart Failure database, Scottish Stroke Care Audit database for monitoring and reporting on performance
* Project Management systems
* Administrator access for Scottish Stroke Care Audit (SSCA) – to ensure quality and accuracy
* IT systems - to report malfunctions to Helpdesk and approve alterations including computer and telecommuncations installation locally
* To work in a secure environment linking with other Boards and Scottish Government confidential documents; undertake research searching using appropriate on line tools/systems
* Learnpro e-learning for mandatory training and e-learning for professional development
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| 8. ASSIGNMENT AND REVIEW OF WORK |
| **Assignment;*** The postholder will exercise a high degree of autonomy in the management of their workload and as such will have the autonomy and self-direction in relation to prioritising their workload. Much of the activity will be self generated in order to proactively manage developments and demands, and the postholder will have the freedom and responsibility to initiate work to meet objectives, seeking advice and expertise as necessary.
* The postholder will be guided by local and national strategies/policies relating to their sphere of work, but will be expected to use own initiative, act independently and be accountable for their actions in the interpretation and implementation of the strategies/policies.

**Review;*** Work produced by the postholder will be subject to formal review through a process of forward job planning, target setting and annual appraisal, in line with NHS Ayrshire & Arran Performance and Development Review, by the Assistant General Manager Medical Specialities. Review will take the form of face-to-face meetings and written reports.

**Human Resource/Staff Responsibility;*** Line management responsibility for staff recruitment, training, allocation of work, reviewing work performance, appraisal and initial stages of grievance and discipline for members of the MCN Support Team.
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| **9. DECISIONS AND JUDGEMENTS** |
| * Expected to demonstrate a high level of initiative, adaptability and effective leadership.
* Sound judgement and competent analysis and evaluation skills will be essential.
* Significant autonomy and discretion to work independently within broad parameters, to interpret national and local recommendations and policies, advise the MCN on their implications and establish plans for effective implementation.
* Frequent requirement to exercise judgement and make decisions relating to the diverse components of MCN-specific services following analysis, interpretation and comparison of a complex range of often complicated options stemming from both local and national level.
* Experience and ability, to anticipate potential problems, and freedom and appropriate knowledge to make decisions to ensure successful resolution is expected from the postholder.
* Expected to advise on aspects of MCN development, MCN objectives
* Represent MCNs on pan-Ayrshire & Arran groups e.g Health Promoting Health Service and facilitate matrix working practices
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| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * Managing multiple tasks/projects and managing own time effectively
* Balancing a workload with conflicting and competing demands/priorities and constant interruptions
* Maintaining effective working relationships across a number of different professions in a complex and challenging environment and managing expectations of those involved
* Ensuring ongoing involvement of relevant patients and carers, healthcare professionals within the MCNs and influencing and motivating where there may be resistance, apathy, lack of capability and/or capacity to change
* Influencing the development of MCNs and related clinical services in Ayrshire and Arran without having the authority to command these developments
* Making balanced judgements, based on agreed priorities, and often conflicting views of individual services, whilst aiming to achieve the best possible services for affected patients
* To maintain a wide-ranging, high level of knowledge of relevant guidelines and information pertinent to the networks.
* To project manage the successful implementation of a diverse range of service and organisational developments and change.
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| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| It is essential to the success of the post that the postholder has the ability to communicate highly complex, and often sensitive information confidently and effectively. Communication will be verbal at small group meetings and via presentations to larger multidisciplinary groups of staff, and written in email, letters and progress/annual reports. The nature of the MCNs, working across primary, secondary and tertiary care, and including patients, carers and third sector or local authority organisations requires the postholder to have the ability to effectively communicate across a spectrum of disciplines and with all levels of personnel.The ability to work effectively with diverse groups, understanding their situation and point of view whilst remaining focussed on the overarching objectives is particularly important.The postholder will have excellent interpersonal skills and will be able to function at the highest levels in order to win the commitment of others using tact, influencing, motivational, persuasive and negotiating skills to facilitate organisational change that will achieve modern, effective patient pathways. To fulfil the role effectively, the post holder will initiate new and maintain existing working relationships with a complex range of contacts and will utilise extensive knowledge and skills to influence others in establishing, planning and implementation of the Network. The complexity of the post is reflected in the wide range of contacts the post holder will be expected to develop and maintain.**Internally**Key relationships will be at all levels within NHS Ayrshire & Arran, for example;* Directors
* Healthcare Directors
* Clinical and Non Clinical Managers
* Planners local and regional
* Senior Nurses
* Specialist Nurses
* Lead Clinicians/Consultant Physicians
* MCN colleagues - members of clinical multidisciplinary teams
* Medical Records
* General Medical Practices
* Primary Care Contracts / education team
* Finance
* Public Health
* Health Promotion
* Addiction Services
* Information and Knowledge Management
* Patient Focus and Public Involvement
* E-Health
* Health & Safety
* Communications
* Department of O & HRD
* Medical Photography
* Clinical Effectiveness and Clinical Governance
* Other local MCN Managers
* Health & Social Care Partnerships
* Supplies and procurement
* Education centres

**Externally** The postholder is required to participate in diverse communications with a number of partner agencies locally and nationally. The postholder will also participate on national working groups as required.* Public, Patients and Carers
* Local Authorities
* Scottish Government Health Department
* Other NHS Boards
* Healthcare Improvement Scotland ( HIS)
* National Education for Scotland (NES)
* Scottish Intercollegiate Guidelines Network (SIGN)
* Stroke Association (Scotland)
* Chest Heart & Stroke Scotland
* British Heart Foundation
* National & Regional Steering Group for Stroke MCNs
* National & Regional Steering Group for Heart MCNs
* Heart and Stroke MCN Managers Groups
* Third Sector Providers
* The Ayrshire Hospice
* Leisure Services and independent private contractors
* Voluntary Groups
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| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **12.1 Physical effort/skills:** * Due to the transportation and setting up of equipment, laptops, overhead projectors, display boards etc for meetings, there is a frequent requirement to exert moderate physical effort.
* Regular driving to sites throughout Ayrshire & Arran and to other NHS Boards and organisations across Scotland and UK
* Requirement to sit for long periods in a restricted position whilst using the computer
* Specific requirement for a wide range of developed computer skills achieved through formal study, workplace learning and practical experience
* Keyboard skills for production of paperwork and reports
* Effective listening and interpretation skills to enable effective communication

**12.2 Mental effort/skills:** * Frequent requirement for prolonged concentration, and occasional requirement for intense concentration e.g. when analysing data, interpreting guidelines/reports for implementation, writing reports, responding to particularly sensitive or important documents.
* Workload is varied and can be unpredictable and there is often a need to respond, at short notice, to service demands, request for support, attendance at meetings etc.
* Frequent interruptions on widely varying issues can result in immediate re-prioritisation of workload
* Attention to detail is vital as implications of reports, guidance issued from the MCN office are far reaching and often directly impact on work and delivery of care by a wide range of people.
* Translation of national guidance/policies into plans for implementation locally is an important aspect of this post
* Recruitment and management of staff on a daily basis undertaking SSTS, DATIX, return to work etc.

**12.3 Emotional effort/skills:*** Pressure to meet tight and important deadlines is a frequent requirement of this post
* Dealing with conflicting views, hostility and confrontational behaviour when introducing/implementing change to existing systems
* Dealing with people with challenging and aggressive behaviours and overcoming barriers to understanding
* Occasional need to convey controversial, upsetting news to colleagues
* Ability to maintain professionalism and not be provoked by displays of challenging or hostile behaviour
* Providing a safe and non-judgemental framework to undertake patient stories which can be

 emotional and sensitive and may lead to issues of a complaining nature**12.4 Working environment;*** Frequent driving to meetings, both within Ayrshire and to other areas across Scotland is a requirement of the post
* There is a requirement to use visual display equipment every day
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| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| **The postholder will have expertise within a specialism, underpinned by theoretical knowledge and a minimum level of practical experience, and will be influential within the organisation in matters relating to his/her own area;****13.1 Knowledge training and experience**Essential* Educated to degree level at least with evidence of postgraduate study to Masters level or equivalent service experience
* Minimum 5 years NHS managerial, preferably in heart or stroke, MCN, clinical audit or guideline implementation work within primary and/or secondary care
* Experience of project/programme management at senior level
* Evidence of continuous professional development
* Evidence of engaging health care professionals in service improvement and organisational change
* Previous experience of working closely with multidisciplinary teams across primary and secondary care at all levels of seniority.
* Knowledge and understanding of key health policies and strategic direction of health in NHS Scotland and NHS Ayrshire & Arran
* Experience of staff management

Desirable* Relevant post-graduation qualification
* Project or Programme Management qualification e.g. PRINCE 2, Managing Successful Programmes
* Previous experience in MCN
* Able to demonstrate understanding of the issues of delivering healthcare in community and hospital settings
* Clinical experience in either stroke or cardiology

**13.2 Skills**Essential* Excellent Communication skills at all levels
* Ability to think and act strategically and laterally
* Highly computer literate - wide knowledge and understanding of IT systems and software applications gained through formal study, workplace learning and practical experience
* Excellent presentation skills
* Excellent organisational skills
* Car driver/owner

Desirable* Ability to use (or learn to use) MS Word, MS Excel, SSTS,
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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: |

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| **4. ORGANISATIONAL POSITION (more recent version)** |
| Lead ClinicianHeart Disease MCNClinical Audit Co-ordinatorClinical Audit Co-ordinator Lead ClinicianStroke MCNAssistant General Manager Acute MedicineMCN Quality Assurance FacilitatorMCN ManagerHeart Disease / Stroke(Line Manager)MCN Administrator |