**JOB DESCRIPTION**

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| **1. JOB DETAILS** |  |
| Job Title: | Clinical Service Manager |
| Responsible to: | General Manager |
| Reports to: | General Manager |
| Department(s): | Neurosurgery, Oral Maxillo-facial surgery, Interventional Neuro-radiology, Neuro-anaesthetics, INS Theatres, Neuro-critical care, INS Pre-operative assessment, National Deep Brain Stimulation Service, National Adult Cleft Lip/Palate Service and Oral Maxillo-facial Prosthetics Service  |
| Directorate: | Regional Services Directorate |

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| **2. JOB PURPOSE** |
| The Clinical Service Manager is accountable to the General Manager for the delegated management and control of the Surgical services within the Institute of Neurological Sciences (INS) and their resources. The specialties included are Neurosurgery, Oral Maxillo-facial Surgery (OMFS), Interventional Neuro-radiology, Neuro-anaesthetics, INS Theatres, Neuro critical care, INS Pre-operative Assessment Service, National Deep Brain Stimulation Service, National Adult Cleft Lip/Palate Service and Oral Maxillo-facial Prosthetics Service. The post holder will deliver business and clinical performance targets in accordance with local, regional and national objectives relevant to the Regional Services Directorate and the Acute Services of NHS Greater Glasgow and Clyde. The post holder will provide operational support to the General Manager in relation to the efficient and effective delivery of safe patient care, clinical governance, Scottish Government targets and performance standards, and contribute widely to operational delivery of the business and clinical service agenda. |
| **3. DIMENSIONS** |
| The Clinical Service Manager will be a delegated budget holder for the nursing, administrative and technical service resources within Neurosciences and OMFS Services. The Clinical Service Manager will be responsible for a budget of approximately £52m and approximately 527 WTE staff members across all of the departments and subspecialties. The post holder is also expected to lead and contribute to national / regional initiatives and projects, such as the West of Scotland OMFS workstream, WOS Thrombectomy Service and other Regional West of Scotland and National agendas and act as lead in operational issues, e.g. Participation standards, Clinical Governance agenda, etc.  |
| **4. ORGANISATIONAL POSITION** |
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| **5. ROLE OF THE DEPARTMENT** |
| NHS Greater Glasgow & Clyde Acute Services is the largest of its kind in NHS Scotland. The role of the Acute Services is to provide specialist and general acute care provision on a local, regional and, for some services, on a national basis. The Acute Services is managed across six sectors / directorates:* + South Sector
	+ North Sector
	+ Clyde Sector
	+ Diagnostics Directorate
	+ Women & Children’s Services Directorate
	+ Regional Services Directorate

The Regional Services Directorate comprises of clinical sub-directorates:* + Specialist Oncology and Clinical Haematology Services;
	+ Renal, Plastic Surgery, Burns and The Centre for Integrative Care (CIC);
	+ Neurosciences, Oral & Maxillofacial Surgery (OMFS), Rehabilitation Medicine, Spinal Injuries and WestMARC;
	+ Forensic Mental Health Services;
	+ Acute Oral Health Services

The sub-directorate Neurosciences, Oral & Maxillofacial Surgery (OMFS), Rehabilitation Medicine, Spinal Injuries and WestMARC are responsible for the provision of:* + INS Medical Services inpatient, outpatient and day case services for patients in the West of Scotland (population approx 2.71 million). The services incorporate the departments of Neurosurgery, Oral Maxillo-facial Surgery (OMFS), Interventional Neuro-radiology, Neuro-anaesthetics, INS Theatres, Neuro critical care, INS Pre-operative Assessment Service, National Deep Brain Stimulation Service, National Adult Cleft Lip/Palate Service and Oral Maxillo-facial Prosthetics Service within the Surgical Specialties and Neurology, Clinical Neurophysiology, Neuro-Rehabilitation Medicine, Spinal Injuries and CTCBI services within the Medical Specialties. Services are provided for NHS Greater Glasgow and Clyde and for NHS Ayrshire & Arran, NHS Lanarkshire, NHS Highland (Argyll and Bute) and NHS Western Isles, as well as some national services.
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| **6. KEY RESULT AREAS** |
| The undernoted points are intended to provide an overview of the main areas of duties and responsibilities associated with the post. This is not an exhaustive list and may be amended at key intervals following review with the General Manager.**Operational management*** Responsible for the operational management of the surgical services within the INS; provide business and general management support to the General Manager and deputise, as required.
* Provide sound leadership and guidance across all disciplines ensuring staff are supported to contribute effectively to the delivery of services.
* Liaise with other services/ teams e.g. Facilities, Estates, Health Records, Capital Projects and Planning to ensure that the standards of all supporting services meets service needs.
* Responsible for effective management of infrastructure including accommodation, equipment and IT systems to meet service requirements.

**Financial management** * Work with the General Manager, Clinical Directors and other Department Heads on all aspects of financial management. Control and review the utilisation of all resources and expenditure ensuring that services are managed within available funds whilst maintaining quality of service.
* Engage with General Manager and finance management colleagues to assist in the preparation of capacity plans, expenditure projections and identify pressure areas.
* Identify areas of cash releasing efficiency savings which can be re-invested back into the service and Acute Services, as part of the Sustainability and Value Programme (S&V).

**Planning / service redesign*** Develop detailed capacity and business plans for the service consistent with the overall objectives of the Acute Services and NHSGGC.
* Responsible for leading redesign initiatives that benefit patient services in line with strategic priorities.
* Provide project management support and, where required, lead agreed projects within the Directorate / Acute Services.
* Support the Lead Nurses and Lead Clinicians in ensuring clinical services are developed and implemented in line with service priorities / targets.
* Manage / support workstreams required to support the implementation of relevant national standards.

**Governance*** Working with the General Manager / Clinical Governance Lead and clinical teams ensure services meet the requirements of local, national and relevant regulatory standards and develop improvement plans to address any areas of concern.
* In collaboration with the General Manager / Clinical Governance Lead review Risk Register and Business Continuity Plans on a regular basis and adjust risk levels / contingency measures appropriately, escalating risks as required.
* Work with Health & Safety (H&S) colleagues to identify H&S issues related to the workforce and agree, implement and monitor action plans.
* Work with clinical and other service teams to develop local governance processes / systems and improve the ways in which we measure clinical quality and governance.
* Responsible for effective staff governance within Board’s HR policies and develop effective working relationships with staff partners to support effective partnership working.
* In conjunction with clinical colleagues drive the person centred strategy forward within the services.

**Performance monitoring*** Collate and evaluate information required (e.g. workforce information, waiting list, activity, balanced scorecard data) to assist planning and monitoring of performance, forecasting trends and developments and prepare reports as required.
* Working with the General Manager and multi-disciplinary teams, ensure that the throughput and operational productivity of departments are maintained, monitored, and reported on in a proactive and timely manner.
* Ensure compliance with all internal performance management targets, e.g. TURAS, Complaints, bed occupancy levels, theatre utilisation, health and safety training compliance and implementation of HEI and OPAH recommendations and develop action plans in response to identified themes / trends or non- compliance.
* 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.
* Responsible for the management and delivery of Scottish Government targets as they impact upon the service. This includes the full range of patient access targets incorporating 18 Weeks RTT and the Treatment Time Guarantee (TTG).

**Senior Manager On-call**The post holder will be expected to contribute to the NHSGGC Senior Manager on-call rota. This involves out of hours on-call working in evenings and overnight, including at the weekend and on public holidays on an approximately 1:15 basis. This may include elements of on-site working when undertaking senior manager on-call duties.  |
| 1. **Equipment and machinery**
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| The post holder will work with and across a range of equipment and software packages including:* Computers (Desktop and Laptop)
* Video conferencing including use of portable headsets for using Microsoft Teams
* Mobile and landline telephones
* LCD projection
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| 1. **Systems**
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| The post holder will be required to develop a working knowledge of the following IT systems in use across the departments:* TrakCARE
* Clinical Portal
* OPERA Theatre Management System
* Microstrategy
* DATIX (Incident reporting system)
* Video Conferencing Technology
* Microsoft Teams
* Microsoft Excel (The post holder will be required to have an advanced knowledge)
* Microsoft Word
* Microsoft Powerpoint
* eESS
* E Mail (based on Microsoft Office 365)
* Intranet and internet
* Electronic diary management
* TURAS
* Allocate Staff Bank
* Retinue
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| 1. **ASSIGNMENT AND REVIEW OF WORK**
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| Work is largely based on the needs and priorities of the department and the Acute Services. The Clinical Service Manager will be required to write annual objectives, which will be reviewed twice yearly with the General Manager. |
| 1. **DECISIONS AND JUDGEMENTS**
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| The Clinical Service Manager is a member of the Senior Management Team, with several direct reports. 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, prioritising his / her workload to meet service requirements and agreed deadlines.The post holder will be required to take executive decisions on a wide variety of clinical, operational, business, and performance issues in the absence of the General Manager.  |
| 1. **MOST CHALLENGING / DIFFICULT PARTS OF THE JOB**
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| Some of the most challenging aspects of the post include:* Balancing and managing competing and conflicting priorities, demonstrating an ability to work under pressure whilst maintaining a calm, professional and balanced approach.
* Meeting Scottish Government and organisational targets within challenging timescales and within limited resources whilst maintaining quality of service.
* Working in partnership with a variety of different clinical and non-clinical groups and understanding professional differences and perspectives.
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| 1. **COMMUNICATIONS AND RELATIONSHIPS**
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| Excellent written and verbal communication skills are a prerequisite of the role of the Clinical Services Manager. Key relationships include:**Internal*** General Manager, management team colleagues
* Director, Chief of Medicine and Chief Nurse
* General Managers, Clinical Service Managers, Senior Clinicians and Heads of Service within / out with the Directorate
* Staff and their representatives
* Support functions such as Human Resources, Finance, Organisation Development, Facilities, Estates, etc.

**External*** Other Health Boards, in particular regional colleagues across the West of Scotland
* National Services Division / SGHD
* Local authorities and The Scottish Ambulance Service
* Patient support organisations and third sector organisations
* Healthcare Improvement Scotland (HIS)
* Centre for Sustainable Delivery (CfSD)
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| 1. **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**
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| **Physical Demands*** The post holder will mainly work within a sedentary environment. However, there will be periods of travel to other sites within the region, and periods of standing to give presentations.

**Mental Demands*** The post holder will be required to work under pressure on a regular and frequent basis in order to meet changing priorities and deadlines.
* The post holder must be able to analyse and present complex and sometimes contentious information to senior staff and clinical colleagues across the organisation.

**Emotional Demands*** The post holder will be expected to implement various HR policies, including disciplinary, which can involve imparting unwelcome news to staff and challenging accounts of events.
* As a line manager the post holder will be required to provide support and guidance to anxious or distressed colleagues whilst maintaining individual professionalism.
* As part of the complaints procedure, the post holder will have to meet with anxious or distressed patients and relatives who may be very emotional or distressed due to their particular circumstances.

**Environmental Demands*** The post holder is primarily based within the hospital environment and undertakes visits to other sites / hospitals as required.
* Regular PC-based work required.
* Keyboard use on a daily basis.
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| 1. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**
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| * Educated to Degree level, or with equivalent experience.
* A minimum of 5 years’ management experience within a large complex multi unionised environment, preferably NHS.
* A sound understanding of the issues facing the NHSGGC Acute Services, Primary Care and the Health Service in Scotland.
* Demonstrable success in operational management and delivery of performance targets.
* A proven track record in change management and service redesign.
* A proven track record in waiting list management and capacity planning.
* Operational expertise and experience across a wide range of corporate functions, e.g. H.R., finance, information management, clinical governance.
* Leadership skills.
* Excellent communication (both verbal and written), negotiation and influencing skills.
* Ability to interact effectively with multi-disciplinary colleagues.
* Sound analytical/problem solving skills.
* Ability to use Microsoft Office to required level.
* Ability to work on own initiative, and in a team.
* Ability to balance priorities and meet tight deadlines.
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**NHS GREATER GLASGOW & CLYDE**

**ACUTE SERVICES**

**CLINICAL SERVICE MANAGER SURGICAL SERVICES inc**

**NEUROSURGERY, ORAL MAXILLO-FACIAL SURGERY, NEURO-ANAESTHETICS, INS THEATRES, NEURO CRITICAL CARE, INTERVENTIONAL NEURO-RADIOLOGY, INS PRE-OPERATIVE ASSESSMENT, ORAL MAXILLO-FACIAL PROSTHETIC SERVICE AND NSD SERVICES FOR DEEP BRAIN STIMULATION AND ADULT CLEFT LIP/PALATE SERVICES**

**PERSON SPECIFICATION**

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|  |  | **ESSENTIAL** |  | **DESIRABLE** |
| **Qualifications/Training** | **QT1** | **Degree or equivalent** |  |  |
| Experience | E1 | * At least 3-5 years management experience gained within a large, complex multi unionised environment (preferably NHS) demonstrating operational, financial and change management
* Budgetary Management
 |  | * Project Management experience
* Successful management and delivery of waiting list targets
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| Skills/Abilities/Knowledge | SA1 | * Ability to understand and control budgets
* Problem solving and decision making
* Ability to influence and motivate staff
* Evident of effective interpersonal/communication skills, written and oral
* Negotiation skills, able to influence and persuade others
* Technical skills
* IT skills
* Leadership and team working skills
* Time management skills
 |  | * Knowledge of current issues within NHS
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| Aptitudes | A1 | * Ability to work under pressure and prioritise, to meet targets relating to clinical and management issues
* Able to work flexibly
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