# JOB DESCRIPTION

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| **1. Job Details** | |
| Job Title: | Service Manager |
| Responsible to: | Group Manager |
| Professionally Responsible to: | Group Manager |
| Grade: | Band 7 |
| Unit: | Division of Medicine |
| Location: | North Devon District Hospital, Barnstaple |

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| **2. Job Purpose** |
| The post holder will be a key member of the Divisional Management Team and will have a range of responsibilities supporting the Divisional Management team by providing operational management for defined services including: -   * the day-to-day operational management of their specified services * ensuring all performance targets are achieved within budget, * supporting clinical teams in the delivery of high-quality, cost-effective patient care * providing managerial leadership to their specified services |

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| **3. Dimensions** |
| The Service Manager will be responsible for providing the operational management of multiple services across the Medicine Division; initially focusing on the Emergency Department and Acute Medicine.  Expenditure Budget: Responsible for Specialty Budgets within the area of responsibility. Authorised signatory and accountably for expenditure within allocated budgets.  Workforce: Line Management responsibility within specific specialties e.g. Lead Secretary, Patient Access Team Leader |

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| **4. Organisational Structure** |
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| **5. Main Tasks/Duties and Areas of Responsibility** |
| **Operational planning and delivery**   * To contribute to the delivery of the Service/Divisional Annual Business Plan and development of the Service/Divisional Strategic Plan * Develop and foster good relationships with clinical colleagues to ensure that activity and quality targets are achieved, having regard for Trust policies and procedures, and develop action plans to manage any variances * To take responsibility for the management of their specified services, to develop robust scheduling and operational delivery arrangements to maximise efficiency and effectiveness * Be responsible for the achievement of objectives within the specified services, ensuring that approved budgets are spent effectively and in accordance with agreed procedures * Co-ordinate the formulation of operational plans ensuring that these are in line with benchmarking and capacity planning models. * Working with the team to ensure that the environment is one in which excellence in clinical care can be provided * With direction from their Group Manager / Divisional Director lead major change programmes within the specified services, applying the principles of service redesign and change management * Provide leadership to ensure that services are patient centered and that a culture of continuous quality improvement is embedded   **Business Planning and Performance Management**   * Prepare service activity and access plans in partnership with clinical colleagues and partner organisations to deliver targets and negotiate the financial and capacity resources necessary to deliver these * Under the direction of the Group Manager / Divisional Director develop business cases and other proposals for service improvement in partnership with clinical colleagues and partner organisations. Support presentation to Executive Directors and CSEC as required. * Identify cost improvements, service developments and income generation opportunities as appropriate * Monitor monthly performance indicators for all specified services performance requirements, including governance, productivity, contract activity, key performance targets, efficiency, and CQUINS etc, and where necessary prepare and manage corrective actions * Ensure that the Trust business and access policies within the specified services are followed as appropriate * Monitor, control and report on activity against expenditure, working with clinical colleagues and delegated budget holders to ensure the delivery of balanced budgets * Ensure effective systems for involving patients in planning of services and providing feedback |

### Financial and Resource Management

* Deploy staffing resources, both human and financial, to ensure the division is effective in delivering services.
* Manage a specified budget(s) and the effective use of resources and develop action plans to manage any adverse variances.
* Work together with clinical colleagues and partner organisations to develop plans to deliver Cost Improvement Programmes, as appropriate
* Manage financial and budgeting requirements, including cost saving and cost efficiency targets
* Produce regular reports to the Divisional management team on the specified services’ financial and contracting performance
* Ensure adherence to Standing Financial Instructions and Standing Orders, Written Financial Procedures, and Standards of Business Conduct within the Division.

### Workforce Planning, Management and Development

* Support effective recruitment and selection of staff
* Lead the effective management of individuals and teams within the services, providing operational management to all patient areas within the services
* Work closely with the Divisional Management team to develop an effective workforce plan
* Maintain and improve briefing and consultative communication systems so that they involve and support staff
* Produce a training and development plan, in conjunction with the clinical teams and partner organisations, which will realise the capabilities and personal development of staff in order to deliver the service plans and support staff to develop their personal abilities
* Ensure that the Trust’s appraisal system is applied to all members of staff, and ensure that staff receive mandatory training in line with Trust guidance
* Proactively and positively contribute to the achievement of objectives through individual and team effort
* Understand the requirements of nursing and clinical rotas and support their service to maximise efficiency of substantive and temporary staffing resources
* In partnership with colleagues and partner organisations actively exchange ideas, good practice and innovation to achieve better quality and value for money services across the Trust
* Apply Trust HR policies and practices for staff e.g. Equal Opportunities, recruitment/ selection, employee relations, individual performance reviews etc
* Uphold the Trust Values by demonstrating them in your day to day work and recognising staff who uphold them in their interactions with other staff, patients and service users.

### Information Management

* Establish the effective use of management information as a basis for problem solving and decision making
* Ensure compliance with data quality standards and take appropriate corrective action
* Use information in a timely way to monitor trends in activity, finance, human resources, incidents and complaints
* Provide leadership to ensure compliance with all assessment, admission, treatment, and discharge procedures
* Provide agreed reports – both internal and external - for the specified services using qualitative and quantitative data and present analysis in concise and understandable form to engage action
* Be a catalyst for positive feedback to staff on high performance in order to motivate and encourage staff

### Patient Involvement

* Ensure that the patient is involved in the review and development of their specified services within the Division
* To establish strong communication links within the Patient Advice and Liaison Team and Patient groups.

### Corporate and Clinical Governance

* Establish a blame free learning culture, encouraging open debate from all stakeholders, enabling constructive management of quality and complaints
* Provide support to the Divisional Management team, key medical and nursing staff to deliver the clinical governance and risk management agenda, including the development of systems across the Division that risks are identified, solutions implemented and assurance provided
* As part of the Divisional Management Team participate in ensuring that the Trust’s Clinical Governance, Health and Safety and Risk Management policies are a core component of the division’s performance framework;
* Monitor compliance and implementation within the service of the Trust’s Clinical Governance, Health and Safety and Risk Management policies and plans
* Ensure that the Division uses national assessment controls assurance to improve practice and patient safety;
* Maintain and manage the Divisional Risk Register for their specified service
* Encourage the implementation of all Trust policies and procedures and guidelines;
* Lead Significant Event Analyses and participate in serious incident reviews;
* Contribute to the corporate policy making and promote and support policy decisions both internally and externally;
* Interpret national policy and ensure its consistent application

### Responsibility for Policy and Service Development

* Create an open environment which promotes innovation and a positive approach to service development and improvement.
* Continuously develop the most efficient and cost-effective structure for the future delivery of services with the involvement of clinicians and health professionals.
* Plan and implement change (in conjunction with clinical staff) in order to improve the quality of service in line with local needs and the NHS Plan.
* Participate in, contribute to and where necessary lead, internal and external service improvement programmes including projects arising from the Success Regime workstreams.
* Share the vision for modernisation and improvement of a high quality and cost-effective service to staff, patients and public.
* Act upon findings of internal or external audits to continuously improve the quality of the service.
* Wherever possible and appropriate, seek the involvement of users in service planning and monitoring.

### Overall Trust Management

* If requested, participate in the Duty Manager rota.
* Compliance with the Health & Safety at Work Act 1974 – the post holder is required to fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards and a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions
* Compliance with the Trust policies and procedures including code of conduct.
* Responsibility for all records (including patient health, financial, personal and administrative) that they gather or use as part of their work within the Trust. The records may be paper, electronic, microfiche, audio or videotapes and x-ray images.

# In addition to the duties and responsibilities listed, the post holder may be required to perform other duties assigned by the Divisional Director from time to time

* + Act as a panel member in HR processes, including disciplinary and grievance hearings
  + Chair and/or co-ordinate working groups on individual projects
  + Provide project management for capital and other ad hoc projects
  + To be involved in continued professional development in line with personal objectives and learning needs identified in annual reviews

### Decision Making

* The postholder will have significant autonomy in the delivery of the above and be responsible for their professional actions. Postholder is expected to work within set guidelines but act on own initiative to develop and improve their areas of service responsibility in order to improve patient care and maintain quality services.
* The postholder will determine key performance indicators for specific projects and monitor their delivery. If necessary they will be expected to identifying and take necessary actions to ensure delivery.
* The Group Manager and Divisional Director, who will provide indirect supervision and analysis of results, will delegate authority to the postholder as not always available for decision making.
* The postholder will hold responsibility for a wide range of duties.

### Physical Effort

* Regular interruptions as well as managing challenging behaviours.
* Flexibility of hours to respond to service pressures.
* Post requires occasional travel between sites.
* Post requires measurable periods of time working with VDUs and extended periods of concentration.
* Post requires dealing with emotional and stressful situations involving conflicting views and priorities over service developments, projects and programmes.

### Mental Effort

* Prioritise and work within imposed deadlines.
* Production and presentation of business cases and other senior level documents.
* Chair meetings and project groups.
* Absorb and retain large quantities of diverse information.
* Participate in a wide range of meetings.
* Frequently changing work patterns and demands due to organisational and divisional needs.

### Emotional Effort

* Able to work as part of a team and able to lead and direct multi-disciplinary teams.
* Able to provide leadership, motivation and inspiration to facilitate collaborative working.
* Maintain energy and a positive approach to reach objectives.

**Working Conditions**

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Deal with conflict which may be complex or of a sensitive nature.

Deal with complaints, either in writing or face-to-face. Complex negotiation, often in pressurised circumstances.

Deliver unwelcome information.

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| **7. Communication and Working Relationships** |
| Divisional Directors Executive Directors Group Manager(s)  Associate Medical Directors Divisional Nurse  Lead Clinicians  Consultant Medical Staff, SASG and trainee doctors Heads of Department  Senior nursing staff including Clinical Matrons and Clinical Nurse Specialists Other operational managers  Staff Organisation representatives CCG Executives  CCG Commissioning Managers CCG Operational Managers Peripheral Hospital Managers Neighbouring Hospital colleagues NHSE Personnel  Medical College representatives Patients/representatives  Public |

## GENERAL

* This is a description of the job as it is at present constituted. It is the practice of this organisation periodically to examine employees' job descriptions and to update them to ensure that they relate to the job as then being performed, or to incorporate whatever changes are being proposed. This procedure is jointly conducted by each manager in consultation with those working directly to him or her. You will, therefore, be expected to participate fully in such discussions. It is the organisations' aim to reach agreement to reasonable changes, but if agreement is not possible management reserves the right to insist on changes to your job description after consultation with you.
* We are committed to serving our community. We aim to co-ordinate our services with secondary and acute care.
* We aim to make all our services exemplary in both clinical and operational aspects. We will show leadership in identifying healthcare needs to which we can respond and in determining the most cost-effective way of doing so. We will share our knowledge with neighbouring healthcare agencies and professionals.
* We recruit competent staff whom we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will pay staff fairly and recognise the whole staff’s commitment to meeting the needs of our patients.
* The Trust operates a 'non smoking' policy. Employees are not able to smoke anywhere within the premises of the Trust or when outside on official business.
* All employees must demonstrate a positive attitude to The Trust’s equality policies and Equality Scheme. Employees must not discriminate on the grounds of sex, colour, race, ethnic or national beliefs, marital status, age, disability, sexual orientation, religion or belief and will treat patients, colleagues and members of the public with dignity and respect.
* If the postholder is required to travel to meet the needs of the job, we will make reasonable adjustments, if required, as defined by the Disability Discrimination Act.

## STAFF HEALTH AND WELLBEING

You must take responsibility for your workplace health and wellbeing:

* + Be physically active at work (i.e. take breaks away from your desk, taking the stairs where possible)
  + When required, gain support from Occupational Health, Human Resources or other sources.
  + Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
  + Follow the Trust’s health and wellbeing vision of healthy body, healthy mind, healthy you.

If you are a line manager, in addition to the above, it is expected you will:

* + Champion health and wellbeing.
  + Encourage and support staff engagement in delivery of the service.
  + Encourage staff to comment on development and delivery of the service.
  + Ensure during 1:1’s / supervision with employees you always check how they are.

## HEALTH AND SAFETY AT WORK

The employer will take all reasonably practical steps to ensure your health, safety and welfare while at work. You must familiarise yourself with the employer's Health & Safety policy, and its safety and fire rules. It is your legal duty to take care for your own health and safety as well as that of your colleagues.

## INFECTION CONTROL - ROLE OF ALL STAFF

It is the responsibility of all members of staff to provide a high standard of care to patients they are involved with. This includes good infection prevention practice.

All staff have a responsibility to comply with Infection Prevention and Control policies and procedures, this includes:

* + Attending mandatory and role specific infection prevention education and training.
  + Challenging poor infection prevention and control practices.
  + Ensuring their own compliance with Trust Infection Prevention and Control policies and procedures for example, standard precautions, hand hygiene, prevention & management of inoculation incidents

## CONFIDENTIALITY

You may not process or disclose any information of a confidential or personal nature relating to the employer or in respect of which the employer has a duty of confidence to any third party other than where you are obliged to disclose such information in the proper course of your employment or as required by law. Any failure to comply with this term of your employment will be treated as an act of misconduct under the employer’s disciplinary procedure.

## SAFEGUARDING

To be fully aware of and understand the duties and responsibilities arising from the Children’s Act 2004 in relation to child protection and safeguarding children and young people as this applies to the worker’s role within the organisation.

To also be fully aware of the principles and practice of safeguarding applies to adults, in line with The Care Act 2014, in relation to the worker’s role, which will include recognising the types and signs of abuse and neglect.

The worker’s line manager should be made aware and kept fully informed of any concerns which the worker may have in relation to safeguarding adults and/or child protection.

Everyone within Northern Devon Healthcare Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of adults, at risk of abuse / neglect, and children and young people ensuring that they are protected from harm.

Northern Devon Healthcare Trust ensures that the Trusts Safeguarding Children Policy, Child Protection and Safeguarding Adult policie~~s~~ and procedures are promoted within the Trust and adhered to by all members of staff.

## JOB DESCRIPTION AGREEMENT

**Job holder’s Signature: .....................................................................................**

**Date: ....................................................................................**

**Manager’s Signature: .....................................................................................**

**Date: .....................................................................................**

**PERSON PROFILE**: Service Manager

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|  | **Essential** | **Desirable** |
| **Qualifications** | * First degree or equivalent experience * Evidence of Continuing Professional   Development to postgraduate diploma equivalent. |  |
| **Experience** | * A proven track record of operational/service management * Experience in waiting list management and capacity planning * Experience of managing staff | * Operational/service management experience in the NHS * Experience of business planning and preparation of business cases |
| **Knowledge** | * Recent policy development in the NHS * Understanding of the NHS modernisation agenda, the changing commissioning environment and its potential impact within the acute sector * IT systems |  |
| **Skills and abilities** | * High level verbal and written skills * High level numerical skills and data analysis * High level IT skills * Proven ability to problem solve and to achieve change, while at the same time balancing competing demands * Ability to analyse, interpret and summarise financial and other data. * A proven capacity to balance competing demands to achieve local and Trust objectives. * Ability to attend external meetings * To cope with pressure, demands and ambiguities, whilst still achieving results. * To see things through to the end by adopting a pragmatic approach to problem solving * Demonstrate that he/she is highly motivated and keen to deliver * Demonstrate that he/she is politically aware * Motivate influence, inspire and lead others * Demonstrate that he/she has credibility with colleagues * Demonstrate that he/she is self-motivated, organised, able to prioritise and deliver to short deadlines * Demonstrate that he/she is a self-starter with the ability to learn quickly * Influence, persuade and negotiate at all levels * Work independently and as part of a team * Political acumen and strong negotiating skills | * Proven leadership skills within a multidisciplinary environment |

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| **HAZARDS IDENTIFIED** | | | | | |
| Laboratory specimens  Proteinacious Dusts |  | Clinical contact with  patients |  | Performing Exposure  Prone Invasive Procedures |  |
| Blood / Body Fluids |  | Dusty environment |  | VDU use | X |
| Radiation |  | Challenging Behaviour | X | Manual handling |  |
| Solvents |  | Driving |  | Noise |  |
| Respiratory Sensitisers |  | Food handling |  | Working in isolation |  |