

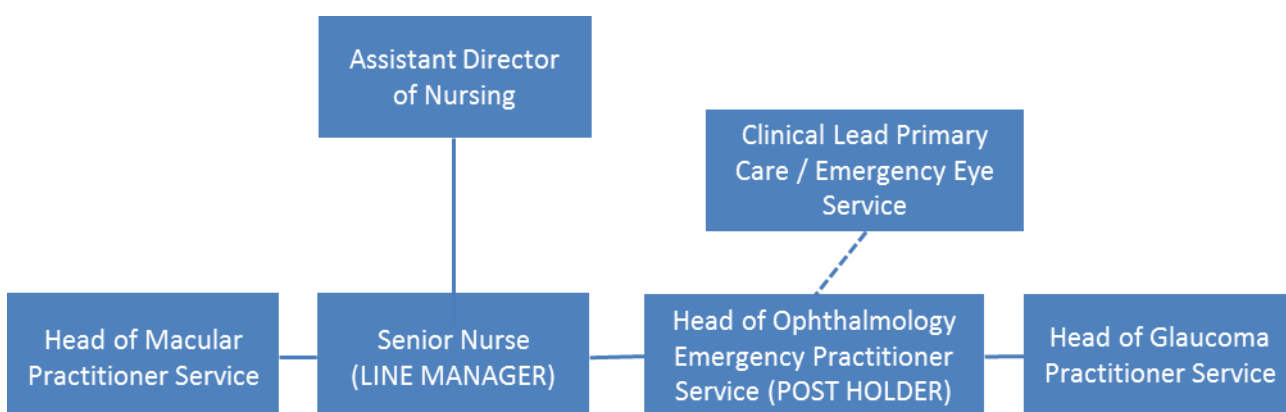
## JOB DESCRIPTION

JOB DETAILS	
<b>Job Title</b>	Head of Ophthalmology Emergency and Primary Care Practitioner Services
<b>Reports to</b>	Senior Nurse / Consultant Ophthalmologist Emergency and Primary Care
<b>Band</b>	8a
<b>Department/Directorate</b>	Emergency Eye Unit - Surgical Services Division

JOB PURPOSE	
<p>The Lead Practitioner for Ophthalmology Emergency and Primary Care Practitioner Services is an experienced registered healthcare professional with expert specialist skills to assess and treat patients and manage the clinical environment in liaison with the management and consultant team.</p> <ul style="list-style-type: none"> <li>The practitioner will act as an autonomous practitioner informing clinical decisions and complex management plans in diagnosis, assessment and treatment of patients within the sub speciality of Ophthalmology Emergency Care.</li> <li>Develop new areas of practice and ways of working with the consultant and nursing team ensuring quality standards are met and maintained. The post holder will work closely with the multidisciplinary team and collaborate with colleagues to ensure high quality patient care is maintained.</li> <li>Undertake advanced practice clinical sessions as an independent practitioner in designated practitioner led clinics and with their own patient profile in consultant led clinics within the ophthalmic unit and in community settings.</li> <li>To act as an expert clinical resource to all Health Care professionals and others involved in the delivery of care to this client group.</li> <li>Contribute to the Trust Governance agenda through patient involvement, education, clinical guideline production, audit and research.</li> <li>Responsible for Governance of the Ophthalmology Emergency Service in conjunction with the Clinical Lead for Ophthalmology Emergency and Primary Care, Senior Nurse and Cluster Manager.</li> <li>Responsible for policy and service development. Working in conjunction with the senior nursing and consultant staff formulate the development of clinical guidelines for all aspects of clinical practice within the clinical sub speciality.</li> <li>Liaises with other agencies as appropriate</li> <li>Responsible for budget and physical resources</li> <li>Accountable for the overall operational management and development of the sub speciality service. This will include resource financing, workforce planning, service and growth evaluation, maintaining clinical service provision to national guidelines whilst working in collaboration with the medical staffing clinical lead, cluster manager, senior nurse and divisional management.</li> </ul>	
KEY WORKING RELATIONSHIPS	
<ul style="list-style-type: none"> <li>Divisional management team</li> <li>Ophthalmology Clinical Lead</li> <li>Ophthalmology Cluster Manager</li> </ul>	

- Ophthalmic Consultants
- Senior Nurse
- Ophthalmology Practitioners
- Ophthalmology Matron
- Ophthalmology Unit Sisters / Charge Nurses
- Emergency Department Senior Nurse
- Emergency Department Consultants
- Emergency Department Management Team
- Clinical site team
- Allied healthcare professionals
- Ophthalmology Nursing and Technical Staff

## ORGANISATIONAL CHART



## KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

- Review and update the documentation to improve the quality, accuracy and consistency of information recorded.
- Negotiate and facilitate the management of change in practices to achieve best practices and services
- To develop and implement with nursing and consultant staff new policies and clinical guidance for new procedures.
- Line manages members of the local delivery team.
- Lead the Emergency Eye team in establishing and maintaining effective communication channels with multidisciplinary team, patients, carers and external agencies
- Ensure the efficient and effective day to day management of Emergency Eye Services within the Trust.
- Co-ordinate, lead and manage Ophthalmology Emergency clinics, including practitioner, consultant, domiciliary and community Emergency Eye services.
- Undertake autonomous slit lamp clinics as appropriate
- Act as a visible, excellent clinical nursing role model championing the trust values and expectations.
- Uses effective prioritisation, problem solving and delegation skills to manage time effectively
- Identify and manage challenging behaviour
- Plans, develops and leads on appropriate service developments and quality improvements.
- Act as a resource / educator / facilitator for all health care professionals within the Trust.

## COMMUNICATION/RELATIONSHIP SKILLS

- Creates an environment that fosters good communication between patients and their carers to ensure understanding and consent to treatment is gained.

- Communicates complex and highly sensitive information to patients and carers, empathetically in order to provide reassurance and understanding of the patient's disease and management.
- Communicates complex and sensitive information with staff requiring negotiation and motivational skills.
- Ability to manage situations calmly where patients may be verbally or physically aggressive
- Ability to manage situations where patients may need support with personal care involving the appropriate management of bodily fluids.
- Is an effective communicator liaising with the members of the wider multi-disciplinary Ophthalmic team and Emergency Department Team in relation to service delivery and development.
- Develop effective channels of communication and working relationships with management teams across the Trust, to enable the development of services in alternative locations, e.g. Community Hospitals, GP Practices.
- Responsible for leading on the production of patient information and developing other ways of providing patient information through media and the innovations of new systems.
- Work across professional, organisational and system boundaries and proactively develop and sustain new partnerships and networks to influence and improve the Ophthalmology Emergency service pathway; in order to facilitate the improvement of health outcomes and healthcare delivery systems.

#### **ANALYTICAL/JUDGEMENTAL SKILLS**

- Responsible for clinical risk management of the non-medical practitioners working within the sub speciality, including the development and implementation of appropriate competency frameworks and standard operating procedures, compliance with national standards, compliance with health and safety requirements, recording and investigation of clinical incidents and complaints.
- Responsible for Governance of the Ophthalmology Emergency Service in conjunction with the Clinical Lead for Ophthalmology Emergency, Senior Nurse and the Cluster Manager..
- Is competent to oversee the assessment, evaluation, management planning, and treatment and when appropriate the discharge of sub speciality patients. To include history taking, physical examination, request and interpret diagnostic procedures/ investigations, in order to expertly diagnose, manage and treat patients within Ophthalmology Emergency – utilising advanced clinical reasoning and evidence based knowledge.
- Utilises independent prescribing – performing judgements on complex clinical findings, requiring interpretation with comparison of options.
- Obtains and critically analyses complex statistical data from a range of data sources to demonstrate demand trend and capacity, in order to plan service delivery.
- Responsible for the monitoring of waiting times and related standards including the review of complex data/spread sheets and for taking action to ensure that performance targets for quality and volume are met.

#### **PLANNING/ORGANISATIONAL SKILLS**

- Responsible for the optimal deployment of the work force to ensure safe, effective, quality patient care is delivered and monitored.
- In collaboration with the senior nurse, AHP and HS teams in Ophthalmology the post holder will lead and direct the planning, implementation and ongoing monitoring of service developments relating to their sub speciality.
- Responsible for the management of their own patient case load within the sub speciality.
- Responsible for complex planning of capacity and demand for the service using a range of data / spreadsheets and knowledge of the workforce requirements to meet demand; in conjunction with the Cluster Manager.
- Responsible for strategic operational planning for their sub speciality to ensure a robust service provision that meets the needs of the population.

## **PHYSICAL SKILLS**

- Competent to perform complex clinical skills required for the delivery of advanced ophthalmic practice, including slit lamp skills such as specialist anterior segment examination and interpretation.
- Is able to independently deliver venepuncture and cannulation.
- Is able to concentrate for extended periods in the delivery of diagnostic examination and testing.
- Is able to deliver basic ophthalmic diagnostic testing on various apparatus.
- Keyboard skills to enable the use of Trust electronic patient recording systems, HR, finance systems etc.
- The ability to manipulate and position diagnostic equipment, in relation to patient and user proximity to the equipment. This may include manoeuvring or lifting patients of limited mobility.

## **PATIENT/CLIENT CARE**

- Develop new areas of practice and ways of working with the consultant and nursing team ensuring quality standards are met and maintained. The post holder will work closely with the multidisciplinary team and collaborate with colleagues to ensure high quality patient care is maintained.
- Will act as an autonomous practitioner informing clinical decisions and complex management plans in diagnosis, assessment and treatment of patients within the sub speciality of Ophthalmology Emergency, at an advanced practice level.
- Supervises health promotion and wellbeing in patients, carers and staff
- Maintains contact with external patient support organisations
- Audits and evaluates service provision within the Ophthalmology Emergency Service
- Undertakes to monitor quality improvements based on patient /carer involvement
- Acts as a patient advocate
- Encourages a culture of inclusion and the maintenance of respect and dignity to all patients, carers and staff, in line with trust values.

## **POLICY/SERVICE DEVELOPMENT**

- Responsible for policy and service development. Working in conjunction with the senior nursing and consultant medical staff in order to formulate the development of clinical guidelines for all aspects of clinical practice within the Ophthalmology Emergency Service.
- Lead on change, innovation implementation and audit of outcomes within the service
- Responsible for the management and development of the Ophthalmology Emergency Practitioner team. This includes maintaining good working relationships with the Ophthalmology Emergency clinical team both within the trust and wider community setting.
- Responsible for training of both the medical and non-medical clinical staff within the Ophthalmology Emergency service, to include, but not exclusively, disease management in line with current NICE guidelines; and the use and interpretation of diagnostic testing.
- Work in accordance with corporate and national objectives
- Be conversant with Trust policies and guidelines and ensure compliance.

## **FINANCIAL/PHYSICAL RESOURCES**

- Ensures best practice and good value for money when ordering supplies and maintaining stocks and adheres to the Trusts code of practice for financial management
- Signs off travel expenses and overtime for staff in the Ophthalmology Emergency Practitioner team and is a second level approver on the clinical staffing rota system.
- Is an authorised signatory for the pay and non-pay budgets for the Ophthalmology Emergency Practitioner service.
- Has regularly meetings with Units financial advisors and Cluster Manager to plan budgetary allocation to facilitate service delivery.
- Responsible for monitoring the appropriate use of resources to ensure a high quality and cost effective service.

- Responsible for the assets related to the service, to include the appropriate maintenance, replacement and procurement of diagnostic equipment relative to the Emergency Eye service, in an outpatient environment.
- Contributes to the business planning process for the Ophthalmology Emergency Practitioner Service in Capacity and Demand planning and production and delivery of the Ophthalmology Emergency Practitioner Workforce plan.
- Contributes to Cost Improvement planning and delivery in the Ophthalmology Emergency Practitioner service and the wider Ophthalmology team.

## **HUMAN RESOURCES**

- Responsible for the overall management of staff in the Ophthalmology Emergency Practitioner team.
- Responsible for recruitment and retention of staff across the Ophthalmology Emergency Practitioner team.
- Undertakes staff appraisal and manages disciplinary and competence matters.
- Responsible for the management of sickness monitoring in the Ophthalmology Emergency Practitioner team.
- Responsible for the development of career development opportunities for the Ophthalmology Emergency Practitioner team
- Responsible for the support of staff health and wellbeing
- Takes responsibility for teaching and training in relation to Ophthalmology Emergency across the patient pathway, including education of Community teams.
- Works with Ophthalmology Education Lead in the development and delivery of training packages for staff within the Ophthalmology Emergency Practitioner service, the wider Ophthalmology team, both within the organisation and across the region.
- Supervises and supports trainees to attain competency in specialist knowledge and skills
- Encourages and supports team to achieve best potential in the development of professional skills.
- Facilitates a culture of proactive thinking and problem solving within the team to engage the best use of knowledge and skills on a daily basis
- Is able to give formal and informal performance feedback
- Responsible for planning of service delivery including the allocation of staffing groups to clinical activities.
- Works within the relevant professional code of practice.
- Is aware of own accountability and limitations.
- Identifies gaps in own professional development and takes steps to address these.

## **INFORMATION RESOURCES**

- Keep clear, concise records in terms of patient documentation, staff records and own portfolio.
- Ensure that accurate information is delivered to staff and feed back to the Cluster Manager, Senior Nurse or Clinical Lead on any relevant issues.
- Maintains effective communications systems and constantly seeks to improve such systems where appropriate.

## **RESEARCH AND DEVELOPMENT**

- Undertake audits of complaints, clinical incidents, trails of equipment, Practitioner clinical practice and Local Safe Standards for Invasive Procedures (LocSSIP) as required.
- Participates in the collection of clinical data and research studies as required.
- Reviews recent evidence on which to plan and base clinical practice.
- Utilises audit findings in the delivery of care in the Ophthalmology service, developing new ways of working and disseminates relevant information to staff.
- To initiate and participate in clinical audit throughout the Ophthalmology service.
- Evaluates own role and that of the sub speciality team and the needs of the service and develops own role and teams role to meet the changing needs of the patient and current best practice.

## **FREEDOM TO ACT**

- Will act as an autonomous practitioner informing clinical decisions and complex management plans in diagnosis, assessment and treatment of patients within the sub speciality of Ophthalmology Emergency , at an advanced practice level.
- Responsible for prescribing and defining individual patient treatment plans for patients requiring Emergency Care Ophthalmology treatment and ongoing Primary Care treatment.
- Responsible for prescribing / ordering a range of diagnostic tests for this group of patients. Due to the nature of the patients this could include bloods, x-ray, OCT, HFAs
- Responsible for policy and service development. Working in conjunction with the senior nursing and consultant medical staff in order to formulate the development of clinical guidelines for all aspects of clinical practice within the Ophthalmology Emergency Service.
- Be conversant with Trust policies and guidelines and ensure compliance to policies across the Ophthalmology Emergency team.
- Acts as the Emergency Eye Units point of contact for Trust issues including Emergency Preparedness
- Responsible for the development of the Business Continuity Plan and Emergency Preparedness plan for the Emergency Eye Unit.
- Contributes to the development of the Business Continuity Plan and Emergency Preparedness plan for the wider Ophthalmology team.
- Responsible for the interpretation and implementation of Trust policies relating to the safety of patients and staff on the unit including, but not exclusively, Fire Response, Safe Guarding, Deprivation of Liberty.
- Responds to untoward circumstances for the good of the patients and Trust core values
- Is responsible for taking proactive decisions relating to where resources need to be deployed, acts as the Units highest tier of management.
- Works with senior management tiers to maintain services and ensure staff safety.
- Enacts incident plans in response to Trust; Weather, unusual circumstances
- Works within the NMC Code.
- Is aware of own accountability and limitations

## **OTHER RESPONSIBILITIES**

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- 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. Undertake a Display Screen Equipment assessment (DSE) if appropriate to role.

## **APPLICABLE TO MANAGERS ONLY**

Leading the team effectively and supporting their wellbeing by:



- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

#### **DISCLOSURE AND BARRING SERVICE CHECKS**

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

#### **GENERAL**

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

# PERSON SPECIFICATION

<b>POST</b>	Head of Ophthalmology Emergency and Primary Care Practitioner Services
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b>		
Registered Nurse or Optometrist	E	
Bachelors degree in nursing or health related subject or equivalent academic experience	E	
Specialist post graduate diploma or equivalent courses to Masters level equivalent	E	
Independent/supplementary prescribing qualification	E	
Teaching and mentoring qualification or equivalent experience		D
Leadership/management qualification or equivalent experience	E	
<b>KNOWLEDGE/SKILLS</b>		
Excellent verbal and written communication skills with particular ability to liaise effectively with multidisciplinary team members	E	
Ability to manage own case/workload	E	
Ability to lead and manage other colleagues	E	
Ability to review the performance and development of other colleagues	E	
Ability to lead and co-ordinate research and audit activity		
Ability to implement changes to practice successfully	E	
Innovative, able to problem solve and make decisions from a broad range of complex options	E	
Highly effective interpersonal, communication and people management skills when dealing with highly complex, sensitive or contentious information.	E	
Ability to manage own time and meet deadlines.		
Computer literacy	E	
<b>EXPERIENCE</b>		
5 years relevant post registration experience as a specialist/advanced nurse or optometrist or equivalent	E	
Experience of teaching in practice or formal lecturing	E	
Experience in demand and capacity planning		D
Experience of financial management		D
<b>PERSONAL ATTRIBUTES</b>		
Able to work as a team member	E	
Highly motivated and enthusiastic	E	
Takes responsibility for own professional development	E	
Smart professional appearance	E	
Up to date personal profile	E	
Remain calm in stressful situations	E	
Ability to work as part of a multi-disciplinary team	E	
High level of self-awareness and openness to self-improvement	E	
Awareness of diversity and equality issues within the NHS	E	



<b>OTHER REQUIRMENTS</b>		
Hold a drivers licence / Willing to travel to community hospitals	E	
Willingness to use technology to improve standards of care and support to our patients	E	
Flexible to the requirements of the role	E	

		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	Y	X			
Contact with patients	Y				
Exposure Prone Procedures	Y	X			
Blood/body fluids	Y		X		
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	Y	X			
Respiratory sensitisers (e.g isocyanates)	Y	X			
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	Y				X
Animals	Y		X		
Cytotoxic drugs	Y	X			
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	Y	X			
Dusty environment (>4mg/m3)	Y	X			
Noise (over 80dBA)	Y	X			
Hand held vibration tools (=>2.5 m/s2)	Y	X			
<b>Other General Hazards/ Risks</b>					
VDU use ( > 1 hour daily)	Y				X
Heavy manual handling (>10kg)	Y			X	
Driving	Y			X	
Food handling	N				
Night working	N				
Electrical work	Y				
Physical Effort	Y				X
Mental Effort	Y				X
Emotional Effort	Y				X
Working in isolation	Y				X
Challenging behaviour	Y			X	

## COMPETENCY REQUIREMENTS

To be completed for all new positions

Please tick which of these essential learning s is applicable to this role

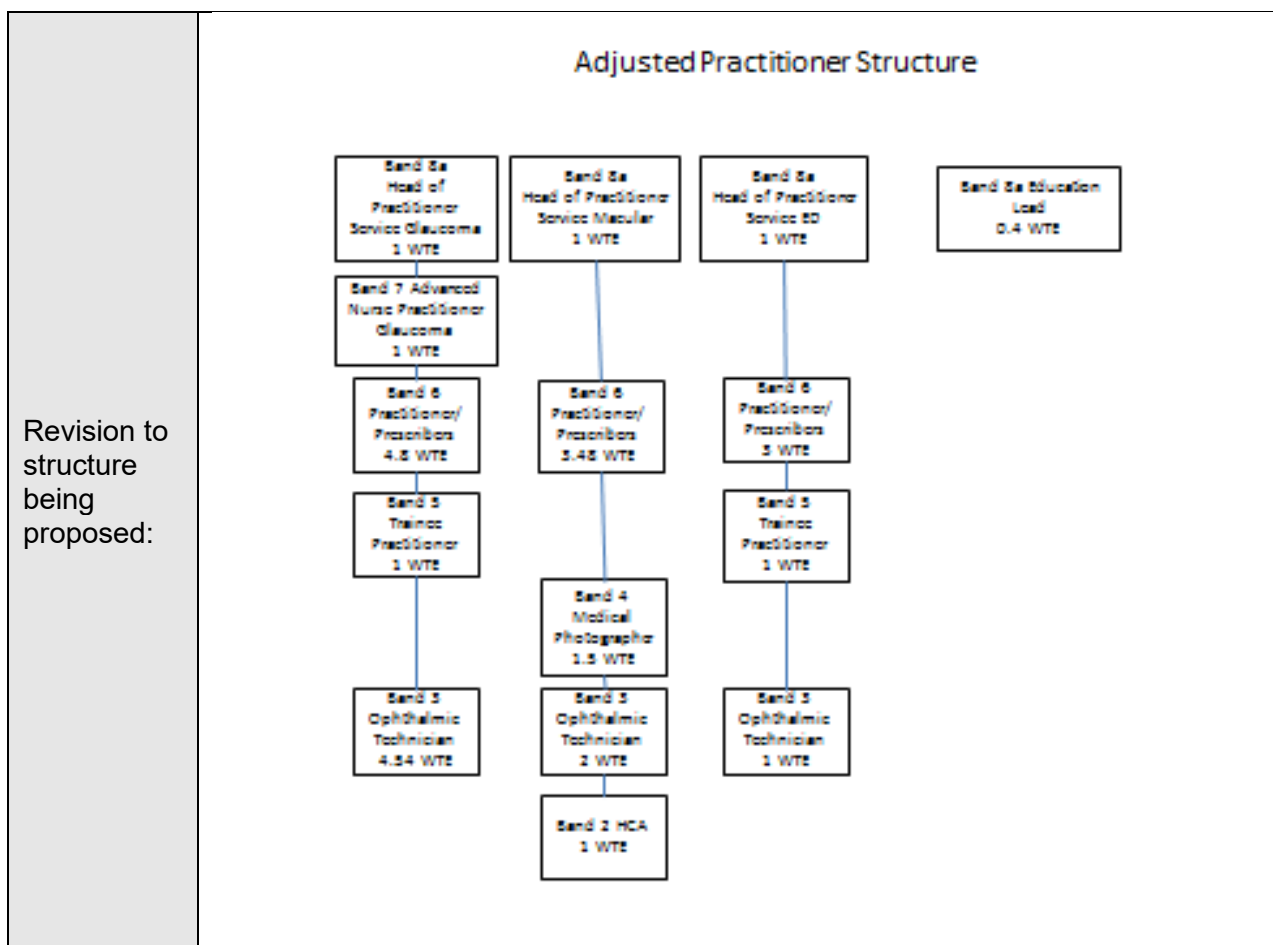
(NB those that are mandatory for all staff with no variation on frequency are pre-populated with a tick)

Safeguarding Children	Group 1	<input type="checkbox"/>	Blood Transfusion	BDS18 collection	<input type="checkbox"/>	Consent Training	<input checked="" type="checkbox"/>
	Group 2	<input checked="" type="checkbox"/>		BDS 19 & 20 Preparing & Administering	<input type="checkbox"/>	VTE Training	<input type="checkbox"/>
	Group 3	<input type="checkbox"/>		BDS 17 Receipting	<input type="checkbox"/>	Record management and the nhs code of practice	<input checked="" type="checkbox"/>
	Group 4	<input type="checkbox"/>		Obtaining a blood sample for transfusion	<input type="checkbox"/>	The importance of good clinical record keeping	<input checked="" type="checkbox"/>
	Group 5	<input type="checkbox"/>		Annual Update	<input type="checkbox"/>	Antimicrobial Prudent Prescribing	<input type="checkbox"/>
	Group 6	<input type="checkbox"/>				Control & Restraint Annual	<input type="checkbox"/>
Not mapped this one		<input type="checkbox"/>	Safeguarding Adults Awareness	Clinical Staff	<input checked="" type="checkbox"/>	Mental Capacity/DOL's	<input checked="" type="checkbox"/>
	Group 8	<input type="checkbox"/>		Non Clinical Staff	<input type="checkbox"/>		
Manual Handling – Two Year		<input checked="" type="checkbox"/>	Falls, slips, trips & falls	Patients	<input checked="" type="checkbox"/>		
Equality & Diversity – One-Off requirement		<input checked="" type="checkbox"/>		Staff/Others	<input checked="" type="checkbox"/>		
Fire	Annual	<input checked="" type="checkbox"/>	Investigations of incidents, complaints and claims		<input checked="" type="checkbox"/>		
	Two Yearly	<input type="checkbox"/>	Conflict Resolution – 3 yearly		<input checked="" type="checkbox"/>		
Infection Control/Hand Hygiene	Annual requirement	<input checked="" type="checkbox"/>	Waterlow		<input type="checkbox"/>		
	One-Off requirement	<input type="checkbox"/>	PUCLAS		<input type="checkbox"/>		
Information Governance		<input checked="" type="checkbox"/>	Clinical Waste Management	Application principles for clinical staff	<input checked="" type="checkbox"/>		
Harassment & Bullying (Self Declaration – One off requirement)		<input checked="" type="checkbox"/>		Application principles for housekeeping	<input type="checkbox"/>		
				Application principles for portering and waste	<input type="checkbox"/>		

## APPENDIX 22

### STRUCTURE CHANGE JUSTIFICATION FORM FOR RE-BANDING

Division/Director & Specialty:	Surgical Division Ophthalmology
Line Manager's Name:	Kathy Huxham
Approved structure:	<p style="text-align: center;"><b>Current Practitioner Structure</b></p> <pre> graph TD     B8a["Band 8a Consultant Nurse Practitioner 1 WTE"]     B7GL["Band 7 Service Lead Glaucoma 1 WTE"]     B7MAC["Band 7 Service Lead Macular 1 WTE"]     B7RET["Band 7 Service Lead Retina 1 WTE"]     B7ED["Band 7 Service Lead ED 1 WTE"]     B6GL["Band 6 Practitioner/Prescriber 4.8 WTE"]     B6MAC["Band 6 Practitioner/Prescriber 3.48 WTE"]     B6RET["Band 6 Practitioner/Prescriber 3 WTE"]     B6ED["Band 6 Practitioner/Prescriber 3 WTE"]     B5GL["Band 5 Trainee Practitioner 1 WTE"]     B5MAC["Band 5 Trainee Practitioner 1 WTE"]     B5RET["Band 5 Trainee Practitioner 1 WTE"]     B5ED["Band 5 Trainee Practitioner 1 WTE"]     B3GL["Band 3 Ophthalmic Technician 4.54 WTE"]     B3MAC["Band 3 Ophthalmic Technician 2 WTE"]     B3RET["Band 3 Ophthalmic Technician 1 WTE"]     B3ED["Band 3 Ophthalmic Technician 1 WTE"]     B2HCA["Band 2 HCA 1 WTE"]      B8a --- B7GL     B8a --- B7MAC     B8a --- B7RET     B8a --- B7ED     B7GL --- B6GL     B7MAC --- B6MAC     B7RET --- B6RET     B7ED --- B6ED     B6GL --- B5GL     B6MAC --- B5MAC     B6RET --- B5RET     B6ED --- B5ED     B5GL --- B3GL     B5MAC --- B3MAC     B5RET --- B3RET     B5ED --- B3ED     B3MAC --- B2HCA   </pre>



**Please include current and proposed structure charts for this change, including management structure and supporting staff structure below.**

How does this re-banding compare or contrast with other structures that have been implemented across the Trust, give rationale for any changes:

This structure is replicated in Cancer services, with the development of Band 8A lead specialist cancer nurses.  
 The growth in Ophthalmology has led to the need for an investment in specialist leadership in sub specialty areas.  
 The members of staff need to provide autonomous practice to help in managing the demand, as well as to lead on the development of services in their sub specialism.

**Explain the service needs for the re-banding**

The Service has grown to the point where Band 8 Clinical Leadership is required in each practitioner sub specialty stream in Ophthalmology. This work load is no longer manageable for one Band 8A. The Leaders require specialist knowledge and skills in each sub specialty in order to plan and manage the service and service delivery as well as to ensure all appropriate governance is in place to support staff and patients. They will be responsible for their sub-speciality across the Trust and in other geographical locations, other than WEEU Wonford. The practitioner teams will each need to continue to expand with growth in Ophthalmology expected to increase incrementally by 3% per annum.

**Explain why this re-banding is required**

In order to meet the needs of the service, as above, which can't be delivered within the current structure.

Explain how this re-banding will improve the structure and add value:		
<p>Given the size of the service and it's projected growth it is not reasonable for one Band 8 A to manage 3 sub specialties. The added value delivered will be</p> <ul style="list-style-type: none"> <li>• Strategic planning for Specialist Practitioner services – essential in areas of expected significant growth</li> <li>• Workforce planning in the development of practitioner teams to deliver growth in activity</li> <li>• Focus on improving patient pathways – streamlining, introducing modern smarter techniques</li> <li>• Increase in capacity for advanced practitioner activity</li> </ul>		
Have any other options been considered? If so what?		
<ol style="list-style-type: none"> <li>1. Make no changes <ol style="list-style-type: none"> <li>a. This will limit team development and the development of services on other sites, which are needed in order to find solutions to meet growing demand.</li> </ol> </li> <li>2. Add more Band 7 Advanced practitioners. <ol style="list-style-type: none"> <li>a. This could provide more service activity but not the strategic leadership needed for the services</li> <li>b. This would require funding</li> </ol> </li> <li>3. Suggested structure of 8As and additional Band 7s <ol style="list-style-type: none"> <li>a. This would provide more service activity as well as the strategic leadership and advanced practice needed</li> <li>b. This would provide succession planning</li> <li>c. This would need to be funded</li> </ol> </li> </ol>		
Describe impact if this job is not re-banded:		
This will severely limit the ability to progress the service developments needed to meet growth in demand, as described above.		
Any other information to support this application:		
This is the start of a new structure in a re-structuring of the service to meet current and expected growth. Further financial support will be required to complete the re-structure. This will be sought via budget setting		
Manager's Signature:	Print Name:	Date:
	Kathy Huxham	
Divisional Director Signature:	Print Name:	Date:
	Nicola Dugay	
Chief Operating Officer Signature:	Print Name:	Date:



