

JOB DESCRIPTION

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| **JOB DETAILS**  |
| **Job Title**  | **HEAD OF OPTOMETRY** |
| **Reports to**  | Service Manager OphthalmologyLead Clinician Ophthalmology |
| **Band**  | 8b |
| **Department/Directorate**  | Surgery |

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| **JOB PURPOSE**  |
| * To lead, manage, innovate, develop and be accountable for Optometry services in North Devon, both at the acute trust and across community sites.

To personally deliver and lead highly specialised (tertiary level) and cost-effective core, specialist and extended role optometric care, governance, teaching, research and career development.To provide advice and guidance to a wide range of stakeholders including senior Trust management and commissioners regarding national optometry policies, frameworks and strategies for ophthalmic service delivery in the region. To represent the Trust by engaging in dialogue, building relationships with external agencies and service users and participating in relevant committees as necessary. |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| * To lead, manage, innovate, develop and be accountable for Optometry services in North Devon, both at the acute trust and across community sites.
* To be responsible for Optometry services involved in other ophthalmic subspecialties including A&E.
* To innovate, implement and develop a specialist and effective clinical service, treatment plans, guidelines, protocols and programmes of care for core optometry, specialist optometry and extended optometric roles (roles traditionally carried out by doctors) and provide clinical and professional leadership.
* To provide advanced theoretical knowledge, expert clinical optometry knowledge and practical skills, decision making and communication skills.
* To analyse and interpret highly complex patient information, including situations where information is incomplete or conflicting or does not fit within the scope of clinical guidelines and protocols, and recommend options for patient care.
* To advise and support other professionals regarding complex optometry clinical issues.
* To communicate sensitive and detailed information to patients and healthcare professionals and develop working relationships with a wide range of professionals and agencies both within the Trust and externally.
* To be responsible for a detailed Optometry budget, as well as for optometric equipment and other resources in accordance with the directorate and departmental business plan.
* To oversee day-to-day line management and recruitment of staff, policy implementation, specialist training, career development and conflict resolution.
* To work as an autonomous practitioner in accordance with professional & regulatory body guidelines and codes of practice (The College of Optometrists and General Optical Council) and statutory Trust requirements.
* To participate in teaching and training at undergraduate and postgraduate levels for multiple professional groups within the Ophthalmology Department, to include trainee Doctors, medical students, ACP, pre reg optometrists and orthoptists.
* To support clinical audit and research as required.

The role demands the highest level of individual professional responsibility and efficiency within clinical optometry. |
| **KEY WORKING RELATIONSHIPS**  |
| The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day-to-day basis as well as the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.Areas of Responsibility: Clinical, Managerial, Leadership, Service development, Financial, Research, Clinical governance.Total number of staff reporting to this role: 10 Of particular importance are working relationships with:

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| **Internal to the Trust**  | **External to the Trust**  |
| * Ophthalmology Service Manager
* Group Manager
* Divisional Management team
* Clinical Lead for Ophthalmology
* Ophthalmology consultants
* Ophthalmology doctors
* Ophthalmology nursing & practitioner teams
* Ophthalmology admin staff
* Leads of other allied health professions
* Other clinical services for multi-disciplinary working
* Optometrists
* Pre-registration optometrists
* Orthoptists
* Primary care optometrists on observational placements
* Students/medical/optometry/orthoptic/nursing/work experience
* Human Resources
* PALs
* Finance managers and business partners
 | * Commissioning groups
* Regional ophthalmology departments
* National and regional Optometry Heads of department
* Devon LOC
* ICS and ICB
* DRSS
* Primary Care colleagues e.g. Optometrists/GP’s
* Charitable organisations e.g. RNIB
* Sensory Team (ROVI/ROVICs)
* ATVI
* University student placement leads
* Special schools and other educational settings
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| **ORGANISATIONAL CHART**  |
| Ophthalmology Clinical LeadSpecialistOptometristsBAND 7Pre-reg OptometristsBAND 5OptometristsBAND 6Ophthalmic TechniciansBAND 3    |
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| **FREEDOM TO ACT**  |
| * To be guided by broad NHS recommendations and Trust policies as well as those of professional/ regulatory bodies (General Optical Council, The College of Optometrists and Association of Optometrists) but can independently interpret these in order to act in the best interests of patient care.
* To be responsible for the development of local policies, standards and standard operating procedures used by the Optometric service.
* To be accountable for own actions and to make patient-centred judgements on management in the presence of uncertainty (e.g., Patients unable to co-operate fully in clinical assessments, or where evidence on clinical management options is unclear or lacking).
* To have total responsibility for Optometry budget (income and expenses).
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| **COMMUNICATION/RELATIONSHIP SKILLS**  |
| * To communicate with empathy delicate, complex and sensitive information to patients, relatives, and carers (for example in situations with one or more of the following: surgical complications, multiple pathologies, multifactorial aetiology, uncertain prognosis) and being able to promote understanding and acceptance.
* To communicate and interact effectively with all patients and carers despite communication barriers and independent of the level of patient understanding (E.g., young children, patients with a learning disability, patients with expressive language difficulties, elderly, frail patients and patients with cultural differences). This may require the use of a range of verbal and non-verbal mechanisms.
* To communicate highly contentious information to own staff which may require the use of developed skills such as assertiveness, negotiation and motivational skills. For example, investigating patient and staff complaints and dealing with disciplinary matters, poor performance or adverse events.
* To confidently support staff through periods of organisational change, stressful working environments or personal challenges in 1:1 meetings or departmental discussions using other developed communication skills such as active listening, empathy, persuasion and reassurance.
* To regularly communicate and work collaboratively with multi-disciplinary colleagues, giving and receiving complex and/or sensitive information, (e.g., Stroke clinic, Patient’s GP, visual rehabilitation services, high-street optometrists and any other relevant stakeholders involved in the patient’s care).
* To be responsible for leading on the production and dissemination of patient information in order to contribute to the health education of patients. To develop and promote other ways of providing patient information through media and the innovations of new systems such as focus groups and support networks.
* To respond to patient queries outside timetabled clinical sessions (e.g., Parents of babies and infants wearing contact lenses)
* To engage and act as a role model, expert clinical practitioner and mentor to junior staff members responsible for their orientation, supervision and ongoing development.
* To defuse potentially hostile and antagonistic situations with staff, patients and relatives, using highly developed negotiation and interpersonal skills.
* To have a regular close working relationship with Cluster Manger, Lead Consultant, Consultant Ophthalmologists, other Heads of Service, Nursing, medical, technical and admin staff and contribute and participate in relevant meetings.
* To seek feedback on own performance and proactively participate in Professional Development review.
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| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * To analyse highly complex facts or situations, interpret when information may be unavailable or conflicting, plan, implement and develop the optometry service across the organisation. (E.g., setting up a new subspecialist service with no benchmarks with conflict and resistance from other providers)
* To interpret and make patient-centred judgements on management in the presence of uncertainty (E.g., Patients unable to co-operate fully in clinical assessments, or where evidence on clinical management options is complicated, unclear or lacking such as fitting babies and infants with contact lenses).
* To analyse, interpret and act upon highly complex and potentially conflicting patient-related information for the purpose of clinical decision making, to determine the implications and most appropriate action where multiple clinical management options exist. (e.g., Deciding whether to list a patient for surgery, laser, or adjust medication; and what impact the decision could have upon the patient’s sight, lifestyle, and well-being)
* To make requests via senior ophthalmologists for appropriate patient investigations including CT/MRI, blood investigations, fluorescein angiography, indocyanine green angiography, stroke/TIA assessment etc., by interpretation of the presenting pathology and to aid the diagnostic process or treatment plan.
* These analytical and judgment skills are frequently required as part of the clinical and managerial job role.
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| **PLANNING/ORGANISATIONAL SKILLS** |
| * To develop, structure and schedule long term workforce and strategic plans for the Optometry department meeting local, regional and NHS objectives and aimed at improving the speed and efficiency of technical service delivery and reducing financial burden.
* To be responsible for complex planning of capacity and demand including workforce, to ensure the service meets population needs and to oversee and act to reduce waiting times for patients.
* To maintain continuous development of services with the implementation and adjustment of policies tomaximise efficiency within highly specialised programmes of patient care (e.g., medical contact lens, Low Vision and ectasia monitoring and dispensing services).
* To be responsible for complex scheduling of departmental work rotas enabling optimal deployment of the work force to ensure safe, effective, quality patient care is delivered.
* To plan and organise own workload and schedule factoring in uncertainties to complete tasks in a timely way, and to prioritise and delegate appropriately.
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| **PATIENT/CLIENT CARE**  |
| * To be accountable for the direct delivery of the core, specialist and extended role Optometry clinical and technical service at both the acute trust and community locations in Exeter, East and Mid Devon.
* To develop highly specialised treatment/care programmes for patients in core, specialist and extended role Optometric services incorporating advanced clinical techniques as required.
* To personally deliver direct patient care as an autonomous practitioner using a range of specialised clinical skills.
* To be responsible for autonomous independent prescribing or supply of topical investigational and therapeutic drugs where appropriate.
* To ensure that the delivery of Optometric care is evidence based, high quality, within recommended GOC standards of practice and complies with clinical governance.
* To support patients by delivering instructions, advice, expert information and support. This will include acting as an advocate for patients, their families and carers.
* To ensure accurate documentation and reporting of all clinical involvement with patients, fellow professionals and other agencies/services.
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| **POLICY/SERVICE DEVELOPMENT**  |
| * To have overall responsibility for the development, implementation and review of Optometry service policies, guidelines and protocols to enable safe delivery of care.
* To interpret National Policy and Strategic Direction and work to Trust Policies, Procedures and Standard Operating Procedures in order to maintain Trust standards of Clinical Governance.
* To lead developmental changes to the clinical service including the development of Advanced Clinical Practitioner roles.
* To demonstrate a high commitment to professional and personal development of self and staff to ensure that professional standards and competencies are maintained and developed to continue to meet the needs of the service.
* To support other clinical services within Ophthalmology for both operational issues and strategic planning for service development (A&E Service).
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| **FINANCIAL/PHYSICAL RESOURCES**  |
| * To have full responsibility for the Optometry Service budget and physical assets within the service.
* To be responsible for procurement within the service, selecting suppliers and exercising financial due diligence regarding cost, quality and reliability.
* To act as authorised signatory for cash and financial payments and invoices up to £5,000
* To submit Payroll returns for Optometric staff.
* To oversee stock control of appliances and accessories and take full responsibility for the careful use of resources.
* To liaise with the directorate accountant, assistant directorate accountant, cash management and payroll as required.
* To ensure that optometric physical assets, stock and PDQ are secure and maintained correctly.
* To promote cost reduction initiatives without affecting the quality of the services provided.
* To deal with invoice payments and invoice generation in a timely manner.
* To interpret NHS guidelines regarding patient charges and update and disseminate clear patient information.
* To implement income generation projects in a clear and transparent manner.
* To carefully monitor workforce establishment.
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| **HUMAN RESOURCES**  |
| * To take full responsibility for the line management of all optometric staff
* To demonstrate compassionate leadership, promoting respect for others, care for staff wellbeing and anti- discriminatory practice.
* To review, plan, recruit and appoint appropriate staff for the optometric and A&E service as required and support in induction and probationary review of new members of staff.
* To carry out 1:1 review meetings, mentoring, optometric staff appraisals, identify training needs, devise training programmes and enable continuing professional development.
* To ensure that Trust, Directorate, and departmental personnel policies are adhered to and that all staff undertake mandatory training.
* To ensure that all qualified optometric staff are registered with The General Optical Council and are eligible to practise.
* To manage poor performance, monitor sickness absence and approve annual leave in accordance with the Trust’s policy.
* To regularly provide planned theoretical, practical, comprehensive and flexible clinical training and supervision to other staff from different professional backgrounds including those undertaking Masters-level post-graduate training, pre-registration optometrists, and undergraduates adjusted to meet both their specific training requirements and previous experience, and to provide this within a busy hospital environment whilst simultaneously providing patient care
* To promote a learning environment through identifying opportunities and seeking resources required for own and others learning and facilitate and provide specialist input to post-registration courses and professional development programmes.
* To arrange of hospital placements and draw up timetables for pre-registration and student optometrists requiring hospital experience.
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| **INFORMATION RESOURCES**  |
| * To be responsible for recording personally generated information relating to patient care, management of staff and financial data.
* To keep full and complete patient records of clinical observations, test results, diagnosis and management/treatment and to verify successful data entry of ancillary clinical information entered by supporting technical staff.
* To record data collected for research purposes following GCP guidelines.
* To adhere to the Trust information governance policy.
* To occasionally process data collected by others for the purpose of audit.
* To accurately maintain information systems relating to stock levels and ordering of supplies, (low vision aids and contact lenses) in order to carry out financial audit.
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| **RESEARCH AND DEVELOPMENT**  |
| * To participate in and help to co-ordinate local and national research and audit projects and service evaluation as required to improve standards of patient care.
* To identify areas of potential research relating to the speciality and wider ophthalmology service.
* To represent the department as required to disseminate relevant research findings to colleagues and members of the health professions to help develop strategies for improvement.
* To maintain own and others’ awareness of relevant research evidence related to the service and work with others in applying this to practice.
* To undertake continuous professional training, advanced specialist course attendance and maintain GCP training.
* To participate in teaching programmes for healthcare students and other professionals.
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| **PHYSICAL SKILLS** |
| * Highly developed physical skills are required for complex medical procedures (e.g. gonioscopy, tonometry, insertion of contact lenses in babies) that often requires adopting an unusual or restricted body position. Speed and accuracy are very important to minimise patient discomfort and avoid injury to the eye.
* A high degree of hand/eye co-ordination and dexterity are required for practical examination e.g., refraction and clinical measurements undertaken during optometric examinations and contact lens fitting.
* The ability to stand, kneel and bend in order to examine young children in a timely manner.
* Keyboard skills are required for the input of clinical information to the electronic patient record and all other administrative tasks undertaken.
* Standard driving skills required to travel for clinical and other job-related activities.
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| **PHYSICAL EFFORT** |
| * Optometric and ophthalmological clinical assessment frequently requires sitting in an awkward or restricted position to obtain clinical measurements with arms raised holding equipment to shoulder height. (e.g., retinoscopy, volk lens examination)
* The requirement to transfer patients from a wheelchair to a patient chair for examination or manoeuvring a patient in a wheelchair to use clinical equipment in a confined space without using mechanical aids. The frequency that this is required is variable but would typically be a couple of times each week.
* Frequent requirement to move heavy clinical equipment or chairs (> 15 Kg) to adapt to patient requirements or variable clinical settings.
* Frequent, short periods working in the dark with use of bright light sources causing glare, asthenopia and ocular fatigue.
* Occasional outreach clinics involving the transport of delicate clinical equipment and testing in restricted environments (WESC).
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| **MENTAL EFFORT** |
| * As head of a professional service there needs to be an ability to adapt to a frequent unpredictable workload and frequent interruptions to the work pattern to deal with issues that arise unexpectedly and require a quick response e.g., EUA requests from consultant ophthalmologists, urgent clinical enquiries from patients / colleagues, telephone calls, disruptive behaviour from patients and relatives or be required to assist / advise a colleague in an emergency situation.
* There is a continual requirement for concentration during optometric/ophthalmological patient examination to ensure correct investigation, diagnosis and management.
* Prolonged concentration is required for developing managerial plans and using IT both during patient examination and for non-clinical tasks including data handling and audit.
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| **EMOTIONAL EFFORT** |
| * The clinical part of the role will frequently require difficult conversations needing highly sensitive communication skills. This involves breaking unwelcome news to patients and their families and explaining the details of a medical condition which may be highly complex as well as communicating an initial potential diagnosis which may be distressing and may impact on lifestyle: e.g.
	+ Informing patients and their relatives regarding permanent visual loss (age-related, traumatic, genetic, tumours, etc) of one or both eyes resulting in poor quality of life and requiring involvement of other organisations/agencies.
	+ Informing patients regarding long-term visual impairment, (e.g.: following corneal transplant, etc.) with direct impact on their working life.
	+ Informing young patients and/or parents regarding inability to reach driving standards, e.g., advanced keratoconus.
* Occasionally there is a requirement to deal with patients and their families with depression, severely challenging or aggressive behaviour, conflict within the team, dealing with complaints or poor performance, disciplinary or grievance matters and service changes which may cause distress.
* To provide leadership and support to the team during challenging times and adverse events and when dealing with poor performance.
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| **WORKING CONDITIONS** |
| * Frequent use of VDU
* Exposure to unpleasant working conditions such as:
	+ Working in the dark using strong lights sources (Frequently)
	+ Exposure to hazardous substances such as body fluids and chemicals (peroxide, sodium chloride etc.) (Occasionally)
	+ Exposure to poor patient hygiene and infection e.g. odour, lice, fleas, Covid 19 MRSA, HIV (Occasionally)
	+ Exposure to physical and/or verbal aggression from patients and aggressive staff behaviour during conflict. (Occasionally)
	+ Poorly heated/conditioned/ventilated rooms (Frequently)
	+ Under equipped rooms, necessitating the moving of equipment from one room to another. (Frequently)
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| **OTHER RESPONSIBILITIES**  |
| Take part in regular performance appraisal.Undertake any training required in order to maintain competency including mandatory training, e.g., Manual HandlingContribute 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 infectionAs 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 (DES) if appropriate to role.
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| **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.
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| **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. Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust continue to develop our long-standing partnership with a view to becoming a single integrated organisation across Eastern and Northern Devon. Working together gives us the opportunity to offer unique and varied careers across our services combining the RD&E’s track record of excellence in research, teaching and links to the university with NDHT’s innovation and adaptability.T*his is*  |

PERSON SPECIFICATION

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| **Job Title** | OPTOMETRIST HEAD OF SERVICE |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING*** BSc (Hons) Optometry
* Further postgraduate Optometric qualifications (or experience) equivalent to MSc level relating to highly specialised aspect of clinical and technical expertise
* Registered with The General Optical Council
* Further postgraduate Optometric qualification relating to highly specialised aspect of clinical and technical expertise
* Management Qualifications
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| **KNOWLEDGE/SKILLS****Clinical*** Advanced theoretical & practical knowledge across a comprehensive range of core hospital optometry practice
* Advanced theoretical & practical knowledge in the clinical assessment and management of optometric extended roles.
* Knowledge and experience to competently undertake specialist & advanced clinical roles that include tertiary referrals of paediatric patients, paediatric and adult medical contact lenses and adult rare and complex conditions.
* Knowledge of complex ophthalmic surgical techniques.

**Professional*** Thorough understanding of the developing roles of the ophthalmic professions, within primary, secondary & tertiary care.
* The ability to represent the Department at regional and national level.
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| **EXPERIENCE** **Clinical*** Highly developed specialist knowledge and relevant practical experience gained over a significant period of time, to include significant exposure to the hospital eye service.
* Experience working with paediatric & adult patients who are visually impaired & patients with learning disabilities

**Teaching, training and education*** Experience of teaching optometrists & ophthalmologists at undergraduate and post-graduate level and supervision of trainee optometrists.

**Management/leadership*** Demonstrable experience of managing clinical services, people and processes.
* Experience of development of protocols or competencies
* Experience of dealing with HR issues (recruitment & selection, sickness, performance, disciplinary).
* Training & experience of team management and leadership.
* Ability to review the performance and development of other colleagues

**Financial*** Experience of managing budgets
* Experience with financial audit

**Research*** Clinical research experience.

**Clinical Governance*** Knowledge and experience of governance issues, in particular clinical audit.
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| **PERSONAL ATTRIBUTES*** Excellent verbal and written communication skills with particular ability to liaise effectively with multidisciplinary team members
* Highly effective interpersonal, communication and people management skills when dealing with highly complex, sensitive or contentious information.
* Ability to manage own case/workload/time and meet deadlines
* Ability to implement changes to practice successfully
* Innovative, able to problem solve and make decisions from a broad range of complex options
* Computer literate with working knowledge of PP/word/spreadsheets
* Empathetic, caring and considerate
* Able to work as a team member and part of a multi-disciplinary team
* Highly motivated and enthusiastic
* Takes responsibility for own professional development
* Smart professional appearance
* Remain calm in stressful situations
* High level of self-awareness and openness to self-improvement

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| **OTHER REQUIREMENTS** * The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust
* Ability to travel to other locations as required.
* Satisfactory enhanced CRB disclosure
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|  | **FREQUENCY****(Rare/ Occasional/ Moderate/ Frequent)** |
| **WORKING CONDITIONS/HAZARDS** | **R** | **O** | **M** | **F** |
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| **Hazards/ Risks requiring Immunisation Screening** |  |  |  |  |
| Laboratory specimens | N |  |  |  |  |
| Contact with patients | Y |  |  |  | x |
| Exposure Prone Procedures | N |  |  |  |  |
| Blood/body fluids | Y |  | x |  |  |
| Laboratory specimens | N |  |  |  |  |
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| **Hazard/Risks requiring Respiratory Health Surveillance** |  |  |  |  |  |
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| Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate) | Y |  | x |  |  |
| Respiratory sensitisers (e.g isocyanates) | N |  |  |  |  |
| Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel) | Y |  |  | x |  |
| Animals | Y |  | x |  |  |
| Cytotoxic drugs | N |  |  |  |  |
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| **Risks requiring Other Health Surveillance** |  |  |  |  |
| Radiation (>6mSv) | N |  |  |  |  |
| Laser (Class 3R, 3B, 4) | N |  |  |  |  |
| Dusty environment (>4mg/m3) | Y | x |  |  |  |
| Noise (over 80dBA) | N |  |  |  |  |
| Hand held vibration tools (=>2.5 m/s2) | N |  |  |  |  |
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| **Other General Hazards/ Risks** |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  | x |
| Heavy manual handling (>10kg) | Y |  |  |  | x |
| Driving | Y |  | x |  |  |
| Food handling | N |  |  |  |  |
| Night working | N |  |  |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort  | Y |  |  | x |  |
| Mental Effort  | Y |  |  |  | x |
| Emotional Effort  | Y |  |  | x |  |
| Working in isolation | Y |  | x |  |  |
| Challenging behaviour | Y |  |  | x |  |