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***“Our vision is to provide safe, high quality seamless service delivered with courtesy and respect. To achieve our vision we expect all our staff to uphold our Trust Values”***

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| **JOB DETAILS** | |
| **Job Title** | Head of Outpatients (Eastern) |
| **Reports to** | Programme Director |
| **Band** | 8a (Subject to formal matching) |
| **Department/Directorate** | Operational Support Unit |

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| **JOB PURPOSE** | |
| The Head of Outpatients is a critical role within the Outpatients Service across the Trust, working with the Programme Director, Senior Nurse for Outpatients, Head of Access and Deputy Medical Director to transform clinical services to achieve excellence in patient care.  The post holder will:   * Support the development and implementation of an Outpatient Service Strategy and Vision for the Trust. * Drive the delivery of a high quality, cost effective Outpatient Service, optimising the resources available * Oversee the development and implementation of the Outpatient Work Programme. * Work with commissioners and local providers to redesign outpatient services across Devon to support the ambition of the NHS Long Term Plan to reduce face to face appointments and reduce spending. * Provide Leadership to the Central Support Team and Trust Booking Teams.   Patient experience is paramount to the way in which services are delivered and in conjunction with outpatient teams, the post holder will embed a culture in which all patients and their carers are treated with dignity and respect. | |
| **KEY WORKING RELATIONSHIPS** |  |
| There are over 30 areas providing outpatient services across the Trust’s acute and community services. The post holder will have key working relationships with all outpatient departments.   * Patients, carers and relatives * Head of Access * Senior Nurse for Outpatients * Outpatient Department staff – nursing and administrative, medical and allied health professionals * Deputy Medical Director * E-Referral Service Manager and Central Support Team * Projects & Service Change Lead * Divisional Directors, Divisional Business Managers, Cluster Managers, Community Hospital Business Managers, Administrative Service Managers * Assistant Directors of Nursing, Senior Nurses, Matrons * Associate Medical Directors, Clinical Leads, Consultants * Programme Directors * Executive Directors * Finance, Information, Performance and HR colleagues * Other NHS Trust care providers * Commissioners * Patient/carer support groups, and local community representatives | |
| **ORGANISATIONAL CHART** | |
| Denotes line management accountability  Denotes key working relationship | |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** | |
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| **COMMUNICATION/RELATIONSHIP SKILLS** | |
| * Establish effective communication channels to ensure all staff in Outpatient Services across the Trust are engaged in the effective delivery of high quality and efficient services. Motivational skills will be required to deliver this, working with a wide range of staff, such as consultants, senior managers, front line nursing and administrative staff. * Take a lead role in communicating complex, sensitive or contentious issues, such as changes to use of outpatient space, roles and responsibilities and process and system changes. This will involve robust negotiation and influencing skills with groups of staff. * Provide formal presentations to senior leaders both within and external to the Trust on service performance and developments. * Support the implementation of effective communication and engagement with patients, carers and community groups. * Build effective networks with Divisional Management teams and clinical staff/teams to ensure collaboration in service management, improvement and efficiency programmes including Head of Outpatients and colleagues at Northern site. * Develop effective channels of communication and working relationships with staff from organisations outside the Trust, e.g. CCG’s, other local acute Trusts and Networks. | |
| **ANALYTICAL/JUDGEMENTAL SKILLS** | |
| * Produce options appraisals for significant Trust wide service changes, carrying out analysis of complex data and synthesising divergent opinions. * Plan and implement change (in conjunction with clinical staff) from a broad range of complex options in order to improve the quality of service provision in line with local needs and the wider NHS policy direction. Reviewing the change to ensure embedded. | |
| **PLANNING/ORGANISATIONAL SKILLS** | |
| * Work with the Outpatient Service Management Team to develop and implement an Outpatient Service Strategy and Vision for the Trust. * Contribute to the development of the Trust’s annual Operational Plan to achieve the quality, financial and access targets. * Oversee the development and implementation of the Outpatient Work Programme, to support delivery of the Outpatient Service Strategy and Trust’s Operational Plan. * Ensure that the Outpatient Work Programme is monitored and reported on throughout the year for successful delivery. * Ensure there is a robust Trust level governance structure within Outpatient Services. * Lead on the development of business cases to support Outpatient Service developments. * Lead the reporting on the delivery of the Outpatient Service’s annual work programme to the Trust. * Oversee the standardisation of Outpatient Booking processes across the site, providing guidance on Best Practice and in line with any National requirements. | |
| **PHYSICAL SKILLS** | |
| * Use advanced keyboard skills to analyse data, prepare presentations, produce reports, where speed and accuracy are particularly important * Travel occasionally between sites and to other organisations | |
| **PATIENT/CLIENT CARE** | |
| * Ensure the Outpatient Service has an effective governance structure in place at Trust level to have oversight of incidents, complaints, and risk assessments on the risk registers. * In conjunction with the Outpatient Service Management Team, identify themes for improvement in quality of service to patients and implement the actions required. * Work with the Head of Access to ensure that the Outpatient Service develops appropriate action plans in order to meet required access standards. * Support the Senior Nurse for Outpatients and Senior Nurse for Community Services in ensuring that the Outpatient environment is conducive to a good patient experience and effective patient flow. * Support the design and provision of information systems to record and monitor the quality of service delivered. * Wherever possible and appropriate seek the involvement of users in service planning and monitoring. Create a positive environment that promotes patient involvement at all levels. * Work across service boundaries to ensure the development and maintenance of patient focused care. * Ensure adherence to the Trust’s Health and Safety policy and management system. Ensure all staff are aware of its implication and their own roles and responsibilities | |
| **POLICY/SERVICE DEVELOPMENT** | |
| * Interpret national policy and guidance to formulate, propose and implement Trust wide polices related to Outpatient Services. * Work with divisions and clusters to ensure that Outpatient Services comply with Trust, local and national policies through clear monitoring and governance structures. * 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 Long Term Plan. * Create an open environment which promotes innovation and a positive approach to service development and improvement. * Participate in, contribute to and where necessary lead, internal and external service improvement programmes. * Act upon findings of internal or external audits to continuously improve the quality of the service. * Wherever possible and appropriate, seek the involvement of patients, carers and staff in service planning and monitoring. | |
| **FINANCIAL/PHYSICAL RESOURCES** | |
| * Work with divisions and clusters to ensure that there is effective use of available resources, and that services are provided to the highest quality and quantity required within the resources agreed. * Take a lead role in the planning and implementation of Capital Schemes. This may involve holding meetings with clinical staff, architects, estates managers, building contractors and senior managers within allocated resources. * Contribute to the identification and delivery of cost improvement schemes, recognising and balancing finance versus quality/safety/efficiency * In conjunction with senior colleagues and peers take appropriate corrective action if resources allocated are exceeded. To quantify, monitor and resolve any cost pressures. * Work with divisions to standardise and optimise use of physical space and non-pay spend. | |
| **HUMAN RESOURCES** | |
| * Support divisions to develop effective workforce plans in relation to Outpatient services. * Work across all Outpatient Services to ensure that key workforce metrics are being met, such as recruitment, sickness management, appraisals and exit interviews. * Work with the Senior Nurse for Outpatients and Head of Access to ensure that staff are able to access appropriate training to achieve competence levels. * Support employee health and wellbeing. * Ensure adherence to the Trust’s Health and Safety policy and management system. Ensure all staff are aware of its implication and their own roles and responsibilities. | |
| **INFORMATION RESOURCES** | |
| * Ensure that Divisions are provided with relevant and timely information to manage services effectively and ensure informed decision making, both in respect of patient care and organisational requirements. * Ensure that there are appropriate and agreed ways of reporting performance with internal and external partners where required, within overall reporting systems of the Trust. * Ensure that information returns for external bodies are accurate and delivered in accordance with timescales. * Ensure that patient records are managed in a confidential manner across all Outpatient Services. | |
| **RESEARCH AND DEVELOPMENT** | |
| * Support participation in research and audits within Outpatient Services, through ensuring that appropriate governance is in place and that patients, carers and staff are able to participate. * Act upon findings of internal or external research and audits to continuously improve the quality of the service across all Outpatient Services. * Ensure compliance with Trust Research Governance policies. | |
| **FREEDOM TO ACT** | |
| * Interpret national policies and guidance, make recommendations for implementation and ensure agreed recommendations are implemented as appropriate across the Trust. * In consultation with key stakeholders establish and implement core standards. * Have significant autonomy in the delivery of principal duties and responsibilities and be responsible for their professional actions. | |
| **OTHER RESPONSIBILITIES** | |
| * Participate in the Trust On Call Manager Rota.   To take part in regular performance appraisal.  To undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling  To contribute to and work within a safe working environment  The post holder is 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.  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. | |
| **THE TRUST- VISION AND VALUES** | |
| Our vision is to provide safe, high quality seamless services delivered with courtesy and respect. To achieve our vision we expect all our staff to uphold our Trust values. Our Trust values are:  Honesty, Openness & Integrity  Fairness,  Inclusion & Collaboration  Respect & Dignity  We recruit competent staff that 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.  We are committed to equal opportunity for all and encourage flexible working arrangements including job sharing.  We are committed to recruiting and supporting a diverse workforce and welcome applications from all sections of the community, regardless of age, disability, gender, race, religion, sexual orientation, maternity/pregnancy, marriage/civil partnership or transgender status. We expect all staff to behave in a way which recognises and respects this diversity, in line with the appropriate standards. | |
| **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.  The RD&E is a totally smoke-free Trust. Smoking is not permitted anywhere on Trust property, including all buildings, grounds and car parks. For help to quit call: 01392 207462. | |

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| **POST** | Outpatient Service Manager |
| **BAND** | 8a (Subject to formal matching) |

| **Requirements** | **Essential** | **Desirable** |
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| **QUALIFICATION/ SPECIAL TRAINING**  Educated to degree level or equivalent experience  Master’s degree, or equivalent management experience  Management qualification or equivalent (for example, commenced formal study with known timeline)  Project management qualification or equivalent experience | X  X  X | X |
| **KNOWLEDGE/SKILLS**  Motivate, influence, inspire and lead others  Innovative, able to problem solve and make decisions from a broad range of complex options  Working knowledge of healthcare service delivery issues in acute and community setting  Ability to interpret and implement complex policy including the  agenda for health and social care services arising from government policies  Ability to influence and negotiate across a broad range of professions and/or organisations as appropriate.  Ability to analyse/interpret a range of highly complex data in order to identify solutions to service delivery.  Highly effective interpersonal, communication and people management skills when dealing with highly complex, sensitive or contentious information.  Knowledge of performance management frameworks and methodologies.  Advanced IT keyboard skills including Word, Excel, PowerPoint and email.  Proven skills of operational budgetary management within the NHS  Ability to manage own time and meet deadlines.  Demonstrate excellent verbal and written communication skills | X  X  X  X  X  X  X  X  X  X  X  X |  |
| **EXPERIENCE**  Recent experience of working in Outpatient Services within the NHS at operational management level across a range of clinical services  Experience of working with senior clinical professionals in  management roles  Proven experience of change management/project management and ability to deliver required outcomes  Experience in demand and capacity planning  Experience of financial management | X  X  X  X | X |
| **PERSONAL ATTRIBUTES**  Highly motivated and keen to deliver a high quality service  Ability to work as part of a multi-disciplinary team  Awareness of inclusion and equality issues within the NHS  High level of self-awareness and openness to self-improvement  Ability to be empathetic and handle difficult or emotional situations | X  X  X  X  X |  |
| **OTHER REQUIREMENTS**  A proven capacity to balance competing demands to achieve local and Trust objectives  Able to undertake on-call commitments  Ability to travel to other locations as required such as community settings, other providers, external meetings  The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust | X  X  X  X |  |

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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 |  |  |  |  |
| Exposure Prone Procedures | N |  |  |  |  |
| Blood/body fluids | N |  |  |  |  |
| 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) | N |  |  |  |  |
| Respiratory sensitisers (e.g isocyanates) | N |  |  |  |  |
| Chlorine based cleaning solutions  (e.g. Chlorclean, Actichlor, Tristel) | N |  |  |  |  |
| Animals | N |  |  |  |  |
| 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) | N |  |  |  |  |
| Noise (over 80dBA) | N |  |  |  |  |
| Hand held vibration tools (=>2.5 m/s2) | N |  |  |  |  |
|  | | | | | |
| **Other General Hazards/ Risks** | |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  | X |
| Heavy manual handling (>10kg) | N |  |  |  |  |
| Driving | Y |  | X |  |  |
| Food handling | N |  |  |  |  |
| Night working | Y | X |  |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort | N |  |  |  |  |
| Mental Effort | Y |  |  |  | X |
| Emotional Effort | Y |  |  | X |  |
| Working in isolation | N |  |  |  |  |
| Challenging behaviour | Y |  | X |  |  |