

JOB DESCRIPTION

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| **JOB DETAILS**  |
| **Job Title**  | Dental Service Manager |
| **Reports to**  | Operational Manager - Specialist Services |
| **Band**  | Band 7  |
| **Department/Directorate**  | Salaried Dental Service - Specialist Services Division |

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| **JOB PURPOSE**  |
| The post holder will be a key member of the Salaried Dental Service (SDS) Senior Management Team (SMT) and will have a range of responsibilities supporting the clinical and wider management team by providing operational management including: - * The day-to-day operational management of the SDS
* Ensuring all performance targets are achieved within budget,
* Working with and supporting the SDS Lead Dentist and Senior Dental Nurse Managers in the delivery of high-quality, cost-effective patient care
* Providing managerial leadership to their specified service
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| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| * The Service Manager will be responsible for providing the operational management of SDS working with the SDS Lead Dentist and Senior Dental Nurse Managers
* Expenditure Budget: Responsible for Specialty Budgets within the area of responsibility.
* Authorised signatory and accountably for expenditure within allocated budgets.
* Workforce: Line Management responsibility as required in addition to supporting the SDS Lead Dentist and Senior Dental Nurse Managers in the management of clinical staff.
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| **KEY WORKING RELATIONSHIPS**  |
| Of particular importance are working relationships with:

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| **Internal to the Trust**  | **External to the Trust**  |
| * SDS Lead Dentist and Senior Dental Nurse Managers and wider SMT
* SDS clinical and administrative teams
* Divisional Directors
* Executive Directors
* Specialist Services Senior Manager(s)
* Associate Medical Directors
* Divisional Nurse
* Lead Clinicians
* Consultant Medical Staff, SASG and trainee doctors
* Heads of Department
* Other operational managers
 | * Staff Organisation representatives
* NHSE/ICS/ICB Executives, Commissioning Managers and Operational Managers
* Managed Clinical Network
* Peripheral Hospital Managers
* Neighbouring Hospital colleagues
* Dental College representatives
* Patients/representatives
* Public
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| **ORGANISATIONAL CHART**  |
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| **FREEDOM TO ACT**  |
| * The postholder will have significant autonomy in the delivery of the above and be responsible for their professional actions. Postholder is expected is 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 senior manager for specialist services, 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.
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| **COMMUNICATION/RELATIONSHIP SKILLS**  |
| * Maintain and improve communication systems so that they involve and support staff
* Will be required to communicate with a range of people to include staff and patients, some of which may be complex and sensitive in nature.
* Responsible for responding to complaints in conjunction with clinical team, acting on any issues identified and ensuring actions are implemented and may be required to hold complaint resolution meetings
* Roles requires negotiation skills, often in pressurised circumstances.
* Deliver unwelcome information Will chair meetings and project groups as required.
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| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * Prepare service activity and access plans in partnership with SDS Lead Dentist, Senior Dental Nurse Managers and Operational Manager to deliver targets
* Monitor monthly performance indicators for specified services performance requirements, including governance, productivity, contract activity, key performance targets, efficiency, and CQUINS etc, and where necessary prepare and manage corrective actions with SDS Lead Dentist and Senior Dental Nurse Manager
* Required to make judgements on range of facts that require analysis and comparison of range of options on a day by day basis.
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| **PLANNING/ORGANISATIONAL SKILLS** |
| * To contribute to the delivery of the Service/Divisional Annual Business Plan and development of the Service/Divisional Strategic Plan
* Working with the SDS Lead Dentist and Senior Dental Nurse Managers to take responsibility for the management of SDS service, 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 Line Manager / Specialist Services Manager and working with the SDS Lead Dentist and Senior Dental Nurse Managers, 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 centred and that a culture of continuous quality improvement is embedded
* Under the direction of the specialist services operational manager develop business cases and other proposals for service improvement in partnership with SDS Lead Dentist and Senior Dental Nurse Managers and partner organisations. Support presentation to Divisional, Executive Directors and CSEC as required.
* Ensure that the Trust business and access policies within the specified services are followed as appropriate
* Ensure effective systems for involving patients in planning of services and providing feedback
* In conjunction with the Specialist Services business manager, lead the effective management of the SDS administrative team and support SDS Lead Dentist and Senior Dental Nurse Managers with providing operational management to all patient areas within the services
* Proactively and positively contribute to the achievement of objectives through individual and team effort
* Understand the requirements of SDS clinical rotas and support the adoption of e-Rostering across their service to maximise efficiency of substantive and temporary staffing resources
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| **PATIENT/CLIENT CARE**  |
| * Ensure that the patient is involved in the review and development of their specified service within the Division
* Support the clinical team in the investigation and resolution of patient complaints
* To establish strong communication links within the Patient Advice and Liaison Team and Patient groups.
* 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.
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| **POLICY/SERVICE DEVELOPMENT**  |
| * Provide support to the SDS Lead Dentist and Senior Dental Nurse Managers and specialist services Management team, 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 specialist services 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;
* Ensure that the service uses national assessment controls assurance to improve practice and patient safety;
* Maintain and manage the service Risk Register
* Encourage the implementation of all Trust policies and procedures and guidelines;
* Lead Significant Event Analyses and participate in serious incident reviews, in conjunction with clinical team;
* 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

**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.
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| **FINANCIAL/PHYSICAL RESOURCES**  |
| * Deploy administrative staffing resources, both human and financial; to ensure the SDS service 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.
* Monitor, control and report on activity against expenditure, working with SDS Lead Dentist and Senior Dental Nurse Managers and delegated budget holders to ensure the delivery of balanced budgets
* Work together with SDS Lead Dentist and Senior Dental Nurse Managers and partner organisations to develop plans to deliver Cost Improvement Programmes, as appropriate
* Ensure adherence to Standing Financial Instructions and Standing Orders, Written Financial Procedures, and Standards of Business Conduct within the Division.
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| **HUMAN RESOURCES**  |
| * Line manage team members as required
* Support effective recruitment & selection of staff
* Develop and foster good relationships with SDS Lead Dentist and Senior Dental Nurse Managers and clinical staff to ensure that activity and quality targets are achieved, having regard for Trust policies and procedures, and develop action plans to manage any variances
* Work closely with the SDS Lead Dentist and Senior Dental Nurse Managers and the specialist services Management team to develop an effective workforce plan
* Working with the SDS Lead Dentist and Senior Dental Nurse Managers to produce a training and development plan 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
* Apply Trust HR policies and practices for staff e.g. Equal Opportunities, recruitment/ selection, employee relations, individual performance reviews etc
* Establish a blame free learning culture, encouraging open debate from all stakeholders, enabling constructive management of quality and complaints
* Responsible for managing staff performance and grievance processes as required in conjunction with appropriate clinical line manager.
* 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.
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| **INFORMATION RESOURCES**  |
| * Establish the effective use of management information as a basis for problem solving and decision making
* Produce regular reports to the Specialist Services management team on the specified services’ financial and contracting performance
* 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
* Work closely with BI and analyst team to provide agreed reports – both internal and external - for the specified service using qualitative and quantitative data and present analysis in concise and understandable form to engage action
* Be a catalyst for positive feedback to administrative staff on high performance in order to motivate and encourage staff
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| **RESEARCH AND DEVELOPMENT**  |
| * 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.
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| **PHYSICAL SKILLS** |
| * Required to drive between community clinics to ensure the smooth operation
* Standard keyboard skills
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| **PHYSICAL EFFORT** |
| * Flexibility of hours to respond to service pressures.
* Required to sit for long periods whilst using VDU
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| **MENTAL EFFORT** |
| * Role requires frequent concentration with regular interruptions
* Prioritise and work within imposed deadlines.
* Production and presentation of business cases and other senior level documents.
* 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.
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| **EMOTIONAL EFFORT** |
| * May be required to manage challenging behaviours (the service provides care for patients with challenging behaviour).
* May be involved in imparting unwelcome and distressing news to staff i.e. performance management or grievance procedures
* Post requires dealing with emotional and stressful situations involving conflicting views which may be complex or of a sensitive nature i.e. priorities over service developments, projects and programmes.
* Maintain energy and a positive approach to reach objectives.
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| **WORKING CONDITIONS** |
| * Mainly office based but will be required to travel between sites.
* Post requires measurable periods of time working with VDUs
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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.

**In addition to the duties and responsibilities listed, the post holder may be required to perform other duties assigned by the Specialist Services Management Team*** 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
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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** | Dental Service Manager |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING** |  |  |
| First degree or equivalent experience. | E |  |
| Evidence of Continuing Professional Development to postgraduate diploma equivalent. | E |  |
| Further education & knowledge of Leadership, Transformation, Performance and/or Innovation to Masters level or equivalent. |  | D |
| **KNOWLEDGE/SKILLS** |  |  |
| Recent policy development in the NHS | E |  |
| Understanding of the NHS modernisation agenda, the changing commissioning environment and its potential impact within the acute sector | E |  |
| IT systems | E |  |
| **EXPERIENCE**  |  |  |
| A proven track record of operational/service management | E |  |
| Experience in waiting list management and capacity planning | E |  |
| Experience of managing staff | E |  |
| Experience of change management / project planning | E |  |
| Experience in strategic planning |  | D |
| Operational/service management experience in the NHS |  | D |
| Experience of business planning and preparation of business cases |  | D |
| **PERSONAL ATTRIBUTES**  |  |  |
| High level verbal and written skills | E |  |
| High level numerical, reporting and data analysis skills | E |  |
| High level IT skills | E |  |
| Proven ability to problem solve and to achieve change, while at the same time balancing competing demand. Solution focussed with a “can do” attitude. | E |  |
| Ability to analyse, interpret and summarise financial and other data. | E |  |
| A proven capacity to balance competing demands to achieve local and Trust objectives. | E |  |
| Ability to attend external meetings | E |  |
| To cope with pressure, demands and ambiguities, whilst still achieving results. | E |  |
| To see things through to the end by adopting a pragmatic approach to problem solving | E |  |
| Demonstrate that he/she is highly motivated and keen to deliver | E |  |
| Demonstrate that he/she is politically aware | E |  |
| Motivate influence, inspire and lead others | E |  |
| Demonstrate that he/she has credibility with colleagues | E |  |
| Demonstrate that he/she is self-motivated, organised, able to prioritise and deliver to short deadlines | E |  |
| Demonstrate that he/she is a self-starter with the ability to learn quickly | E |  |
| Political acumen and ability to influence, persuade and negotiate at all levels | E |  |
| Work independently and as part of a team | E |  |
| Proven leadership skills within a multidisciplinary environment. |  | D |
| **Other Requirements** |  |  |
| Ability to drive and access to transport | E |  |
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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) | Y | x |  |  |  |
| Animals | Y | x |  |  |  |
| Cytotoxic drugs | N |  |  |  |  |
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| **Risks requiring Other Health Surveillance** |  |  |  |  |
| Radiation (>6mSv) | Y | x |  |  |  |
| Laser (Class 3R, 3B, 4) | N |  |  |  |  |
| Dusty environment (>4mg/m3) | N |  |  |  |  |
| 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) | N |  |  |  |  |
| 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 | N |  |  |  |  |
| Challenging behaviour | Y |  | x |  |  |