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| **JOB DETAILS**  |
| **Job Title**  | Microbiology Deputy Laboratory Manager / Workforce Manager  |
| **Reports to**  | Microbiology Service Manager RDUH Foundation NHS Trust |
| **Band**  | Band 8A |
| **Department/Directorate**  | Microbiology/Specialist Services/ Diagnostics |

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| **JOB PURPOSE**  |
| 1. The post holder is a key member of the Microbiology Senior Management Team and will provide specialist expertise and deputise for the Microbiology Services Manager.
2. To have delegated managerial responsibility for the delivery of 24/7 Microbiology services across RDUH sites, with particular focus on the North Devon Laboratory.
3. To be the Bacteriology Technical Lead Biomedical Scientist across all RHUH sites, provide professional and technical leadership. To maintain HCPC registration and competence as a Biomedical Scientist and participate in departmental rotas if required.
4. To have delegated managerial responsibility for Workforce Management including strategic planning and development, recruitment, staff performance, appraisal, Continuous Professional Development, training, discipline/grievance management.
5. To oversee the production and maintenance of new and existing Standard Operating Procedures within the department, proactively seeking opportunities to improve standardisation, integration and operational productivity across the RDUH sites.
6. To proactively contribute to the development and implementation of departmental strategy, financial plans, targets, cost improvements, policy, accreditation and service and methodology improvements.
7. To maintain and develop laboratory activities to deliver a high-quality Microbiology service in accordance with Trust objectives and national and local targets, while ensuring that the department can evidence its effectiveness and efficiency to key stakeholders.
8. To support the development of the Pathology South, East and North Devon (SEND) network and the wider Peninsula Pathology programme of work developing services across Devon and Cornwall.
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| **DIMENSIONS / KEY WORKING RELATIONSHIPS**  |
| The Department of Microbiology provides a comprehensive Microbiology service to the RDUH Trust and local Population across Northern and Eastern Devon. The Department employs approximately 80 staff across two laboratories based at North Devon District Hospital and Royal Devon and Exeter Hospital. The department provides a comprehensive diagnostic bacteriology, mycology, serology/virology and molecular microbiology service and processes in excess of 600,000 specimens per annum.The service operates 24/7 including weekends and overnight cover is provided by an on-call service.The Microbiology department has UKAS Accreditation and are approved by the Institute of Biomedical Science (IBMS) for Biomedical Scientist training. Communications will be with a wide range of professionals and service users within and outside RDUH including:* Microbiology Consultants and medical staff
* Laboratory Manager
* Biomedical Scientists and laboratory support staff
* Divisional Director
* Divisional Business Manager
* Cluster Manager
* Pathology Service Manager
* Nursing and medical staff
* Other Hospital and Primary care staff
* UK Health Security Agency
* Personnel from accreditation / outside bodies
* Personnel from Education Providers
* Technical and commercial representatives of suppliers
* United Kingdom Accreditation Service
* Users of the service
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| **DEPARTMENT ORGANISATIONAL CHART**  |
| **Microbiology Service Manager****Administration:*** Office Manager
* Administrators
* Pathology Stores
* Autoclaves / Logistics

**Deputy Laboratory Manager(s)****Senior Biomedical Scientists** * Bacteriology
* Serology
* Molecular
* Training
* Quality
* Andrology
* Informatics

 **Biomedical Scientists** **Associate Practitioners** **Consultant Microbiologist****Head of Department****Consultants****Trainee Biomedical Scientists** **Biomedical Support Workers and Medical Laboratory Assistants** **Biomedical Support Workers:**Assistant Technical OfficersMedical Technical OfficersMedical Laboratory Assistants  |

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| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| **SCIENTIFIC & TECHNICAL**  |
| * To maintain professional competence and be aware of recent developments within the field of microbiology
* Responsible for the organisation and continuity of service delivery from a particular service area within the laboratory.
* To ensure delivery of high quality service to the Trust.
* Be accountable for providing technical expertise in Microbiology and maintain highest level of personal competence in Microbiology through CPD.
* Provide highly specialist advice on Bacteriology/ Virology in all technical aspects of the service.
* Provide expert technical advice to users of the service and laboratory staff regarding test results, test requirements, limitations of procedures, appropriateness of testing etc.
* Be conversant with IT methods required to undertake statistical analysis of complex laboratory data.
* Work within and manage Containment level 3 facilities as required by the Health and Safety Executive.
* To attend local and Regional meetings, represent the laboratory and share best practice with others in Pathology networks.
* Be responsible for ensuring and managing the staff that are reviewing Standard Operating Procedures and that the Standard Operating Procedures are fit for purpose.
* Ensure the key performance indicators for the area covered are met through effective operational planning and allocation of resources.
* Ensure standards relating to clinical practice required for accreditation and continuing compliance with regulatory bodies where appropriate are maintained and audit findings acted upon.
* To undertake as required a range of complex specialist scientific, clinical and technical duties – demonstrating continuing technical and scientific skills.
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| **COMMUNICATION/RELATIONSHIP SKILLS**  |
| * Communicates with clinicians and other users of the laboratory service in respect of laboratory investigations and results including explanations of complex diagnostic tests
* Uses motivational skills to encourage collaborative working to improve services/performance where there may be resistance to change.
* Provides information to clinicians in respect of laboratory reports and interpretation in the absence of the Medical Microbiologist.
* Develops and implements processes within Microbiology to ensure that test results are appropriately validated and communicated to the relevant clinician.
* Responsible for staff and governance meetings for Microbiology.
* Responsible for the timely reporting of significant isolates to the UKHSA, Communicable Disease Surveillance Centre, and Trust Infection Control Team.
* Develops processes that support good communication with service users, ensuring a two-way channel of communication to help ensure that the needs and requirements of users are met.
* Attends and participates in the work of committees both within and external to Pathology e.g. Pathology Operational Group meetings, Microbiology Governance meetings; Senior Staff meetings and Safety meetings.
* Deputise for the Pathology Services Manager at trust level meetings when required.
* Delivers training to relevant healthcare professionals on appropriate use of the Microbiology Service.
* Produces reports and makes recommendations and presentations on discipline-specific issues to Departmental, Divisional and other Trust meetings and groups in consultation with the Lead Consultant Medical Microbiologist.
* Negotiation of highly complex service level agreements with other agencies, NHS and non-NHS as required
* Negotiation of highly complex, multi service contracts with suppliers for Microbiology and Pathology stores.
* Contribute towards the integrity and reputation of Royal Devon University Healthcare NHS Foundation Trust by maintaining effective and harmonious attitudes to patients, colleagues, other hospital personnel and visitors.
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| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| * To ensure the laboratory complies with all relevant Health and Safety legislation including HSE, ACDP (Advisory Committee on Dangerous Pathogens), UKAS, MHRA etc.
* To interpret and implement National and local policies from external bodies for use within the laboratory
* To validate and authorise reports as required
* To be responsible for evaluation and introduction of new methodologies into the department
* To determine requirements for new equipment to ensure the service is utilising the most up to date automation
* To maintain an up to date asset register
* To oversee maintenance, engineering and structural services in liaison with Trust Estates personnel
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| **PLANNING/ORGANISATIONAL SKILLS** |
| * Delegated day to day operational management of the Microbiology laboratory .
* Effective Management of staff and prioritization of workload to ensure excellent provision of service to the Trust, commissioners and key stakeholders.
* Acting as line manager to Senior Technical staff within Microbiology including target setting, undertaking PDRs, and being available for advice.
* Dealing effectively with personnel issues in Microbiology up to and including disciplinary actions.
* Taking a full and active role in the management of Microbiology.
* Identifying trends in future service provision.
* Developing new ways of working both in terms of staff profiling and technology change to facilitate service developments.
* Being responsible for the implementation of any changes which relate to Microbiology.
* To be responsible for good communications within Microbiology.
* Actively promote team working, staff involvement and good communications.
* Purchasing of supplies
* All personnel issues up to and including disciplinary action
* Dealing with complaints against the department
* Troubleshooting technical errors and incidents
* Liaising with Head of Department and Directorate managers if required
* Representing the service to users and other external agencies
* Deputising for Microbiology service manager in staff meetings, directorate meetings and external meetings as required
* Play a full and active role in staff recruitment including selection, interviewing and recruiting staff
* Liaise and negotiate with all suppliers to ensure value for money and smooth running of the service
* To ensure efficient stock control is in place and actively managed.
* Requisition and authorisation of orders
* Sharing best practice with others in Pathology networks, and acting on audit findings.
* To coordinate the awareness of the needs and requirements of users.
* To ensure the department meets governance performance criteria as defined by Trust
* To coordinate investigation of complaints and clinical incidents
* To be responsible for any action plans required in response to incidents raised and to ensure root cause analysis to prevent re- occurrence
* To ensure appropriate risk assessments are undertaken acted upon and regularly reviewed
* To ensure the department is fully compliant with the standards for accreditation by UKAS to ISO 15189:2012
* To lead the Annual Management Review of the department
* To ensure effective mechanisms are in place for audit, raising and clearing on non-conformances
* To ensure regular review of Internal and External Quality Assurance Schemes and to ensure any non-conformances are acted upon to prevent re – occurrence
* To ensure effective use of electronic document control system (QPulse) and to ensure reviews are completed and acted upon
* To ensure all staff are aware of quality policy, quality management system and quality assurance programmes
* To coordinate awareness of the needs and requirements of users.
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| **WORKFORCE PLANNING & DEVELOPMENT**  |
| * To lead on workforce development planning and development.
* To plan and coordinate the training programme for new graduate trainee Biomedical Scientists in Microbiology.
* To ensure proper training of all support staff in the department
* To actively promote a learning culture through use of PDP, staff meetings, team briefs and courses
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| **PATIENT/CLIENT CARE**  |
| * To participate in marketing of the laboratory services including liaison with service users to ensure services are meeting requirements of patients
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| **POLICY/SERVICE DEVELOPMENT**  |
| * Responsible for the development of policies and service development of Microbiology services e.g. introduction of rapid on site testing for influenza and Covid-19 testing strategies
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| **FINANCIAL/PHYSICAL RESOURCES**  |
| * To ensure effective management of the Microbiology and Pathology Stores budget in line with Trust objectives
* To develop the service within available resources
* To ensure value for money and contribute to Trust initiatives on cost improvements
* To contribute information and prepare business cases to support capital and revenue investment cases
* To ensure timely and cost effective procurement of supplies including initiation, design, evaluation, negotiation and documentation of tenders
* To be responsible for acquisition, control and utilisation of stock and consumables
* To manage external contracts, including management of contract meetings and provision of contract monitoring information
* To proactively seek and tender for all business opportunities and commercial contracts in line with the objectives of the Trust
* Responsible for assuring service benchmarks in top quartile nationally against NHSI and other benchmarking schemes
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| **HUMAN RESOURCES**  |
| * To ensure effective performance management of staff across the service
* To lead on recruitment and retention of staff ensuring effective succession planning for robust service delivery
* To ensure all Trust HR requirements for staff are met including PDR, sickness absence, completion of mandatory training and other relevant performance indicators.
* To be responsible for ESR returns
* To lead on HR issues in liaison with HR managers, and to lead in disciplinary issues up to and including disciplinary hearings
* To lead in departmental issues involving disputes/ interpersonal conflict.
* To ensure welfare of staff including full consultation on service changes
* To take responsibility for induction, education and training of all scientific and support staff
* To ensure staff have opportunities for training including provision of registration and specialist portfolio training for Scientific staff
* To ensure staff are compliant with CPD requirements.
* To ensure sufficient forums (meetings etc) are available to staff to facilitate effective departmental communications
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| **INFORMATION RESOURCES**  |
| * To ensure the laboratory information systems are appropriately managed in support of the diagnostic, epidemiological and administrative needs of the laboratory.
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| **RESEARCH AND DEVELOPMENT**  |
| * To participate in R&D activities and to encourage others to do likewise
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| **FREEDOM TO ACT**  |
| * To be accountable for the management, operation and delivery of the Microbiology Services
* To lead by example and display a leadership style that demonstrates trust values, empowers staff and nurtures development at all levels, creating a culture where colleague satisfaction is high and the very best patient care can thrive
* To provide professional leadership for all technical staff, ensuring the highest standards of clinical practice are observed.
* Above all, to be the guardian of professional practice, an individual that sets the professional and clinical standard for all colleagues and holds others to account for these standards.
* To make autonomous decisions using professional knowledge, experience and analytical judgement skills to ensure accurate setting of clinical priorities and the most appropriate use of microbiology services.
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| **OTHER RESPONSIBILITIES**  |
| To take part in regular performance appraisal.To undertake any training required in order to maintain competency including mandatory training, e.g. Manual HandlingTo 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 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. |
| **APPLICABLE TO MANAGERS ONLY** |
| Evidence that supporting employee health and wellbeing is included in any documents outlining the skills and knowledge that line managers need.All managers hold the responsibility of the health and safety and wellbeing of their staff. |
| **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:CompassionIntegrityInclusionEmpowermentWe 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 RDUH 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**  | Deputy Laboratory Manager (Microbiology) |
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| **Requirements** | **At Recruitment** | **At 2nd KSF****Gateway** |
| **QUALIFICATION/ SPECIAL TRAINING*** HCPC registered Biomedical Scientist
* Scientific BSc degree or equivalent
* Scientific MSc level qualification or equivalent (e.g. Specialist or higher specialist portfolio)
* Management qualification (Level 5 or equivalent experience)
* Leadership qualification
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| **KNOWLEDGE/SKILLS*** A high level of theoretical and practical skills in Clinical Microbiology practice
* Ability to hypothesise and evaluate practice
* Ability to lead and motivate a large team to achieve results
* Ability to manage performance
* Ability to set direction, innovate and encourage improvement
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| **EXPERIENCE** * At least 7 years post graduate experience in Clinical Microbiology
* At least 5 years laboratory management experience, leading a team of scientific and technical staff
* At least 3 years leading service developments with evidence of achieving significant change for the benefit of patient care.
* Evidence of strategic planning
* At least 3 years staff management experience including recruitment and selection, disciplinary procedure and appraisals up to and including hearings.
* At least 3 years budget management experience
* Wide experience of health & safety and risk management issues
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| **PERSONAL ATTRIBUTES** * Excellent interpersonal & communication skills
* Ability to lead and motivate staff and develop teams
* To be innovative
* Ability to work in a busy environment.
* Ability to manage change
* Excellent organisational ability
* Able to work as a team member.
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| **OTHER REQUIRMENTS*** The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.
* Support out of hours and on call work as required
* Ability to travel to other locations as required.
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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 | Y |  |  |  | X |
| Contact with patients | N |  |  |  |  |
| Exposure Prone Procedures | N |  |  |  |  |
| Blood/body fluids | Y |  |  |  | X |
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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 |  |  | Xxxx |  |
| Respiratory sensitisers (e.g isocyanates) | Y |  |  |  |  |
| Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel) | Y |  | X |  |  |
| Animals | N |  |  |  |  |
| Cytotoxic drugs | N |  |  |  |  |
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| **Risks requiring Other Health Surveillance** |  |  |  |  |
| Radiation (>6mSv) | Y |  | X |  |  |
| Laser (Class 3R, 3B, 4) | Y |  | X |  |  |
| 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 |  |  |  |  |
| Food handling | N |  |  |  |  |
| Night working | Y |  |  |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort  | N |  | X |  |  |
| Mental Effort  | Y |  |  |  | X |
| Emotional Effort  | Y |  |  | X |  |
| Working in isolation | N |  |  |  |  |
| Challenging behaviour | Y |  | X |  |  |

**JOB DESCRIPTION AGREEMENT**

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| **Employee name** |  |
| **Employee signature** |  |
| **Date** |  |
| **Manager name** |  |
| **Manager signature** |  |
| **Date** |  |