

# JOB DESCRIPTION

JOB DETAILS	
<b>Job Title</b>	Histology Laboratory Manager
<b>Reports to</b>	Cellular Pathology Manager
<b>Band</b>	Band 8a (subject to consistency checking)
<b>Department/Directorate</b>	Clinical Support & Specialist Services

JOB PURPOSE
<p>To be responsible for the operational delivery of the Histology Laboratory services across the Royal Devon University Healthcare NHS Foundation Trust. This covers laboratories at the Royal Devon &amp; Exeter Hospital and the North Devon District Hospital. The post holder will be based at the Royal Devon &amp; Exeter Hospital (Wonford) site but is expected to spend on average at least 1 day a week at North Devon District Hospital.</p> <p>To provide professional leadership for leadership to Histology BMS staff and supervise their training and development. Deputise for the Cellular Pathology Manager when required.</p> <p>Delivering diagnostic services that are safe, effective, provide effective use of resources and meet the requirements of users ensuring the provision of high-quality diagnostic and technical services in accordance with national guidance and local laboratory procedures and policies.</p> <p>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 &amp; Barring Service Disclosure Check.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<ul style="list-style-type: none"> <li>To ensure effective line management arrangements are in place for Histology services</li> <li>To act as Quality Manager for the Histology Department</li> <li>To provide professional leadership for scientific, technical and support staff</li> <li>To ensure the provision of an efficient, effective and timely service, ensuring maximum productivity within resources</li> <li>To maintain and develop the internal and external quality assurance programmes to ensure compliance with relevant accreditation schemes</li> <li>To contribute to local, regional and national strategic policies in the Cellular Pathology services as appropriate</li> <li>To keep up to date with developments in Histology services and make assessments for the applicability to local service provision and ensure they are included in the strategic plans for the department</li> </ul>

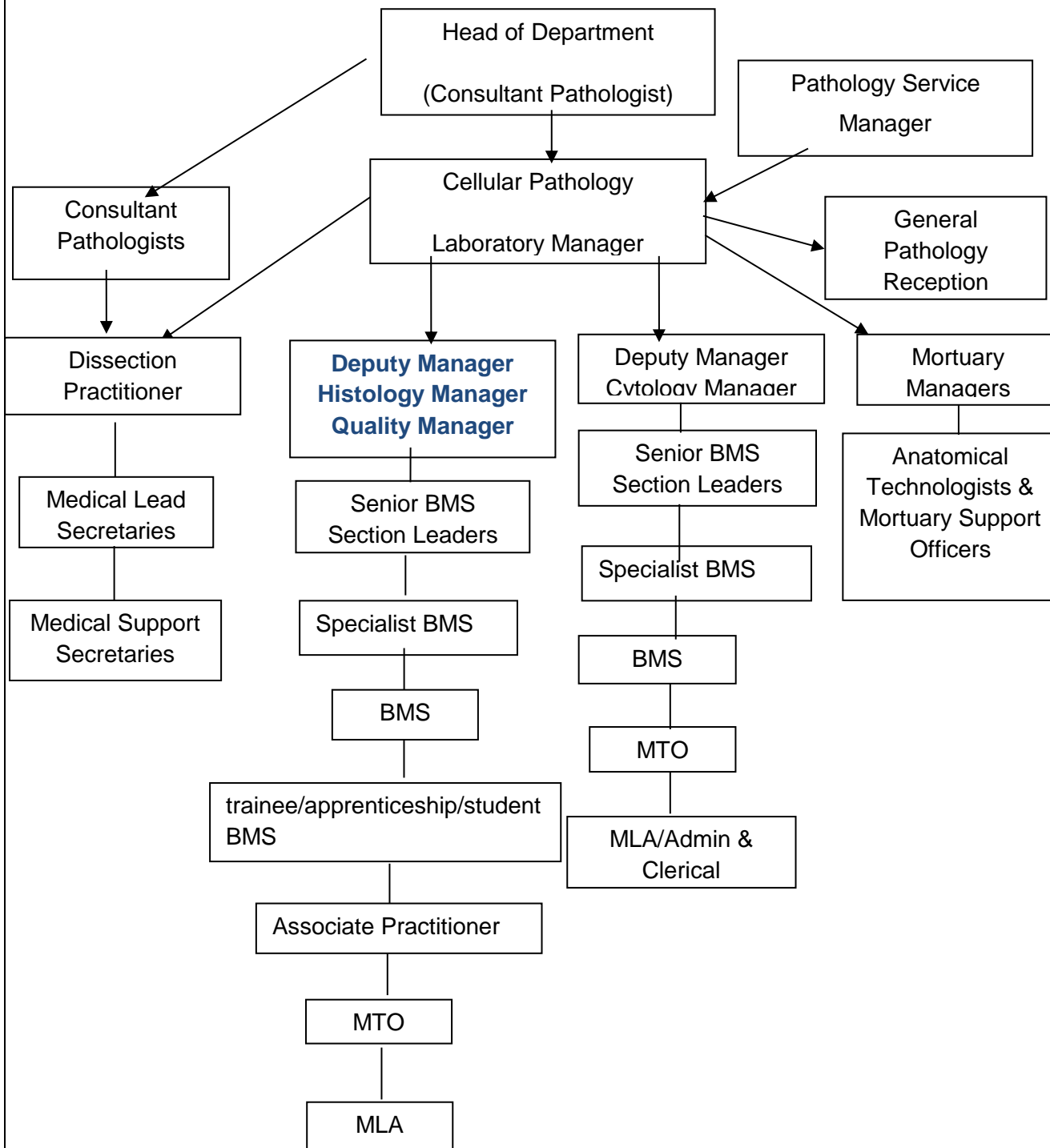
KEY WORKING RELATIONSHIPS
<p>The Histology lab Manager will be based at the Royal Devon &amp; Exeter providing leadership and Management of the Cellular Pathology Service at both sites.</p> <p>No. of Staff reporting to this role: 27 staff</p> <p>The Cellular Pathology laboratories are both accredited in accordance with the recognised International Standard ISO 15189:2012/15189:2022 and approved by Institute of Biomedical Science (IBMS) for biomedical scientist training and specialist training.</p>

Communications with a wide range of professionals and service users within and outside the Royal Devon University Healthcare Trust will include the following:

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> <li>• Pathology Service Manager</li> <li>• Cellular Pathology Manager</li> <li>• Pathology subspecialty Managers/seniors</li> <li>• Pathology Cluster Support Manager</li> <li>• Divisional Director</li> <li>• Clinical Lead</li> <li>• Cellular Pathology Consultants</li> <li>• Biomedical Scientists, Laboratory and Administrative colleagues</li> <li>• Digital Services</li> <li>• Epic Beaker &amp; pathology IT teams</li> <li>• Nursing Colleagues</li> <li>• Governance Team</li> <li>• Finance Department</li> <li>• HR Department</li> <li>• Recruitment Team</li> <li>• Procurement</li> <li>• Medical Staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Pathology Network</li> <li>• NHSE Regional &amp; National Pathology teams</li> <li>• Locum Agencies</li> <li>• NHS Professionals</li> <li>• UKAS</li> <li>• Human Tissue Authority</li> <li>• Peninsula Purchasing &amp; Supply Alliance</li> <li>• Managed Service Contract Supplier</li> <li>• Digital system suppliers</li> <li>• Pathology Suppliers</li> <li>• Colleagues in other NHS and Social Care organisations</li> </ul>

## ORGANISATIONAL CHART

### The Cellular Pathology Department



## **FREEDOM TO ACT**

- To be accountable for the management, operation and delivery of the Histology Laboratory Service. Works to broad occupational policies, making suggestions for improvement.
- Be responsible for delivering a Histology Service that meets the needs of patients and service users, particularly cancer 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
- 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 decisions using professional knowledge, experience and analytical judgement skills to ensure accurate setting of clinical priorities and the most appropriate use of Histology services

## **COMMUNICATION/RELATIONSHIP SKILLS**

- Communicates with clinicians and other users of the laboratory service in respect of complex histopathological laboratory investigations and results including explanations of complex diagnostic tests.
- Uses motivational and persuasive skills to encourage collaborative working to improve services/performance where there may be resistance to change or barriers to understanding wider healthcare services and complex pathology networks.
- 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
- To report directly and escalate issues to the Cellular Pathology Laboratory manager or consultant pathologists as required
- Communicate with digital teams, particularly Epic beaker team.
- Work closely with Cancer services and attend Cancer Steering group meetings for both Eastern and Northern Services
- Delivers training to relevant healthcare professionals on appropriate use of the Histology Service.
- Produces reports and makes recommendations and presentations on complex discipline-specific issues to Department in consultation with the Clinical Lead
- Contribute towards the integrity and reputation of the Royal Devon University Healthcare NHS Foundation Trust by maintaining effective and harmonious attitudes to patients, colleagues, other hospital personnel and visitors

## **ANALYTICAL/JUDGEMENTAL SKILLS**

- Responsible for decision making with for Histology laboratory Service related issues, dealing with highly complex information and situations and where there may be conflicting advice or expert opinion from colleagues. The post holder will act as an expert resource, as well as a practitioner from time to time.
- To maintain and develop professional competence and be aware scientific advancements in Histology Sciences
- Provide oversight of the all scientific and technical Histology services so that all tests and processes are fit for purpose and meet the latest best practice guidelines, accreditation and regulatory standards.
- To be responsible for evaluation and introduction of new methodologies into the departments
- To provide oversight and governance of the Epic Beaker and Pathology IT teams to ensure digital systems are appropriately managed to ensure patient safety and in support of the diagnostic, epidemiological and administrative needs of the laboratory.
- To ensure the laboratory complies with all relevant Health and Safety legislation including HSE, ACDP (Advisory Committee on Dangerous Pathogens), UKAS (ISO15189) and Human Tissue Authority. To interpret policies from these external bodies and establish a Quality Management System within the laboratory that maintains compliance.

- To oversee maintenance, engineering and structural services in liaison with Trust Estates Department

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

- Plan the delivery with help of Cellular Pathology manager of complex specialist Histology laboratory services which will require ongoing (daily in response to immediate challenges and longer-term service planning) adjustment of plans and activities so the department remains clinically and financially efficient. Long term strategic planning to ensure the department is up to date and resilient to manage local and national changes to professional guidance from Royal College of Pathologists, NICE, other best practice guidelines, accreditation and regulatory standards.
- Strategic workload planning so that future increases are effectively managed, aligning workforce, financial and equipment resources accordingly to be financially and clinically effective.
- To ensure the Histology laboratory has robust governance in keeping with guidance for Cellular Pathology Services and the Trust Governance framework.
- To lead department sustainability and improvement plans to ensure the service improves productivity and achieves the expected key performance indicators and cost improvement initiatives.
- To coordinate investigation of complaints and clinical incidents relating to Histology laboratory.
- 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 ISO15189:2022 and the Human Tissue Act standards
- To co-lead the Annual Quality Management Review of the Cellular Pathology department and be responsible for setting the Histology departmental objectives.
- 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 be responsible for the coordination of needs and requirements of users.
- To contribute to and work within a safe working environment

#### **PATIENT/CLIENT CARE**

- Responsible for the delivery of a highly specialist Scientific and Technical Histology services so they meet the needs of patients, which supports teams to provide excellent patient care. The post holder will not have direct patient contact.
- To participate in marketing of the laboratory services including liaison with service users to ensure services are meeting requirements of patients
- Ensure Histology services meet the needs of patients by supporting patient pathways through meeting national and local performance metrics, with particular reference to Cancer performance.

#### **POLICY/SERVICE DEVELOPMENT**

- Responsible for the development and implementation of policies and procedures for Histology laboratory that impact the organisation as well as the service. This includes ensuring all policies and procedures are developed and updated so they are fit for purpose.
- Be a key person involved in the strategic development of Histology laboratory at the Royal Devon and across the Peninsula Pathology Network

#### **FINANCIAL/PHYSICAL RESOURCES**

- Delegated responsibility for Histology budget and expected to ensure the effective management of the budget in conjunction with Cellular Pathology manager. To be a level 1 budget authoriser with delegated authority up to £20,000.

- To help develop the service with business cases for pay, non-pay and capital schemes, including new and replacement high value equipment in line with clinical and operational efficiency needs.
- To determine requirements for new equipment to ensure the service is utilising the most up to date automation and maintain an up to date equipment asset register.
- To ensure value for money. Take part in Planning & delivering agreed Delivering Best Value / Cost Improvement Programs for service.
- 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 and co- authorise invoices for supplies and services.
- To help manage external contracts, including the management of contracts, the provision of contract monitoring information and invoicing for testing and services provided, NHS, non-NHS and commercial.
- To participate in marketing of the laboratory services including liaison with service users to ensure services are meeting requirements of patients

### **HUMAN RESOURCES**

- Line manage all scientific, technical and admin & clerical staff across the Histology laboratory to ensure effective performance.
- 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 appraisal, Sickness absence, completion of mandatory training and other relevant performance indicators
- To be responsible for ESR & Health Roster 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 laboratory issues involving disputes / interpersonal conflict
- To ensure the 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 the provision of registration and specialist portfolio training for Scientific staff
- To ensure staff are compliant with HCPC requirements including Continuous Professional Development activity
- To ensure sufficient forums and meetings are available to staff to facilitate effective departmental communication
- To take part in regular performance appraisals

### **INFORMATION RESOURCES**

- To participate in the governance of the Cellular Pathology Laboratory Information Management System (LIMS), other patient data processing systems and equipment middleware in use in the service by providing oversight of the Epic Beaker and Pathology IT teams so they deliver digital systems clinically & operationally fit for purpose.
- Ensure all systems meet the Trusts Information Governance requirements to be compliant to the Data Protection Act through working with digital services and Information Governance
- To participate in marketing of the laboratory services including liaison with service users to ensure services are meeting requirements of patients

### **RESEARCH AND DEVELOPMENT**

- To participate in regularly in R&D activities and to encourage others to do likewise
- To ensure the department is reimbursed for the work and activity related to commercial and non-commercial research and trials.

### **PHYSICAL SKILLS**

- Advanced keyboard skills

- Level of physical skills with a high degree of accuracy to allow regular computer use including preparing large documents and spreadsheets, manual dexterity, low risk manual handling and good hand/eye co-ordination for some laboratory tasks, including escalated queries which would involve scientific and technical input (e.g. microscopic work).
- Ability to work rapidly at busy times with a high degree of accuracy to produce high quality work to deadlines.

#### **PHYSICAL EFFORT**

- Regular physical effort associated with manual dexterity, low risk manual handling and good hand/eye co-ordination
- Frequent requirement for sitting at a computer, for example in Microsoft Teams meetings for long periods or sitting/standing in the laboratory at an analyser workstation or microscope for a substantial period of times during a shift

#### **MENTAL EFFORT**

- Frequent requirement for prolonged concentration with an unpredictable work pattern and regular interruptions.
- Ability to take responsibility for the department's staff, its work and its output
- Use of a variety of IT systems
- Ability to cope with exposure to a variety of managerial and clinical situations, dealing with patients, relatives, colleagues and other NHS staff
- Awareness of necessity for absolute confidentiality
- Clear communication of detailed and sensitive information with users, patients and colleagues
- Management of subordinate staff
- In a managerial role, daily ability to multi-task with frequent interruptions

#### **EMOTIONAL EFFORT**

- Ability to take responsibility for the department's staff, its work and its output
- Ability to cope with frequent managerial and clinical situations, colleagues and other NHS staff
- Occasional exposure to highly emotional & distressing circumstances including receiving extensive diagnostic cancer resections from complex surgery
- Awareness of necessity for absolute confidentiality
- Clear communication of detailed and sensitive information with users, patients and colleagues
- Management of all grades of staff

#### **WORKING CONDITIONS**

- Daily exposure and handling of Histology tissue specimens, including whole organs and resections, e.g. bowel and breast specimens and bodily fluids.
- Chemicals of varying hazard and in large volumes, up to 10 litres including some subject to Occupational Exposure Standards, requiring monitoring.
- Daily and prolonged use of Display Screens (VDU)
- Use of Personal Protective Equipment as required
- Coping with high temperatures and noise

#### **OTHER RESPONSIBILITIES**

Take part in regular performance appraisal.

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

Contribute to and work within a safe working environment

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



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

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

- When required, gain support from Occupational Health, Human Resources or other sources
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role

#### **APPLICABLE TO MANAGERS ONLY**

Leading the team effectively and supporting their wellbeing by:

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

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

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

#### **GENERAL**

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

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



# PERSON SPECIFICATION

<b>Job Title</b>	<b>Histology Laboratory Manager</b>
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b> Scientific BSc degree or equivalent MSc in Biomedical Sciences/FIBMS or equivalent HCPC registration Chartered Scientist status or documented proof of CPD Management qualification (NVQ Level 4) Leadership qualification Quality management qualification	E E E E E E E	
<b>KNOWLEDGE/SKILLS</b> A high level of theoretical and practical skills in histopathology 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	E E E E E	
<b>EXPERIENCE</b> Significant post graduate experience in Cellular Pathology Sciences Proven experience in laboratory management, leading a team of scientific and technical staff Proven experience of staff management including recruitment and selection, disciplinary procedure and appraisals. Wide experience of health & safety and risk management issues.	E E  E  E	
<b>PERSONAL ATTRIBUTES</b> 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	E E E E E E	
<b>OTHER REQUIREMENTS</b> 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	E   E	

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