

EAST MIDLANDS AMBULANCE SERVICE NHS TRUST

Role Description

Job Title	Station Manager (Band 7)
Accountability	Head of Operations
Review Date	This job description is subject to periodic revision following discussion with the post holder

Job Purpose:

To provide and embed a supportive, motivational and compassionate leadership culture across the station based operational teams. This role is a key leadership role in supporting EMAS in continuing our journey and consistently deliver our vision and values.

Reporting and accountable to the Head of Operations (HoO) for their station area (see appendix 1) and responsible for the overall management and leadership of a defined station / group of stations. This will include the line management and supervision of the station-based team which may include clinical staff, station administration, make ready and domestic staff.

The SM is responsible for ensuring their teams maintain compliance with all relevant key quality and workforce requirements. The role will be accountable for a range of key performance indicators for a station / group of stations. The Station Manager (SM) will work autonomously, providing working cover which will ensure continuity of management and providing high quality, visible and accessible leadership.

The SM will be accountable for the day to day implementation and monitoring of service delivery for their station(s) in support of the Division's key performance indicators (across a balanced scorecard), working in conjunction with the wider Divisional leadership and command teams.

The SM will operate flexibly across the defined area of responsibility and they will provide support, guidance and advice to all staff based at or visiting their station(s). The role will provide the named leadership point of contact (within area of responsibility) for all staff related issues and be an interface with local stakeholders and external agencies as required.

The SM will liaise closely with the duty Tactical Commander on the provision of direct clinical care to patients. The role will provide ongoing support and post-incident feedback to teams and clinicians after operational and clinical events. The role will also work in close partnership with their area Divisional Senior Clinical Leader (DSCL) to ensure that staff supervision, appraisal, education and development requirements

are consistently delivered.

The SM will be responsible for the oversight and management of relevant investigations, dealing with complaints and issues and ensuring swift resolution where both appropriate and possible. The SM will also provide support across the Division and wider Operations in regard to investigations.

In addition to the day to day operational responsibilities, the SM will also support the Division on the design and implementation of local transformational change initiatives with the sole aim of enhancing service delivery and increased efficiency. This will include being a local point of contact and representative for station / area external stakeholder engagement.

The SM will also support the wider Divisional and organisational resilience, acting as an Operational Commander (see appendix 2), undertaking relevant command qualifications as appropriate.

Main responsibilities:

Leadership

1. Demonstrate and promote visible and high-quality leadership and professional management for a station / group of stations within the Division.
2. To act as a role model and promote the vision, values and strategic aims of the Trust at all times.
3. Ensure that effective engagement processes are in place across stations of responsibility.
4. To provide effective management and leadership to a team of staff within defined station(s).
5. Where required provide leadership in relation to all aspects of staff welfare, providing effective post incident care as indicated.
6. To ensure all services provided by their teams are patient-focused, of high quality and that they optimise human, financial and other resources effectively and efficiently.
7. To implement and sustain effective two-way communication with the teams, both those they are responsible for, as well as peers and within working area.
8. Establish a supportive, fair and open culture that encourages and leads the team to meet the required performance and clinical standards.
9. Demonstrate commitment to continuously improving own skills, behaviours and experience to deliver improved patient outcomes and service delivery.
10. To be accountable for the overall leadership and performance of their respective teams.
11. To ensure all actions and behaviours display respect for individuals, ensuring support for the Trust's commitment to equality and human rights in the provision of equality of opportunity in service delivery and employment practice.
12. Through working closely with Divisional Senior Clinical Leaders, ensure a consistent and cohesive approach to providing clinical direction, leadership and development that supports quality improvement principles.
13. Be the named station(s) point of contact and in conjunction with the area HoO, provide a robust deputy role/process for other Station Managers during absence.

Command

The principal focus for this post holder is to support the Operational Command elements. The core areas are:

1. Initial assessment of all incidents attended to identify if any escalation including command and control is required or not.
2. Overall command of smaller and/or single service incidents where command is required. This may be taking over from the initial scene management undertaken by those first on scene.
3. Also referred to as functional roles in the larger, more complex incidents such as a major incident. The Operational Commander would undertake such role(s) as requested by the relevant EMAS Tactical Commander.
4. If called upon represent the Trust at a Tactical Coordinating Group (TCG) as a as a Liaison Officer on behalf of a Trust Tactical Commander.

Strategy and Policy

1. Contribute to the development of longer term Divisional plans, local strategy and decision making.
2. Support the delivery of Divisional objectives and performance in contribution to the overall performance of the Division / organisation.
3. Responsible for the station level performance and delivery of metrics, across all domains, i.e. finance, quality, people, efficiency.
4. Works at station level to formulate plans to improve local services and involved in local transformational change.
5. Responsible for the implementation and delivery of Trust policy and practice for responsible stations that support improvements in efficiency, effectiveness and quality of care.
6. Responsible for making recommendations for improvements in working practices to enable improved patient care, enhanced quality of service provision, delivery of performance trajectories and optimal use of available resource.
7. Ensures team members are aware and understand Trust's strategic and operational objectives and decisions, establishing processes for allowing staff to influence / be involved in these.

Governance

1. Accountable for the Health and Safety of team members within area of responsibility.
2. Ensure appropriate governance arrangements are in place at station level in line with the Divisional and organisational infrastructures - Clinical, Financial and Workforce.
3. To work with DSCLs to fully implement clinical guidance and standards within their defined area, ensuring robust clinical governance processes are in place and align with the area and Division.
4. Joint accountability with DSCLs for delivery of the completion / compliance of team's clinical supervision and essential education.
5. Ensures the adoption and practice of all risk and safety policies and procedures including adherence to safe working practices; conduct and review of risk assessments; adherence to quarterly workplace inspections; untoward incident reporting and investigation and resulting actions.
6. Investigate untoward incidents (IR1s) and patient or staff complaints, escalating matters in in line with the relevant reporting procedures, identification of trends, implementation of improvement plans and ensuring lessons learnt are disseminated and implemented.
7. Point of contact for coronial process, i.e. ensuring release and support for staff requested to attend coroner's offices or court.

8. Ensure risk management processes are in place, embedded and escalated through Divisional risk management process.
9. Contribute to the local elements of the Divisional risk register, identifying risks appropriately.
10. Responsible for the compliance and usage of ePRF, working closely with DSCLs on ePRF quality and standard.
11. Ensure own competence is maintained in line with the National Occupation Standards and Trust Command & Control Policy to ensure the 'Authority to Act' is maintained.
12. Ensure that all contemporaneous logs are kept in accordance with logging principles.

Financial Management

1. Responsibility for ensuring that all associated invoices/delivery of orders are correct and processed accordingly in line with the Trust's financial procedures.
2. Accountable to the Head of Operations for the management of station budget and to ensure effective use of financial resource.
3. To work in conjunction with the Divisional leadership team to implement service line reporting within their areas of responsibility.
4. To contribute and input into the future financial management plans including organisational cost improvements and future budget setting processes.
5. Ensure compliance with all relevant Trust Standard Financial Instructions (SFIs).
6. Be the station(s) approver for pay claims, e.g. mileage and timesheets and in conjunction with the area HoO, provide a robust deputy role/process for other Station Managers during absence.

Performance and Resource Management

1. Responsible for the achievement of team performance targets, patient quality standards and the Trust's Key Performance Indicators for defined station(s) of responsibility.
2. Provision of leadership and support to the respective station teams.
3. To monitor service performance within their area of responsibility and take corrective action as required, in order to sustain and improve performance.
4. Support and contribute to the development of the divisional delivery plans.
5. Provision of incident management in line with JESIP, Trust and national command guidance and policy at serious/critical incidents, liaison with other emergency services and outside agencies in order to ensure safe and effective incident management.
6. Assume a command role at major and other incidents in line with the National Occupational Standards
7. Ensures the effective utilisation of all resource assets (people, fleet, equipment etc.) for station(s), proactively working with the Head of Operations for the area. Also, reactively liaising as required with the Tactical Commander, Divisional Senior Manager (Planning) and Trust services (including resource management teams) to maximise capacity to meet demand surges.
8. Responsible for the continual review and management of available resources, including through audit requirements.
9. Provision of plans and proposals for improving the innovative and effective use of said resources.
10. Ensure that all fleet vehicles within their defined station(s) are audited as per established processes, in line with Trust infection control procedures and regarding stock levels, equipment maintenance and cleanliness.

People and Workforce Profile

1. To provide leadership to an identified staff group and be responsible for ensuring support

- mechanisms are in place for all operational team members following traumatic, aggressive and / or violent incidents.
2. Provide support and welfare for staff members post incident, including the transition from Operational / Tactical Commanders “on-scene” responsibilities.
 3. Accountable for all associated staff performance, appraisals and development opportunities, utilising the Trust performance appraisal processes.
 4. Implement and monitor the effective channels of communication with staff, to locally deliver the Divisional staff involvement and engagement plans.
 5. Effective management of sickness in line with Trust policy and Human Resource guidance.
 6. To provide support and advice to colleagues in the management of individual employee’s performance, conduct and capability and where appropriate ensure staff are managed in accordance with the Trust’s policies (e.g. for capability, for probationers).
 7. Manage individual grievance and disciplinary cases locally where appropriate in line with the Trust’s Disciplinary Procedure and Grievance Policy.
 8. To act as a positive role model at all times especially when dealing with challenging situations.
 9. To ensure effective staff communication is in place and consistently embedded to keep team members informed of changes in working practices, SOPs, Infection Control or any associated policy.
 10. Be responsible for ensuring contractual changes are in place for staff and the accuracy of payroll/employment information for the defined station(s).
 11. Responds to organisational changes/challenges proactively and positively keeping staff and others up to date with current situation.

Clinical Quality

1. Through the collaborative station leadership model (SM and DSCL), be accountable for the delivery of quality care and ensuring a quality improvement culture is embedded within the station(s) of responsibility.
2. Whilst remaining accountable to the respective HoO, adopt a collaborative approach with the DSCLs and Divisional Senior Manager (Quality) to support the local delivery of portfolio objectives.
3. Joint accountability with DSCL for the delivery of the Ambulance Quality Indicators (AQI) and care pathways within the station(s) of responsibility and to ensure that actions are in place where required.
4. Ensure the five domains and associated Key Lines of Enquiry (KLOE) set by the Care Quality Commission (CQC) are adhered to in all settings and actions plans in place where required.
5. Support the DSCLs to enable clinical supervision and support to staff when appropriate.
6. To be accountable for ensuring that all infection prevention control (IPC) and associated procedures are complied with by team members.
7. Carry out investigations where appropriate concerning untoward incidents (IR1s), PALs, formal complaints, potential disciplinary matters and clinical issues, the latter in conjunction with DSCLs.
8. Contribute to the protection of individuals from harm and abuse being responsible for the daily management of operational issues regarding safeguarding.
9. Ensure compliance against Trust policy and current legislation for drug acquisition, administration, relevant record keeping and security, conducting spot audits and managing any deficiencies. This may also include being the named, authorised person responsible for the station level ordering and management of controlled drugs (CDs).
10. In conjunction with the relevant HoO and wider divisional leadership team, support relationships and communication with local stakeholders to provide enhanced service delivery.
11. Provide on scene supervision and support to staff and lead / coordinate the care for critical patients, within scope of practice.

Communication and Stakeholder Involvement

1. To be a highly effective leader that both engages and involves internal and external stakeholder groups in a consistent and equitable manner, supporting the delivery of high quality services.
2. Works in partnership with key internal and external stakeholders to ensure the organisation is informed of any developments and changes that are likely to impact in service delivery and patient expectations.
3. Ensures that effective two-way communication is established and maintained through their area, the Division and Trust overall.
4. Use negotiating and influencing skills to communicate information that can be contentious and to which there may be significant barriers to acceptance for example during disciplinary, grievances, communicating with staff regarding transformational change.

Freedom to Act

1. Works autonomously under own initiative within agreed objectives set by the areas Head of Operations.
2. Deputises for the Head of Operations role where agreed and appropriate, primarily in the station area level capacity.
3. Acts on own initiative, making decisions on behalf of the station area when meeting external stakeholders with referral to Head of Operations when appropriate.

Risk, Health & Safety

1. Promotes the health, safety and welfare of staff and makes recommendations on areas of improvement required.
2. Ensure risk assessments are conducted and appropriate remedial action is implemented, supporting overarching risk management and monitoring.
3. Responsible for all aspects of risk, health and safety management at station(s) of responsibility, escalating matters through agreed routes and enabling services (e.g. Estates/Facilities Management, Health & Safety Teams).

Analytical and Judgement Skills

1. Responsible for effective decision-making, both clinical and operational, against constantly changing circumstances involving a range of options.
2. Reprioritising workload as appropriate to ensure service delivery against local and national response targets.
3. Required to undertake analysis and make judgements on the resources, capability and deployment of resources within specific area on an ongoing basis, making complex decisions in respect to allocation of the resources available.

Physical, Mental and Emotional Demands of the Job

1. May be exposed to distressing incidents and events e.g. large Road Traffic Collisions.
2. Mental requirements of the post holder include the ability to be able to concentrate for prolonged periods of time. With the ability to digest, analyse, distil and communicate large amounts of complex and sometimes sensitive information.

3. The SM role will be required to support and debrief staff, often in difficult or distressing circumstances (work and personal matters).
4. The post holder will work flexibly, including driving between locations, based upon a Divisional level of SM cover, including unsocial hours, recognising the 24/7 nature of the service.
5. May be required to support other areas or Ambulance Trusts as part of the National Mutual aid plan.

The duties and responsibilities of the post will be undertaken in accordance with the policies, procedures and practices of the Trust, which may be amended from time to time.

Patient Safety is a key priority for the Trust. It is your responsibility to ensure that you are fully compliant with EMAS policies and procedures in respect of patient safety, for example Risk Management, Infection Prevention and Control, Safeguarding children and vulnerable adults.

This job description is not intended to be an exhaustive list of duties and responsibilities, but to give an indication of the main areas of activity and involvement.

Communications and Working Relationships:

Internal

- Divisional Leadership Team including members of Divisional SLTs
- Heads of Operations
- Divisional Senior Managers
- Station Managers and Divisional Senior Clinical Leaders
- Divisional Command Teams
- Regional Operations Manager
- Resilience Teams
- Trade Unions
- Human Resources Team
- Enabling Services
- Operational staff
- Station based non-operational staff

External

- External stakeholders including NHS and Local Authority partner organisations, including key system delivery and governance groups
- Category 1 and Category 2 Responders, including other emergency services
- Patients, advocates and patient groups
- Media representatives

Job Description Agreement:

Job Holder's Signature:

Date:

Line Manager's Signature:

Date:

Job Title:

DRAFT

Person Specification

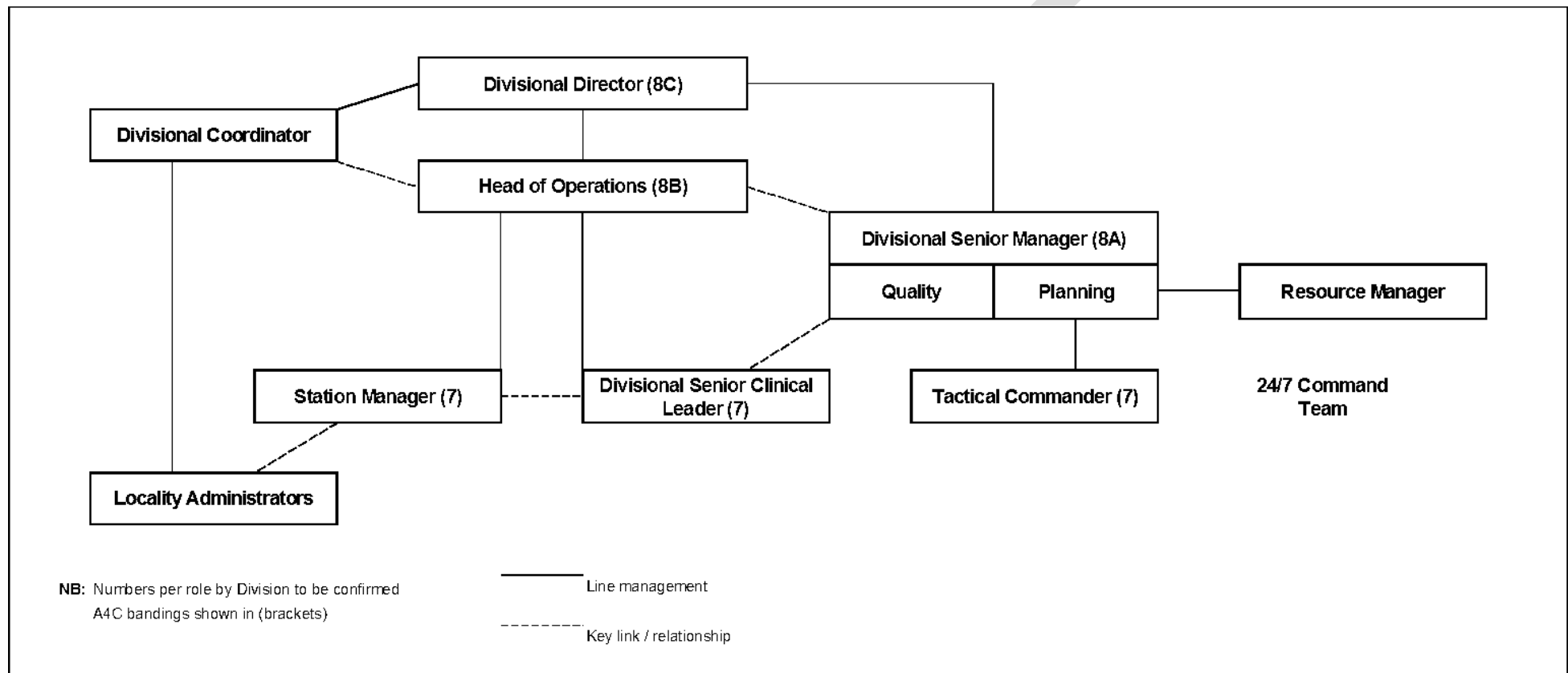
	Essential	Desirable
Qualifications Professional Development	<p>Evidence of ongoing CPD</p> <p>Management diploma or evidence of equivalent demonstrable experience</p> <p>Willingness to undertake any training deemed necessary for the fulfilment of duties</p> <p>Robust evidence of experience and understanding of the wider health care system management</p> <p>A comprehensive understanding of National and Local targets</p> <p>Operational or Tactical Command qualification, or will complete within 18 months of commencement in role</p> <p>Full driving licence</p>	<p>Organisational Development or Innovation qualifications and/or experience</p> <p>Coaching/mentorship qualification</p> <p>On-going CPD around National Occupational Standards Major Incident Management qualifications</p> <p>Ambulance sector experience</p> <p>TRiM Practitioner</p> <p>First responder qualification</p>
Experience	<p>Relevant and evidence of operational experience in managerial roles</p> <p>Evidence of supervising and managing diverse teams of staff</p> <p>Ability to deal with emotional and distressing situations</p> <p>Demonstrable professional conduct, openness and inclusion</p> <p>Encouraging innovative thinking in self and others</p> <p>Working under pressure, demonstrating</p>	<p>Experience of working in a management position in public sector, and/or ambulance service.</p> <p>Project management experience</p> <p>Operated within a clinical service</p>

	<p>significant resilience, confidence and self-belief in challenging situations</p> <p>Ability to meet challenging deadlines and manage conflicting priorities</p> <p>Working unsupervised and on own initiative to deliver Trust and national policies and guidelines</p> <p>Adapting leadership style and communication style to suit the situation and person(s)</p> <p>Demonstrate and/or articulate a commitment to the values and principles of a public service - health and social care in particular</p> <p>Extensive evidence of problem solving using own initiative</p> <p>Evidence of leading and delivering successful change</p>	
Knowledge and Skills	<p>Ability to interpret data, contribute to strategy, policy and procedures, attend meetings and produce performance action plans</p> <p>Ability to plan and organise a range of complex activities, which require the formulation and adjustment of plans or strategies</p> <p>Resource planning skills and able to prioritise across a number of areas to maximise the use of resources in a dynamically changing environment</p> <p>Ability to lead, motivate and inspire others</p> <p>Highly developed communication skills, both verbal and written</p>	<p>Ability to think creatively and display an innovative approach to identifying and implementing solutions to further enhance the delivery of operational services</p> <p>Has strong analytic and critical reasoning skills in order to identify and initiate resource and quality of service improvements across a number of sites which are key to the success of delivery</p> <p>Negotiate and influence at a senior/strategic level</p> <p>Knowledge of Major Incident Procedures</p>

	<p>Ability to assess risks, anticipate difficulties and successfully address them</p> <p>Proficient in MS Office based programmes</p> <p>Committed to promoting diversity and awareness of equal opportunities</p> <p>Able to produce results to deadlines and work under pressure</p> <p>Understanding of Ambulance Service Policies, Procedures and Strategy and of broader NHS/Ambulance issues</p> <p>Demonstrate commitment to the values and principles of public service - health and social care in particular</p> <p>Able to work effectively within a team</p> <p>Has knowledge regarding:</p> <ul style="list-style-type: none"> • Operational performance standards • Clinical Quality Indicators • CQC requirements • Governance arrangements and processes • The Equality Act/EDS2 • Current employment legislation 	
Personal Attributes	<p>Desire to 'own the problem' and deliver a workable solution</p> <p>Ability to delegate tasks and functions appropriately</p> <p>Strong inclusive leadership style with a desire to motivate people</p> <p>Demonstrates high level of emotional intelligence</p>	

	<p>Innovative and creative</p> <p>Demonstrates integrity through values and principles</p> <p>Committed to diversity, difference and equality</p> <p>Demonstrates flexibility</p> <p>Demonstrate a leadership style which is visible and democratic</p> <p>Demonstrates resilience, confidence and self-belief when under pressure</p> <p>Demonstrates self-awareness which includes awareness of impact on others</p>	
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Appendix 1 – Divisional Structure



Appendix 2 – EMAS Command Structure

