JOB DESCRIPTION

## JOB DETAILS:

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| Job Title: | **Service Manager** |
| Band: | 8b |
| Directorate: | Surgery Services Group |
| Department: | Theatres, Anaesthetics, Critical Care and SSD |
| Base: | Somerset FT |
| Responsible for: | Theatres, Anaesthetics, Critical Care and SSD |
| Responsible to: | **Deputy Service Group Director** |

## Job Purpose:

The post holds a leadrole for the countywide operational and budgetary management and strategic planning of the service areas.

This post is the senior responsible individual for overall assurance that all services are focussed on ensuring the most effective and efficient use of resources to deliver a high quality service that achieves the required performance targets in line with the Trust’s core values.

The post holder will be expected to provide clear leadership and direction on

improvement of patient services, working with the multi-disciplinary team. They will

also be expected to ensure that the services provided are responsive to patient needs,

that planning of services, involving patients and users, and reflect the diverse

population served.

The post holder will be expected to provide senior leadership and people management, in order to recruit and retain high quality staff, provide effective appraisal and statutory training and promote team working and strong staff involvement in decision making within the sphere of their responsibilities. This will include long term workforce planning and development.

The post holder will be **responsible** for ensuring that income and expenditure targets

are met for allocated services while balancing the delivery of services.

The post holder may also take a lead role across the group for a number of areas as delegated by the Director and Deputy Director for group.

**Date of Job Description: December 2022**

## Duties and Responsibilities

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| **Communication and Key Working Relationships** |
| Provide and receive highly complex, highly sensitive or highly contentious information; barriers to understanding. Maintain and develop communication networks with key stakeholders, linking across Trusts/CCGs and all other agencies  Ensure effective communication in place with all team members, including team briefs to ensure staff are well informed of corporate strategic and operational objectives as required. KEY RELATIONSHIPS  * Executive Team * Medical Directors * Group SLT * Group CDs and CSLs * Group Consultants * Other Service & Site Directors * Corporate Directors * Service Managers * Professional Leads * GPs * ICBs * Adult Social Care * Partner Agencies * Patient/Service User Groups   Patients and Carers    **Staff Engagement**   * Lead development and implementation of staff engagement programme responding to any themes that arise from the national staff survey. * Ensure clear lines of communication to all staff within the group and ensure a culture of listening and support in place. * Respond in a timely way to issue of staff morale and support requirements identified |
| **Planning and Organisation** |
| **Service Development**   * To support and maintain a clear strategic direction for each clinical service that is both owned by all staff groups and consistent with the overall aims of the Division and Trust. * Work with commissioners to plan, develop and provide joint services with multi-agencies to maximise service effectiveness and efficiency. * Plan and participate in service development and the creation of robust service level agreements as part of the commissioning process. * Be responsible for and provide clear direction on modernisation and improvement of patient services. * Lead service development and implementation of Operating Plan in areas of responsibility. * Ensure patient and user involvement in the evaluation and redesign of services. * Support or lead the delivery of Trust-wide projects as required |
| **Analytics** |
| **Performance Management**   * Responsible for the delivery, monitoring and reporting of all national performance standards * Ensure the outcome paperwork from clinic appointments are collected, recorded and actioned in a timely way. * Ensure administrative staff are working to and delivering Trust standards, including the management of RTT access rules. * Develop and lead the recovery plans against areas of under-performance across as required * Source and interpret data as required to generate performance reports as required on behalf of the group. * Ensure risk register for all services are fully up to date and that there is clear mitigation and action plans against any identified risks. * Investigate and respond to comments/complaints in person and / or in writing, in line with Trust policy and take appropriate action to address any issues arising. * Responsible for ensuring that all RCAs and SIs are investigated, within Trust standards and procedures. |
| **Responsibility for Patient / Client Care, Treatment & Therapy** |
| **Service Management**   * Responsible for the operational delivery of the full range of services * Ensure the highest possible quality of patient care (clinical and non-clinical) through the development of effective teamwork and in particular through the empowerment of the Clinical Director, Speciality leads and Senior Nurses leading to at least a good CQC rating. * Ensure administrative teams are clear on role requirements, are fully staffed and are working to Trust standards to ensure patients are booked in order, follow-up appointments are maintained within required timescales, typing turnaround times are maintained within set standards and that no clinical incidents or cancellations occur due to booking errors. * Lead the production of reports / trend analysis for group Board and / or external audiences as required, on behalf of the group. * Undertake benchmarking / research into other services nationally and internationally in order to inform management of services locally. * Lead the assurance for the division that appropriate systems are in place to closely monitor and deliver relevant clinical and non-clinical performance targets. * Have a full understanding of GIRFT and Model Hospital metrics and manage relevant improvement plans |
| **Policy, Service, Research & Development Responsibility** |
| **Risk Management and Clinical Governance**  Devise, interpret and implement appropriate policies to enable efficient service delivery   * Ensure robust, transparent and auditable governance processes for reporting and learning from patient safety incidents and complaints. * In partnership with the Clinical Governance Lead and Nursing leads, ensure that robust arrangements for patient safety are maintained. * Ensure that a ‘Just Culture’ is embedded within the Group |
| **Responsibility for Finance, Equipment & Other Resources** |
| **Financial Management**   * Responsible for the service area’s spend and income. * Exert tight financial control over the budget using effective delegation of responsibility to department budget holders and the engagement of clinicians in financial issues. * Lead the annual capacity planning for specialities * Identification and delivery of the Cost Improvement Programme * Responsible for the delivery of planned activity against SLA * Ensure the workforce is recruited to full establishment * Ensure tight controls on recruitment of new staff and that Pay Control Process is followed in all areas. * Ensure premium rate staff costs are kept to a minimum and that all usage is signed off through agreed process. |
| **Responsibility for Supervision, Leadership & Management** |
| **Operational Management and Leadership**   * Provide senior leadership and support for all staff with specialties * Be responsible for the delivery of Trust and Group objectives. * Provide direct line management for relevant staff * Be an active member of the group senior management team. * Work closely and effectively with clinical staff and clinical leads across the group, and wider Trust.   **Workforce and Staff Management**   * Focus on addressing key workforce issues, including recruitment and retention, and training and development. This will involve workforce planning and role redesign to incorporate common core competencies and skills to meet changing multi-agency service delivery models. * Responsible for ensuring that sickness rates are below the Group and Trust targets. * Ensure that all staff have clear SMART objectives linking to the Trust objectives and the Trust/Groups Operating Plan. * Ensure all medical rotas within the hospital are compliant with the new junior doctor contract and put plans in place to resolve any compliance concerns. * Develop a culture of innovation and development and encourage effective succession planning and talent management. |
| **Information Resources & Administrative Duties** |
| As required |
| **Any Other Specific Tasks Required** |
| Partnership Working   * Develop collaborative partnerships with other NHS Trusts, CCGs and other community and acute organisations as required. * Work collaboratively with private sector and independent sector organisations as required.   Trust / Division-Wide Responsibilities   * Participation in the Trust-wide management on-call rota.   Personal Development   * Define and agree personal developmental needs through the Appraisal process. * Work within the Trust Policy Framework at all times. * Maintain competency in practice and relevant statutory and mandatory training achievement. |

## Review of this Job Description

## This job description is intended as an outline indicator of general areas of activity and will be amended in the light of changing service needs. This job description is to be reviewed in conjunction with the post holder on an annual basis.

## General Information

## At all times promote and maintain the safety of children by working according the Trust's Child Protection Policy and supporting guidance. Being pro-active and responsive to child protection concerns by early reporting, recording and referral of issues according to Trust arrangements. Attending child protection training that is appropriate to your role.

## Confidentiality

## The post holder will maintain appropriate confidentiality of information relating to commercially sensitive matters in regard to Trust business, and also to personal information relating to members of staff and patients. The post holder will be expected to comply with all aspects of the General Data Protection Act (2018), the Staff Code of Confidentiality and the IT Security and Acceptable Use Policy.

## Equality & Diversity

## Somerset NHS Foundation Trust is committed to achieving equality of opportunity for all staff and for those who access services. You must work in accordance with equal opportunity policies/procedures and promote the equality and diversity agenda of the Trust.

## Safeguarding

## All employees have a duty for safeguarding and promoting the welfare of children and vulnerable adults. Staff must be aware of the Trust’s procedure for raising concerns about the welfare of anyone with whom they have contact.

## Risk Management / Health and Safety

## Employees must be aware of the responsibilities placed on them under the Health & Safety at Work Act 1974, ensure that agreed safety procedures are carried out and maintain a safe environment for employees, patients and visitors.

## Records Management

## The post holder has responsibility for the timely and accurate creation, maintenance and storage of records in accordance with Trust policy, including email documents and with regard to the General Data Protection Act, The Freedom of Information Act and any other relevant statutory requirements.

## Clinical Governance

## The post holder will be expected to participate in clinical governance activities to assist the Trust to provide high quality services.

## Prevention and Control of Healthcare Associated Infection

## The post holder is expected to comply with Trust Infection Control Policies and conduct themselves at all times in such a manner as to minimise the risk of healthcare associated infection.

## Smoking

## The Trust operates a ‘non-smoking’ policy. Employees are not permitted to smoke anywhere within the premises of the Trust or when outside on official business.

## Policies & Procedures

## Trust employees are expected to follow Trust policies, procedures and guidance as well as professional standards and guidelines. Copies of Trust policies can be accessed via the staff intranet or external website or via your manager.

## Sustainability Clause

## Somerset NHS Foundation Trust is committed to creating a sustainable business. Staff employed by the Trust, are required to think about their actions in the course of their work and make positive steps to reducing, reusing and recycling wherever and whenever possible.

## Person Specification

**This is a specification of the Qualifications, Skills, Experience, Knowledge, Personal Attributes and Other Requirements which are required to effectively carry out the duties and responsibilities of the post (as outlined in the Job Description).**

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| **Requirement** | **Essential / Desirable** | **How Assessed** |
| **QUALIFICATIONS & TRAINING**  **Evidence of Qualifications required**  Educated to Masters level or equivalent level of experience  Evidence of ongoing professional development  Managerial qualification or experience. | **E**  **E**  **E** |  |
| **KNOWLEDGE**  Ability to demonstrate capacity and capability for operational/clinical service management, including staff, financial and change management.  Able to demonstrate successful delivery of change and performance with and through teams.  Up to date knowledge of relevant legislation, theory and policies relating to the service.  Sound knowledge and understanding of governance including risk assessment and management  Able to demonstrate knowledge of accessing, analysing and using information | **E**  **E**  **E**  **E**  **E** |  |
| **EXPERIENCE:**  Mentorship training or experience  Experience of translating strategic plans and policies into operational reality  Ability to use highly developed influencing and persuading skills in sensitive or challenging situation  Proven ability to make sound judgements involving the analysis, evaluation and interpretation of highly complex facts of situations | **E**  **E**  **D**  **E** |  |
| **COMMUNICATION SKILLS**  Able to demonstrate ability to communicate information to senior managers, staff, patients, carers, external agencies: requires negotiating, persuasive, motivational, reassurance skills. Is able to give formal presentations to large groups of people.  Excellent communication skills including the ability to work in a multi-disciplinary, multi-agency environment. | **E**  **E** |  |
| **PLANNING & ORGANISING SKILLS**  Ability to analyse complex problems and to develop practical and workable solutions to address them.  Ability to cope with non-routine and unpredictable nature of workload  IT literate and able to write reports, papers and make presentations to a variety of audiences  Excellent time management skills  Demonstrate high calibre leadership and ability to work as an effective role model.  Proven ability to work flexibly | **E**  **E**  **E**  **E**  **E** |  |
| **PHYSICAL SKILLS**  Able to work under pressure, dealing with a complex range of competing priorities  Able to work autonomously and unsupervised.  Ability to lead and develop a multidisciplinary team recognising the professional boundaries.  Fully understands confidentiality and adheres to it at all times.  Ability to act as a role model and advocate for Provider Services.  Maintains smart, professional appearance at all times.  Excellent time keeping and able to work flexibly to include occasional evening and weekend working as necessary.  Able to travel between sites across the county | **E**  **E**  **E**  **E**  **E**  **E**  **E**  **E** |  |
| **SUPPORTING BEHAVIOURS**  To carry out this role successfully the post holder needs to be fully aware of and adhere to Trust values/standards and reflect these as their behaviours:   * Kindness * Respect * Teamwork | | |

## SUPPLIMENTARY INFORMATION

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| **Physical Effort** | **Yes** | **No** | **If yes – Specify details here - including duration and frequency** |
| Working in uncomfortable / unpleasant physical conditions |  | ✓ |  |
| Working in physically cramped conditions |  | ✓ |  |
| Lifting weights, equipment or patients with mechanical aids |  | ✓ |  |
| Lifting or weights / equipment without mechanical aids |  | ✓ |  |
| Moving patients without mechanical aids |  | ✓ |  |
| Making repetitive movements | ✓ |  | Keyboard use/touch typing following Trust’s DSE policy and guidelines - 80% |
| Climbing or crawling |  | ✓ |  |
| Manipulating objects |  | ✓ |  |
| Manual digging |  | ✓ |  |
| Running |  | ✓ |  |
| Standing / sitting with limited scope for movements for long periods of time |  | ✓ |  |
| Kneeling, crouching, twisting, bending or stretching |  | ✓ |  |
| Standing / walking for substantial periods of time |  | ✓ |  |
| Heavy duty cleaning |  | ✓ |  |
| Pushing / pulling trolleys or similar |  | ✓ |  |
| Working at heights |  | ✓ |  |
| Restraint ie: jobs requiring training / certification in physical interventions |  | ✓ |  |
| **Mental Effort** | **Yes** | **No** | **If yes - Specify details here - including duration and frequency** |
| Interruptions and the requirement to change from one task to another ( give examples) | ✓ |  | The post holder is required to maintain concentration throughout constant interruptions from staff, telephone calls and emails, many of which require immediate attention. The role requires prolonged concentration throughout the day, the ability to engage in several tasks simultaneously and prioritisation of a workload that is constantly changing throughout the day - 80% |
| Carry out formal student / trainee assessments |  | ✓ |  |
| Carry out clinical / social care interventions |  | ✓ |  |
| Analyse statistics | ✓ |  |  |
| Operate equipment / machinery | ✓ |  |  |
| Give evidence in a court / tribunal / formal hearings |  | ✓ |  |
| Attend meetings (describe role) | ✓ |  |  |
| Carry out screening tests / microscope work |  | ✓ |  |
| Prepare detailed reports | ✓ |  |  |
| Check documents | ✓ |  |  |
| Drive a vehicle |  | ✓ |  |
| Carry out calculations |  | ✓ |  |
| Carry out clinical diagnosis |  | ✓ |  |
| Carry out non-clinical fault finding |  | ✓ |  |
| **Emotional Effort** | **Yes** | **No** | **If yes - Specify details here - including duration and frequency** |
| Processing (eg: typing / transmitting) news of highly distressing events | ✓ |  |  |
| Giving unwelcome news to patients / clients / carers / staff |  | ✓ |  |
| Caring for the terminally ill |  | ✓ |  |
| Dealing with difficult situations / circumstances | ✓ |  | May deal with staffing issues, or performance reports. |
| Designated to provide emotional support to front line staff |  | ✓ |  |
| Communicating life changing events |  | ✓ |  |
| Dealing with people with challenging behaviour | ✓ |  |  |
| Arriving at the scene of a serious incident |  | ✓ |  |
| **Working conditions – does this post involve working in any of the following:** | **Yes** | **No** | **If yes - Specify details here - including duration and frequency** |
| Inclement weather |  | ✓ |  |
| Excessive temperatures |  | ✓ |  |
| Unpleasant smells or odours |  | ✓ |  |
| Noxious fumes |  | ✓ |  |
| Excessive noise &/or vibration |  | ✓ |  |
| Use of VDU more or less continuously | ✓ |  | Use of VDU equipment  Word process for substantial portion of time |
| Unpleasant substances / non household waste |  | ✓ |  |
| Infectious Material / Foul linen |  | ✓ |  |
| Body fluids, faeces, vomit |  | ✓ |  |
| Dust / Dirt |  | ✓ |  |
| Humidity |  | ✓ |  |
| Contaminated equipment or work areas |  | ✓ |  |
| Driving / being driven in **Normal** situations |  | ✓ |  |
| Driving / being driven in **Emergency** situations |  | ✓ |  |
| Fleas or Lice |  | ✓ |  |
| Exposure to dangerous chemicals / substances in / not in containers |  | ✓ |  |
| Exposure to Aggressive Verbal behaviour | ✓ |  |  |
| Exposure to Aggressive Physical behaviour |  | ✓ |  |

The Knowledge and Skills Framework (KSF) outline for this post which demonstrates the skills and competencies required once in post should be considered in conjunction with this document.

**Job Profile Agreement**

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| Agreed and Signed: | (Manager) | Date: |  |
| Agreed and Signed: | (Post Holder) | Date: |  |
| Date Role Description is Effective From: | |  | |