

Job Description

Job Title:	Service Manager
Band:	7
Base:	You may be required to work in other designated locations of the Trust as well as your primary base. In particular, flexibility is required across the three main hospital sites (Leicester Royal Infirmary, Leicester General Hospital and Glenfield Hospital). If your initial location is one of these sites excess travel reimbursement would not apply for a permanent or temporary change of base.
Reports to:	Clinical Management Group (CMG) – Head of Operations
Accountable to:	CMG Head of Operations and Clinical Director

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<https://www.leicestershospitals.nhs.uk/aboutus/work-for-us/>

Job Summary

- The Service Manager is accountable to the relevant General Manager, to support the effective and efficient operational management of the allocated CMGs area/s, ensuring delivery of high-quality patient care services within the resources available.
- This will include ensuring effective co-ordination and where appropriate, management of budgets and agreed performance objectives and contracts as well as working closely with Heads of Service and General Manager on business planning and the development and continuous improvement of patient care processes.

Key responsibilities include:

- Support the General Manager and thereby the Deputy Head of Operations, to operationally manage service resources.
- Develop robust management of capacity, waiting lists, reporting and efficiency metrics.
- Work closely with the Nursing, Admin, Advanced Health Practitioners and Clinical teams to ensure the smooth running and efficient use of the imaging resource.
- Provide clear and concise data and information on the use of imaging lists to increase understanding of efficiency by all stakeholders.
- Support of the General Manager and thereby the Deputy Head of Operations, to manage the operational aspects of the service encompassing the management of all resources.
- and the monitoring and achievement of agreed performance objectives within the context of National and Trust frameworks.
- In conjunction with Heads of Service and Matrons and in support of the General Manager and CMG Team to consider, plan and implement change to ensure continuous service and efficiency improvements to enhance the patient care services provided by Imaging.
- Management of other members of the management support team as required.

<p>Budget</p>	<ul style="list-style-type: none"> • Support the General Manager in managing Team specific pay and non-pay budget. • Maximise use of clinical resources, implementing best practice in patient flow, admission, and discharge arrangements. • Consult with General Manager on key developments ensuring the efficient and effective management of CMG resources. • Support and develop new ways of working and new role developments. • Support the delivery of the annual CIP programme.
<p>Staff</p>	<ul style="list-style-type: none"> • In support of the General Manager to review the support workforce on an on-going basis to ensure it has the right numbers and the right level of knowledge, skill and expertise to deliver services in the most effective and efficient way. • To ensure that all staff with management or supervisory responsibility within the service have been trained in core HR policies such as Equality and Diversity, Diversity, Discipline, Recruitment, Workforce Change, and are competent to deal with first line HR issues. • Ensure that all staff that report to this post are regularly appraised and have a Personal Development Plan which supports the Trust excellence agenda.
<p>Policy</p>	<ul style="list-style-type: none"> • To support the General Manager to provide assurance that the service is providing the best quality of patient care in line with national healthcare standards. • To support the General Manager to implement systems and processes to be able to provide assurance to the CMG Team the CMG meet or exceeds the relevant Care Quality Commission (CQC) standards for registration and continues to comply with licencing requirements and local healthcare targets. • To support the General Manager to maintain a systematic approach to handling patient complaints to ensure that these are resolved in accordance with Trust and national guidelines.

Communications	<ul style="list-style-type: none">• To help establish and maintain effective two-way channels of communication within the CMG.• To maintain lines of communication with other Service Managers in the Trust and wider healthcare community if appropriate to ensure that services are integrated.• To support a communication structure within non-medical clinical services within the service to ensure all staff are and remain engaged in the Trust's vision for delivering excellence in all we do.• To ensure that good practice is rapidly shared within the CMG and wider organisation where appropriate.
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KEY WORKING RELATIONSHIPS

The Service Manager will:

- Work closely with senior clinical and non-clinical colleagues within the CMG and particularly with the Modern Matron/s, ward managers, medical staff and other staff within the specified service area.
- Establish appropriate working relationships with colleagues in other CMGs with whom their service interacts and with external bodies, such as General Managers and Service Managers within other specialties, General Practitioners and/or Primary Care Trusts for the fulfilment of particular service issues.
- Work with colleagues within the corporate CMGs (e.g. Nursing, Human Resources, Finance, Clinical and Corporate Governance, Facilities) as necessary.

KEY RESULT AREAS

Leadership

- To support the General Manager and deputise for them in their absence.
- To support a culture of strong visible leadership within the CMG, and an environment in which staff are valued and respected.
- To assist the General Manager in the production of business plans, and service development for the service, where appropriate leading on specific service plans.
- Under the direction of the General Manager, to bring forward to the CMG Management Team budget proposals to enable the delivery of service plans and which reflect appropriate value for money.
- To ensure that staff reporting to this post are valued, supported and clear what is expected of them.
- To encourage the development of any staff directly managed to their full potential through systematic individual performance development review and the establishment of personal development plans, reflecting the needs of the organisation and the individual.
- To ensure that changes to workforce policies are implemented across the area and that this is done consistently.
- To support a culture in which individuals feel able to report incidents and that learning takes place from all incidents and complaints.

Service Delivery

- To work collaboratively with others to identify and implement potential service improvements or developments, where necessary producing business cases for consideration by the CMG Management Team seeking advice and guidance from the General Manager.
- To promote a culture in which multi-disciplinary teams strive for continuous quality improvement by recording and learning from mistakes and complaints.
- To work proactively to ensure collaborative and effective relationships within the service and between the service and other services, whether within or outside the CMG, (and within and outside the Trust where appropriate.)
- To ensure effective systems of communication are in place and utilised.

Performance Management

- To be responsible for any specific budget areas delegated by the General Manager and to support the General Manager in co-ordinating budgets and financial plans for the services.
- To work in collaboration with all staff in the service area/s to ensure that the business plans are fulfilled and that there is adherence to the budget.
- To lead on or support new regional or local initiatives.
- To analyse, monitor and manage patient activity and other service performance in a way that complies with National, Regional or local standards and targets.
- To monitor closely contracts and targets to enable proactive and timely actions, liaising with the General Manager as appropriate.
- To produce reports on financial, contractual and performance as necessary.
- To participate in benchmarking, policy setting and review to ensure standards are maintained and reviewed.
- Where required, to manage relevant staff within the service areas, in such a way that contracts and targets are delivered.
- To ensure that sickness absence for staff that report to this post is managed appropriately and in line with the Trust's Sickness Absence Policy.
- To participate as appropriate in the proper investigation of patient complaints or complaints from other users of the service, drafting of responses as necessary and taking identified corrective actions.
- To support the education of staff by encouraging learning from complaints to ensure the highest quality of patient care is delivered.
- To support the systems of incident reporting and education of staff following incidents and adverse events.

Research and Development

- Help ensure that the relevant service contributes towards the Trust's Research Strategy.
- Promote medical/clinical research activity.
- To support the General Manager to ensure that opportunities for medical/clinical research and audit at CMG/Specialty level are maximised to support the improvement of clinical outcomes and the patient experience.
- Ensure that research and audit activity is conducted in line with Trust standards, and that results are shared with other specialties as appropriate and the Research and Development Department.

Governance and Risk

- To support the General Manager to ensure that patient safety is at the centre of service delivery of patient services.
- To help ensure that within the service, governance and risk management are seen to be everyone's responsibility.
- To maintain effective systems to record and monitor governance and risk information.
- To help make the case for resources where necessary for submission to the CMG Management Team to deliver an annual Governance Plan, including relevant clinical audit activity.
- To support the General Manager in ensuring that the service employs robust risk management and systems for clinical quality and safety improvement.
- Promote clinical information for benchmarking and audit to improve the patient experience.

Education and Teaching

- In conjunction with the General Manager to ensure that all staff in the service receive appropriate training and on-going development to enable them to fulfil their roles competently and safely.
- To ensure the establishment and maintenance of systems to monitor and ensure that all staff are attending mandatory training as appropriate.
- Promote learning opportunities in a wide range of formats to improve multi-disciplinary and flexible working.
- Promote a culture of lifelong learning.

Other

- To participate in the CMG's management rota.
- The post may be required to participate in the Trust's management on-call rota.

GENERAL

This job description indicates the main functions and responsibilities of the post. It is not intended to be a complete list. You may be required to undertake other duties from time to time as we may reasonably require.

You will be required to maintain compliance with all statutory and mandatory training requirements.

The link to the Trust's policies and procedures is:

<https://secure.library.leicestershospitals.nhs.uk/PAGL/SitePages/Home.aspx>

Person Specification

Post: Service Manager
 Band: 7

Criteria	Essential	Desirable	Stage Measured at A – application I – Interview T – Test
Commitment to Trust Values and Behaviours	<ul style="list-style-type: none"> Must be able to demonstrate behaviours consistent with the Trust's Values and Behaviours 		Interview
Training & Qualifications	<ul style="list-style-type: none"> Educated to degree level or relevant experience Knowledge of health service management, including change management and workforce redesign Detailed knowledge of the NHS in the acute sector with up-to-date knowledge of medical/surgical specialities. Evidence of CPD 	<ul style="list-style-type: none"> Extensive knowledge of one or more specialties. Knowledge of the impact of support services on the delivery of acute care 	Application Interview

<p>Experience</p>	<ul style="list-style-type: none"> • Experience within the Healthcare sector at junior management level • Proven track record of monitoring healthcare targets • Experience of delivering service change within an NHS setting • Experience of managing performance issues 	<ul style="list-style-type: none"> • Experience of working in an Acute Teaching hospital • Experience of reporting on complex performance management information • Experience of PTL management • Experience of staff management 	<p>Application Interview</p>
<p>Communication and relationship skills</p>	<ul style="list-style-type: none"> • Excellent communications skills, both written and oral • Evidence of being a team-player but able to stand back when necessary • Ability to motivate staff • Ability to present complex data • Proven influencing skills • Ability to manage conflict 		<p>Application Interview</p>
<p>Analytical and Judgement skills</p>	<ul style="list-style-type: none"> • Logical thinker with evidence of delivery • Excellent problem-solving skills using team when appropriate • Ability to understand complex financial and clinical data 		<p>Application Interview</p>

	<ul style="list-style-type: none"> • Business focused • Sensitive to clinical and political demands • Ability to cut through barriers to change 		
Skills	<ul style="list-style-type: none"> • Well-developed IT skills, particularly word and excel 		Application Interview
Planning and organisation skills	<ul style="list-style-type: none"> • Demonstrable organisational skills • Track record of delivering to deadlines • Track record of identifying problems and proposing and implementing solutions 		Application Interview
Equality, Diversity and Inclusion	<ul style="list-style-type: none"> • Able to demonstrate a commitment to and understanding of the importance of treating all individuals with dignity and respect appropriate to their individual needs 		Interview
Other requirements specific to the role	<ul style="list-style-type: none"> • Able to participate in CMG management rota 		Application Interview

	<ul style="list-style-type: none">• Able to participate in Trust's management on-call rota if required		
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