

Job Description

Role Title: Pathology Section Manager

Band: 7

Contract: Permanent

Responsible to: Network Discipline Manager and Clinical Lead

Accountable to: Head of Operations, Coventry & Warwickshire Pathology Network Services

Location: CWPS Pathology Network (University Hospital Coventry and Warwickshire NHS Trust, George Eliot Hospital NHS Trust and South Warwick Foundation Trust).

Key working relationships:

Discipline Biomedical Scientists, Specialist Biomedical Scientists and Trainees.

Discipline Biomedical Assistants.

Discipline Section Managers and Network Section Manager colleagues in area of responsibility.

Network Discipline Manager.

Discipline Clinical Lead and Clinical team.

Senior Pathology Management team.

Our Vision, Values and Behaviours

At University Hospitals Coventry and Warwickshire (UHCW) NHS Trust our vision is to be a national and international leader in healthcare, rooted in our communities. Our Organisational Strategy *More than a Hospital* (2022-2030) was shaped by the views of our staff, patients and stakeholders and sets a clear plan for improvements in healthcare.

We aim to deliver the best care for our communities, being exceptional in everything we do. We do this by providing proactive, joined up support for local people and we deliver specialised services for those with the most complex health conditions. We set out to create the best experiences for our staff and work positively in partnership with other organisations to achieve the best healthcare outcomes.

Our vision and purpose are underpinned by a clear set of values that reflect the culture we want to create: *Compassion, Openness, Pride, Partnership, Improve, Learn and Respect*.

Developed by our staff, our seven values guide what we do daily. Whatever our role or level, we commit to uphold these values as we work together to deliver world class care.



Compassion



Improve



Learn



Openness



Partnership



Pride



Respect

Net Zero and Sustainability.

UHCW NHS Trust, by virtue of its Green Plan, is committed to ensuring that the way we provide services minimises the impact on the environment and the future health of the public e.g. zero waste to landfill, reducing our carbon footprint and increasing our recycling and reuse percentages.

Job Summary

To manage a section of the laboratory service and be responsible for all aspects of service delivery of that section. This will include leading a team of qualified and support staff and developing and promoting efficient, effective and robust systems and processes in the management of all resources. Resources that will be managed include those which impact on delivery against financial targets, staff, information, and equipment in any laboratory section within the Network.

The Section Manager will develop a culture in which staff are continuously improving the delivery of high-quality services through ensuring the development of realistic objectives for staff, leadership, motivation and systematic performance management across the Pathology Network.

Main duties

As part of our commitment to patients and delivery of a world class service for all we have created the UHCW Improvement (UHCWi) System in partnership with the Virginia Mason Institute in Seattle; this involves a structured approach to removing waste and putting the patient first using a lean management system and methodologies. Our culture and ways of working reflect and embed the practices and methodologies of UHCWi. You are expected, where identified, to attend and complete relevant training and development opportunities to support this. This may include Lean for Leaders, Advanced Lean Training, and the Human Factors Programme, amongst others. Full attendance and completion of identified courses is considered essential and a prerequisite for this post.

1. Managerial/Technical

- a) Daily manage and monitor staff in the performance of routine and specialised diagnostic services on patient and environmental samples containing potentially infectious material including blood, urine, faeces, sputum and tissue specimens using complex and highly specialised techniques to exacting medical and scientific standards according to standard operating procedures. Perform such diagnostic tests when necessary.
- b) Design and plan departmental rotas, allocate and reallocate work schedules for themselves and the team and determine work priorities to meet service needs.
- c) Support the Department Manager in the planning, development, co-ordination and evaluation of the pathology service, and deputise for the Pathology Department Manager as required.
- d) Record, and validate results when required. Interpret complex results, and authorise individual reports from the team in electronic form and / or verbally to persons authorised to receive them e.g. Medical, nursing and non-medical staff.
- e) Is proficient in the use of the Quality Management system, ensuring the effective development and/or management of all controlled documentation, non-conformities and audit reports within the system.
- f) Co-ordinates external and internal quality assurance schemes and supervises compliance with the departmental audit schedules, reviews findings, and implements service changes and improvements where necessary.
- g) Manages the propagation and maintenance of all laboratory aspects of the ISO/CPA standards and MHRA requirements, HTA regulations, HSE requirements and any other statutory regulations, and ensure the delivery of services in line with the principles of these standards and requirements throughout CWPS.

- h) Ensures quality assurance procedures are adhered to and all necessary internal records are maintained. Collates data for and leads departmental meetings and proposes and implements change as appropriate, ensuring clear lines of communication at all times.
- i) Manages and monitors maintenance on routine and complex equipment to ensure accuracy and precision of results. Provides specialist support for staff to troubleshoot faults and take appropriate action to maintain the patient service.
- j) Takes responsibility within the laboratory for achieving and maintaining all local and national performance targets. Management of KPIs (key performance indicators) including prioritising work to achieve turnaround times, managing staff attendance, and attaining and sustaining PDR and mandatory training compliance.
- k) Collect, interpret and collate in an agreed format, information when required for presentation e.g. for departmental Operational Board reports and quality meetings
- l) Propose, oversee and develop the implementation of new techniques, equipment and working practices including supporting any management of change processes which require implementation.
- m) Provide and receive specialist departmental knowledge, to and from staff and service users.
- n) Manage and maintain stocks of materials, reagents, consumables and equipment, ensuring the most economical use of non-pay resources, identifying areas of cost improvement.
- o) Deal with difficult and complicated telephone enquiries, such as complaints, record information and complete follow up reports when necessary

2. Clinical

- a) Interpret complex laboratory results and take appropriate action in line with laboratory policies and procedures e.g. authorisation of results, ordering relevant follow-up laboratory procedures, adding technical and approved predefined clinically relevant comments, referring results for an expert opinion or clinical interpretation, informing the requestor of clinically significant results according to Network agreed policies.
- b) Take part in and support laboratory-based research projects, and support clinical trials, and encourage innovation amongst all staff.

3. Health and Safety

- a) To ensure that correct local and Trust policies are adhered to by all staff. Ensure all accidents, injuries, spillages and breakages are reported on the Trust incident reporting system, and that such incidents or breaches of procedure are investigated and reported in conjunction with the departmental health and safety representative.

4. Laboratory I.T.

- a) Has a good level of understanding and working knowledge of the laboratory information system, makes suggestions for improvements and supports changes when required.

- b) Leads by example and maintains confidentiality, security and integrity of information relating to patients, staff and other health service business.
- c) Uses computer software packages such as Microsoft Office to create laboratory documentation and compile reports to present when needed.

5. Training and Development

- a) Manage the departmental training programme for all grades of staff as directed by the Pathology Department Manager and ensure these are co-ordinated across the Network.
- b) Manage the completion and maintenance of records of training and competence for staff in all sections.
- c) Participate in and encourage continual professional development to maintain high standards of knowledge and skills for all staff.
- d) Organise, participate in and perform personal development reviews, supporting and working to an agreed set of objectives, both personal and departmental/CWPS.
- e) Attend external training/meetings as agreed with Pathology Department Managers and incorporate learning into Network service improvements.
- f) Organise, prepare and deliver formal training sessions to groups to ensure a high level of specialist theoretical knowledge.
- g) Develop specialist knowledge in a departmental section, as agreed with the Pathology Department Manager, but be able to undertake duties at a Band 7 level, in any area, on any site within relevant departments as required.

6. General

- a) Comply with all policies and procedures of University Hospitals Coventry and Warwickshire NHS Trust.
- b) Maintain good working relations with all members of staff and lead by example to promote effective teamwork at all times.
- c) Treat staff, visitors and patients at University Hospitals Coventry and Warwickshire NHS Trust with courtesy and respect in telephone, written communications including emails, and personal interactions.

7. Other duties

- a) Undertake any other duties commensurate with the grade as requested by the Pathology Department Manager

Key Result Areas and Performance

To determine work priorities to meet service needs and manage and monitor staff in the performance against delivery of these.

To ensure the delivery of services in line with statutory regulations and requirements of the Quality Management system.

To achieve and maintain all local and national performance targets.

To promote and facilitate innovation within the department including the implementation of new techniques and research projects.

Person Specification

Job Title: Pathology Section Manager

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • HCPC Registration • MSc, FIBMS or IBMS Special Examination • Evidence of CPD 	<ul style="list-style-type: none"> • Management qualification
Experience	<ul style="list-style-type: none"> • Evidence of experience working in a Clinical Laboratory as a Specialist Biomedical Scientist. • Comprehensive understanding of NHS services/systems and NHS context (e.g. modernising pathology services). • Demonstrates ability in producing written reports/papers/documents to a high standard (in English). • Commitment to change management to develop more innovative ways of working to improve service delivery. • Strong leadership and people management skills, and the ability to motivate and develop staff. 	
Knowledge	<ul style="list-style-type: none"> • Demonstrates an in-depth knowledge in required discipline. 	
Skills	<ul style="list-style-type: none"> • Excellent written and verbal communication skills (in English). • High level of accuracy and attention to detail. • Ability to train other staff. • Ability to communicate technical information and results to other health professionals and be able to use telephone and email. • Advanced IT and keyboard skills. • Supervisory skills. • Good planning and organisational skills. • Problem solving skills, including lateral thinking and ability to find creative solutions. • Negotiating and Influencing skills. • Consistently achieves against targets. 	

	<ul style="list-style-type: none"> • Ability to cope with a wide range of complex issues, prioritising effectively when dealing with competing demands. 	
Personal qualities	<ul style="list-style-type: none"> • Reliable and conscientious. • Ability to communicate with the team to deliver an effective service using good leadership, engagement and motivational qualities. • Self-motivated. • Positive attitude. • Team worker. • Good communication / interpersonal skills. • Demonstrates time management skills. • Shows initiative. • Performs well under pressure and to deadlines. • Commitment to CWPS Network. • Willingness to work flexible hours. • Willingness to work on any site. 	
Commitment to Trust Values and Behaviours	<ul style="list-style-type: none"> • Must be able to demonstrate behaviours consistent with the Trust's values. <i>(As detailed in UHCW's Values in Action document below)</i> • Applicants applying for job roles with managerial responsibility will be required to demonstrate evidence of promoting equal opportunities through work experience 	

Contractual Responsibilities

- **Confidentiality:** The post holder must maintain confidentiality, security and integrity of information relating to patients, staff and other Health Services business.
- **Health and Safety:** All staff must be familiar with the Trust Health and Safety Policy, including a thorough understanding of personal responsibilities for maintaining own health and safety and others.
- **Risk Management:** All staff need a basic working knowledge of risk management to enable them to participate in identification and control of all business risks they encounter in their area of work.
- **Equality and Diversity:** Everyone has the opportunity to be treated with dignity and respect at work and has a clear responsibility to comply with the detail and the spirit of the Dignity at Work Policy.
- **Infection Control and Prevention:** The Trust is committed to minimising risks of healthcare associated infection to patients, visitors and staff. All employees are required to be familiar with and comply with Infection Prevention and Control policies relevant to their area of work.
- **Safeguarding Vulnerable Adults and Children:** The Trust is committed to ensuring the safeguarding of vulnerable adults and children in our care. All employees are required to be familiar with their responsibilities in this area and to raise any concerns as appropriate.
- **Conflict of Interest:** The Trust is responsible for ensuring that the service provided for patients in its care meets the highest possible standard. Equally, the Trust is responsible for ensuring that staff do not abuse their official position for personal gain or to benefit their family or friends. The Trust's Standing Financial Instructions require any officer to declare any interest, direct or indirect, with contract involving the Trust. Staff are not allowed to further their private interests in the course of their NHS duties.
- **Working Time Regulations:** The Working Time Regulations 1998 require that you should not work more than an average of 48 hours in each working week. For example, in a 26 week period you should work no more than 1,248 hours. Employees may choose to opt out by providing written notification as appropriate.

The above duties and responsibilities are intended to represent current priorities and are not meant to be an exhaustive list. The post holder may from time to time be asked to undertake other reasonable duties and responsibilities. Any changes will be made in discussion with the post holder according to service needs.

Our values in action

We live our values in action in our work with patients, visitors and colleagues.

- ✓ Being polite and introducing ourselves to everyone we meet.
- ✓ Treating everybody as individuals and respecting their needs.
- ✓ Being approachable, caring and helpful at all times.
- ✓ Communicating with patients, visitors and colleagues, respecting confidentiality and privacy.
- ✓ Taking the time to actively listen and understand individual needs.
- ✓ Being open and honest.
- ✓ Acknowledging that we don't always get it right.
- ✓ Speaking out when we see things aren't right and supporting others to do the same.
- ✓ Giving praise and saying thank you for a job well done.
- ✓ Celebrating and recognising personal, team and organisational achievements.
- ✓ Using the skills, experience and diversity of staff to better deliver our objectives and services.
- ✓ Actively working with patients and visitors to improve services.
- ✓ Seeking and adopting best practice from colleagues and other teams within UHCW.
- ✓ Taking personal responsibility for our own learning.
- ✓ Keeping up-to-date with mandatory and professional development
- ✓ Developing ourselves and others, independent of our job role or profession
- ✓ Taking personal responsibility to make improvements by suggesting new ways of doing things
- ✓ Taking opportunities to learn with and from others
- ✓ Embracing change and supporting others through it
- ✓ Putting in place ways to receive feedback and acting to change things
- ✓ Seeking and adopting best practice from colleagues and other teams within UHCW
- ✓ Working across boundaries to improve the experience of patients, visitors and colleagues

