



DELIVERING
OUTSTANDING
CARE AND
EXPERIENCE



RECRUITING,
DEVELOPING AND
RETAINING OUR
WORKFORCE



AN **ANCHOR**
IN OUR
COMMUNITIES



WORKING TOGETHER
WITH LOCAL HEALTH
AND SOCIAL
CARE PROVIDERS



DELIVERING
LONG-TERM
SUSTAINABILITY



Information pack for the post of Service Manager Division of Urgent Care

November 2023



GOOD TO
OUTSTANDING



Welcome from Chief Executive Hannah Coffey

Hello and welcome to our Trust! I am delighted that you are considering our organisation as a place to work.

This is a really exciting time for our patients and staff as we work with our local health system partners across Cambridgeshire, Peterborough and South Lincolnshire to deliver some key development projects that will shape the care we provide for future generations within the 900,000-strong catchment we serve. As well as building a new hospital at Hinchbrook and redeveloping our sites at Peterborough and Stamford to better meet the needs of patients, we are investing in a Trust-wide electronic patient record system and harnessing digital technology within our diagnostic services to enhance the quality and speed of diagnosis and treatment.

It's a great time to be joining TeamNWA AngliaFT where we truly value the health and wellbeing of our staff and encourage our leadership team to empower their teams to be the best they can be, to help them develop in their careers and, at the same time, ensure our patients can experience good quality care by people who are dedicated to serving their health needs.

If you are looking to develop your career in an environment that's primed for organisational change, where you can actively contribute to the quality improvements we are making for our patients and staff, then look no further for your next role.

A handwritten signature in black ink, appearing to read 'Hannah Coffey', with a long horizontal flourish extending to the right.

Hannah Coffey
Chief Executive Officer

Job Description

JOB TITLE	Service Manager
GRADE	Band 8a
DEPARTMENT	Urgent Care
BASE	Cross site working will be required
RESPONSIBLE TO	Head of Urgent and Emergency Care
ACCOUNTABLE TO	Divisional Operations Director

Job Summary

To be responsible for the operational management and the effective and efficient delivery of services provided within Urgent and Emergency Care (UEC) Clinical Business Unit (CBU) across Peterborough, Hinchingsbrooke and Stamford sites, ensuring the effective co-ordination and management of budgets and agreed national and local performance objectives, together with targets.

In addition to direct management responsibilities, this post will provide business focussed support to the individual teams. The post holder will also work with Heads of Service of all responsible areas, Service Managers, Clinical Leads, Consultants, Project Managers, Information Services staff, Finance, HR and other key staff throughout and external to the

Trust and play a pivotal role in the delivery of our UEC operational and transformation agenda across all hospital sites.

Main Duties and Responsibilities

1. Service Delivery

1.1 Responsible for supporting the effective operational management of services in the Division, staff and resources within area of responsibility. This includes cover for peers within the CBU and senior colleagues as appropriate within the Division.

1.2 Analyse information, providing statistics and reports as required to inform decision-making in achieving the cost improvement plan (CIP), service redesign and provide advice and guidance on the specialties as required.

1.3 Work collaboratively with others to identify and implement potential service improvements or developments, key service priorities and where necessary producing business cases for consideration by the Divisional Team seeking advice and guidance from the Head of Service.

1.4 Working with clinical colleagues to ensure the provision of safe, effective evidence-based and patient centred care. To promote a culture in which multidisciplinary teams

strive for continuous quality improvement by recording and learning from mistakes and complaints.

1.5 To be responsible for matching capacity to demand and for meeting all national and local targets.

1.6 To evaluate booking and/or waiting lists projects, engaging the appropriate staff and identify all necessary resources.

1.7 To be responsible for working with the Information Services team to design information reports that can assist projects or operational outcomes.

1.8 To work proactively to ensure collaborative and effective relationships within the Division and between other services and outside the Trust where appropriate. To ensure effective systems of communication are in place and utilised.

1.9 To be responsible for ensuring appropriate staffing levels are available on all responsible services and deciding appropriate action where services are not viable.

2. Service Development

2.1 Lead the production, enhancement, implementation and regular review of service development plans, procedures and policies to deliver the key areas of the Trust strategic direction within their span control.

2.2 To identify cost improvements, service developments and income generation opportunities. To lead on or support new regional or local initiatives.

2.3 Produce business cases and capital bids for staff and equipment within area of responsibility working with the Head of Service and colleagues within the Division.

2.4 Responsible for updating and implementing new patient pathways for area of responsibility in line with service requirements and developments, working with clinicians, multi-disciplinary teams and patient/user groups.

2.5 Work closely with all stakeholders to develop a multi-professional and multidisciplinary, integrated approach to clinical governance, focussing on shared learning and the spreading of best practice/evidence-based care.

2.6 To delegate responsibilities to key staff, supporting and developing staff in achieving set targets and responsibilities.

3. Performance Delivery

- 3.1 Assist the Head of Service in delivering performance in line with agreed objectives across the Division and including the Key Performance Indicators for the Trust.
- 3.2 Work in partnership with Service Managers, Clinical Leads, Divisional Head of Nursing and other key staff to ensure the provision of high quality, patient focussed services.
- 3.3 Pro-actively manage risk, co-ordinating the approach across the Division by working with senior colleagues and the Clinical Risk Department.
- 3.4 Work with colleagues in the development and implementation of policies, procedures and protocols to assist with service development and delivery.
- 3.5 Responsible for ensuring that the department managers have and use the plans in relation to Major Incident and Emergency Preparedness, including the development of business continuity plans ensuring the recovery plan is in place should a major incident or critical incident occur.
- 3.6 Participate in and pro-actively encourage multi-professional audit projects.
- 3.7 Respond to complaints, claims and incidents by ensuring that trends are analysed and changes in practice implemented to improve standards.
- 3.8 Ensure that all untoward incidents and near misses are reported within the sphere of responsibility in accordance with Trust Policy. Also, ensure that appropriate

mechanisms are in place to investigate serious clinical incidents, supported by the Risk Management Team and action is taken and lessons learnt and disseminated.

3.9 To provide and preserve a positive reputation, providing a clinically credible workforce with a high level of motivation.

3.10 Ensure that the users of the service are given appropriate information and that regular satisfaction surveys are performed, and action taken as appropriate.

3.11 To initiate and deliver reports as required on all aspects of divisional business, determining, and seeking input from across the health community as required.

4. Financial

4.1 Manage expenditure against agreed budgets and identify any actual or potential deviations, escalating as appropriate.

4.2 Manage and monitor budget expenditure both pay and non-pay, so that a cost effective and efficient services are delivered.

4.3 Work with the Senior Management Team to produce a robust cost improvement plan (CIP) work with colleagues at all levels to implement CIP plan and produce robust savings.

4.4 Work with colleagues to ensure all specialities are viable from an operational, financial and clinical perspective.

5. Staff Management

5.1 Responsible for the recruitment, selection, induction, and retention of staff within area of responsibility.

5.2 Responsible for a systematic approach to staff development ensuring that senior staff are appraised annually against KSF outline/descriptions and that their objectives

and Personal Development Plans reflect organisational, professional, and personal requirements.

5.3 Pro-actively manage sickness/absence, taking appropriate action to both support individuals and enhance both individual and team performance.

5.4 Take a lead in implementing disciplinary, grievance and performance management procedures in conjunction with the Head of Service and Human Resources.

5.5 Assist the Head of Service within the Division in the development of the workforce plans within area of responsibility.

5.6 Ensure staff are trained and developed to meet the demands of the service. Where necessary, provide coaching, training and development for staff, and appropriate learning environment.

5.7 Work with the Head of Service and Clinical Leads in providing a consultant led clinical service with the appropriate PAs in line with expected service delivery, ensuring

that a robust system is in place to manage and monitor service delivery across all elective and associated specialities.

5.8 Work closely with the Strategic Division to ensure the activity the CCG has commissioned is delivered and not exceeded the agreed plan.

5.9 Ensure that key workforce indicators for staff that report to this post is managed appropriately and in line with the Trust's Sickness Absence Policy.

6. Communications

6.1 Networks; to manage and develop relationships with clinical and managerial stakeholders within external healthcare organisations to promote and continue clinical network arrangements where appropriate.

6.2 Support and provide communications to GPs, Commissioners, and other healthcare providers as appropriate.

6.3 Ensure adequate communication with staff in all areas of responsibility, particularly in areas where change or service redesign is planned.

6.4 To help establish and maintain effective two-way channels of communication within the Division
6.5 To help ensure that good practice is rapidly shared within both sites and within wider organisation where appropriate.

7. Other

7.1 In the event of a major incident/emergency or threat to public health, participate in the management of the Trust response.

7.2 Participate in Trust on call arrangements.

7.3 To be responsible for safeguarding and promoting the welfare of children and adults by undertaking the appropriate level of training in accordance with the

safeguarding policy, training strategy and being aware of and working within the Trust safeguarding policies.

7.4 Comply with the NHS Code of Conduct for Managers and any other professional code of conduct as appropriate.

7.5 Ensure all data collection and processing undertaken is consistently accurate and timely and complies with the Trust Data Quality Policy and local procedures.

7.6 To comply with the roles and responsibilities as defined in the Trust Health and Safety Policy and the KST outline for this post.

7.7 Undertake any other similar duties in line with the key purpose of the job.

Working at our Trust

A. Our Values

Our Trust Values highlight the core principles and ideals of our Trust and underpin everything that we do. They establish the kind of people we want to be, the service we hope to provide and how we interact with our stakeholders and community.

The Values were created and selected by members of the public, patients and our staff, and highlight the principles we believe are the most important. They steer the decisions we make and guide the behaviour of our Trust family so we can accomplish our Vision.

We regularly measure ourselves against these Values, at every organisational level, so we can identify how we are living them and where we need to make improvements. The Trust board will monitor and review how the Trust performs against the values regularly, to ensure we provide the best possible patient care.



B. Divisional Structure

Following the formation of North West Anglia Foundation Trust in April 2017, our operational functions across our hospitals merged to form five clinical divisions:

- Division of Medicine
- Division of Urgent Care and Emergency Care
- Division of Surgery
- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and they are led by a triumvirate comprising a Divisional Director, Divisional Nursing Director, and Divisional Operations Director.

C. Your responsibilities to the Trust, our patients and staff

The Trust aims to provide high standards of patient care and to ensure that our staff are supported in their roles that help us achieve this. As part of your role, you are expected to adhere to Trust policies and procedures which are designed to guide you in your work and ensure that the Trust, and you as an individual, comply with legal requirements. Non-adherence to Trust policies and procedures may be addressed through the Trust's disciplinary process.

Key policies are outlined below; you are also required to act by policies specific to your job role, which are covered at induction.

Equality and Diversity Policy

No patient or member of staff should receive less favourable treatment on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation, and should not be placed at a disadvantage which cannot be shown to be justifiable. You have a responsibility to patients and staff to ensure that this is achieved.

Health & Safety

You have a responsibility to consider yourself and anyone else that could be affected by the things you do or don't do, that you should have while at work. You are responsible for informing your manager of any health and safety concerns you identify by using the trust incident reporting system for any accidents, incidents or near-misses that happen to you or that you are aware of to reduce injuries or loss.

Additionally, if you have management responsibilities you must ensure the implementation of the Trust's health and safety and risk management policies, procedures, and codes of practice through your directorate or business unit management structure ensuring that communication pathways are clear and explicit at all levels of employment, to maintain the health, safety and welfare of employees or others who may be affected.

Data Protection

You are to always maintain the highest standards of data protection and confidentiality, ensuring that person-identifiable data is held securely (including password protection and encryption) and that data held and entered into Trust systems is correct. You are to observe confidentiality for commercially sensitive data and to promote the highest standards of information governance by the Data Protection Act 1998, Freedom of Information Act 2000 and Trust policies and procedures.

Data Quality

It is your responsibility to ensure that any data collection required is accurate, timely, complete, and stored securely in the appropriate place or system, whether as a paper or an electronic record. This includes data input onto the Trust's information systems, patient records, staff records and finance records. You are expected to submit data for quality assurance checks as required. You will be expected to undertake training required to assure the quality of data collected and to participate in any relevant audits required as part of the Trust's and external quality improvement programmes.

Customer Care

You are always required to put the patient first and do your utmost to meet their requests and needs courteously and efficiently. So that you to understand the principles of customer care and the effects on you and the service that you provide, full training will be given.

Values

How our staff live and work according to our values will be through our 'personal responsibility framework' - which outlines how staff are expected to behave.

Infection Control

You have a responsibility to comply with Trust policies for personal and patient safety and prevention of healthcare-associated infection (HCAI); this includes a requirement for consistent compliance with hand hygiene, use of personal protective equipment and safe disposal of sharps. You will be asked about adherence to measures for reducing HCAI at the annual appraisal.

Smoking Policy

You are not allowed to smoke in Trust buildings or grounds. Assistance will be provided to assist you to quit smoking through our Occupational Health service.

Confidentiality

Under no circumstances, either during or after the end of your employment may you divulge any unauthorised personal identifiable information relating to the Trust. This also includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

Safeguarding the welfare of children and vulnerable adults

You should be aware of Trust policies and procedures on safeguarding the welfare of children and vulnerable adults., and appreciate the importance of listening to children, young people, and vulnerable adults, particularly when they are expressing concerns about their own or other children's/vulnerable adult's welfare.

Mandatory Training

You are required to attend mandatory training as required. if you are unable to attend a required session you should ensure that this is rectified with your line manager's support at the next available opportunity.

Raising issues of Concern

If you have any concerns about practices or processes within the Trust, you should raise this with your line manager. If you do not feel able to raise concerns directly you should access the Trust's haven procedures for raising issues of concern in confidence.