

# Hull and East Yorkshire Hospitals NHS Trust

## Job description

**Job title:** Service Manager

**Band:** 8b

**Responsible:** General Manager

### Job Statement

The post holder is responsible for the delivery of safe and effective clinical services within the Directorate/specialties, ensuring that all targets, deadlines and objectives are delivered as appropriate, achieving the performance and patient access targets for their specialities. They will provide appropriate managerial leadership to ensure the effective functioning of the specialities. They will be responsible for the effective management of human resource, financial resource, clinical governance and business planning arrangements.

Alongside the Service Director and the Matron they will actively contribute to the business case proposals. Deputise in the absence of the General Manager as required. Participate in the Trust on-call rota.

### Knowledge and skills

#### Communication and Relationship skills

- Represents and promotes the specialities across the organisation and to external agencies including healthcare commissioners, supports contract negotiation and service level agreements to achieve agreed outcomes.
- Use communication skills to persuade and gain the co-operation of Clinical and non clinical staff in achieving the Trust's Objectives.
- Develops effective communication channels between staff and management, using different approaches chair meetings and deliver formal presentations.
- Produces reports and updates on performance targets and business plans to relevant staff groups and organisations.
- Ensures information is conveyed to the clinical teams in a timely and understandable manner.
- Ensure Clinicians/Managers/staff are updated on service changes and have the opportunity to influence proposed changes.
- Ensures that patients are involved and consulted with, when dealing with complaints.
- Utilise communications skills to undertake PPDR reviews and agree objectives for staff.
- Uses negotiating skills to resolve complaint issues demonstrating empathy with clients, carers and families. Agree actions following

complaints are relevant to the patient/client management to avoid escalation where possible.

### **Knowledge, Training and Experience**

- Provides specialist operational advice to senior members of management staff to inform service planning and delivery.
- Develops business plans and strategy, working to broad policy and guidance to implement the effective delivery of care to achieve targets.
- Maintains up to date knowledge in their field of practice, and develops plans to integrate this into the modernisation of services.
- Uses management skills to develop teams, to ensure services are responsive to corporate and patient needs.
- To be computer literate and experienced in the use of Trust software packages.
- Chair meetings with Trust staff and external bodies representatives in attendance.

### **Analytical and Judgemental skills**

- Oversees and interprets the performance targets of the specialities and develops strategies to address issues as they arise.
- The post holder is required to resolve problems associated with the day to day running of the specialities, including taking actions as appropriate to remedy issues in the short, medium and long term.
- The post holder will initiate problem solving strategies to manage multi faceted problems to ensure the effective running of services.
- Resolve site problems when on call for the Trust ensuring correct judgment is made following assessment of issues being raised.
- To use knowledge and experience to inform sound decision making often in the absence of precedent.
- To target training (formal and informal) appropriately to the needs of staff and service.
- To develop and adapt service provision according to local needs.
- To interpret national and local policy in order to inform service development.
- Produce benchmarking reports on clinical practice identifying areas for change/improvement.
- Responsible for taking the lead on change projects within areas of responsibility.

### **Planning and Organisational skills**

- Responsible for overseeing the management, planning and prioritising of the specialities.
- Responsible for initiating service development and objective planning.
- The post holder is responsible for the implementation of corporate objectives within their area.

- Responsible for the development of business, workforce and service plans in conjunction with other internal and external partners.
- Supports the introduction of local and national health initiatives, to ensure effective integration into the specialities.
- To manage and prioritise own workload.
- Identify and minimise risks associated with service delivery ensuring proper identification and scoring of risk on the Trust's risk register.
- Work in line with the Trust's governance framework developing the integrated governance reports for the Service Line.

## **Responsibility**

### **Responsibilities for Patient / Client Care**

- Accountable for the delivery of high quality clinical services.
- To provide specialist advice to patients/carers and service users on Out-Patient/In Patient settings.
- Responsible for ensuring the safety of the environment for patients and staff.
- To participate in the negotiation around the case management of complex cases, investigations of serious untoward incidents.
- Responsibility for promoting patient choice and quality services for patients.
- Ensure clinical effectiveness of services and evidence best practice e.g. use of bench marking software and clinical governance systems.
- Lead investigations arising from patient/staff complaints, Serious Untoward Incidents etc.

### **Responsibilities for Policy and Service Development Implementation**

- The post holder is responsible for following Trust policy and procedures, and the effective implementation of these within the specialities.
- Responsible for the development of realistic objectives, plans and budget, and regularly monitors these and takes appropriate action to address shortfalls.
- Ensures arrangements are in place to address winter pressure, waiting list and quality targets.
- To anticipate potential emergency situations, and ensures contingency plans are in place to ensure the specialities can respond to the needs of patients.
- To involve patients, carers and other service users and agencies in service developments.

## **Responsibilities for Financial and Physical Resources**

- Effectively manage the budget setting and devolution of budgets within the Service Lines, working closely with Lead Consultants, Matrons and Departmental Managers, ensuring appropriate monitoring and review mechanisms are in place.
- Ensure that the Service Line delivers allocated cash releasing efficiency scheme targets, developing realistic plans and monitoring and reviewing their implementation.
- Operate within the Trust's Standing Orders, Standing Financial Instructions and Scheme of Delegation.
- Co-operate with the patient administration in ensuring effective systems for the collection and coding of patient related information, that are safe, timely and efficient.
- Budget holder and authorised signatory for all Service Line budgets.

## **Responsibilities for Human Resources**

- Responsible for overseeing the management of Administration and Clerical staff in the Specialty including staff development and recruitment, and the management of cases in grievance and disciplinary hearings.
- Responsible for line managing designated staff and manage sickness absence to agreed targets.
- Responsible for complying with human resource policy and procedure within the specialities including the implementation of Improving Working Lives Strategy.
- Responsible for the development of workforce plans for the specialities
- Responsible for the retention and recruitment of staff, training and undertaking personal development reviews.
- Co-ordinate the education and training needs of all staff within the Service Line, ensuring the objectives of the Specialty are reflected.
- Support the Service Director in the management/recruitment/workforce planning of medical staff.
- Support the Service Director in the provision of appropriate education and working conditions for trainee medical staff.

## **Responsibilities for Information Resources**

- Responsible for providing accurate and timely records and reports on care and performance using paper and IT based systems, in accordance with Trust policy.
- Responsible for advising other departments, of the information required to ensure the effective delivery of services.
- Responsible for interpreting Performance Information into a useable and meaningful format for Clinicians, Managers/staff.

## **Responsibilities for Research and Development**

- To support development of audits, and research projects and act on outcomes when necessary.
- To initiate research and clinical governance/audit projects within specialities.
- To collect and provide research data/audit as required.

## **Freedom to Act**

- The post holder plans and interprets their workload using broad guidance, policies, to ensure the effective delivery of services.
- As the 1st on call Manager the post holder is responsible for providing advice and instruction on issues raised out of hours.
- The post holder is required to use their own judgement, to define short, and medium work priorities initiating plans affecting patient care and performance.
- To provide a leadership role within the Service Line.
- To monitor and evaluate service delivery and provide progress reports.
- To be accountable for own professional action and recognise own professional boundaries through interpretation of clinical/professional policies.

## **Effort and Environment**

### **Physical Effort**

- The post holder is required to travel to different organisations to represent the Trust.
- To have due regard for own personal safety as well as others.
- Ability to persevere to see projects/tasks through to completion.

### **Mental Effort**

- Responsible for producing accurate reports.
- To be flexible to the demands of the environment including unpredictable work patterns, deadlines and frequent interruptions.
- Ability to problem solve and identify solutions.
- Ability to make recommendations to the Management Team and challenge current practice in order to achieve the required outcomes.
- Ensuring that all patients are given appointment dates within National and trust performance targets.
- Ability to persuade others to change practice in a diplomatic way.
- Deals with constant interruptions to working day.
- Ability to self direct and capable of making decisions autonomously.

## **Emotional Effort**

- The post holder is required to deal with sensitive and complex issues affecting individuals.
- To demonstrate the ability to manage staff with challenging behaviours.
- To remain calm and focused throughout differing behaviour and emotional patterns from individuals and groups.
- To deal directly and resolve issues with complainants/patients/relatives/staff when they are angry, upset or ill.
- Work priorities constantly changing due to the amount of new National/Local policies.

## **Working Conditions**

- The post holder is required to have patient contact.
- The post holder is required to travel to different sites.
- Required to be on call.

## **Health and safety**

- In addition to the Trust's overall responsibility for your health and safety, you have a personal responsibility for your own health and safety. As such you are required to inform your line manager of any safety issues that you identify that could affect you or others in the workplace. You must co-operate with management and colleagues at all times in achieving safer work processes and workplaces, particularly where it can impact on others.
- As a Trust employee you will be trained in the correct use of any equipment provided to improve health and safety within the Trust. You are required to use the equipment when necessary and as instructed which will include checking the equipment is safe to use, prior to its use, and must report any defects immediately to your line manager.
- You are required to provide adequate supervision to ensure compliance with safe work practices.
- You will be expected to carry out risk assessments, identify hazards in your work area, and evaluate the level of risk associated with identified hazards and implement adequate controls to eliminate or reduce the level of risk.
- You are responsible for the implementation and adherence to Trust safety policies and procedures for areas within your remit.
- You are required to ensure suitable and sufficient risk assessments are completed for all areas within your remit. The controls identified must be evaluated and implemented where necessary.

- You are required to review all risk assessments periodically and particularly when staffing and/or equipment changes, monitoring the effectiveness of any control measure implemented.

## PERSON SPECIFICATION

Job Title	Service Manager		
	Essential	Desirable	Method of Assessment
<b>QUALIFICATIONS</b>	<p>Degree level education, preferably in management.</p> <p>Management qualification and evidence of continued professional development</p>	Masters Degree or equivalent experience.	<p>C.V</p> <p>Certificate/s</p>
<b>EXPERIENCE</b>	<p>Significant and proven experience as a senior manager within an NHS organisation with specialist knowledge of managing acute clinical services.</p> <p>Demonstrate evidence of sound financial/staff management. Good working knowledge and understanding of the role of corporate services, eg Estates, Facilities and IT.</p> <p>Evidence of managing change.</p>	<p>Experience within an acute hospital setting.</p> <p>Experience of partnership working.</p> <p>Project management PRINCE</p> <p>Business planning &amp; development</p>	C.V
<p><b>SKILLS</b></p> <p>Setting direction</p> <p>Delivering the service</p> <p>Drive for improvement</p> <p>Self management/Personal integrity</p>	<p>A proven ability to obtain and consistently achieve results and targets.</p> <p>Proven ability to deal with wide range of data and information and take appropriate decisions from it.</p> <p>A proven ability to come up with flexible and creative solutions to difficult problems.</p> <p>Excellent collaborative working skills and able to build strong relationships with clinical leaders and professional staff groups</p> <p>Proven ability to influence and change those groups.</p> <p>Proven ability of leading change through people.</p> <p>Excellent communication an interpersonal skills – ability to negotiate, influence in difficult and contentious situations</p>		Interview & reference check

IT	<p>A strong commitment to openness, honesty and inclusiveness.</p> <p>Working knowledge of MS Office for typing, amending and proof reading documents.</p>		
<b>KNOWLEDGE</b>	Sound knowledge base of the NHS, the current issues, its values and principles of timely local access for the population.	Across a broad range of service / subject areas	
<b>OTHER</b>	Requirement to be participate in out of hours duty management rota		