

## JOB DESCRIPTION

<b>JOB TITLE:</b>	<b>Clinical Services Manager - Vaccination Programme</b>
<b>PAY BAND:</b>	Band 8b
<b>LOCATION:</b>	Pan Dorset Service. Based at Kings Park, the postholder is expected to work across other fixed and peripatetic bases during the week. Flexibility to travel across Dorset will be necessary.
<b>ACCOUNTABLE TO:</b>	The Head of Vaccinations Service & Director of Nursing & Quality
<b>LINE MANAGER:</b>	The Head of Vaccination Service
<b>KEY RELATIONSHIPS:</b>	Service users, families, carers Trust staff Directors and Senior Management Team Primary and Secondary Care providers Commissioning Managers Local Authorities and other statutory and non-statutory bodies General Practitioners Practice Managers Primary Health Care Teams Voluntary and Third Sector organisations, other stakeholders in the private sector
<b>HOURS OF WORK:</b>	This is a full-time post of 37.5 hours per week. The post holder will be required to work flexibly to meet the needs of the service.
<b>JOB SUMMARY</b>	<p>As a registered professional with active registration, the postholder will be responsible for all aspects of clinical and operational service management across the teams, including the clinical governance and quality assurance of the service.</p> <p>Accountable for the operational management and clinical compliance of the Integrated Vaccination Programme across multiple sites and teams in Dorset ensuring the direct delivery of high quality person centred services which always considers people's safety, privacy and dignity.</p> <p>To provide strong leadership on the delivery of vaccination services across the county for all age groups including hard to reach communities. This role will be fundamental to the successful delivery of Community Health and increasing the uptake of a range of vaccinations including, but not limited to, the Covid-19 vaccination programme.</p> <p>To work in partnership with Commissioners, Lead Clinicians, Advisors and other Senior Managers in partner organisations including cross agency working.</p> <p>Manage and be accountable for designated budgets and grants, ensuring all services are cost effective and demonstrate value for money.</p> <p>Provides leadership and operational management to clinical managers, specialist practitioners and other staff in the multi-disciplinary team.</p> <p>To be responsible for the performance of designated services across a defined area and for continuous improvement in the service user experience, providing assurance that standards meet the requirements</p>

of all regulators, national and locally set standards and all contractual requirements.

To ensure the delivery of up to date evidence based practice.

To lead as a driver for change, contributing to the planning and design of services in line with Trust, locality, specialist services and government business and strategic plans and objectives to meet the needs of local people.

The post holder will be accountable for the direct delivery of clinical services within a directorate team and will draw on the clinical or social care experience of earlier career roles in assisting others in their delivery of direct patient care.

The post holder will recognise that all roles should work toward the improvement of patient care regardless of their direct contact. In this role, such contact will naturally be limited but will draw on the experience of earlier career roles in assisting others with patient and client care, some times in the context of resolving complaints and concerns.

## **SECTION A: MAIN DUTIES AND RESPONSIBILITIES**

### **1. CLINICAL RESPONSIBILITIES**

- 1.1 To provide clear visible leadership within the service area.
- 1.2 To act at all times as an advocate for service users, carers and relatives.
- 1.3 To implement and advise on best practice by adopting national and local guidelines.
- 1.4 To be accountable and responsible for standards of care within the service; to evaluate clinical care and develop actions with relevant line managers where required.
- 1.5 In conjunction with the Infection Control team, ensure that the highest standards for preventing and controlling infection are set, promoted, met and monitored through regular audit.
- 1.6 To maintain competency and ensure own compliance with mandatory training and revalidation requirements as well as other clinical staff within the vaccination service.
- 1.7 To maintain a professional portfolio and demonstrate that practice is up to date and evidence based.
- 1.8 Identify own personal development and educational needs to work at an advanced level ensuring appropriate action is taken to maintain and further develop such skills.
- 1.9 To ensure the Equality and Diversity agenda is fully incorporated into the service area and that everyone is treated fairly in line with Trust policies.
- 1.10 To identify and advise appropriate cover in the post holder's absence.

### **2. MANAGERIAL RESPONSIBILITIES**

- 2.1 To have overall accountability, leadership and management responsibility for all teams in order to deliver vaccination services.
- 2.2 Be responsible for the set up and cultural development of new teams within the service.
- 2.3 Act as a role model demonstrating effective leadership on a daily basis and promote the Trust Behaviours of being proactive, positive, respectful, supportive, reliable and trustworthy.
- 2.4 To be responsible for the performance of, across Dorset, including meeting the requirements of all regulators and all national and locally set standards.
- 2.5 To be responsible for ensuring that services to patients/service users meet the required standards of

quality and safety.

- 2.6 To deliver productive services in line with patient/service user needs and pathways.
- 2.7 To ensure that that the services fully comply with legislative and regulatory requirements.
- 2.8 To have overall responsibility for Health and Safety in the service area; to ensure Health and Safety requirements are met and embedded into the planning and decision making processes and culture of services; to ensure that Health and Safety Legislation is complied with at all times including COSHH, Workplace Risk Assessment, Control of Infection and Lone Working.
- 2.9 To ensure that the service areas have in place a business continuity plan that is reviewed at least annually.
- 2.10 To plan and lead local major incident plan.
- 2.11 Take the lead in ensuring that pathway targets are delivered and escalating any potential to breach pathways may occur.
- 2.12 To ensure an integrated approach to governance and risk management within the services and to implement and maintain systems for accountability and performance management.
- 2.12 To take part in the investigation of untoward incidents and complaints.
- 2.13 To ensure that all adverse incidents, complaints and PALS enquiries received are investigated in line with Trust policy; to respond to complaints appropriately and within agreed timescales, action plans formulated and actioned, feedback given to staff and ensuring outcomes are reported as appropriate.
- 2.14 Ensure dignity, privacy, and cultural and religious beliefs are respected at all times.
- 2.15 To monitor performance against legal regulatory requirements and where appropriate initiate action to ensure these standards are achieved and maintained.
- 2.16 To be responsible for the return of quality audit/reports including completion of the Safety Thermometer, if appropriate, ensuring learning is shared and actions taken.
- 2.17 To ensure the safeguarding of children and adults (as appropriate) ensuring that multidisciplinary staff work together to safeguard and promote the welfare of children and adults, ensuring adherence to local safeguarding policies and procedures.
- 2.18 To communicate a wide range of information and knowledge using a variety of techniques ensuring that the needs, motivations and ways in which people prefer to communicate are taken into account.
- 2.19 To establish excellent communication with internal colleagues and the wider community and promote partnership working.
- 2.20 To ensure that effective liaison and communication is in place with internal trust staff, as well as partner agencies and external stakeholders.
- 2.21 To receive, provide and present highly complex, confidential and sensitive information to and from a range of stakeholders.
- 2.22 To initiate and lead meetings to support day to day operations, ensuring compliance and the smooth running of the service.
- 2.23 To develop and maintain a well-established network of contacts with colleagues at all levels within the organisation and with external organisations.
- 2.24 To represent the Trust at events or meetings; this may include service users, carers, voluntary organisations or statutory partners.
- 2.25 The post holder will lead on a range of programmes to address performance and service issues. The progress may often be inter-dependent and will require the adjustment of plans and priorities for overall service delivery gain and will involve long-term perspective and taking into account competing priorities underpin successful policy and strategy planning.

2.26 Participate in the Senior Manager on call rota.

### **3. LEADERSHIP AND PEOPLE MANAGEMENT**

3.1 The post holder will line manage a range of senior staff reporting for several geographically dispersed teams and services.

3.2 To cultivate an open performance culture ensuring staff and managers are able to work to their full potential enabling and supporting engagement and innovation at every level in the Trust.

3.3 Responsible for ensuring regular management and clinical supervision with direct reports and ensure this happens for all staff.

3.4 Responsible for clinical staff compliance to professional, mandatory and statutory training.

3.5 To ensure that all clinical staff have access to clinical supervision.  
Ensure that an effective system of performance review and feedback is in place throughout the team, including focus on early intervention and implementing the Trust requirements for an annual appraisal system for all staff.

3.6 To undertake effective attendance and performance management in line with Trust policies in the most flexible and productive way possible.

3.7 To deal with capability and disciplinary matters up to and including dismissal.

3.8 To ensure that the Equality and Diversity agenda is fully incorporated into the business of the directorate and that all staff are treated fairly in line with trust policies.

3.9 To act as an ambassador for Dorset HealthCare and leading by example, promoting a 'can do' and proactive culture throughout the directorate.

3.10 To ensure that a competent and capable structure is in place for the management and support of every member of staff working in the services.

3.11 To oversee management of the staffing levels to maintain the service during annual leave, sickness, training and major incidents. Ensure the recruitment and retention of staff with the required competences to meet local service requirements.

3.12 To be responsible for developing and implementing systems to ensure the engagement of staff in trust business and the active promotion of staff wellbeing as a key business goal.

3.13 To be responsible for the recruitment and retention of staff within the portfolio, including workforce development and identifying training needs, ensuring the Professional Registration and continuing education needs are recorded, planned and met. Develop workforce plans, using and developing appropriate workforce and service redesign and skill mix models to deliver services and workforce infrastructures which are fit for purpose.

3.14 To support the organisation in developing business continuity plans for the services within the portfolio in the event of a major incident.

### **4. RESPONSIBILITY FOR FINANCE / RESOURCES**

4.1 To be responsible for service area budgets in accordance with Trust policy. The post holder will be an authorised signatory and budget holder across a number of service areas and will ensure compliance to their immediate manager that the team adheres to standing financial instructions and standards of business conduct.

4.2 To implement and monitor agreed locality programmes of work to deliver cost improvements and to achieve the required financial performance for the Trust and Local Authority.

4.3 To monitor and review contracts and Service Level Agreements.

- 4.4 To ensure all managers within the service have budgetary awareness and are aware of limited resources and cost improvements.
- 4.5 Ensure the most appropriate and effective use of services.
- 4.6 To ensure skill mix is monitored and reviewed regularly and meets service need.
- 4.7 To be responsible for ensuring existing equipment within the service area is maintained and fit for purpose.
- 4.8 To write business plans for procurement of capital equipment/resources required.
- 4.9 Effectively manage the use of temporary staff and ensure correct and effective use of staff rotas.

## 5. RESEARCH & DEVELOPMENT

- 5.1 Act as a research champion; regularly initiate audit and evaluation in order to monitor the effectiveness of the service using an evidence-based approach to draw on best practice and to improve health outcomes. When necessary support and facilitate colleagues in research and clinical audit in order to improve effectiveness and quality of patient care. Participate in surveys as required.
- 5.2 Critically analyse research findings and their implications for practice, advising on the impact on practice and implementation. Encourage critical appraisal of research findings amongst colleagues, teaching these skills where appropriate.
- 5.3 Develop innovative solutions in service delivery to disseminate to the multi-disciplinary team which will measurably improve patient care.
- 5.4 Disseminate evidence based practice and audit findings through communication with / presentation to local, regional, national and international professional groups.
- 5.5 Ensure that clinical practice is patient centred and research based in accordance with professional practice, guidelines, and national and local benchmarks drawing on best practice in the relevant specialty.

## 6. POLICY & SERVICE DEVELOPMENT

- 6.1 Initiate and actively participate in the strategic planning, development, communication and implementation of service and organisational changes ensuring engagement and involvement.
- 6.2 To identify and encourage improvement and innovation in the delivery of services with GPs, the Voluntary Sector, other providers of NHS services and other key partners.
- 6.3 To challenge current working practices and procedures in order to promote a culture of continuous improvement.
- 6.4 To ensure that good practice is rapidly shared within the service area and wider organisation where appropriate.
- 6.5 To ensure robust systems are in place for capturing service users views on the quality of services provided and for involving patients' relatives and their representatives in the planning and development of services.
- 6.6 To provide a visible, accessible presence in areas which are undertaking transformation initiatives, whilst using high level facilitation skills to enable change.
- 6.7 To exercise open and honest communication with all staff groups to ensure awareness of service priorities, plans, objectives preparing, them for the increasingly challenging and contestable market in healthcare services.
- 6.8 To lead the Vaccination Service Team to develop high quality, integrated services within the service / locality.

- 6.9 As a service leader within the directorate or equivalent function, the post holder will set the tone and direction of policies and procedures, to ensure effective service delivery on ensuring compliance with overall corporate policies and will influence the development of Trust-wide policies and procedures.

## **7. RESPONSIBILITY FOR INFORMATION / DATA**

- 7.1 To undertake and promote a high standard of record keeping; ensure that Risk Assessment and Risk Management plans are comprehensive, regularly reviewed and available in electronic form and IT systems are updated accordingly by practitioners.
- 7.2 Analyses, interprets and presents diverse and complex statistical information in order to facilitate the formation of reports, business plans and succession planning.
- 7.3 To ensure that all requirements for data collection and reporting in relation to performance indicators are met.

## **8. PROFESSIONAL RESPONSIBILITIES**

- 8.1 To provide expert advice, guidance and instruction on specialist areas that the post holder has knowledge and skills to support the Directorate and the Trust as a whole.
- 8.2 Ensure that personal performance meets job requirements, Professional Codes and standards, Trust and post competency standards at all times; ensure own academic development is reviewed and achieved and that personal peer support and clinical / management supervision needs are met
- 8.3 Ensure the required level of IT competence required for the role to process, record, evaluate, analyse and report data
- 8.4 Demonstrate commitment to the role and to service improvement through developing relationships with Commissioners, innovative thinking and project management
- 8.5 Challenge poor practice and take appropriate action making full use of current support systems
- 8.6 Provide a positive, compassionate role model to junior staff and colleagues to ensure the delivery of people centred care and the key components of compassionate care
- 8.7 Ensure the service environment is conducive to supporting the education and learning of all staff and students.
- 8.8 Create effective team work across professional boundaries using team building skills, creating common goals, and through engagement
- 8.9 Respect and apply the requirements of equality and diversity, promoting and role modelling these across the multi-disciplinary team.
- 8.10 To contribute to the appropriate Senior Forum as required; participate in the wider governance framework within the Trust, Advisory Committees and local clinical forums.

## **9. OTHER RESPONSIBILITIES**

- 9.1 Manage a portfolio of vaccination services and deliver quality and performance to the agreed Trust and contractual standards.
- 9.2 Support the Head of Service and the Executive Director of Nursing and Quality in identifying new opportunities for the integrated vaccination services arising from changes in the external environment or internal innovation and potential threats and ways to respond to them;
- 9.3 To support the development of robust service specifications and service level agreements in relation to the vaccination services, for negotiation with commissioners regarding levels of activity, collaboration, quality and cost.
- 9.4 To carry out any other duties that may reasonably be required in line with the main duties of this role.

## 10. ENVIRONMENTAL FACTORS

- 10.1 Following training, the post holder may be required to participate in specific training such as vaccination updates.
- 10.2 The post holder may be required to process distressing information relating to service users, e.g. reports relating to abuse or other safeguarding issues.
- 10.3 The post holder may be required to transport equipment between Trust premises and other venues in their own vehicle.

## SECTION B TERMS & CONDITIONS OF SERVICE

The Trust has a range of Clinical, Operational, Financial, Health & Safety, Risk Management, Human Resource, Equality & Diversity and other policies and procedures. The post holder is expected to be aware of all policies which apply to them and to observe their provisions at all times. Copies of all Trust policies can be found on the Intranet or obtained from the line manager or the Human Resources Department.

Employment in this post is subject to Criminal Records Bureau Disclosure. The post holder may be required to undertake a Disclosure at any time during employment.

Staff are not permitted to smoke on Trust premises, either inside or outside, or inside Trust vehicles.

Staff are expected to undertake all mandatory training and refresher training appropriate to their role. If in doubt about which mandatory training applies to this post, advice should be sought from the line manager.

All clinical and hotel services staff who are required to handle food and drink other than for their own consumption must comply with the Food Safety (General Food Hygiene) Regulations 1995. Relevant staff are issued with a 'Food Handlers: Fitness to Work' document on commencement of employment.

The Trust is committed to promoting the welfare of children and vulnerable adults. Staff are expected to be aware of, and comply with their roles and responsibilities in relation to safeguarding vulnerable groups.

## SECTION C: CORE ATTRIBUTES AND BEHAVIOURS

Staff are expected to adhere to and demonstrate Dorset HealthCare's Core values and behaviours at all times.

### Values

Our values underpin all that we do and provide a sense of direction to people, teams and the Trust overall.

1. **Respect and dignity**  
We value each person as an individual, respect their aspirations and commitments in life, and seek to understand their priorities, needs, abilities and limits. We take what others have to say seriously. We are honest about our point of view and what we can and cannot do.
2. **Commitment to quality of care**  
We earn the trust placed in us by insisting on quality and striving to get the basics right every time: safety, confidentiality, professional and managerial integrity, accountability, dependable service and good communication. We welcome feedback, learn from our mistakes and build on our successes.
3. **Compassion and kindness**  
We respond with humanity and kindness to each person's pain, distress, anxiety or need. We search for the things we can do, however small, to give comfort and relieve suffering. We find time for those we serve and work alongside. We do not wait to be asked, because we care.
4. **Improving lives**

We strive to improve health and wellbeing and people's experiences of the NHS. We value excellence and professionalism wherever we find it – in the everyday things that make people's lives better as much as in clinical practice, service improvements and innovation.

5. **Working together for patients**

We put patients first in everything we do, by reaching out to staff, patients, carers, families, communities, and professionals outside the NHS. We put the needs of patients and communities before organisational boundaries.

6. **Everyone counts**

We use our resources for the benefit of the whole community and make sure nobody is excluded or left behind. We accept that some people need more help, that difficult decisions have to be taken – and that when we waste resources we waste others' opportunities. We recognise that we all have a part to play in making ourselves and our communities healthier.

7. **Being a learning organisation**

We wish to continue to be a learning organisation in partnership with Bournemouth University and other local academic organisations.

### **Behaviours**

Our behaviours provide a guide to how we can bring our values to life and constantly remind us that how we do things is as important as what we do and achieve.

8. **Positive**

Embracing change and feedback, utilising constructive feedback to make improvements and promoting achievements of the Trust and others.

9. **Proactive**

Challenging unacceptable behaviour, showcasing learning and innovation, actively encouraging ideas and involvement from others.

10. **Supportive**

Being attentive, encouraging and helping others, giving and receiving feedback to enable people, teams and services to develop.

11. **Respectful**

Empowering people to voice their opinion, introducing yourself and ensuring language is professional and inclusive.

12. **Reliable and trustworthy**

Being open and transparent, acknowledging errors, being honest about limitations and not over-promising.

### **SECTION D: CHANGES**

This document represents a description of the job, and the skills, knowledge, experience and attributes required, at the date of issue.

Dorset HealthCare will periodically review this job description and person specification to ensure that it continues to meet service needs and will involve the post holder/s in the review process with the aim of reaching agreement on any reasonable changes which may be required. In the event that agreement is not achieved, Dorset HealthCare reserves the right to insist on reasonable changes following consultation with the post holder.

**PERSON SPECIFICATION**  
**Clinical Services Manager - Vaccination Programme**  
**Band 8B**

1.	<b>KNOWLEDGE, SKILLS AND TRAINING</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
1.1	Registered healthcare professional	Yes	
1.2	Relevant full Masters degree		Yes
1.3	Working towards PhD or showing active engagement in research.		Yes
1.4	Evidence of recent evidence based professional development in an up to date portfolio	Yes	
1.5	Exceptional proven leadership skills.	Yes	
1.6	Ability to work with a high degree of autonomy and professional accountability	Yes	
1.7	Knowledge and understanding of the Trust's strategies	Yes	
2.	<b>JOB SPECIFIC EXPERIENCE</b>		
2.1	Evidence of experience in effective leadership and risk management, Influencing for results  Experience of complex service delivery including multi agency working.  Practical experience of transformational and change management  Experience of working at strategic level  Able to demonstrate wide knowledge of health policy and its application in practice	Yes	Yes
2.2	Demonstrable specialist skills, knowledge and experience in: <ul style="list-style-type: none"> <li>• Partnership working</li> <li>• Demand management</li> <li>• Capacity planning</li> <li>• Project management</li> <li>• Service redesign</li> <li>• Change management</li> <li>• Stakeholder involvement</li> <li>• Business planning</li> <li>• Clinical Governance</li> </ul>	Yes	
3.	<b>MANAGERIAL/SUPERVISORY EXPERIENCE</b>		
3.1	Experience of operational management or senior management in a corporate governance setting at Band 8a or equivalent or above in health or social care	Yes	
3.2	Experience of working effectively across organisational and professional boundaries in complex organisations	Yes	
3.3	Proven track record of success in managing multi-disciplinary teams, individual and team performance; management of absence, and workforce planning	Yes	
3.4	Able to undertake clinical supervision, coaching and mentoring of clinical staff	Yes	
		Yes	

3.5	Demonstrable experience of effective risk management		
4.	<b>FINANCE/RESOURCES</b>		
4.1	Proven track record of success in budget management		Yes
4.2	Experience in managing a designated budget across agencies		Yes
5.	<b>INFORMATION TECHNOLOGY/RESOURCES</b>		
5.1	Competent user of email, MS Teams, word processing and spreadsheet applications.	Yes	
5.2	Experience of using patient record systems.	Yes	
5.3	Able to manipulate data, service and performance related to design written and visual information, e.g. complex papers and reports.	Yes	
6.	<b>PERSONAL QUALITIES/ATTRIBUTES</b>		
6.1	Evidence of demonstrating the Trust's values and behaviours	Yes	
6.2	Able to communicate effectively at different levels of the organisation in both written form and in small and large groups together with ability to motivate and persuade individuals and teams, particularly in areas of service and performance improvement requiring a collaborative commitment to change and across organisations, external agencies and all sectors of the community to enable effective relationships	Yes	
6.3	Evidence of skills in diplomacy, negotiation and influencing and the ability to deal appropriately and professionally with challenge.	Yes	
6.4	Able to work independently	Yes	
6.5	Ability to adapt to a changing environment and changing priorities.	Yes	
6.6	Ability to plan and manage work within agreed objectives.	Yes	
6.7	Inquisitive and eager to learn, asks questions and responds positively to change in practice/procedure. Seeks ways to improve self and others.	Yes	
6.8	Ability to monitor and maintain a healthy, safe and secure workplace for self and others.	Yes	
6.9	Act as a champion for research for the potential to improve quality and customer care, seeking new ideas and methods to improve health care.	Yes	
6.10	Effective interpersonal and influencing skills	Yes	
7.	<b>BUSINESS TRAVEL</b>		
7.1	Subject to the provisions of the Disability Discrimination Act, able to travel using own vehicle on Trust business.	Level 1*/Level 2*	
8.	<b>ADDITIONAL REQUIREMENTS</b>		
8.1	Demonstrable skills in written and spoken English to a standard which enables the post holder to carry out the full range of duties and responsibilities of the role effectively.	Yes	
8.2	Ability to take part in the Senior Manager on call rota	Yes	

**\*Essential / desirable car user definitions**

Level 1 – (Essential) post holder is required to:

- travel an average of more than 3,500 miles a year;
- or travel an average of at least 1,250 miles a year; and necessarily use their car an average of 3 days a week; or spend an average of at least 50% of their time on such travel; including duties performed during the visits;
- or travel an average of at least 1,000 miles a year and spend an average of 4 days a week on such travel, including the duties performed during the visits.

Level 2 – (Essential) users who use their own vehicles for official journeys other than in the circumstances described under Level 1 above.

Level 3 (Desirable) non-essential car users who may exceptionally be required to travel on Trust business where such journeys could also be reasonably made by public transport.

