

JOB DESCRIPTION

TITLE: Endoscopy Service Manager

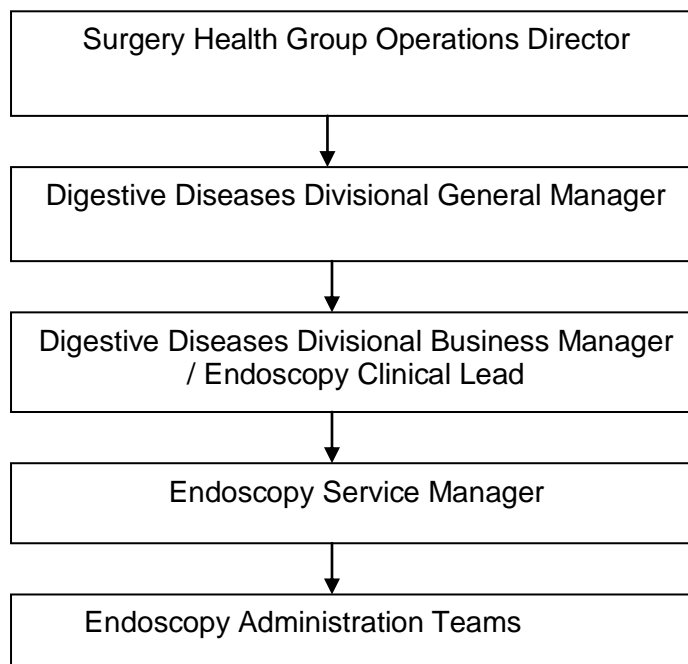
BAND:

BASE: Castle Hill Hospital / Hull Royal Infirmary

REPORTS TO: Divisional Business Manager / Endoscopy Clinical Lead

ACCOUNTABLE: Divisional General Manager

ORGANISATION CHART:



JOB SUMMARY:

The Endoscopy Service Manager is expected to work flexibly across both of the Trust's Endoscopy Units to manage the systems and processes required to ensure that the service runs safely, efficiently and at optimum levels of utilisation, to deliver all relevant local and national activity targets.

Using highly developed specialist knowledge, the post holder has delegated responsibility and autonomy for all administrative functions and staff within the service, ensuring that service delivery is maintained at all times. The post holder will take a lead on the capacity and demand planning for the service, playing a key role in business planning, to ensure that the service is able to meet the increasing demands for its services.

In collaboration with the managerial, clinical and nursing leads the post holder is responsible for the delivery of safe and effective clinical services within the Endoscopy Department, ensuring that all targets and deadlines are delivered as appropriate. They will be responsible for the delivery of activity, waiting list and waiting time targets. They will provide line-management and leadership to all staff for whom they have responsibility.

The post holder will have delegated responsibility for the effective management of human resource and clinical governance and play a key role in business planning.

In addition, the Endoscopy Service Manager will be required to take the lead in the recording, collation and submission of the evidence required as part of the Joint Advisory Group on Gastrointestinal Endoscopy (JAG) accreditation standards for endoscopy services. This assessment process is on-going and submissions are made twice yearly, with formal accreditation visits taking place on a specified basis for both units.

KNOWLEDGE AND SKILLS

1. Communication and Relationship Skills

- Highly effective communication, interpersonal and negotiating skills are required to gain the co-operation of clinical and non-clinical staff to amend and re-organise patient activity where there may be resistance to change to achieve Trust and specialty targets related to the delivery of effective and timely high quality patient care
- Represents and promotes the service within the Health Group supporting the Business Manager and Divisional General Manager in the production of service development bids, business cases and capital bids.
- Develops effective communication channels between staff, clinicians and management using a range of approaches including formal meetings/presentations to individual discussions to gain commitment and support and ensure effective understanding to highly complex situations, for example multiple options appraisals using capacity and demand principles within nationally managed KPIs.
- Ensures performance information is conveyed to the clinical teams in a timely and understandable manner.
- Actively investigates and responds to patient complaints, liaising with clinical and non-clinical colleagues to gather information and facilitate change as required. Involves and consults with patients and family members during resolution meetings to ensure the complaint is addressed as quickly and effectively as possible

- Requires the use of negotiating skills to resolve complaint issues and the ability to demonstrate empathy with clients, carers and families in what can often be a hostile or emotive environment. Agree actions following complaints are relevant to the patient/client management to avoid escalation where possible.
- Develop effective working relationships with the team and all Endoscopy users and external agencies.
- Identify, celebrate and share good practice across the SHG and wider Group. Ensure that success is communicated to a wider audience, within the Trust, with commissioners and through the production of publications.
- Take a lead on service redesign involving front-line staff and patients in delivering effective, efficient and timely services, in a cost-effective way
- Use effective communications with the team to ensure a timely consistent delivery of National and JAG targets.
- Deliver effective feedback to support continuous improvement within the service.

2. Knowledge, Training and Experience

- Maintain knowledge of changes in the NHS to provide advice to services on how to respond to changing requirements whilst maintaining best practice.
- Provides specialist operational advice to senior members of management staff to inform service planning and delivery.
- Contributes to the development of 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 of developments within the post holder's specialties, 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.
- Excellent knowledge of the Trust Access Policy, Referral to Treatment Targets and application of rules to clinical pathways.
- Computer literate and experienced in the use of Trust software packages.
- Works flexibly and provide cross-cover across the Division/HG as required, e.g., for specific work activities, projects or annual leave.
- Take managerial responsibility for the administrative and other designated non-clinical staff. Providing leadership, guidance and support to individuals and teams, guiding them towards the achievement of objectives
- Promote a satisfying environment for staff to work in. Aim to build a climate in which staff are valued and developed to their full potential. Recognise and reward the contribution of each member of staff within the Department.
- Ability to use Business Intelligence systems to provide quality assurance.

3. Analytical Skills

- Uses judgment skills to develop and recommend strategies to address issues in the short, medium and long term in collaboration with the Business Manager and/or the Divisional General Manager. Provides specialist operational advice and leadership to resolve problems associated with the day to day running of the specialties, including taking actions as appropriate to remedy issues in the short, medium and long term.

- Investigates issues arising from patient/staff complaints, serious untoward instances etc. takes remedial action.
- Leads on PALS and formal complaints, meeting with patients/carers. Provides a comprehensive written report, ensuring any lessons learned are acted upon.
- Develops and adapts service provision according to local service needs.
- Interprets local policy in order to inform service development.
- Forecasts patient activity and prepares any change impact and consider remedial actions.
- Takes the lead on identified projects.
- Analyses complex issues and situations, making judgments which require analysis and interpretation to aid problem solving, for example, analysis and interpretation of performance targets across the specialties.

4. Planning and Organisational Skills

- Responsible for the planning and organisation of a broad range of ongoing complex activities or programmes, which require the formulation and adjustment of plans and/or strategies to ensure the effective delivery of services, for example, the level of medical cover required for the day to day planning and delivery of endoscopy activity.
- Produces and circulates timely reports and updates on performance targets and business plans to relevant internal clinical and non-clinical teams within the Trust. Reports and business cases may be multi-stranded and complex in nature.
- To be able to respond to and resolve any unplanned operational problems that occur on a daily basis ensuring that patient care is unaffected.
- Supports the implementation and achievement of corporate and specialty objectives within their delegated service areas, for example, implementing contingency plans due to Consultant absence to ensure clinical sessions are covered and there is no negative impact upon patient care and national KPIs.
- Leads on the introduction of local and national health initiatives to ensure effective integration into the specialties.
- Contributes to the development of business and service plans.
- Takes the lead on agreed change projects, for example service re-organisation.
- Manages waiting lists, ensuring patients gain timely access to services which meet national and local KPIs.
- Develops operational plans in conjunction with the line manager.
- Produces business plans, briefing papers and concept papers.
- To work closely with clinical, nursing and managerial colleagues within the service to ensure that all standards relating to JAG accreditation are delivered in a timely manner
- To provide data when required to support the twice yearly GRS Census submissions required as part of the JAG accreditation process

5. Physical Skills

- Standard keyboard use.
- Competent in the use of IT systems, to obtain and analyse information on the performance of the specialties.

RESPONSIBILITIES

6. Responsibility for patient/client Care

- Provides advice to patients/carers and service users as required through incidental contact.
- Promotes patient choice and quality services for patients.
- Ensures the safety of the environment for patients and staff.

7. Responsibilities for policy and service development

- Responsible for service changes which may impact across the Trust requiring other support services to work in a different way.
- Responsible for policy/service development as directed, in line with best practice, national guidelines and NHS performance targets.
- Follows Trust policy and procedures, and leads on the effective implementation of these within the specialties.
- Ensures systems and processes are in place to address winter pressure, waiting list and quality targets.
- Anticipates potential emergency situations, and ensures contingency plans are in place to ensure the specialties can respond to the needs of patients.
- Involves patients, carers and other service users and agencies in service development.

8. Responsibility for financial and physical resources

- Ensure that resources are deployed effectively and efficiently. Assess the costs and benefits of systems/processes/staffing levels and devise alternative approaches that represent more cost-effective solutions.
- Manage designated administration pay and non-pay budget to ensure that expenditure does not exceed budget. Identifying and implementing remedial action to bring expenditure back into line. Identify unavoidable cost pressures and put together a case for funding.
- Monitoring, verification and authorisation of Waiting List Initiative Payments which may total £1,000 per month or more.
- In conjunction with the Division Business and General Manager ensure that the Health Group delivers allocated cash releasing efficiency scheme targets.
- Monitors and takes action to ensure the effective use of financial and physical resources by members of the team.
- Operates within the Trust's Standing Orders, Standing Financial Instructions and Scheme of Delegation.
- Works in collaboration with patient administration to ensure effective systems are in place for the collection and coding of patient related information that are safe, timely and efficient, to support the management of contracts with CCGs and ensure the financial stability of the specialties and the Trust.

9. Responsibility for staff/HR/Leadership/Training

- Line manager for designated staff. Implements and manages initiatives designed to develop and improve team performance, including taking remedial action e.g. staff development, performance management or disciplinary action as appropriate.
- Monitors and manages operational workforce KPIs including attendance management, completion of personal development reviews and mandatory training of staff within the division.
- Undertakes HR investigations/case management as required e.g. grievance, disciplinary, bullying and harassment including presenting or hearing cases.

- Supports the development of workforce plans for the endoscopy service working closely with other specialties within the Division/Trust. Co-ordinates the education and training needs of all staff within the service line, ensuring the objectives of the specialty are reflected.
- To target training (formal and informal) appropriately to the needs of staff and service.

10. Responsibilities for information resources

- Regular requirement to use computer software to produce statistical reports, for example, reporting on the performance targets of the service.
- Uses information systems/programmes/databases needed to deliver the services within their specialties.
- Interprets performance information into a useable and meaningful format for clinicians, managers and staff.
- Ensures that all information used/accessed is managed, utilised and stored effectively.
- Ensures that patient confidentiality is maintained.

11. Responsibilities for Research and Development

- Undertakes surveys and reviews of own work area in order to identify opportunities for innovation and improvement across the specialties within the Health Group.
- Supports the undertaking of audits and research projects as required.

12. Freedom to Act

- Plans, manages, prioritises and interprets own and team's workload, using guidance and occupational policies, to ensure the effective delivery of services. Guidance may be provided by peers or external reference points as required.
- As the lead specialist, use own judgment, to define short and medium work priorities initiating plans affecting patient care and performance.
- Accountable for own professional actions and recognise professional boundaries escalating/seeking advice from the line manager when appropriate.

EFFORT AND ENVIRONMENT

13. Physical Effort

- Combination of sitting, walking and standing.
- Frequent requirement for sitting in a restricted position at a computer.

14. Mental Effort

- Frequent requirement for concentration when for example, producing and analysing reports where a high degree of accuracy is required.
- To be flexible to the demands of the environment including, unpredictable work patterns, deadlines and frequent interruptions.
- Deals with constant interruptions throughout the working day which may result in changing priorities.

15. Emotional Effort

- Occasional exposure to distressing or emotional circumstances when dealing with sensitive and complex staffing issues (e.g. challenging behaviours, disciplinary, performance, organisational change etc.) and when following up and investigating patient complaints.
- Deal directly with complainants/patients/relatives/staff when they are angry, upset or ill and resolve issues.

16. Working Conditions

- Regular requirement to travel between hospital sites.
- Occasional requirement to travel to external meetings.

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 work places, 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 safety and health 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 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.

INFECTION CONTROL

In addition to the Trust's overall responsibilities under The Health and Social Care Act 2008 Code of Practice for healthcare, including primary and adult social care on the prevention and control of infections (revised December 2010) for your safety, you have a personal responsibility to ensure your work adheres to this Code in the delivery of safe patient care within the organisation. This code relates to ALL Trust staff and contractors working within the organisation who are employed to ensure this level of care is provided.

As an employee you will be trained to ensure adherence and compliance to the various Infection Control policies within the Trust.

SUSTAINABILITY

To actively support the Trust's goals for sustainability by encouraging and adopting sustainable ideas and practices.

SAFEGUARDING

The Trust has a duty and is committed to safeguarding all service users and provide additional measures for adults and children who are less able to protect themselves from harm or abuse. As an employee* you have an individual responsibility to contribute to the detection, reporting and prevention of abuse to safeguard those in our care (Section 11 Children Act, 2004, Human rights Act 1998, Equality Act 2010 Mental Capacity Act 2005 Care Act 2014) and are accountable to ensure that you know how to respond when you are concerned for the safety of a child, young person or adult at risk. The Trust will assist you in this process by providing training, guidance and advice. There are corporate safeguarding teams who can be contacted for advice, support and safeguarding supervision. All concerns must be reported as per Trust Safeguarding Policies which are available on the Trust Intranet. Every member of staff must undertake regular mandatory safeguarding training at a level relevant to the role

This job description is not meant to be exhaustive. It describes the main duties and responsibilities of the current post. It may be subject to change in the light of developing organisational and service needs, and wherever possible change will follow consultation with the post holder.

Person Specification

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AREAS	ESSENTIAL	DESIRABLE
Qualifications	<ul style="list-style-type: none"> Knowledge of health service management, including change management and workforce and service redesign, acquired through training or project management qualification <p>Experience equivalent to degree level.</p> <ul style="list-style-type: none"> Evidence of continued professional development. 	
Experience	<ul style="list-style-type: none"> Proven experience as an effective operational manager within an NHS or similar organisation Demonstrable experience staff management, including the management of junior doctor rosters. Experience of managing change within a complex environment Experience of managing or working within a performance driven environment with a key focus on patient safety and quality. Proven ability to utilise and interpret information to formulate action plans. 	<ul style="list-style-type: none"> Understanding of contract planning. Specialist knowledge of managing acute clinical services. Understanding of financial management.
Skills, Knowledge and Ability	<ul style="list-style-type: none"> Proven ability to identify areas of service delivery that require improvement and develop and embed appropriate actions and solutions. Effective communication skills across a multi-disciplinary team. Proven ability to analyse a wide range of data and information and make appropriate decisions and 	<ul style="list-style-type: none"> An ability to develop mechanisms for assessing and responding to variations in capacity and demand

	<p>recommendations.</p> <ul style="list-style-type: none"> • Proven ability to come up with flexible and creative solutions to difficult problems. • Excellent collaborative working skills and able to build strong relationships with clinical leaders and professional staff groups. • Excellent interpersonal skills with the ability to negotiate and influence in difficult and contentious situations, including in patient resolution meetings. • Strong commitment to inclusive team working, honesty and integrity ensuring that the care of the patient is at the forefront of all decision making. • Working knowledge of all MS Office applications. 	
Other Requirements	<ul style="list-style-type: none"> • Sound knowledge base of the NHS, the current issues, its values and principles of timely local access for the population. 	<ul style="list-style-type: none"> • Knowledge of how theatre systems within a hospital environment work.