

Job Description

Job Title	: Senior Service Manager
Band	: Band 8B
Location	: King's College Hospital NHS Foundation Trust
Responsible to	: General Manager
Accountable to	: Site Director of Operations

King's College Hospital

King's College Hospital NHS Foundation Trust is one of the UK's largest and busiest teaching Trusts with a turnover of c£1 billion, 1.5 million patient contacts a year and more than 11,500 staff based across 5 main sites in South East London. The Trust provides a full range of local hospital services across its different sites, and specialist services from King's College Hospital (KCH) sites at Denmark Hill and at the Princess Royal University Hospital (PRUH) site in Bromley.

King's College Hospital NHS Foundation NHS Trust is currently delivering an ambitious financial efficiency programme with the aim to achieve long-term financial sustainability.

Job Summary

To provide timely, efficient and effective operational management for two to three services and to assist the General Manager, Clinical Director and Head of Nursing.

To ensure that services are responsive, innovative and operate to the highest possible clinical and performance standards and to take full responsibility for actions and for keeping other team members fully informed at all times.

The post holder will manage a team of administrative and other staff. This will include Assistant Service Managers, Allied Health Professionals, medical secretaries, pathway co-ordinators and others.

Banding for this post

This job description applies to a number of Service Manager posts that the Trust has assessed as presenting extra demands on post holders by reference to the following factors:

- Multi-site working
- Staffing numbers
- Budget
- Complexity of service portfolio
- Accountability for Trust-wide performance targets
- Other relevant factors e.g. inter-organisational working, Trust strategic priorities, significant forthcoming business changes

The posts judged to fall into the Senior Service Manager Category score more highly on the following job evaluation factors:

- Analytical and judgment skills
- Planning and organisational skills
- Responsibility for policy and service
- Responsibility for finances and physical
- Freedom to act
- Emotional effort

Key Working Relationships

General Manager, Consultants and Junior Clinicians, Head of Nursing, Matrons, Lead Nurses, Allied Health Professionals, Administrative & Clerical Staff, Finance, Workforce and Business Information.

Main Duties and Responsibilities

Strategic Direction

In conjunction with the General Manager, support the Clinical Director, Clinical Leads, Head of Nursing, Lead Nurse and Matrons to:

- Lead on the development of service strategy and annual plans for the services as part of the annual planning cycle.
- Support and promote the Trust's mission, values, aims and objectives.
- Produce accurate, high quality business cases and service development bids taking into account activity and income projections.
- Ensure strong operational and financial service performance against plans through identification of problems at an early stage and the initiation of corrective action.

Service Management

Be responsible for the day-to-day operational management of the service, reporting to the General Manager on all matters affecting the delivery of core services including:

- Support the Trust's performance and management framework and be accountable for performance in designated specialties against all key dimensions within the framework including the achievement of national targets, taking corrective action as required.
- To assist with the investigation and response to formal complaints as required, taking steps to ensure that lessons are learned from issues which give rise to complaints and that these issues are not repeated.
- To ensure that clinic administration is carried out in accordance with Trust policies, ensuring all clinic changes and other adjustments are carried out on PiMs quickly and efficiently and to continually monitor the effectiveness of clinic booking patterns.

- To be conversant with all operating systems and databases and to ensure that relevant staff have the skills to manage this effectively, in a manner that ensures the patient pathway is clearly understood.
- To monitor the quality and timeliness of patient related communication across services including the quality and accuracy of letter templates, the speed of turnaround for clinical letters, the use of voicemail and the responsiveness of staff when contacted by patients or referrers.
- To ensure adequate staffing levels of all staff groups within established resource.
- To support the continued roll out and on-going use of transcribing and voice recognition tools to ensure that services make the best use of available resource and that maximum benefits are realised.
- Where relevant, to ensure that rotas and on-call arrangements are in place through the service and that these comply with workforce and working time directives.
- To ensure effective communication systems are in place across and between specialties and other relevant service groups.
- To ensure the establishment and maintenance of good working relationships and communications with the wider Trust, promoting a culture where clinical and other staff are actively involved in decisions on how services are provided and targets delivered.
- To ensure collaborative partnership working with other Trusts, other NHS agencies and with other health and academic partners across the health economy and across King's Health Partners.
- Where appropriate, take responsibility for ensuring that the separate needs of King's services on our smaller sites are understood and effectively managed, including liaison with property owners as appropriate.
- To participate in on call arrangements, as required.

Service Improvement

- Monitor the improvement programme for the services and associated work streams to support patient pathways.
- In collaboration with the Clinical Director, Clinical Leads, Head of Nursing, Lead Nurses, Matrons, AHP leads, General Manager and others facilitate patient pathway projects and improvements.
- To review and update standard operating policies and procedures, taking action as appropriate to enable continuous improvements to service quality.
- To work with specialty based staff to achieve sustained improvements including the following areas as appropriate :

- 4 hr A&E target
 - Outpatient efficiency – for example DNA and cancellation rate
 - Inpatient efficiency – for example length of stay and theatre bookings
 - Clinical Quality
 - Patient Experience
 - Financial efficiency - for example coding depth and accuracy and service line profitability.
 - Patient Access – for example RTT and Cancer.
- To support and encourage appropriate innovation in clinical practice and in the way services are perceived by patients, recognising the importance of informed choice for all patients.
 - To lead on changes to Information systems in conjunction with ICT as required to support the service.
 - To encourage the appropriate development of quality systems, clinical pathways, guidelines and service protocols and to support the effective use of multi-disciplinary audit.

Information and Planning

- To introduce and maintain the Trust's performance and management framework for services and be accountable for performance against all key dimensions within the framework, including the achievement of national targets, taking corrective action as required.
- To review and escalate as appropriate performance indicator information in line with the Trust's performance management framework.
 - Support Patient Target List (PTL) management and validation.
 - Validate and distribute reports and performance data to clinical teams.
 - Validate and distribute data on demand, capacity, waiting times and other performance metrics.
 - Lead the development of robust information systems to support performance reviews (internal and external).
 - Develop a close understanding of data collection arrangements across the Trust.
 - Work with the Business Intelligence Unit, with Contracts and with other departments to produce reports and information for clinical teams.
 - Produce and perform presentations on performance for the Care Group and Site Executive management teams.
- To understand national data requirement including national datasets and to advise the Trust on how best to implement systems to meet these requirements.

Financial Management

- To be accountable for the financial performance of delegated budgets within identified specialties, taking actions to limit spending when required.
- To deliver the objectives of the clinical services in line with commissioned activity and budgeted income.

- To develop cost reduction, income generation and efficiency proposals as required and implement them successfully.
- To lead implementation cost improvement initiatives focusing on income generation, on cost controls and on internal efficiencies as required and to implement agreed CIP programmes and plans.
- To ensure that all those within the services with influence over expenditure have the knowledge/ability and information required to understand the current financial framework.
- To ensure that valuable resources, for example endoscopy capacity, are used to maximum benefit.
- To ensure that all those within the services with influence over expenditure have the knowledge / ability and information required to understand the current financial framework and the impact of commissioning intentions.
- To authorise expenditure in line with Standing Financial Instructions and ensure that appropriate protocols are in place to control expenditure within budget.
- To monitor expenditure and ensure timely identification of budget variances, taking appropriate action to rectify such discrepancies.

People Management

- To lead, coach and manage the performance of the team in line with good people management practices. To recognise excellence and address underperformance.
- To agree objectives and review performance of staff, identifying individual training and development needs and promote continuing personal and professional development.
- To participate in regular performance appraisal meetings and ensure each member of the team has a clear set of objectives and development plans.
- To ensure the team is compliant with all statutory and mandatory training together with any professional training requirements, ensuring they are up to date and fully compliant.
- To manage absence and attendance in line with Trust policy ensuring the appropriate return to work meetings occur, e-roster is updated and productivity is at kept to the highest possible level.
- To ensure that rotas are appropriately managed
- To identify and fill any vacancies that arise within the team in line with the Trust's recruitment policy and process.
- To identify talent and support the internal talent management process in order attract and retain and succession plan for your people.
- To review skills mix at regular intervals in order to identify any potential opportunities to maximise resource utilisation / allocation, ensuring job descriptions are kept up to date.

- To ensure overall wellbeing of the team is maintained. Continuously support in improving the morale of the team and implementing a culture of zero-tolerance for bullying and harassment.
- To ensure appropriate two way communication channels are in place and to communicate personally in a way that motivates and inspires staff.
- To ensure that teams consistently behave in a manner that reinforces the priorities and values of the Trust, addressing performance where it falls short of expectations.
- To empower direct reports and ensure they are able to operate autonomously within the bounds of their roles.
- To develop effective team working across areas of responsibility to ensure the effective delivery of the service.
- To inspire staff towards continuous improvement and the delivery of excellent care through encouraging and supporting individual ideas.
- To ensure teams have clear roles and responsibilities and work as a team to support service delivery and patient care.

Risk and Quality Management

- To work with the patient safety, patient experience, risk & governance team to monitor and manage risk within specific services, to help investigate AIs/SUIs and to support the overall risk management structure of the Care Group, the Site and the Trust.
- To ensure that the Risk Register for identified specialties is kept up to date and that key actions are completed.
- To ensure that all risk assessments are completed for areas within identified specialties.
- To work with colleagues across the Care Group and Site to effectively communicate and share best practice.
- To be responsible for establishing the methods for collection of data required by local, regional and national bodies to measure clinical performance.
- To ensure the data quality of quarterly statistical and financial reports in advance of commissioning meetings.

Activity and Contracts

- To maintain an up to date awareness of areas of variance against contracted performance in identified specialties, analysing and explaining the reasons for variation where it occurs.
- To work with clinical and administrative teams to achieve high levels of data quality and implement new systems where necessary.

- To maintain productive relationships with NHS England (London), Health Education England (London) and other funding and regulatory agencies, working in collaboration to achieve joint objectives and in support of the system wide sustainability agenda.
- To manage external contracts with funding agencies, commissioning bodies and other organisations.
- To ensure effective processes and procedures are in place to monitor and track performance within the service against the performance contract with a particular focus on ensuring there is sufficient capacity to meet demand in the short and long term.

Research and Development (R&D)

- Provide support to the development and implement of R&D projects and of related governance within the service.

General

- To promote equality and combat discrimination.
- To work with other Care Groups and Sites to support the achievement of overall Trust objectives.
- To complete ad hoc tasks and projects at the request of the General Manager and other senior colleagues.
- The post holder has a general duty of care for their own health, safety and wellbeing and that of work colleagues, visitors and patients within the hospital, in addition to any specific risk management or clinical governance accountabilities associated with this post.
- To observe the rules, policies, procedures and standards of King's College Hospital NHS Trust together with all relevant statutory and professional obligations.
- To live and role model the King's Values of:
 - Understanding you
 - Inspiring confidence in our care
 - Working together
 - Always aiming higher
 - Making a difference in our community
- To observe and maintain strict confidentiality of personal information relating to patients and staff.
- To be responsible, with management support, for their own personal development and to actively contribute to the development of colleagues.
- This job description is intended as a guide to the general scope of duties and is not intended to be definitive or restrictive. It is expected that some of the duties will change over time and this description will be subject to review in consultation with the post holder.

- All employees must hold an 'nhs.net' email account which will be the Trust's formal route for email communication.

Safeguarding

The Trust takes the issues of Safeguarding Children, Adults and addressing Domestic Abuse very seriously. All employees have a responsibility to support the organisation in our duties by;

- attending mandatory training on safeguarding children and adults
- familiarising themselves with the Trust's processes for reporting concerns
- reporting any safeguarding child or adult concerns appropriately

Infection Control Statement

The post holder has an important responsibility for and contribution to make to infection control and must be familiar with the infection control and hygiene requirements of this role. These requirements are set out in the National Code of Practice on Infection Control and in local policies and procedures which will be made clear during your induction and subsequent refresher training. These standards must be strictly complied with at all times.

September 2020

Person Specification

Service Manager, – Band 8b

	Essential	Desirable
Education and Qualifications		
Educated to Masters level or equivalent plus evidence of further professional development through formal course and / or experience.	✓	
Degree and/or equivalent senior management experience.	✓	
Evidence of continuous professional development.	✓	
Prince 2 or other Project Management Skills		✓
Formal management qualification		✓
Knowledge and Experience		
Significant management experience in a service delivery role within the acute sector	✓	
Knowledge and understanding access and waiting time targets, of pathway management and the modernisation agenda in a complex organisation within healthcare	✓	
Proven track record of meeting significant national and / or local targets	✓	
Awareness of opportunities for redesigning services and the tools and techniques for achieving service change	✓	
Significant experience of staff management, including setting objectives, team and individual appraisal, recruitment, performance and disciplinary issues	✓	
Significant budget management experience including cost control, cost improvement, monitoring and determining corrective action	✓	
Evidence of report writing and presenting skills to include business cases and formal presentations	✓	
Skills and Competencies		
Excellent IT Systems and software skills including MS Office applications such as spread sheet analysis	✓	
Excellent communication and interpersonal skills with the ability to establish and maintain rapport with colleagues, students and patients	✓	
Ability to work proactively, cooperatively and creatively with senior staff at all times (including times of stress)	✓	
Commitment to promoting equality and diversity in the workplace and in service development	✓	